



### Key Signs

#### Reveal Opportunities for Performance Improvement

- First Call Resolution is low or declining or not measured at all
- Inconsistent customer experiences across IVR, web, and other modes of customer interaction
- Average handle time per call is increasing and/or calls per agent is decreasing
- Workforce management methods are not optimizing resources
- Quality management programs do not drive desired changes in agent behavior
- Internal customer satisfaction scores are high while customer attrition increases
- Employee attrition is high
- Performance measures and incentives for agents and processes are misaligned with business objectives or not driving the intended behaviors
- Training programs are too long or do not effectively prepare new hires
- Ineffective use of existing technology tools is leading to productivity losses

### Today's contact center manager is expected to perform extraordinary feats

Having the right number of staff with the right skills in the right place at the right times to handle customer interactions across multiple channels quickly, accurately and consistency on the first contact.

That's quite a balancing act, especially with the constant pressure to cut costs and meet the evolving demands of customers from the different customer segments they serve.

### Customer Value Partners (CVP) is an award-winning strategic business and technology consulting firm

CVP focuses on providing customer management strategies and solutions that improve the customer experience, quality of service, operational efficiency and employee performance.

Executives who have responsibility for millions of customers rely on CVP to help them achieve world-class performance. Moreover, they come to us for our experience and approach:

- **Collaborative** - Work beside our clients at every step of the way with an emphasis on facilitating client decision-making that drive actionable business results
- **Experience** - We deploy senior staff who have the know-how understanding of the day-to-day issues management faces having themselves managed contact centers
- **Data-Driven** - Utilize proven diagnostic tools that rapidly brings clarity and actionable insights to address complex problems that address the 20% of the challenges that affect 80% of their business
- **Holistic** - Draw appropriately from multiple disciplines to define and apply new ways of understanding complex situations
- **Innovative** - Dedicated focus on innovation and "best practices" that transform technologies and services that connect with customers in more valuable ways and achieve breakthrough operational efficiencies
- **Practical** - Scope solutions down to small, pragmatic initiatives based on the potential for immediate and strategic benefit, complexity of implementation, and organizational readiness

*"We have received great benefit from working with the CVP team over the last nearly two years. There is no doubt our service is better; we have gained knowledge, tools, strategic thinking, measurements, and processes that will serve us well for years to come."*

*Jeanie Schuler*

Director of Customer Services  
Blue Cross Blue Shield of Kansas

Winner of the 2007 and 2008 SQM World-Class Customer Satisfaction Award

## Our Approach Is Unique

Our approach covers the assessment of current practices to developing a roadmap for implementing improvements right through to designing, developing and implementing the solutions.

We follow a rigorous process using proprietary diagnostic tools to document and analyze the interrelationships between strategy, processes, technology, and people against our objective benchmarks and best practice insights. This yields a set of performance gaps and their associated root causes.

With an understanding of current practices and organizational readiness, we identify the required organizational capabilities and changes required to achieve world class performance.

Next, we translate the changes into a set of high impact, incremental initiatives prioritized into an improvement roadmap based on each initiative's potential economic value, implementation difficulty, and the company's readiness for change. The roadmap highlights what actions will take place, to whom these actions will be directed and how they will be enacted. Finally, CVP works with our clients to execute the implementation activities required for these initiatives to achieve the desired results.

## About Customer Value Partners

Customer Value Partners (CVP) is an award-winning business and IT consultancy that collaborates with Fortune 500 and public sector clients to accelerate their business performance. We employ Voice-of-Customer based methods to solve performance challenges in the areas of Customer Life-Cycle Management, IT Functional Effectiveness, and Program Performance Management. Based in Fairfax, VA, with operations in Atlanta, Baltimore, Boston, Jackson, MS, New York and San Diego, our seasoned professionals deliver practical, experienced-based solutions to our clients' strategic, operational, and technological challenges. CVP has been recognized as one of the fastest growing companies by:



*Our clients, in collaboration with CVP, have been recognized as winners of the 1st Annual Gartner & 1to1 Customer Award for Customer Service Optimization and the World Class in Customer Satisfaction Award from Service Quality Measurement Group (SQM).*

For more information, visit us at [www.cvpcorp.com](http://www.cvpcorp.com).

## Improving First Call Resolution: Simple Idea, Complex Reality

### Challenge

A large health insurer had to rapidly reverse a trend of decreasing customer satisfaction while reducing operating expenses. With the best of intentions, piecemeal technology and training initiatives failed to achieve the desired results; and cost cutting efforts only weakened customer service.

### Approach and Results

CVP's diagnostic approach and tools quickly targeted a substantial performance gap in the First Call Resolution Rate (FCR). Repeat calls were both driving the need for additional staff and the decline in customer satisfaction.

CVP identified the root causes associated with the low FCR rate; and developed and implemented several solutions to improve the call routing process, agent desktop access to existing knowledge stores, and the quality of the agent-customer interaction. The resulting increase in First Call Resolution from 68% to 78% set off a chain reaction of lower costs, higher productivity, and improved customer satisfaction that achieved the following results:

- 82% customer satisfaction rating
- >30% reduction in operating costs
- >20% decrease in AHT
- Increased inquiry accuracy
- Higher employee satisfaction and retention