



CASE STUDY

“We have a great partnership with West. They are reliable and quickly respond to our fluctuating call volumes throughout the day. By utilizing both West at Home and their call center agents, West has an even greater ability to answer more calls, thus helping us maximize our revenue potential. No doubt they have proven themselves to be a significant advantage for our shopping networks.”

- Vice President,
Customer Service
ShopNBC

THE OBJECTIVE :

Provide Flexible Agent Staffing to Handle Highly Fluctuating Call Volume

In 1998, West approached ShopNBC, currently the third largest television home shopping network in the United States, about outsourcing order calls for products featured on their programs. West learned that the shopping network needed a customer contact provider with a highly flexible solution that could deliver adequate staffing levels and effectively handle the extreme variations in call volume generated by the network's programming.

In addition, ShopNBC wanted a provider who could manage the call volume through dedicated agents who had thorough product knowledge and proficient communication skills. In order to achieve these goals, the provider would need a robust solution with access to skilled agents, proven training methods and a highly efficient staffing and scheduling system. Ultimately, ShopNBC turned to West, based on their ability to meet all of the shopping network's needs.

THE WEST SOLUTION :

A Highly Flexible Blended Solution, featuring Call Center & Home-based Agents

After carefully analyzing ShopNBC's needs and objectives, West determined that a blended solution featuring West at Home and call center-based agents, would give the client the greatest results. West at Home is an extremely flexible customer contact solution that utilizes well-educated agents located in homes across the United States. Blending West's home-based agents with traditional call center agents allowed West to quickly adjust staffing levels to meet the fluctuating call demand, making it possible to handle more calls and maximize sales conversions for the shopping network.

Currently, the program has over 1,800 trained home-based agents to deliver approximately 250 full-time positions, combined with over 270 brick-and-mortar agents. This large and highly skilled agent pool allows West to scale from 10 to 400 agents in a short period of time, based on anticipated call volume or to quickly respond to unforeseen peaks or valleys. Other aspects of the solution include a program to handle ShopNBC's email correspondence and an automated Interactive Voice Response solution to front end calls.

To ensure an exceptional level of service for ShopNBC's customers, a customized training program was developed to provide agents with the skills and knowledge necessary to handle the client's customer care and order capture calls. While the brick-and-mortar agents received the training on-site, the home-based agents received comprehensive computer-based training that allowed agents to learn at their own pace, which helped to improve overall training times.

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The ability to forecast and schedule the optimum levels of staffing was critical to the success of the program. West utilized their proprietary workforce management solution, Spectrum®, to properly manage staffing levels to meet ShopNBC's performance goals. Spectrum ensured that the ideal number of agents were scheduled with the most appropriate skill sets, to maximize service levels and increase agent utilization.

THE RESULTS: Program Flexibility Helps Generate Over \$26 Million in Additional Revenue

By blending home-based agents with traditional brick-and-mortar agents, West was able to maximize agent productivity, capture more orders and greatly reduce abandoned calls. In fact, these factors combined with West's highly flexible scheduling capabilities allowed West to handle 28% more order capture calls than forecasted, resulting in over \$26 million in additional revenue for ShopNBC.

Even with more than a quarter of all daypart intervals generating greater than forecasted volume, West was still able to abandon fewer than 3% of all order capture calls. This was possible because the West at Home agents were scheduled in half-hour segments to quickly staff up or down to handle wide swings in call volume. Meanwhile, the brick-and-mortar agents could handle any overflow needs in addition to the steadier customer care call volume.

In addition to generating increased revenue opportunities for ShopNBC, West's agents consistently met or exceeded order conversion goals and were able to deliver quality scores in the mid-nineties for both customer care and order capture calls. Going forward, West will be deploying a more robust automated solution to drive greater call resolution in the IVR, helping to reduce the number of calls reaching the call center in order to drive down costs and free up agent resources to handle more intensive calls.

WEST CORPORATION: A Premier Provider of Contact Solutions

West Corporation is a leading provider of outsourced communication solutions to many of the world's largest companies, organizations and government agencies. We help our clients communicate effectively, maximize the value of their customer relationships and drive greater profitability from every interaction. Our integrated suite of customized solutions includes customer acquisition, customer care, automated voice services, public safety, conferencing, and accounts receivable management services. These solutions combined with our experienced personnel, cutting-edge technology and advanced systems make it possible for us to help companies become more successful in business.



For more information contact us at:

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or visit us at west.com