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Group

Growing Legacies


firstsource
Stay Ahead



CASE STUDY

A leading retail bank
tackles the challenge of
highly variable call volume

Firstsource's outcome-based staffing solution helps the bank match its call centre resources to predicted call volumes, enabling flexible operations and enhancing customer experience.

► The challenge

The retail bank operated several call centres to service its core retail customer base. This covered standard telephone banking activity such as managing account enquiries, assisting with money transfers, setting up or cancelling direct debits, handling complaints and so on.

Managing fluctuating call volume was an ongoing challenge for the bank with Mondays and Fridays being particularly busy days. Call volume was also higher at the beginning of the month when people got paid and at the end when they were most likely to go overdrawn.

The bank's resourcing operations could not cope with the varying call volume patterns as their contact centre staff worked a standard 7.5 hour shift. This affected the bank in two ways: it did not have enough people to answer the phones during busy periods, while at quieter times the bank was burdened with paying employees who had nothing to do.

The result: poor customer satisfaction and high costs.

► The solution

The bank turned to Firstsource for a flexible staffing solution. It wanted the ability to vary the number of people working in its call centres each day - based on call volume forecasts. It also wanted Firstsource to be responsible for hiring, training and managing people, and be accountable for their performance.

Firstsource currently manages the entire employee journey for the bank - from recruitment advertising,

assessment, hiring, screening and induction to training, onboarding, ongoing coaching, performance management, payroll and benefits. The bank provides the call centre infrastructure and IT systems but is not involved in the direct management of employees. This allows their senior teams to focus on high value, strategic activities.

On any given day, Firstsource deploys 100 to 200 people in the bank's call centres. Agents work an average of 37.5 hours a week, but depending on call volumes across the month, hours can flex up to 45 or down to 32 in any given week. Daily shifts can vary from 6 to 10 hours to match call volumes across the week.

100 people hired, trained and placed in 12 weeks.

100-200 daily and weekly flex to match call volume forecasts.



▶ Results

Firstsource's flexible staffing solution delivered several tangible benefits for the bank.

- The client's call centre resources matched their predicted call volumes. This means the bank isn't paying for people to be present when they're not needed, and is better able to service customers during busy periods.
- Firstsource ramps up or down quickly to meet any changes in demand. On one occasion, Firstsource hired, trained and placed 100 people into the bank's main teams within 12 weeks.
- The bank benchmarked Firstsource teams against

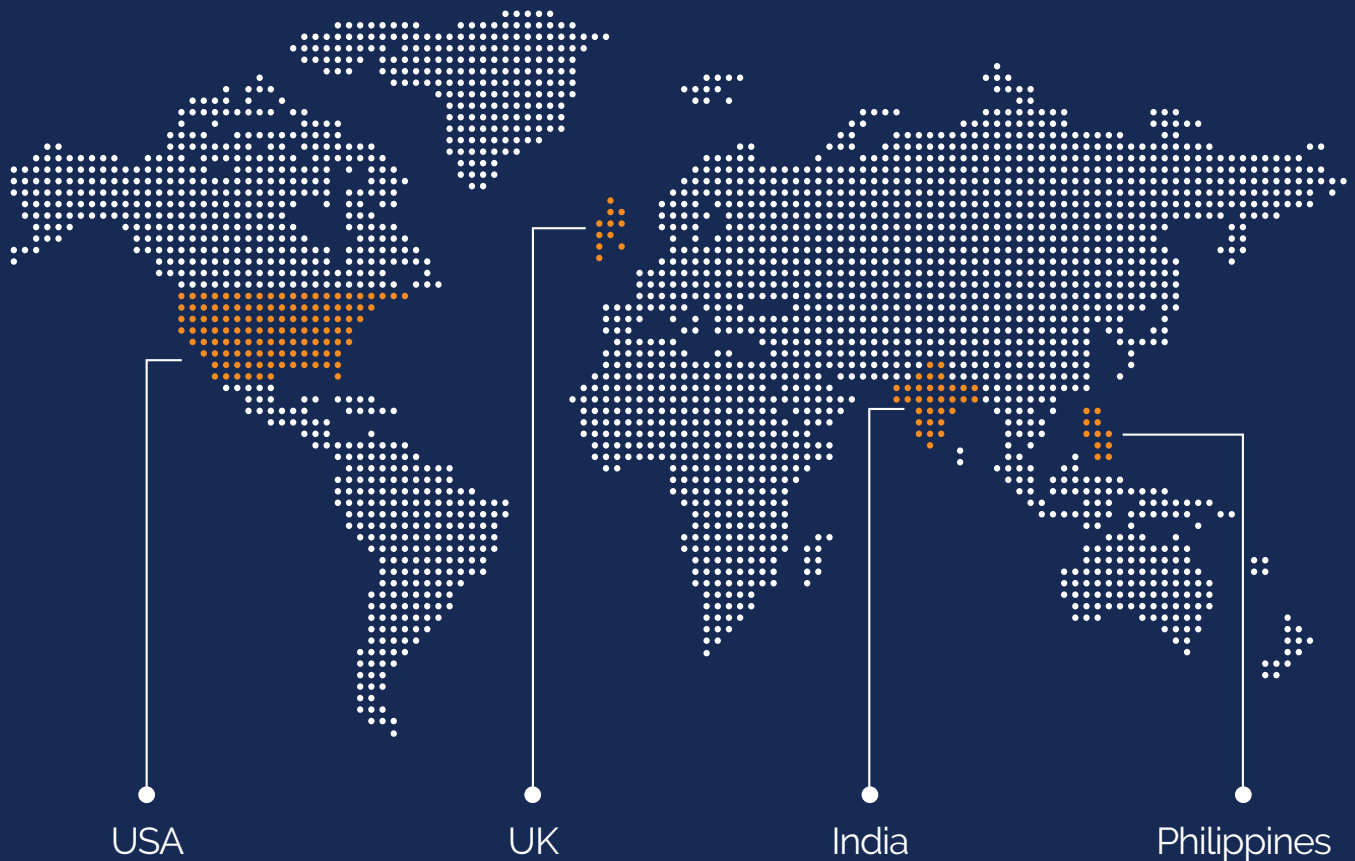
their internal teams. Firstsource team met KPIs on three main categories and exceeded KPIs on two key categories (see table 1 below).

- The bank has adopted some of Firstsource's best practices to improve its internal processes. For example, Firstsource revamped the bank's training materials using its deep domain expertise and the bank subsequently implemented it across their in-house operations.

Firstsource's ability to deliver results has strengthened the partnership, doubling the scope of the relationship over the past five years.

Matched the in-house teams on:	Outperformed the in-house teams on:
<ul style="list-style-type: none"> • Call quality scores – a sample of calls is audited both by team leaders and an independent QA team • Financial needs management and hand-off referrals based on system prompts - for instance, "would you be interested in one of our credit cards?" • Encouraging customers to use the mobile app or online banking 	<ul style="list-style-type: none"> • Average handling time • Schedule adherence (i.e. are the agents logged in when they are supposed to be logged in)

Table 1: Firstsource team performance vis-à-vis bank's in-house team



Helping customers stay ahead of the curve through transformational technologies and capabilities

Firstsource Solutions Limited is a leading provider of customised Business Process Management (BPM) services. Firstsource specialises in helping customers stay ahead of the curve through transformational solutions in order to re-imagine business processes and deliver increased efficiency, deeper insights and superior outcomes.

We are trusted custodians and long-term partners to 100+ leading brands with presence in the US, UK, Philippines and India. Our 'rightshore' delivery model offers solutions covering the complete customer lifecycle across Healthcare, Telecommunications & Media and Banking, Financial Services & Insurance verticals. Our clientele includes Fortune 500 and FTSE 100 companies.

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