THE TAYLOR REACH GROUP INC.
REACH YOUR GOALS, REACH YOUR POTENTIAL... REACH BEYOND!

CUSTOMER REACH®

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Operational Indicators –

Call Volumes/Abandoned Rate / Blockage

By Turaj Seyrafiaan

In the last two issues, we discussed certain operational indicators such as AHT, Service Level, ASA and Occupancy Rate. In this issue we tackle a few more operational indicators such as Call Volume, Abandoned Rate and Blockage. Although these indicators may not reflect the efficiencies associated with the daily operation of the centre, they are a significant part of the long-term planning for the centre.

Call Volume

As the name indicates, this is the number of calls or contacts received by the centre (technically, the volume is measured at the point of entry into the queue – calls handled within the IVR are measured separately). In practice there are two sets of numbers Offered and Accepted. Both are reported by your ACD or switch. Offered Calls refers to the total number of calls arriving at the queue. Accepted are the number of the calls handled by the agents. Call Volumes can be represented on a Yearly, Monthly, Weekly and Daily basis. For the purpose of Work Force Management (WFM), Call Volumes are often broken down into 15 minutes intervals. Call Volume represents the work-load that a centre must handle and although the calls are initiated by individual customers (in a rather random fashion), a good forecasting process can predict the volume demand with a very high degree of accuracy. Actual Call Volumes are tracked and provide information for any Intra-Day adjustment as well as short and long term forecasting.

Abandoned Rate

Abandoned Rate represents the percentage of calls (Offered) that are terminated while in the queue waiting to be answered (in plain English, the customers hang up). Although technically all the calls that were not answered by an agent (difference between Offered and Accepted) can be considered Abandoned. Many centres only count the calls that were abandoned (terminated) after the Service Level threshold. This methodology assumes that there were other circumstances (outside the control of the centre) contributing to the caller deciding to terminate the call. Regardless the center was not anticipating being able to answer the call, due to the Service Level threshold. Using this "over the threshold" approach an Abandoned Rate of around 1% is acceptable in most centres. Where 100% of all abandoned calls are considered the percentage becomes higher, to around 3%. Obviously a higher rate indicates a busier centre, longer wait time and more frustrated callers.

Inside this Issue

Blockage

Blockage refers to the percentage of calls that are initiated by the customers but do not reach the centre due to lack of available circuits, lines or trunks (customers hear a fast busy signal). The lack of circuits can be between the caller and their central office, on the telephone service provider network or lastly and most commonly into the center.

This is a measure of accessibility which unfortunately is ignored (not reported) in many centres. One reason for the lack of attention could be that in order to assess and report on blockage, a report cannot be generated by the centre and must be requested from the telecom service provider. This can be a difficult and time consuming process. But make no mistake there is a great risk in not knowing!!! The centre may be conducting a reasonably efficient operation and providing services for the number of calls that make it through but what about the unknown number of callers who never get to the centre?

Are there tens, hundreds or thousands of customers that are basically denied a contact with the centre? What is this doing to your customer satisfaction? And what if the lines were to be expanded in order to allow the entire workload to arrive at the queue? Is the centre capable of handling this extra load? What would accepting all calls do to recruiting, staffing, WFM processes, not to mention budgets? It is important to mention here that blockage can be manipulated by the unscrupulous. By reducing lines and therefore access fewer calls will be received and more calls will be handled with the Service Level threshold. By 'choking' the incoming volume and not servicing customers the center can still achieve the Service Level objectives but at the cost of increased customer dissatisfaction.

Improving Operational Results

Now that we understand the meaning of these indicators, what can we do to improve the results? In case of the Blockage, the answer is easy: a periodic traffic study by the telecom provider can not only provide the Blockage Rate (including the time of the day / week), but also the required number of lines (trunk) that would be required to handle such traffic. Call centre management, however, must be diligent in aligning the internal capacity of the centre (staffs, stations, networks) with the external capacity before adding more trunks thus opening the door to the extra work load as there is very little to gain by simply opening the door only for customers to experience long wait times in the queue.

As for improving the Abandoned Rate, the answer lies within a proficient Work Force Management process including appropriate planning and allocation of resources. In achieving the target Service Level, call centres minimize the wait time for the customers and thus removing the frustration and the need / urge to hang up. In addition available technologies such as "Call Back" feature (as part of the queue) can allow the customers to avoid long wait time and potentially "hang up" by effectively scheduling their calls for a more convenient time frame.

Improving Call Volumes?

In most centres, it is simply accepted as a fact that calls are driven by number of factors that are entirely outside the control of the centre. In many cases the management has improved the WFM process significantly to ensure they can predict the number of calls with accuracy and confidence. In addition they may have established a close relationship with the other departments within the organization to gather first hand (and prior) knowledge to any activities that might increase the call volume such as introduction of new products or a marketing blitz.

More recently, by the introduction of the Internet, more and more organizations try to direct customers towards their web sites. Costs are the main reason as it is significantly less expensive to provide certain services through the web – and other automated methods like IVR– than providing them with a live voice. This diversion is most commonly done through an audio message played to callers in queue suggesting they can likely get help faster by going to the company website. But what about the remainder of calls that must be handled at the centre or in case of smaller organizations who do not have the high volume in order to justify web development expenses?

This is when the management can investigate the Preventable Calls. These are the type of the calls that could be prevented proactively by either reaching out to the customer via other channels (including emails, voicemail and an outbound call) or ensuring a complete (quality) call in the first place as discussed in the previous issues. For example, updates to a lengthy process (such as a complaint) can be provided to the customer on regular and pre-set intervals thus removing the need for the customer to call the centre.

The Bottom Line

Although not perceived as a top Operational Indicator, Call Volume is a critical part of managing a contact centre as it directly relates to the overall work-load and associated expenses. While Abandoned and Blockage Rates are by-products of other internal and external factors, they have a significant impact on the overall customer satisfaction and must be tracked, managed and if necessary improved.

Let us know what you think of this article, please visit www.thetaylorreachgroup.com or send us an email at info@thetaylorreachgroup.com.

What is Poor Service Costing your Call Center?

By Colin Taylor

Anyone that operates a call center consulting firm has heard this question before: what is the cost of poor service to my organization? According to recent research the answer may be $243. Is one call, email or chat in your center worth $243? That's the cost that a Greenfield/Ovum study found in a 16 country survey completed last December. $243 is the average value of a lost relationship based upon the 8,800 consumers surveyed. Where do these lost relationships go you might ask? According to the survey 63% of relationships are lost to competitors while 37% are abandoned completely.

We know inherently that there is a cost to poor service, but it has been difficult to pin down. Of course this is a survey and is still not specific enough to each of our businesses or companies, but it is yet another data point. To get a sense of how appropriate this figure is to your organization, look at this figure ($243) and compare it to your own estimate of Lifetime Value (the amount of money a customer is expected to spend with your company over his/her life). If your Lifetime Value is higher than $243, then the $243 figure may be on the low side. Regardless of your actual cost and whether or not you can pin it down to the penny, it is a significant figure.

As a call center operator you can influence this cost. In fact you can look at the call center's role as protecting hundreds of thousands or even millions of these $243 relationships. The call center is the front line. This is where the rubber meets the road. Customers call and email and chat and write letters because they want and or need your help. On each and every contact your agents *are the company* to the customers. These agents are the individuals who are guarding the bank $243 at a time. Are you treating each call or contact with center as if it could be worth $243 to the company?

Probably not, few organizations are. Call centers are designed to efficiently manage a number of call and contact types that are recurring and similar. When handling these types of contacts the center generally does well and meets the customers' expectations. For many center the problems do not lie with the 95% of calls or contacts that reflect their common contact types, but the trouble is with the 5% that are infrequent, unusual or complex. We know customers can be fickle. We know that even if the `customer isn`t always right, they are always the customer`. We cannot please 100% of any population. We inherently know this but if the majority of our customer churn occurs in 5% of our contacts then the price we need to attach to these calls/contacts maybe far higher than the $243 price tag. While I do not have empirical data to support this point of view I do have 30 plus years experience in operating and managing contact centers.

The key to addressing this 5% problem is to fully understand the problem or situation or in the absence of experience with any particular problem to have the processes in place that ensures that these inquiries are addressed rapidly, completely and communicated to the customer. These processes include escalation and root cause analysis. By ensuring that a defined escalation process is in place the company gains an opportunity to listen to the customer; confirm that their situation is not simply another retelling of an existing call type told from a different perspective; and to probe to fully understand the situation. Once the situation or problem is completely understood a solution can be sought. This solution is often found through a detailed root cause analysis to drill down through the customer's experience of the product or service to identify the underlying issue(s) that have created or allowed this situation to be created.

Of course poor service costs companies millions of dollars annually, but by ensuring that your center has 'bullet-proof' escalation processes and employs root cause analysis you can go a long way to protect your customer relationships and succeed on those $243 calls.

Let us know what you think of this article, please visit www.thetaylorreachgroup.com or send us an email at info@thetaylorreachgroup.com.

Calculating the Cost of FCR

By Colin Taylor

As a Call Center Consulting firm we have access to numerous studies and interesting research articles. A recent study by the CFI Group suggested that one in five customers come away from a contact centre interaction with unresolved issues. This suggests to me that the issues in question were not resolved and the First Contact Resolution (FCR) can be no higher than 80%. This will lead to additional contacts and additional cost to the call center operator. But what will this cost really be?

I like to walk through the following process to help clients gain some insight into this hidden cost. I say hidden because most centers do not effectively track resolution. Instead they ask customers through the agent of an IVR survey or worse based upon the agents judgment if the issue was resolved. Of course the customer may not even know if the issue is truly resolved…will the billing credit appear on the next bill? Will the promised gift card be received? Will their service be restored by 5 pm today? None of these issues can be truly labeled as resolved until the required processes and activities are completed. But that is fodder for another post.

Back to the financial costs for an 80% FCR rate: if your average call (or contact) is $5 at an 80% FCR your average resolved contact on first call will cost you $6.25 or 25% more than your cost per contact. Of course those whose issues were not resolved will call back and once again they will receive an 80% FCR and those callers will only receive at best an 80% FCR and so on and so on. After the second call your overall cumulative FCR will be 96% and after three cumulative calls over 99%. But your costs for resolved calls will be $6.25 each and not the $5.00 that is likely in the budget. If you had 10,000 calls/month the annualized savings associated with just a 5% improvement in FCR would be more than $44,000.

This calculation does not factor in the likelihood that the call types that go unresolved are often the more complicated or difficult ones, that will by virtue of their nature represent a significantly larger percentage of Wave 2 and beyond calls than they represented in Wave 1. Nor have we factored in the fact that when the unresolved calls are received they will increase the volumes and adversely affect the scheduled agent hours and by extension the ability of the center to meet its service level and other KPI's such as schedule adherence.

So the costs are far greater than just the cost of repeat callers. Keep this in mind when you are setting your goals and targets and when you establish your budgets.

Increasingly pundits and call center consultants like us are promoting the use of FCR as the most valuable metrics for call center operations. It is difficult to argue against FCR as the perfect measure. On the surface it looks easy. Customers and prospects are calling to do something (pay a bill, order a product, get technical help etc.). Studies have consistently shown that when people get what they want, they are happier than when they do not.

For the time being let's put aside the fact that successfully resolving an inquiry may not give the customer what they want: I want a refund says the customer and we quote David Spade in those old Capital One TV ads and say 'No'. FCR should be measuring whether the contact, call, inquiry was resolved; and not whether the customer liked the resolution.

It can be challenging to measure FCR in a contact center environment. If you ask ten people how they do it you will hear a number of different responses. Some of the measurement approaches we have heard of include:

- Telephone Call Detail based – If the customer calls back within 'X' hours/days (48 hours, 72 hours 1 week), so the theory goes then the customers issue was not resolved.
- IVR Survey based – What could be better than offering customers the ability to tell us how we did by offering them a post call survey.
- Agent based – The agent asks the customer if they have resolved the customers issue and this is then entered into the CRM or similar system.

Each of these approaches has benefits and potential risks or shortcomings. For example the Telephone Call Detail approach has the benefit of presenting a black and white picture of FCR. Once you have accepted the time window associated and the premise that the customer could have no other reason for calling again then the results have a good level of consistency.

Of course there may be reasons for the customer to call back: they ordered the wrong size, provided the wrong ship to address, received a new bill in the mail, have a second account with different issues etc. In the absence of robust analytics to provide a high level of data interrogation most centers will end up with a level of 'false negatives'. That is to say that they will identify calls as not resolved when in fact the subsequent contact could be unrelated. This will mean a lower FCR score than they may actually be the case.

In contrast the Agent based approach of asking the customer if their inquiry was resolved before ending the original call, can also result in “false positives’. All of us who have worked as agents or with agents knows that there is a different perspective when speaking with a customer versus listening to the call or being the customer. The agents may ask the customer the question “Have I fully resolved your Inquiry” or something similar or they may not. The agent may simply check the box thinking that they asked the question or because they provided the appropriate response from the knowledgebase. So it must be resolved, right? Of course if the customer sounds unhappy or rushed the agent may choose to answer on the customers behalf etc. All of these scenarios result in ‘false positives’. That is to say reporting that will indicate a higher FCR rate than likely exists.

One of the most prevalent solutions these days is the IVR survey, which in most cases has 3 to 5 questions dealing with the call, as well as with overall satisfaction or net promoter etc. On the surface it appears to be a valid approach. What could be better than asking the customer? But depending on how it is deployed: by the agent seeking consent or before the agent answers the call by the IVR, you can have significant problems.

First as before the agents may not always offer the survey…in short they will or could play a triage role in limiting who gets into the IVR. Second if the caller agrees to participate before the call is directed to an agent, they may change their mind based on what happens with the call. Consumers and customers will ‘self-select’ whether or not to participate in any survey. If they believe it will help them they often participate. If there is little perceived value then they often won’t participate. In consulting projects we have seen customers who ‘believe’ that their problem was resolved and are satisfied with the resolution. These people participate at a far lower rate than those who feel it was not resolved or who did not like the resolution. This illustration of ‘vested self interest’ can skew the results and reflect a lower FCR than actually exists.

Regardless of which of the above solutions is employed there are some other relevant issues that will influence the FCR reported. For example the customer believes or is promised that they will receive a credit. It doesn’t appear on their next bill. In this case the customer and even the agent may believe the original contact was fully resolved, but it wasn’t. The same will be true if the product doesn’t arrive when expected (consumers hear 4 to 6 weeks and will expect it in exactly 4 weeks). The service isn’t restored when expected (told it would be back by 5 pm and at 5:01 they will call again); or the tech support routine they are told to run, doesn’t solve the problem. These are all examples of the customer not receiving what they expected, when they expected it. Of course the customers also contribute to FCR failures by not executing what they were to do (not following instructions); or providing inaccurate information of the original call (wrong size, incorrect address, an over limit credit card etc.) which will require a subsequent call.

Yes, effectively managing FCR is not easy and whatever approach you choose to employ expect that it will take time to work out all of the exceptions, bugs and kinks. Remember that at the end of the day even if the model drives false positive or false negatives if you employ it consistently you will be able to chart improvement and declines period over period.

Let me know if you would like more information on this topic please email me directly at ctaylor@thetaylorreachgroup.com or visit our website at http://www.thetaylorreachgroup.com as we have a number of resources which may assist you in the process of implementing effective FCR measurement and reporting in your call center.

Inside TRG

Bill Polston Joins Taylor Reach

While we issued a press release to announce Bill was joining the firm, the best coverage was from TMCnet, which published the article below. Thank you to TMCnet for their coverage.

Taylor Reach Group- All Set to Reap Benefits of the 'Bill Polston Effect'

By Mini Swamy, TMCnet Contributor

The Taylor Reach Group (News - Alert) are call and contact center consultants that specialize in call and contact center consulting issues and associated tasks.

In a bid to enhance and improve the operational effectiveness and efficiency of their call and contact center, the chairman and CEO, Colin Taylor (News - Alert), announced that Bill Polston has joined the contact center consulting firm with immediate effect.

Polston is a senior executive with a very good reputation in contact center and customer service processes. Initiated into the call center career with American Express (News - Alert), he also worked for Nationwide and Ameriprise in the capacity of vice president, operations, and vice president, new business and Service Operations respectively, before joining Taylor Reach Group.

During his tenure, he exhibited great leadership skills and has led teams of more than 1000 staff, while supervising the contact center and customer service process.

Taylor said that with more than 20 years of experience in financial services at insurance contact centers, insightful operational leadership and management skills, and with a reputation for integrity and honesty, Polston was sure to be an asset to Taylor Reach and its clients.

Stating that it was an honor to have Polston working as a part of the team, Taylor believed that Polston's outsource management expertise and financial service experience would give Taylor Reach clients the chance to utilize his skills for the betterment of their call and contact centers.

According to Mr. Taylor, the addition of Polston to the consulting firm buttressed the team of consultants, who had more than 20 years of experience in operational management and leadership experience. The seniority that Polston brought along with him would help accelerate the pace at which the firm grew.

He further emphasized the fact that the Taylor Reach Group partnered only with recognized experts like Polston, as the experience and understanding of associated challenges would lead to more effective solutions in less time and superior returns for their clients.

Commenting on the impact that experience had on the firm's clients, Taylor said that the in-depth knowledge, proven results and all together more than 250 years of call center operational management experience resonated well with their customers, and in turn delivered superior results to the shareholders.

Confident of the firm's capabilities to back their work with an ROI guarantee, Taylor said that with

Polston's years of experience, successful track record and the quality of work he was capable of, he would fit in very well with the Taylor Reach model, and added that the firm had recently signed new agreements with clients in the environmental, energy, retail and service industries.

Polston was equally enamored with The Taylor Reach Group, their business model and their passion for helping clients achieve success. Working alongside Taylor in the process of acquaintance, Polston realized his partner's skills, expertise, his achievements, and most of all his commitment to helping his clients to succeed.

What excited Polston most was the opportunity to work with a committed and talented team, who were all industrious and eager to succeed.

With three offices in North America and one in Australia, The Taylor Reach Group, Inc. a leading Call Center consulting and Customer Service consulting firm, was founded in 2003 by Colin Taylor. Today, it boasts a stable of Fortune 1000 companies. The consulting staff at Taylor Reach possess on average more than 20 years of Call/Contact Center, Customer Service and Customer Satisfaction experience in delivering effective and significant benefits from Operational Innovation.

TRG attending Call Center Week

Colin and John will be attending Call Center at the Sheraton Toronto Airport Hotel, in Toronto, Canada from September 13-16, 2010. If you are interested in meeting or getting together during the conference just drop John or Colin an email. The following is an excerpt from the conference website.

Bringing Call Centre Ideas to Life

At the 4th Annual Call Centre Week Canada.

It is no secret that the last 18 months has created a challenging environment for Call Centres. Attend IQPC's **Call Centre Week Canada** conference to find **new** and **innovative** ways to boost employee morale, balance cost cutting with improved productivity and at the same time as increasing levels of customer service.

Learn How To:

- **Empower** and motivate frontline agents with focused training and programs
- **Analyze** the true ROI of an enhanced customer experience
- **Evaluate** new technologies that will drive efficiency and productivity
- **Inspire** excellence through hands-on leadership

- **Develop** ideas to optimize efficiencies through leaner processes and costs
- **Transition** changes in your Call Centre seamlessly

Call Centre Week Canada Agenda

6th Annual Call Center Conference and Expo in Istanbul

Colin Taylor will be speaking at the upcoming 6th Annual Call Center Conference and Expo in Istanbul, Turkey, Oct 25th and 26th. Colin will be speaking on Strategy and specifically on "Customer Roadmap, Customer Experience and Customer Satisfaction: Planning the Journey and Executing the Plan. For more information on the conference click on the following link http://www.istanbulcallcenterexpo.com/index.php?page=index&lang=eng

TRG Sponsoring ContactBabel the US Contact Center Decision-Maker's Guide

The US Contact Center Decision-Maker's Guide, the major, primary research-driven report about the US's contact center industry is to be published this fall. TRG is pleased to once again be a sponsor of this high quality report, "This is likely the highest quality report available to most call and contact center operators on the US contact center market", said TRG CEO Colin Taylor.

Drawing upon years of primary research and analysis, ContactBabel has identified contact centers' seven greatest business concerns:

- Improving Quality and Performance
- Maximizing Efficiency and Agent Optimization
- New Media and the Customer of the Future
- Increasing Profitability
- Choosing a Location
- HR Management and Improvement
- Choosing a Strategic Direction

This 250 page report will be available in Q4, 2010. If you are interested in receiving a copy please contact Colin Taylor or John Cockerill.

Freebies and Giveaways

Taylor Reach recently published a 20+ page eBook on Agent Retention in Call and Contact Centers and we already have more than 300 downloads, and lots of compliments.

Free Agent Retention eBook Available – $1000+ value

Labor represents two thirds of the operating costs in most call centers. Managing Attrition, staff retention, turnover is an essential to all centers.

Created by; The Taylor Reach Group, Inc. the new eBook "How to Improve Staff Retention in Your Call Center" is the result of thirty plus years of hands on Operational management experience by its author Colin Taylor. Similar content has been delivered at countless workshops Colin has completed around the globe. The average price for these workshops is over $1,000 per attendee. You can gain the same insights today for zero cost.

In the eBook you will discover;

- The reasons why turnover and attrition are never-ending processes,
- The significant impact turnover can have on your agent productivity,
- How to calculate the 'real' cost of attrition in your center,
- The impact of turnover on Wages, Morale, Quality, and the Customer Experience,
- How to assess you centers' agent career process,
- Leadership strategies that lead to reduced attrition,
- How to employ Rewards and Recognition to gain the best result,
- How to motivate Gen X versus Gen Y,
- How to Align your hiring and training process to deliver the desired results,

To receive your complimentary copy of "How to Improve Staff Retention in Your Call Center" please register here.

We are also offering our acclaimed Multi-Channel Contact Center primer, Toward a Multi-Channel Contact Centre – Email and Chat: Emerging Contact Centre Technologies. You can download your copy here.

The International Contact Center Expo and Conference provides a unique opportunity to interact and network with industry leading operations, technology, and customer care executives from global companies representing many industries. You'll get access to the most recent contact center products and services as well as tactical content that directly impacts your productivity. There's no better place to share information, network and get a first-hand look at business-enhancing contact center solutions.

Best rates are available now – Register Today

Should you Outsource your QA Monitoring?

The Taylor Reach Group Inc. (Taylor Reach) offers 3rd Party Quality Monitoring Service (3PQM) to selected clients.

Major issues for many centers is time, or lack of time required to complete the 'call monitoring' consistently, objectively and regularly. While all supervisors acknowledge that monitoring is important they are usually so pressed for time that listening is a "if I can" activity. How often has your team failed to meet the minimum number of monitors in a month?

Also because each supervisor does the listening and scoring as discrete tasks there is often no roll up of the agent's scores team or group levels; and virtually no historical tracking of overall center performance. In short with no roll up or historical tend tracking your Quality program is little more than mini-performance review of the agent.

Of course each Supervisor will score differently and often will treat individual agents differently as well. This is bias. The bias can be favoritism, or discrimination. Internal Quality Monitoring is fraught with challenges including the conflicted role of the Supervisor as both the Assessor and the Coach. This duality can actually lead to reduced performance [1].

3PQM services solve these and other problems associated with listening and scoring calls by providing an independent and objective point of view to all the people involved.

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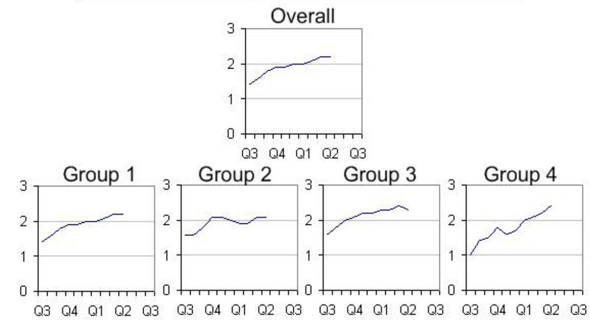
[1] Meyer, Kay and French (I965)

Why Trust Taylor Reach?

Taylor Reach's 3PQM service provides your company with:

- Scoring Calls consistently, regularly, and objectively
- Objective Measurement
- Coaching Guidance
- Reporting Hierarchy: Agent, Supervisor, Manager, Center Levels
- Objective and Impartial Feedback
- Surfacing of Systemic Center Based Opportunities for Improvement
- Recording and Assessment of Data
- Custom Reports and Reporting Frequency
- Experienced Multi Lingual Assessor Team

	Month 1	Month 2	Month 3
Operational Group 1	1.9	2.2	2.2
Operational Group 2	1.9	2.1	2.1
Operational Group 3	2.3	2.4	2.3
Operational Group 4	2.2	2.2	2.4
Overall	2.1	2.2	2.2



3PQM Benefits

Benefits of The Taylor Reach Group's 3PQM Program includes:

- Timeliness – calls are monitored and feedback provided to the company immediately.
- Objective – Feedback is always based upon defined and documented standards. Accepted as more credible by the agents.
- Consistency – All calls (for all teams) are evaluated in a consistent manner without personal bias either pro or con.
- Improved efficiency – Call center supervisors can deal with issues and exceptions and agent coaching.
- Regularity – Calls are always pulled, monitored and scored. No excuses, no exceptions. Never miss a goal or deadline again.
- An objective look at the agent and customer reactions during the calls, which leads to feedback to the company with suggestions for revising and improving the Quality process.
- Continuous Improvement – Provides hard quantitative evidence for continuous quality improvement program. A complete historical record, sortable by agent, supervisor, team, attribute etc. provides the means to 'slice and dice' the data to identify points of operational and systemic improvements.
- Reduce Costs – more calls in less time, better reporting and more supervisor hours focused on the agents.

This is a quality focused program approach, not just an agent monitoring program, putting better information into managements' control.

Read a Case Study Here

This virtual service is available to centers of all sizes and locations, with or without their own recording solutions.

For information or a quote please contact ctaylor@thetaylorreachgroup.com

Contact Numbers for TRG

With our move to our current location (55 Nugget Ave, Suite 217, Toronto ON M1S 3L1), we have upgraded our telephone system. Our new hosted PBX provides seamless call management for all consultants regardless of their location. So if you need to contact one of the Taylor Reach team you can call them on our toll free number 877-979-8692 and enter their extension number. If you are looking for assistance or would simply like to discuss what we could do to assist you with your contact center here is the list of our senior consultants and their extensions;

Colin Taylor -	Toronto	ext- 200
John Cockerill -	Toronto	ext- 201
Turaj Seyrafiaan -	Toronto	ext- 211
JD Fairweather-	Atlanta	ext- 204
Gloria Kurant-	New York	ext- 206
Bill Polston-	Chicago	ext- 209

Call Center Optimization Forum
On June 3rd CCNG brought the Call Center Optimization Forum to Toronto. More than 30 call center professionals joined David Habobas of CCNG and speakers including Penny Reynolds (Call center School), Mohan Nair, Patrick Botz (VPI), Bob Webb (Pipkins), Erich Dietz (Mindshare) and Neil Crane (Cicero). There was good audience involvement, participation and some great dialogue between the attendees. All those who attended also received membership in CCNG and form the basis of a new community in Toronto.

CCNG has over 20 online networking groups for call center, contact center, customer service, customer care and customer experience professionals. Member access is limited to the CCNG corporate partners and to our contact center management members.

CCNG is planning on holding another event this fall. If you are interested in finding out more about this event or hosting this event please email Colin Taylor to receive information as this event.

Case Study

In this regular column we review the successes that Taylor Reach is part of.

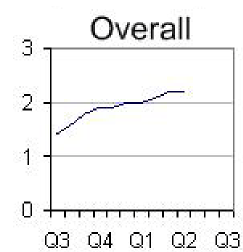
Assisted a Major Financial Institution Implement an Outsourced Quality Program

The Challenge:
Our client a large financial institution was faced with inconsistent quality monitoring activities. The bank had previously implemented a number of ineffective quality monitoring improvement initiatives. When they contacted The Taylor Reach Group (Taylor Reach) the client wanted to implement an effective and consistent quality monitoring process that would standardize the quality measurement across 24 call centers.

The Process:
Taylor Reach and the client reviewed and revised the Quality guidelines, scoring matrix and reporting requirements. In addition technical challenges had to be overcome including how to access call recordings, storage, retention requirements and policies. Finally Taylor Reach had to pass a rigorous security assessment for both physical and logical security.

The Solution:
With guidelines revised and approved, new reporting was developed to assess not only the agent performance, but also the team, center, and Line of Business. The reporting would roll up from an individual agent up to the Senior Vice President. With the technology access, security approval and protocols in place, Taylor Reach conducted an in depth calibration process with the client to ensure that the quality of the assessments and their consistency was constant.

The Result:
Within weeks changes were noticed, first by the front line staff and supervisors, then within a few months by senior management. By increasing the transparency and consistency of reporting, managers knew within 20 days how their supervisors and teams were performing and which supervisors were actively coaching and mentoring their agents. The scores and results were clear to everyone in the management hierarchy. The result of this attention showed everyone that quality was important to the institution.



For more than five years the program continues to support the quality and improvement of the agent performance in all of the call centers. The program has been an unqualified success and has been recognized by senior officers of the organization as a key to ensuring customer satisfaction.

Testimonials

“Colin's years of Call Center experience have resulted in him becoming one of the premier experts in this field. He has helped countless companies improve their Call Center and Customer Service processes, and his monthly Newsletter provides valuable information and advice for all of those who are lucky enough to subscribe. In one place, you can find industry happenings, statistics, advice on problems/questions, case study information and much more. It's invaluable, and an easy on-line read, which makes it even more valuable in my view. I would recommend contacting Colin if you find that you are having problems providing the service you want in your call center. Although his business is recommending and providing call center solutions, he will not hesitate to be honest with you and tell you that with a few changes, you can manage everything on your own. This is an honesty that I value highly.”
Senior Customer Service Executive, Readers Digest Asia

“Colin is one of the leaders in the Contact Center industry. He really understands the key drivers of this business. He always showed me a better way to understand each side of this very complex business. He really helped me to develop my knowledge and view of Contact Centers.” EDS

“Colin's vision, direction and management style was motivational and inspiring as he grew the business. Working along with him on many new and exciting ventures I admired his ability to build strong relationships with customers and suppliers, his strategic and visionary thinking, business savvy, and his supportive nature for his employees.”
Customer Care Manager, BMO

“John was retained by Advantex to lead a prototyping effort to outsource the sales cycle of a new business concept. John and his team worked diligently on this Proof of Concept, proving that business could be sold over the phone; this was an important step forward for Advantex, in terms of validating the opportunity to decrease the cost of sales, as well as confirming that it was a viable alternative to feet on the street. John took a complex offering, which worked in person, and broke it down to a workable over-the-phone pitch. John was a pleasure to work with every step of the way on this POC.”
VP Advantex

“Colin's depth of knowledge greatly enhanced the results. His recommendations made good business sense, and created a good outcome for the company and the employees. I trusted the research and the deliverable he and his company provided in a timely manner.”
Customer Service Executive, Rodale

“Colin understands the complex service requirements needed to support large multi-channel companies and he is able to articulate those needs to a range of audiences. Once the needs are defined, Colin has the ability to create a roadmap and structure for a given project, communicate the plan effectively, and deliver the desired results within the defined timelines. Colin is a creative thinker and has deep industry knowledge that would make him an asset to any company that engages in his services.”
Senior Contact Center Executive, Best Buy

“John is a true pleasure to work with. A leader, in every sense of the word. John has the ability to motivate, guide, and instill confidence - All within a 3-4 minute phone call. You can always depend on John to give a swift and direct cure to any dilemma you may get stuck in.”
Outsource Service Provider

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Customer Reach
55 Nugget Ave,
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Toronto ON
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Phone or email John Cockerill, President today at 877-979-8692 ext. 201

By email at jcockerill@thetaylorreachgroup.com

Phone or email Colin Taylor, Founder & CEO today at 877-979-8692 ext. 200

By email at ctaylor@thetaylorreachgroup.com

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The Taylor Reach Group, Inc.

E-mail: info@thetaylorreachgroup.com

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