



WORKFORCE OPTIMIZATION:

Improving Company Performance
Through Your Contact Center



"Blue Pumpkin is among the companies leading the way for organizations to make much needed changes in the way they manage their people. Their new solutions directly and positively impact customer satisfaction and cost control by ensuring people are aligned with corporate objectives with respect to performance and productivity. By focusing on the entire employee lifecycle, Blue Pumpkin helps organizations more quickly and profitably achieve their goals."

Robert Mirani, Director, Customer Relationship Management Strategies Planning Service, Yankee Group

CHALLENGE

YOUR CHALLENGE is clear—improve the financial performance of your company. The solution is not as elusive as you may have thought. Indeed, from your customers' perspective, the place to start is obvious—with **your employees**.

Perhaps Fortune Magazine said it best in their March 2003 article about the 100 most admired companies in the US, "The top ten won the business world's regard by refocusing attention where it counts the most: on customers and employees."

Your contact center is your primary point of interaction with current and prospective customers, and represents a valuable strategic asset and one of your best opportunities for increasing revenue, **controlling costs**, and improving customer satisfaction. Blue Pumpkin is the leading provider of **Workforce Optimization** solutions designed specifically with this opportunity in mind. And we're successful by focusing on the single most important determinant of customer satisfaction—your employees!

Your contact center employees are one of your most expensive resources and also represent your best opportunity to turn complainers into evangelists, callers into purchasers, and purchasers into life-long customers. In addition to keeping customers coming back, we recognize the strategic value your contact center offers as the voice of the customer back into your organization. **Customer loyalty** and retention are more important than ever to the overall success of your company, and Blue Pumpkin can help your contact center realize its role in representing your customers' needs, wants, and issues.

WORKFORCE OPTIMIZATION means having the right people, with the right skills, doing the right things, and doing them well.

It also means aligning your employee performance with corporate objectives, and operating according to industry **best-practices** business processes. Recognizing the different skills and interests of each and every one of your customer service employees, and optimally using those skills to meet customer needs, will not only make your customers satisfied, it can dramatically improve the satisfaction and tenure of your employees.

Our solution begins with long-term strategic planning that makes sure you have the right employees and available skills, now and in the future, to achieve your business objectives and meet your dynamic customer service workload. Your strategic plan drives your day-to-day tactical operations where we help you manage the time, skills, and activities of each agent to most efficiently serve your customers. The key is to manage tradeoffs among costs, customer service, and

employee satisfaction, usually requiring numerous "what-if" scenarios to strike just the right balance. The final phase is analyzing employee performance against your established objectives and metrics, and adjusting accordingly to expand the use of market-proven techniques and continually improve results.

We offer innovative software plus best-practices professional services that, only when deployed together, can address all aspects of optimizing the performance of your employees.

The Blue Pumpkin Workforce Optimization Suite consists of enterprise software applications that have been carefully designed to address all facets of workforce management and **performance optimization**. To complement our software, our Professional Services deliver industry best-practices business processes, which were developed over hundreds of customer engagements and ensure that the solution is deployed for maximum benefit and return. We offer proven expertise in business practices as well as in Change Management to ensure the company and employees at all levels effectively utilize and adopt the new policies.

OPTIMIZE

Jet Blue: Due to business requirements of rapid growth in a saturated market, Jet Blue focused on customer satisfaction as a top priority. They're committed to very high-quality agents working remotely in a "virtual contact center" model. They asked Blue Pumpkin for help with the critically important and very complex task of ensuring they had the right agents available to provide blue-chip quality customer service.

The results: A 30% increase in agent productivity, a 10% increase in agent retention, and a net cost savings of \$1.2 million in the first year.



Mitsubishi Motors of North America: “We are very pleased with the results we’ve seen with Blue Pumpkin. Workforce optimization is an absolutely critical part of our strategy to accelerate employee satisfaction, customer service, loyalty and profitability. Blue Pumpkin was the solution we needed to maximize the performance of our people—the engine that makes our company run.”

—Rebecca Caldera,
Project Development Manager

ACHIEVE

REALIZE THE BENEFITS of workforce optimization through a combination of the right business practices plus the right enterprise software.

And the benefits are very compelling. Companies that implement our workforce optimization solutions see significant and immediate impact, often resulting in a return on investment of 400% or more in the first year with a payback period of less than six months.

We reduce labor costs—We help contact centers reduce their labor costs by an average of 23%, which for a 500-agent center translates to over \$4 million in annual savings. This significant level of saving is primarily driven by improvements to the overall efficiency of your operation, and, through more sophisticated scheduling and a clear view of cost drivers, a decrease in wasted time and resources.

Cost savings start with our software, which increases intra-day management, bringing stability and predictability to your operations, and enables you to easily determine how changes such as cross-training and outsourcing can improve retention. Our business practices expertise provide additional savings by helping you increase schedule and resource flexibility to minimize over-staffing, incorporate employee preferences with buy-in at all levels of your company, and achieve operational efficiencies from consolidating queues, departments, and sites.

We improve employee productivity—All employees want to do well, and want to be acknowledged for their contributions, which together lead to improved overall morale and lower turnover. The correlation between employee satisfaction and customer satisfaction is well established - when your agents are motivated and enjoying their work, it comes through in all of their customer interactions, and customers notice!

Our applications give employees a clear and consistent measure of their performance, so they know specifically what they are doing well and where they need to improve. In addition, employees receive greater flexibility and control over their own schedules, which is



always a morale boost. And perhaps the greatest impact comes from our proven experience in change management techniques that helps employees at all levels accept and embrace new policies and practices, speeding adoption and time to benefit.

We increase revenue—Every time a customer contacts one of your customer service agents, you have the opportunity to increase revenue in two ways—you can immediately sell them something more, and additionally, and perhaps more importantly, you can turn them into a loyal life-long client. After talking to one of your agents, will your customer just hang up, or will they hang up a customer for life?

By having your agents who have demonstrated excellent selling success more frequently in the position to up-sell and cross-sell, and by sharing their successful techniques with other agents, you'll capture more point-of-sale revenue. Revenue is further increased by decreasing abandon rates and hold times through optimal scheduling practices. And continually improving the performance of your employees and sharing best practices for developing customer loyalty will increase the lifetime value of each customer.

We improve customer service—The key drivers of high customer satisfaction ratings are offering timely assistance and prompt, effective solutions, with first call resolution having the single greatest impact on satisfaction scores. Aligning the skills of your agents to the needs of your customers—even as they are demanding more flexible contact options, such as email and web-chat—means customers are served more quickly, and more frequently the problem is solved on the very first try.

Through long-term planning and innovative scheduling strategies, we can connect the right agent with the right skills with each customer, providing prompt first-call solutions. We eliminate under-staffing and long on-hold waits without hiring a single additional agent. And through our 360-degree view of employee performance, you can identify, evaluate, and improve performance of specific agents, teams, or entire sites.

SOLUTION



Blue Cross Blue Shield of Michigan:

Blue Cross Blue Shield (BCBS) of Michigan, the largest non-profit single-state BCBS plan in the US, hired Blue Pumpkin Strategic Consulting to help them improve the efficiency of their strategically important customer service activities while staying within tight cost controls. Blue Pumpkin helped them create a unique staff schedule that improved service levels while giving employees better time off, including a 3-day weekend every six weeks. We also worked closely with union representatives who embraced the change with overwhelming support from their members.

The Results: \$1.2 million in cost avoidance and performance gain in the first 18 months.



eBay: "We evaluated all of the major vendors, and Blue Pumpkin clearly distinguished themselves with an integrated solution that we needed to optimize our very complex workforce. It was also apparent early on that the Blue Pumpkin team was more committed and passionate about a long-term business relationship. With the Blue Pumpkin Suite, we can further align our processes and resources with our customers' expectations."

*—Robert Peterson,
Senior Manager of Global Workforce
Management*

PERFORMANCE

YOUR EMPLOYEES are your most valuable asset. Without a clear focus on them as the primary driver of customer satisfaction and loyalty, companies would not see such compelling business benefits.

Through a combination of our innovative enterprise software applications and our industry best-practices professional services, you can achieve the promise of optimizing the performance of your workforce, resulting in improved profitability and increased customer loyalty.

For more information about how Blue Pumpkin can help you achieve your business goals through workforce optimization, including details about our products and services, additional customer case studies, and quotes from industry analysts, please see our website at www.bluepumpkin.com.

ABOUT BLUE PUMPKIN

From our beginnings in 1997, our mission has been to help companies achieve business success through our thought leadership and product innovation, our focus on employees as the key to customer loyalty, and delivering the world's leading workforce optimization solutions. Over 1,000 companies worldwide can testify to the benefits we deliver, including AOL Time Warner, eBay, E*TRADE, FedEx, JetBlue, Thomas Cook Direct, and Verizon.

As the fifth fastest growing private company in the US according to the 2002 Inc 500, Blue Pumpkin offers industry-leading workforce optimization solutions that improve the performance of a customer contact center's most important and valuable asset - its people. Addressing a broad range of key business challenges with enterprise software and professional services, we help our customers achieve higher profitability, increased customer satisfaction, and improved employee productivity.