

WiserOwl Helps Global Eyewear Contact Center Save Millions



CHALLENGE

Members around the globe rely on this award-winning multibillion-dollar insurer to ensure they and their families receive best-in-class health care.

Recently, the company experienced a historical increase in membership through its innovative benefit offerings, expanded doctor network, and new acquisitions. While this expansion was welcomed, the ensuing rapid growth created new contact center issues with additional system integrations and complex business rules.

Additionally, leadership was faced with managing a growing staff with increasing contact times that were compounded by a lack of transparency into process efficiency or work completed.

In response to these challenges, Contact Center and IT management partnered to find ways to optimize processes in customer service.

Initial solutions relied on traditional tactics of controlling handle times, training, and technology enhancements. While good on paper, many were frustrated by the lack of clarity in results that did not satisfy leadership.

“It was extremely difficult to grasp how much upstream work and manual processes contributed to the overall costs of the center,” said the insurer’s Chief Information Officer. “Early on we tried attaching costs to help determine how we could make them more efficient via technology, but nothing made clear sense.”

Contact center leadership was equally frustrated. “Understanding the effort and cost of work is brutal, especially when you throw in the mix of off-phone work. I need meaningful answers,” explained the Contact Center Senior Director.

To gain better visibility, managers relied on Quality Assurance scores. It was assumed good QA scores were a natural fit with productivity and efficiency measures, and that additional QA training would improve both measures. However, not only did QA scores remain high, but the cost of performance was unchanged—and in some areas it increased. The C-suite started paying attention, and a different approach was needed before unwanted major change happened.

Objectives included:



Increase contact capacity at a reduced cost



Offer a more consistent customer experience



Reduce spending through budget efficiencies



Optimize technology stack utilization

SOLUTION

Although the company had plenty of raw data, none of it was intelligible. Assimilating it to provide quantifiable data for decision-making was considered an effort too complex and costly to be practical. Of course, the leadership wanted a direct line of sight in terms they could understand and trust, and that contact center managers could manage. And everyone agreed the most universal language in business is money and financial efficiency.

The company engaged WiserOwl to:

Evaluate operations in two contact centers

Provide financial answers to performance

Propose initiatives intended to optimize performance while saving money

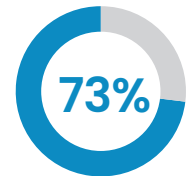
Results were needed quickly to finalize annual budgets. The company tasked WiserOwl to show manageable proof—most importantly the cost and financial efficiency of work done across all staff levels and contact channels.

RESULT

Using a quadrant style format, WiserOwl identified 21 opportunities, ranking them by financial and qualitative benefits. The top nine were shared with the C-suite.

Showed committed savings of
\$2.5 MILLION
for a 100-seat contact center.

The IT organization was shown how they could improve technology stack utilization by



“WiserOwl validated how we were using our technology stack,” said the Senior Director, IT Services. “Instead of throwing more technology at problems, we could now better leverage what we had to address contact center issues. Little did we know there was such a significant under-utilization of technology.”

Executives were so impressed that they fully licensed the WiserOwl platform to continuously report the cost of performance. Since that time, Contact Center operations have reorganized around WiserOwl’s financial efficiency scores of agent performance, and empowered staff at all levels with ownership of where they spend company money i.e., salary in achieving goals.

Through WiserOwl, the company continues to adopt new ways of thinking to manage operations. They have learned that contact center metrics and initiatives need to be continuously validated in their financial efficiency form before making decisions.

“Gone are the days of solely relying on traditional contact center measures and KPIs,” says the Contact Center’s Director. “We now have direct visibility to performance, its cost, and the cost of work being done. The power of WiserOwl is its ability to show the cost of performance. Ultimately, managers become better at managing because they can now drive performance with actionable answers instead of anecdotal information. I have always had to worry about operational costs because managers and supervisors were too far removed to understand its impact on the operation. But now it is front and center for them to make informed decisions.”