

DATAMARK Supports a Leading
Engagement and Marketing
Company with a Contact Center
Workforce Management Solution

**Contact Center Workforce Management
Case Study**



A team of contact center analysts improves customer service using a proprietary call volume forecasting and workforce scheduling system.

Optimizing strategy
for a more efficient
workflow environment



“The business process management system optimized the client’s contact center workflow while the call volume forecasting and workforce scheduling tools allowed managers to strike the right balance between call volumes and agent staffing.”

Background

One of the largest customer engagement and promotional marketing companies in the United States contracted with DATAMARK for bilingual contact center services to handle inbound calls in English and Spanish for customers participating in the company’s promotional marketing programs.

With up to 40 marketing programs underway at any given time, DATAMARK’s client required an agile and cost-effective contact center solution. Contact center agents would need to be brought up to speed quickly on the client’s existing and future marketing programs, and workforce staffing would need to be scheduled effectively to ensure excellent customer service while keeping operating costs under control.

As this fast-moving contact center environment ramped up, the client aimed for a response-time service level of 80 percent of all calls answered within 40 seconds. As part of its contact center services solution, DATAMARK developed a proprietary call volume forecasting and workforce scheduling system to ensure the contact center would meet or exceed the client’s “80/40” response-time metric.



The Solution

Accurate workload forecasting and workforce scheduling for contact centers follow the rules of supply and demand. This presents a challenge for contact center managers as they seek to maintain the right balance of agents to handle fluctuating call volumes over any given time period. Overestimating inbound calls will lead to overstaffing of contact center agents and increased idle time. Because agent labor costs make up the largest part of contact center expenses, overstaffing will negatively impact the bottom line. Conversely, workload underestimation leads to understaffing. This results in excess wait times in queues, dissatisfied customers and increased escalation rates.

To meet the client's service level expectations, DATAMARK's contact center analysts created a proprietary system to forecast inbound calls and manage workforce schedules effectively. As the analysts developed and refined their forecasting and workforce management tools to meet this client's specific needs, the contact center management team applied DATAMARK's business process management system (BPMS) to the inbound call-handling process.

DATAMARK's BPMS is a data-driven, multi-step system of analysis and improvement that removes non-value-add steps from business processes and reduces variations in quality through the application of Lean Six Sigma process-improvement methodologies.

The BPMS optimized the client's contact center workflow while the call volume forecasting and workforce scheduling tools allowed managers to strike the right balance between call volumes and agent staffing.

In developing the forecasting and scheduling model, DATAMARK's contact center managers gathered as much historical call-volume data as possible to uncover seasonal, monthly, daily and time-of-day call volume patterns.

“Our model takes into account forecasted call volumes from our client, historical volumes, and present data to provide accurate forecasting of inbound calls.”

—Benjamin Arras, DATAMARK Quality Control Analyst

Additionally, the team analyzed historic data on agents' average call handle time, which includes total talk time and total after-call work time.

The DATAMARK workforce management model incorporates a complex mix of factors including forecasted workload, average call handle times, agent occupancy levels, and time away from the contact center floor for training and one-on-one coaching, for example. Initiatives such as BPMS, effective agent training, and automatic call distribution (ACD) based on agent skill levels can have positive effects on these factors—particularly reductions in average call handle times.

Benjamin Arras, the DATAMARK contact center quality control analyst leading the development of the solution for our client, described the forecasting and workforce management system as “dynamic and not static.”

“It should fluctuate, reflecting specific time periods as well as the client's current offers and promotions,” Arras said. “Our model takes into account forecasted call volumes from our client, historical volumes, and present data to provide accurate forecasting of inbound calls. It then takes this information and provides an accurate estimate of agents needed during each hour of the day. Our system has helped manage appropriate staffing levels.”

As part of its contact center services solution, DATAMARK developed a proprietary call volume forecasting and workforce scheduling system to ensure the contact center would meet or exceed the client's “80/40” response-time metric.





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The Results

DATAMARK has and continues to deliver exceptional results for this client. During the transition and ramp-up of contact center services for the client, service levels had a high variance, ranging from 50 percent to 93 percent of calls answered within 40 seconds, with an average service level of 71 percent.

After the development and implementation of DATAMARK's forecasting and workforce scheduling model and application of the BPMS, the inbound-call process stabilized and began to produce continuous improvements. Service levels increased to an average of 86 percent, reflecting a 20 percent improvement over the baseline at the launch of contact center operations for this client. In addition, response times have continued to experience steady improvement by increments of 1 percent each month.

DATAMARK's goal of continuous process improvement has created a strong relationship with this leading engagement and promotional marketing company. Our commitment to improved performance through effective contact center workforce management and a business process management system driven by Lean and Six Sigma methodologies have helped our client deliver outstanding customer service for its numerous promotional marketing programs.

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About DATAMARK

DATAMARK is a leading provider of multichannel customer contact center services, digital mailroom and mail center management, data entry, document processing services and business process re-engineering services for Fortune 500 companies, government agencies and other large enterprises.

Founded in 1989, the company is the strategic business process outsourcing (BPO) partner for companies across numerous industry sectors, including healthcare, insurance, banking and financial services, and transportation and logistics.

DATAMARK offers on-site, onshore and offshore processing facilities, delivering enterprise content management (ECM) and process-automation technologies and solutions to help organizations improve efficiency and profitability in all business functions.

Headquartered in El Paso, Texas, DATAMARK employs nearly 2,000 people in its U.S., Mexico and India facilities.

To learn more about our services and solutions, visit:

www.datamark.net