



## Case Study: Travel Provider

# Leveraging the Right Tools

### EXECUTIVE BRIEF

#### Challenges

- Lower volume and revenue with higher relative cost in reservations group
- Inflexible, single-channel, legacy contact management system
- Boost customer satisfaction and loyalty
- Selling higher value packages

#### Solution

- Reservation Center Acquisition including all employees
- Instill new Contact Management Technology
- Management thought process based on technology and best practices
- Multi-channel call dispositioning and routing system
- More effective call and issue tracking with easily accessible reports.

#### Benefits

- Significant initial and on-going ROI on operational costs
- Standardized reporting
- Infused greater synergy in the relationship between the client and their partner
- Flexible contact management system allowing multi-channel contact and home agent capability.
- 10% cost savings in first 60 days followed by consistent cost reduction

This niche hotel franchise in the mid-range cost, full-service lodging industry, was strapped with stiff competition, old and inflexible contact management technology and declining revenues in the early recession cycle of 2008. They turned to ACS for a solution allowing retention of a highly experienced and knowledgeable staff and technology that met their current and future needs while dramatically reducing operating costs. The challenge was further complicated as it required a shared service solution, servicing both the needs of the franchise and their long-time ticketing partner.

#### Challenges

Our client had several concerns:

- Escalating costs in comparison to revenue streams
- Under performing legacy systems
- Up selling higher yielding corporate revenue and packages
- Reinforcing and developing customer loyalty
- Inconsistent and ineffective volume forecasting for both the clients' hotels and their partners

#### Solution

The solution began by acquiring their reservation center, on-boarding and re-badging existing employees, allowing them to become full tenured ACS team members in Spokane, Washington We leveraged a management thought process based on a comprehensive technology platform and client satisfaction, to address their concerns over cost, day-to-day operations and volume fluctuations.

#### Full circle

A new contact center management system, Contact Center Anywhere, was utilized on a unified multichannel platform to more efficiently queue and route contacts within channels to specialized agents for the client and their partner.

The technology enhanced and expanded the customer contact experience. Calls were not only routed to the best available agent but queued based on call priority to maximize service level and customer satisfaction. For web interactions a web call back option was provided. Callers could plug in their phone numbers and receive a prompt call back, bringing customers and our client together, regardless of their location or time of day.

#### Capture, Analyze, Apply

Harnessing and managing power and resources is essential in maximizing resources and potential.

ACS understood this and provided call center best practices and analysis to manage day-to-day operations for the client.



## Solution (cont.)

We introduced a proprietary, customizable workflow-tracking tool, allowing automated reporting and forecasting. A shared operations team supported the workflow process.

Historical data on volume fluctuations were carefully analyzed based on the Service Level Agreement, AHT, abandon rates and agent KPIs' to determine call arrival patterns. This information was then used to determine schedules including lunches, breaks, time off, overtime, voluntary time off and off-line activities.

ACS and the client worked together to determine best practices for quality analysis. The customer always comes first, so ACS pulled the customer into the quality analysis while highlighting and reinforcing the high quality support they received in a non-invasive way. Customers were asked to confirm their experience through an "expression of satisfaction" about their contact experience at the end of the contact. This left the customer feeling good about their experience and supported the clients' goal of boosting customer loyalty through an opportunity for critical feedback.

## Results

- Successfully on-boarding and transitioning nearly 100% of all client agents to ACS payroll
- 10% cost savings within 60 days
- Cost-effective and standardized reporting
- High quality performance with quality scores tracking above SLA agreement and at a 2-year high
- Supported an effective relationship between the client and their partner
- Forecast to actual volume difference within 5%, allowing achievement of all SLAs and abandon goals
- Moving agents to Activity Based Compensation and Home Agent environment to further improve performance and flexibility

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## About ACS

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