

Impact 360 Success Story: Navitor

CUSTOMER:

TAYLOR CORPORATION

INDUSTRY:

Printing

SOLUTIONS AND SERVICES:

Impact 360™ Advanced

Workforce Optimization*:

- Impact 360 Workforce Management
- Impact 360 Quality Monitoring
- Impact 360 eLearning
- Impact 360 Scorecards
- Impact 360 Customer Feedback

Impact 360 Quality Evaluation Optimization

Impact 360 Calibrating Quality
for Consistency

Impact 360 High-Impact Coaching

REGION:

Midwestern U.S.

LOCATION:

North Mankato, MN

NUMBER OF AGENTS:

238

RESULTS:

- Improved service levels by nearly 10 percent
- Decreased the time spent per quality monitoring session from 24 minutes to 10 minutes
- Reduced cost per monitored call from \$7.25 to \$2.62

OPPORTUNITY

Taylor Corporation is a holding company for a variety of business units, including Navitor, which provides customer service support for semi-custom printed materials, such as business cards, letterhead, envelopes, stamps, and engraved products. Headquartered in North Mankato, Minnesota, the company does business through third-party channels ranging from office supply chains to local print shops.

Navitor is instrumental in fielding questions on products, processes, and order status. Its contact center used an outdated recording system and maintained a static schedule for its 238 agents.

“Our contact center needed help to better service our customers,” says Cory Gallagher, customer service department manager, Navitor. “Our recording system was antiquated and wasn’t capturing calls reliably, which caused us to use a significant amount of labor for quality monitoring our staff. When it came to making real-time adjustments to our schedules, we had little strategic control over service levels. For example, when our agents had to be pulled from the floor to receive training or attend weekly meetings, our customers suffered — and so did the remaining agents handling the call volume.”

Gallagher also notes that there was a significant lack of understanding regarding the impact of adherence. “To have the necessary time to develop our staff, we needed everyone to adhere to the schedule. Like many contact centers, we also had a gap in developing our supervisors in the areas of coaching and performance management.”

Determined to create a world-class contact center, Gallagher and his staff began searching for solutions that would enhance the operations in Navitor’s contact center and could be presented to executives.

“Originally, we had only planned to update our quality monitoring system,” explains Gallagher. “Then, we attended a contact center trade show, extensively toured the wide assortment of vendor booths, and compared the solutions for improving contact center performance.” According to Gallagher, Verint® Witness Actionable Solutions™ was the only vendor that had “all of the components we were looking for — and they were integrated. We especially liked the way that quality monitoring, workforce management, eLearning, and scorecards worked together from a single platform.”

SOLUTION

Impressed with Impact 360 Workforce Optimization’s unified workforce management, quality monitoring, performance management, and eLearning functionality, Navitor chose the solution.

With Impact 360, Navitor’s contact center has moved to flexible schedules that can be adjusted in real time, helping the center manage its service levels effectively while offering agents more scheduling options. Moreover, the company can reliably record and evaluate calls — including agent screen navigation — and use scorecards to provide consistent feedback to agents.

* At the time of implementation, the solution was offered by Witness® Systems. Since then, Witness Systems has become part of Verint® and renamed Verint Witness Actionable Solutions.

"We're delivering a better level of service to our customers and developing our staff, all at a lower cost — with a higher level of employee satisfaction. That's real success."

— CORY GALLAGHER, CUSTOMER SERVICE DEPARTMENT MANAGER, NAVITOR

"Scorecards were an entirely new concept for our contact center," Gallagher explains. "With scorecards, agents can view their performance metrics daily and take action, and coaches can meet with the agents once a week to discuss performance. There are no surprises, and everyone is measured consistently."

Impact 360 has enabled Navitor to monitor for adherence, and supervisors can drill to recordings from adherence screens to investigate anomalies. Adherence is also a measurement on the scorecard. "We call it 'time management,'" Gallagher says. "Our staff can review their scorecards, see how well they're adhering to their schedules, and adjust their behavior in subsequent calls."

According to Gallagher, Impact 360's eLearning functionality has eliminated the need for supervisors to pull agents off the floor for individual training sessions. "We're using Impact 360 to create best-practice 'learning clips' from our recorded calls. Agents can review them with their supervisors and receive targeted, individualized coaching on how to improve their performance."

BENEFITS

Impact 360 has provided Navitor with a range of benefits.

"Impact 360 Workforce Management has helped us understand our staffing needs," Gallagher explains. "We've increased our service level by nearly 10 percent and have greatly improved our ability to monitor calls. Our goal has always been to conduct 400 monitoring sessions each month. Before Impact 360, we achieved only about 40 percent of the goal. Now, we monitor 480 calls each month, and each session takes only 10 minutes."

There are other benefits, too. "Impact 360 Quality Monitoring captures screens as well as voice, and the screen capture added a new dimension to evaluations," he explains, noting that the contact center has used captured information to identify and fix glitches in its processes.

The recent addition of Impact 360 Customer Feedback will allow the center to go a step further and actively capture the "voice of the customer" through post-IVR surveys that provide real-time insight into customer opinions and preferences.

Gallagher also points out that several engagements with Verint Witness Actionable Solutions consultants provided deep insight into Navitor's contact center operations. These included a Quality Evaluation Optimization engagement (formerly known as the Performance Optimization Workshop), which mapped the organization's business goals and objectives to quality monitoring evaluation forms and scoring schemes, helping ensure that agents are measured against criteria that contribute to the bottom line. A Calibrating Quality for Consistency workshop further reinforced this awareness by helping Taylor Corporation define a consistent quality monitoring calibration process. "We invited managers from sister contact centers in Mankato to the workshop," Gallagher says. "It was a powerful experience and really engaged us in our new environment. Before the session, we failed to grasp the deeper expectations of quality monitoring as a team. The workshop helped us synch up and define a process. Our efforts are paying off — members of our sales staff are passing on compliments from customers concerning our customer service team. We are very pleased!"

To help supervisors improve upon their coaching skills, Navitor also requested a High Impact Coaching workshop. "Our supervisors learned coaching techniques and how to communicate more effectively with their staff," Gallagher notes, pointing out that these skills were very important as Navitor implemented and became familiar with its Impact 360 Workforce Optimization solution.

According to Gallagher, the Verint Witness Actionable Solutions consulting engagements "helped us understand and communicate the cultural changes needing to take place within our contact center. Now, we're delivering a better level of service to our customers and developing our staff, all at a lower cost — with a higher level of employee satisfaction. That's real success."

About Verint Witness Actionable Solutions

Verint® Witness Actionable Solutions™ was formed as a result of Verint's successful combination with workforce optimization provider Witness Systems. Our software and services enable organizations to capture and analyze customer interactions, improve workforce performance, and optimize service processes in contact center, branch, and back-office operations.

Verint. Powering Actionable Intelligence.®

Verint Systems Inc. is a leading provider of actionable intelligence™ solutions for an optimized enterprise and a safer world. More than 10,000 organizations in over 150 countries rely on Verint solutions to perform more effectively, build competitive advantage, and enhance the security of people, facilities, and infrastructure.



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