A comprehensive internal SWOT analysis identified the following weaknesses.

1) **Too much time** spent on spreadsheets to pull data together from separate systems
2) **Information overload** caused by numerous, stale reports resulting in inefficient collection and distribution with no direct, actionable intelligence to users
3) **No way to identify best or worst performing agents** on KPI's within reporting
4) **Vulnerable to wrongful termination or related agent disputes** due to subjective or inconsistent performance review criteria and/or processes
5) **No consistent way for agents to see how they were performing or being compensated**
6) **No link between achievement of defined performance levels and bonus compensation and/or other incentives and integrate that information with the payroll system**
PROVEN CCPM SOLUTION SELECTED
After an extensive evaluation process with internal and external experts, the BPO provider selected a Contact Center Performance Management (CCPM) product – the Acuity performance management product from TouchPoint One.

A comprehensive implementation process was developed and implemented. The team consisted of a quality manager, quality director and team supervisor. A member of HR was also enlisted to support Acuity setup and address agent and supervisor training and support needs. The plan was executed smoothly and met expectations. It included these critical action steps:

1. **Call Center Operations:**
   - Define KPIs, point value ranges, calculations, pilot team, project, team and agent assignments

2. **Information Technology:**
   - Define data pulls, obtain user profiles, data transfer/import processes

3. **Management:**
   - Determine Internal Resource and Time Requirement

4. **Quality Control:**
   - Define QC Forms

5. **HR / Management:**
   - Determine ABC Pay Strategy

6. **Client:**
   - Determine Acuity Training Guideline

- **Client Administrator** – Train on all aspects of system;
- **Executives and Managers**
  - Dashboard fundamentals and reporting;
- **Project Managers**
  - Dashboard fundamentals, reporting and KPI/Sub-KPI management;
- **Supervisors** – Dashboard fundamentals, reporting, user profile setup and team assignments;
- **Agents** – Dashboard fundamentals, reporting and QC form review and;
- **QC Team** – Dashboard fundamentals, reporting, QC management and administration

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**Top Performance and ROI Achieved**

The BPO provider subsequently experienced rapid growth, lower agent turnover and exceptional client retention after implementing Acuity. Here were the key results.

**Attendance** increased from 84.2% to 90%, a 6.9% improvement, resulting in over $400,000 additional revenue (2013 vs. 2012).

**Dollars per contact** increased by over 20%, resulting in over $50,000 additional revenue per month for the client, and increased performance bonus.

**Customer satisfaction** scores, based on post call, live surveys of customers who called that day, increased by 10%, resulting in increased performance bonuses.

**Attrition** decreased by 30%, reducing training expense by over $350,000 per year. Increased average tenure also improved overall performance contributing to bonus achievement.

**Bonus percentage** increased by 100%, resulting in over $1,000,000 in bottom line (EBITDA).

Within 12 months of implementing Acuity, the BPO provider became the top ranked vendor. As a result, they were awarded double the business. Their improved performance on specific KPIs included:

- **Attendance**
- **Dollars per contact**
- **Customer satisfaction**
- **Attrition**
- **Bonus**
Real Bottom Line Results They Now Depend On

The BPO provider is now enjoying the results from their Acuity enterprise performance management system, brought to them by TouchPoint One.

1) Within 12 months on the Acuity system, they became the top ranked vendor
2) They worked with TouchPoint One specialists to identify, score and weight their key performance indicators
3) They communicated to their staff that performance would be measured and displayed on each employee’s desktop and pay was directly linked with performance, a change agents felt was fair
4) Supervisors quickly identified performance issues, addressed and corrected them within minutes
5) Management compares performance in real time at the site, team and agent levels at the office or remotely through hand-held devices
6) Their top vendor ranking resulted in being awarded double the business

Agents Love It

Among the most rewarding aspects of the Acuity implementation has been the value it’s delivered to agents. Acuity enables agents to be connected to their supervisors as well as the rest of the organization at every level. Agents appreciate the consistent and continuous support that Acuity facilitates. They also like knowing that their employer is genuinely interested in their well-being and committed to their success. As a result, agent attrition rates and attendance scores have significantly improved. And wrongful termination incidents have nearly disappeared.

The BPO Provider Loves it Too

The BPO provider now has a deeper understanding of the correlation between employee satisfaction (ESAT) and customer satisfaction (CSAT). While this is the way they have always managed their business, Acuity has enabled this relationship to be more directly measured. As agent attrition rates have dropped and attendance scores have improved, scores for customer satisfaction have steadily risen.