

European Customer Service Operations

Performance Analysis and Improvement Plan - Multinational Chemical Company

The Challenge

SAP had been installed for 18 months but the benefits had not been realised. Our client wanted to identify the problems in order to plan improvements.

Outcome

The recommendations were implemented by the CSRS themselves as a series of improvement projects resulting in substantial performance improvement.

Performance Analysis

The selection of analysis technique depends on the particular situation and the objectives of the study. We use a range of techniques including:

- **Face-to-face interview**
- **Telephone interview**
- **Self-recording**
- **KPIs and other metrics**
- **Performance assessment tools to monitor keystrokes and time spent on each transaction**
- **Group workshops or focus groups**

SkillSet Approach

Our client's European customer service centre was underperforming on productivity, customer satisfaction and employee satisfaction. They engaged SkillSet to analyse how their Customer Service Representatives spent their time, where they were encountering problems and what they could do to improve the situation.

We designed an assessment programme, based on interviewing and time recording. We selected a sample of 20 CSRs along with others from sales and logistics, to get an external perspective.

We analysed the survey results and produced a report and presentation detailing how time was spent and identifying other problems relating to processes, systems and motivation.

We produced a prioritised set of recommendations on how to improve productivity that included system changes, process improvements, training, communications, team-building and incentive packages.

We established engagement with all stakeholders at the outset of the project and maintained it throughout.

We held workshops with the CSRs involved to