

Sam Webster

We are a 450 seat BPO call centre delivering multilanguage support, for 3 channels and across 3 continents. In early 2015 we were facing some difficult times with our clients as we struggled to deliver data quickly enough, accurately enough or in the right format for them. As part of an operational review by the Senior Leadership team, we identified the need to establish specific MI support for the Operations Managers so that they had the right information and insights to talk to our client about.

Whilst we were looking to put this role in place, our Head of Operations interviewed one of our best agents for a role in WFM. The moment he met Sam, he realised that despite his lack of experience, Sam had a passion for analytics that we needed to nurture.

That afternoon we offered Sam the role of MI analyst to support the management team. From the start Sam impressed with his enthusiasm and willingness to learn. The first few weeks for Sam were daunting to say the least, being introduced to reporting on a call centre with 14 languages, 3 channels and 9 verticals came as a shock to him. But this was when it became obvious to us how much of an asset he was going to become. Sam invested a huge amount of energy and his own time into understanding what was needed and how to deliver it.

The other thing that impressed us all was his superb levels of pro-activeness. Very early in his time, he started taking notes in client meetings and took the lead in making sure any actions coming out of the meeting happened. One of the moments that stood out for me was when the customer asked for some information around staffing levels, straight out of the meeting I had to deal with an issue, I returned 2 hours later sat down and said to Sam right better get those staffing levels together. He immediately responded, no you don't they are already in your Inbox. This was coming from someone who had only started 8 weeks ago and had never produced this information before.

Sam's contribution to our team has grown and grown, our daily reporting to our client has gone from a brief overview each day to a precise document on any exceptions the client needs to be aware of. It has become a document that the client relies on for their own internal reporting and supporting our push for more business.

The next point at which we came to realise Sam's superb contribution was when our client decided that they wanted to hit a 100% email SLA as they could see direct correlation between time to respond and CSAT. We were really struggling to get our client to understand the barriers to achieving this, what Sam did unprompted was to go away and collate examples of what was stopping us achieve SLA. From this data

we were able to get the client to understand the barriers and work with them to eliminate as many as they could.

From this point Sam grew and grew in his role, we recruited another MI analyst and he mentored them, every time we got caught out by the client he went away and worked out how to make sure it didn't happen again.

He took over ownership of the Mi aspect of our invoicing process, this was no easy task not least because of the complexities of our contract. He had never done invoicing before yet he went away and researched what was needed and is now delivering the most accurate invoicing we have ever had.

Sam continued to grow from here on in, he took on more responsibility, he started to support our American operation, he is about to support our Romanian operation. His insights and callouts are now so good, that our Vendor Manager has started to use his data against his internal teams, using what Sam and the team are producing to evidence what they need to do better.

Now with many hours of international travel under his belt, he has continued to impress and leave long lasting impressions on all the people he comes to meet with his tenacity to find value in every task he is set Yet his inexperience in working at this level never shows and his confidence has remained despite some serious challenges, this has simply been a catalyst of continued improvement and adaptability.

When we report out to our clients either within daily meetings or monthly, Sam continues to transform quite a colourless message of data and commentary into a storyboard of knowledge and by using a different mentality and a flourish of graphical design to our work, allows our combined successes to leap out of the presentation succinctly and effortlessly.

When he is not pouring in the working hours within the office he's keeping abreast of the industry and technologies by reading and absorbing information. And when he is not doing this he is applying styles and working practices to his day to day tasks.

He is also a mentor to another MI Analyst who joined the team shortly after him. She was able to mirror his success and develop herself through his style of work, improving upon her own confidence and becoming part of the team effectively and quickly.

In summary, It is obvious to us that the introduction of Sam into our team, marks the point when we started the journey from underperforming vendor to true Partner – this has helped us achieve growth of almost 100% in less than a year.

Appendix -

Example daily update Aug 2015

Hi,

Please find today's daily update below, please be aware that problems with the feed this morning has meant we are missing data.

PSDS

01/08/
2015

Language	Daily Call SLA	WTD Call SLA	Daily Abandoned Calls %	WTD Abandoned Calls %	Daily Email SLA	WTD Email SLA	Daily Chat SLA	WTD Chat SLA	WTD Phone CSAT	WTD Email CSAT	WTD Chat CSAT	Blended WTD CSAT
English	72.35 %	80.90 %	6.06%	4.02%	90.80 %	94.41 %	-	71.17 %	86.41 %	74.42 %	72.92 %	84.85%
German	80.58 %	89.26 %	7.02%	4.37%	100.00 %	97.63 %	-	0.00%	84.57 %	36.36 %	-	81.72%
French	52.20 %	75.99 %	16.48%	8.68%	88.89 %	84.54 %	-	100.00 %	88.15 %	58.33 %	-	86.55%
Italian	85.28 %	86.54 %	7.98%	3.98%	98.28 %	95.76 %	-	50.00 %	92.16 %	75.00 %	100.00 %	91.54%
Spanish	67.14 %	77.97 %	12.14%	5.25%	100.00 %	95.35 %	-	71.43 %	89.76 %	81.82 %	82.35 %	88.84%
Portuguese	50.00 %	65.52 %	50.00%	16.09%	94.12 %	89.33 %	-	-	88.67 %	66.67 %	-	88.52%
Russian	-	91.78 %	-	2.47%	89.29 %	88.45 %	-	100.00 %	83.50 %	72.73 %	-	81.97%
Dutch	-	-	-	-	-	-	-	-	-	-	-	-
Overall	72.00 %	83.31 %	9.47%	4.96%	93.59 %	92.69 %	-	71.26 %	87.72 %	69.60 %	75.76 %	86.43%

Call outs

FR struggled over the weekend as volume was 40% over forecast on Saturday and they had 1 agent off long term sick. However FR ABN for the week was 3.7% DE actual ABN 0.52% with OOH and <40s removed.

Recruitment for latest ramp has started.

Thanks

Update April 2016

Daily Performance Summary 20/04/2016									Week to date CSAT		
Language	Phone SLA	Abandon >40s	fcst accuracy	Email SLA	Chat SLA	Chat ABN	% fc contacts	Hours Adherence	Phone CSAT	Email CSAT	Chat CSAT
English	85.75%	1.32%	71.47%	94.00%	85.00%	11.90%	59.64%	94.29%	85.00%	67.00%	67.00%
German	98.17%	0.00%	117.20%	94.00%	94.00%	6.30%	86.74%	82.16%	84.00%	0.00%	100.00%
French	81.87%	1.81%	102.80%	100.00%	-	-	68.45%	90.48%	89.00%	50.00%	-
Italian	95.13%	0.75%	88.70%	90.00%	90.00%	10.00%	103.07%	117.28%	95.00%	67.00%	100.00%
Spanish	76.23%	7.67%	118.56%	89.00%	100.00%	8.30%	81.91%	102.23%	90.00%	56.00%	100.00%
Portuguese	83.41%	2.18%	90.51%	98.00%	-	-	37.36%	121.70%	84.00%	43.00%	-
Russian	86.13%	3.20%	107.45%	89.00%	93.00%	13.30%	104.66%	151.36%	79.00%	63.00%	50.00%
Turkish	75.00%	8.33%	-	43.00%	-	-	-	-	89.00%	43.00%	-
Arabic	60.66%	18.03%	-	79.00%	-	-	-	-	67.00%	42.00%	-
Polish	79.41%	11.76%	-	100.00%	-	-	-	-	89.00%	100.00%	-
Dutch	66.67%	0.00%	-	80.00%	-	-	-	-	100.00%	-	-
Overall	85.80%	3.00%	94.68%	77.00%	88.00%	10.60%	69.63%	108.47%	86.00%	54.00%	71.00%

Week to Date Performance Summary								
Language	Phone SLA	Abandon >40s	fcst accuracy	Email SLA	Chat SLA	Chat ABN	% fc contacts	Hours Adherence
English	94.15%	0.61%	77.69%	93.00%	85.00%	11.90%	62.16%	107.26%
German	94.94%	0.10%	116.28%	94.00%	94.00%	6.30%	114.17%	91.67%
French	80.28%	2.33%	100.17%	88.00%	-	-	89.37%	81.42%
Italian	96.13%	0.20%	84.64%	95.00%	90.00%	10.00%	117.88%	141.52%
Spanish	77.62%	7.50%	114.70%	94.00%	100.00%	8.30%	106.88%	105.51%
Portuguese	87.17%	1.90%	88.45%	93.00%	-	-	71.92%	127.75%
Russian	89.17%	2.89%	90.43%	94.00%	93.00%	13.30%	95.97%	114.58%
Turkish	76.43%	7.80%	-	24.00%	-	-	-	-
Arabic	57.38%	22.78%	-	48.00%	-	-	-	-
Polish	90.11%	4.40%	-	83.00%	-	-	-	-
Dutch	66.67%	0.00%	-	73.00%	-	-	-	-
Overall	87.77%	2.76%	94.34%	68.00%	88.00%	10.60%	83.57%	111.62%

Call SLA

Spanish

- Root cause – interval demand
- Phone demand 233% over the forecast between 21:00 and 22:00, 20 calls offered vs 6 planned
- SLA is 80% after this period removed
- Overall phone demand from 19:00 to 23:00 is 114% over the plan (88 calls offered vs 41 planned)

Turkish

- Root cause – capacity / interval demand
- SLA impacted between 12:00 and 13:00
- 21 calls offered, we had 7 agents available to take calls
- Xerox AHT is 1041s (17 minutes)
- SLA is 81% after this period excluded

Arabic

- Root cause – capacity / interval demand
- 2 agents on calls / 1 in training, 1 on annual leave
- 61 calls offered with up 7 calls offered per interval
- Agents in nesting started to take calls

Polish

- Root cause – capacity / interval demand
- 7 calls offered at 11:30 / 4 agents available to take calls
- SLA is 89% after this interval removed

Dutch

- Call dropped after 4 seconds
- Usually it takes around 11 seconds for call to connect

Daily ABN

Turkish

- interval demand

Arabic

- 3 OOH
- Interval demand

Polish

- Interval demand at 11:30, 7 calls offered, 4 agents available to take calls, as a result 3 calls dropped

Email SLA

Turkish

- 146 emails out of SLA at 8am yesterday
- Today we had 29 emails at 8am and only 5 emails out of SLA at 12pm

Arabic

- Had 0 emails out of SLA at 8am, however AR starts shift at 7:30, so worked on few emails out of SLA before 8am.

Chat ABN

Russian

- Received 15 chats, 2 of them were ABN
- ABN is 6.67% after short ABN excluded (1 chat was abandon within SLA)

Hours Adherence

German

- To deliver the hours requirement DE should have 12 agents in. Due to the team size of 18 agents we couldn't schedule the required number of agents, as 4 agents had a lieu day, 2 agents were on annual leave and 2 were scheduled for training.
- As a result we were 15 hours short

French

- Delivered 90% of the hours requirement as we pulled 1 agent out of training and 2 agents in nesting are working on FR cases

Weekly Business Review Slide

August 2015

Russian - Capacity / Demand

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	WTD
Phone SLA		67.16%	60.97%	84.85%	59.76%	76.32%		69.59%
ABN <40s		11.64%	12.27%	3.41%	9.56%	9.21%		
Forecast accuracy		140.52%	112.84%	110.74%	105.29%	95.64%		113.00%
Hours adherence		79.36%	72.33%	87.28%	73.67%	78.74%		89.04%

Highlights

- 95% Email SLA WTD

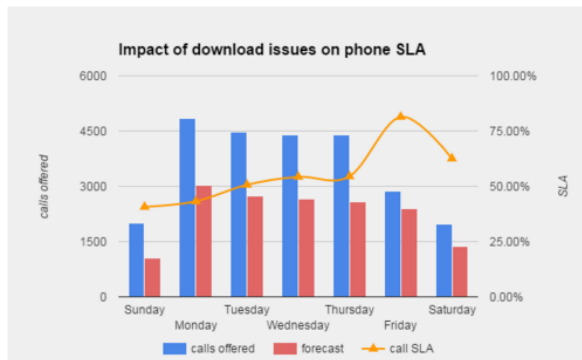
Lowlights

- SLA & ABN affected by capacity / demand - 10% under plan on hours, 13% over on call volume
- However, 69 out of 169 abandons occurred before Poole agents started at 7am which has an impact on overall SLA

Action Plan

- Russian OT offered - we will deliver at least 25 hours a week.
- 2 RU agents to join team this week.

April 2016



Root Cause

- Download issues affected all markets pushing call volumes up for the week.
- Volumes remained high until Thursday, we saw a decrease in call volume on Friday due to Easter holidays.
- This issue affected email SLA as teams were focused on handling phone demand
- OT was offered to help with high volumes

