Call Centre Performance – Project 2 Option

Two years ago, OHT’s Customer Support division was identified as the single most successfully run department in OHT. Multi-million-dollar business Medical Imaging clients were able to reach OHT support within seconds of calling and would always have a satisfactory answer within minutes. In fact, OHT had an average customer support call time of just 2 minutes and 15 seconds, an impressive figure for any call center.

But that was two years ago, in January 2015. Now the average call time has increased by 13.2x to 29 minutes and 50 seconds per call (29:50) with many calls going unanswered. This is a problem as OHT’s only means of properly communicating with customers is over the phone through the customer call center. Customer satisfaction is at an all-time low. Many customers have reported a complete inability to get through to OHTs support team.

E-Mail is in use, but a 5 year old company policy requires that Support conversations must be completed over the phone, as e-mails content can be misinterpreted. Voice mail messages are returned as quickly as possible by phone, which appears to be about a 90-minute turn-around; outgoing calls often are unable to get a line.

OHT’s Customer Support Division (CSD) supports both the Medical Imaging and TrackR Divisions. The staffing of the Division is split equally into 2 groups, one for each Division. Each group has support staff, product experts, Customer Service Representatives, and Customer Service Managers. Several greeters, who first answer the phones for OHT Medical Imaging, TrackR and other parts of OHT, are also part of CSD. Finally, there is a single CSD Manager, reporting to the Marketing Director.

The TrackR employees of the customer call center feel overworked and extremely stressed; they are at a complete loss as to how to address their current situation. In the last year, the Support techs and Experts have been mostly answering questions about the TrackR app to end-users. These sessions often last over 30 minutes.

OHT TrackR lost a major multi-store retailer customer 6 months ago, partially because the Customer’s centralized purchasing department could not reliably call in new orders. The customer also reported that they were receiving complaints from TrackR end users about inability to contact OHT TrackR support and had a growing number of TrackR product returns.

The Medical Imaging support staff are frustrated as well. They continually are verbally assaulted by their longtime customers for the regular “line busy” tones, or routing to voice mail, that the callers experience. Customer order replacement supplies thru the Customer Service Reps; order taking appears to be impacted by the busy lines. They often have periods of 10 or more minutes when they can’t perform their work, as they can’t make an outgoing call.

To make matters worse, a member of the customer call center support staff discovered the CSD Manager’s resume sitting on his desk with a cover letter applying for a cashier job at the local McDonalds.

CSD uses a Digital Private Branch Exchange (dPBX) that was put in place 5 years ago, and enhanced in January 2015. The dPBX collects and provides extremely detailed data, by shift, using a system of Mode Codes, that has counts, and average times. No one in OHT has been able to make use of this data.

The situation seems to have grown quite dire and OHT Senior Management has been unable to identify any of the reasons and/ or causes behind this unfortunate turn. Billy and the head of the call center held a brain-storming session a few months ago, looking for potential solutions, in which the idea of outsourcing was discussed.

While OHT Senior Management never truly invested into the idea of outsourcing the entire department overseas, they decided to follow every lead for the sake of avoiding undo bias. Research, kept secret from the CSD staff, found that a number of reputable over-seas companies, could perform the same duties as the customer support personnel at OHT, with probable cost savings. However, none of the overseas companies, after initial conversations with the Marketing VP and the CSD manager, and analyzing the dPBX data given to them, were interested in quoting on the work.

Unfortunately, the CSD employees discovered that discussions were held contemplating the idea of outsourcing. Since this news leaked, the employees in both groups of the CSD have become noticeably distraught. It appears as if their work has suffered even further. Amongst themselves, the TrackR support techs and Product Experts believe that they are keeping the TrackR product alive in the marketplace, and the OHT Senior Management doesn’t realize that.

Six weeks ago, in January 2017, a new Support Tech was hired for the TrackR Support group. The person was well experienced, with 6 years of support work in a major telecommunication call centre. They even had spent 16 months as a team leader for the previous employer. That person quit, after 5 days of work, stating that “two days of job shadowing, and one day of self-directed experimenting with the TrackR app, did not prepare them to properly support end-users”.

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