Identifying the Effectiveness of Call Centers



1,000,000 500,000 200,000 60,000 10,000 5,000 1.000

Client

Remittance Industry

The Problem



As a result of the pandemic, the company's call centers could not function at full capacity. The client wanted to determine the revenue impact of downsizing their call center personnel.

The Before State



There was no approach in place to track the performance of call centers.



The first step was to understand the customers' behavior post their conversation with the call center and determine their transaction patterns.



The details of callers who contacted the call center in a particular month were gathered, and their transactions were tracked over the next six months and calculated their return rates.



The approximate revenue generated by these customers who return post their call was calculated.



Call center information was obtained (approximate charge per call), and the total cost of running a call center at full capacity was generated.



Using this, we created scenarios of call centers operating with 90%, 75%, 60%, and 50% manpower and the calculated cost savings for each of these scenarios. We also calculated the calls that may go unattended because of reduced manpower and recalculated the revenue generated by these customers over the next six months. With this data, we were able to determine if the call center downsizing will take a toll on the company's revenue in the long run.

The After State



It was noted that the global return rates of the customers were \sim 50%, which means that the cost savings outweigh the revenue loss from customers unable to reach the call center.



Reduced staffing by 50%, which resulted in about \$1M per month cost savings.

This analysis was extended to a regional level to understand the reason for a call at a specific location. This helped understand how to reduce the dependency of call centers for particular issues and establish alternatives. For example, the client partnered with another agency to communicate the money transfer status to the customer. This led to a decrease in status calls to the call center.

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