

Case Study Review

Questions Read through the case study regarding call centers as Quest Diagnostics, reflect on the problems encountered by the management team and consider how you would address them. There are multiple ways of addressing problems in management, highlight the strengths and weaknesses of the strategy taken and your recommended strategy. Please write 3 to 5 sentences to answer each question. Please be prepared to discuss the case studies and share your ideas on what the management team with your group during a session with BA Course Teaching staff.

Review Questions

1) What is the problem that the management team is facing?

The problem that the NCS encounters is a lack of performance on the management team level and a lack of communication between representatives and customers. On calls, they are unable to provide a great experience to the customer, they can't solve the problems they are facing efficiently over the phone and when they get it, they can't get the exact information on time. Labor costs were too high and employees, especially customer service representatives, were not staying in the job for long.

2) Who else is affected by the problem?

Businessman: It affects the business due to customers not being satisfied with the service and leaving the business. He brought down the company and even lost one of its big alliances.

Customers: This affects customers in the sense that when they call they can't get the information they need on time

Employees: There is no guarantee that they will stay in their position as they are still recruiting. This caused some kind of demotivation.

Hospital/Clinic/Physicians : With sales of \$7.4 billion in 2014, Quest was the largest diagnostic-testing company by revenue in the United States . Its services annually touched 50% of the physicians and 50% of the hospitals in the US

3) What are the different ways that the management team could address the problem?

- Implementation of the New System
- Managing the customer representatives

- Improve NCS Performance
- Building the NCS Workforce
- Consolidation Process

4) What do you consider to be more important, addressing operations or addressing customer value?

Addressing customer value is more important because operations are processes that help managers achieve the company goals by addressing the customer's needs.

Creating Customer Value increases customer satisfaction and the customer experience. (The reverse is also true. A good customer experience will create value for a Customer). Creating Customer Value (better benefits versus price) increases loyalty, market share, price, reduces errors and increases efficiency

5) What additional or critical pieces of information should the management team collect to best address the problem?

Information about the reps who drop out of the job. Collecting data on them , knowing the reasons for them dropping out will be essential for the management team to plan a strategy to address the problem they are facing more efficiently. Because Having new reps means a decrease of productivity by the NCS.