Televerde - Case Study
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Televerde is a business-to-business lead generation agency based in Phoenix, Arizona. The company was founded in 1994 and acquired by Jim Hooker in 1995. The company provides business-to-business customer acquisition management through a variety of marketing and sales services. The Glasgow office opened in 2016, serving as the European headquarters and demand centre. This move helped Televerde provide international support to its current clients whilst also enabling companies based in Europe to accelerate revenue through proven demand generation and inside sales expertise and solutions.

Televerde
Generating Demand. Accelerating Sales.

Business Improvement Academy Project
Two senior staff from the Glasgow Demand Centre carried out a project within the company to maximise the return from the overall call process in line with customer requirements. There are many variables within the process and agents can make up to 120 calls per day to potential clients.

Project Analysis
Following sessions on value stream mapping the team mapped out the "current call review". This identified numerous departments (as below) involved in call reviews using different methodologies to achieve the same goal:
- Training & Development- on-boarding, team development & on-going training
- Agent Performance Management (APM) – daily reviews, one to one reviews and career path mapping
- Quality Assurance – achieving the correct rate product to the customer
- Client Success - Client Call Calibration

As requests for call reviews flow into the process, activity follows a flow through the Search Teleport, Manual Requests from SDC, and Agent Flagged Calls. Each reporting mechanism has a series of criteria

for logging such as the agent name, date of call, time of call, length of call, number of calls made etc. and reports are generated as Disposition Reports and QC Forms. The team analysed activity through the process and created a Value Stream Line of activity for the time needed to collect the necessary data. This highlighted how time consuming it can be to assess agent calls.

The calls for review need to be listened to by trained staff to enable coaching for improvement. This can be a very time consuming process as the assessor identifies the gaps and prepares plans to improve the performance for specific agents. It is of utmost importance that time is allocated to this activity rather than manual searching.

Process Wastes
- Multiple departments doing the same tasks for the same reasons using different methods causing duplication and redundancies
- Agents spending time transferring information from one system to another (searching Teleport, entering flagged call forms in SharePoint, taking them off the phone and preventing them from producing results). This is inconsistent as agents are measured based on calls and deliverables so it becomes a low priority.

- Searching calls via Teleport is done - unable to search by language, country or other criteria that is being asked for
- Manual reports take the data/reporting team away from improving the data flow to agents and analyzing results for improvement.
- APM's time is spent running reports, searching and listening for a good call, resulting in reduced time to coach agents and work on continuous improvement.
- Client has to wait for the calls, causing a further client dissatisfaction.
- Lack of urgency due to other competing priorities.

Having identified the wastes and problems within the current process the team created a vision statement to communicate across the business.

"We need to improve the speed and accuracy of identifying a high-quality client worthy call. The process needs to be clear and must easily identify coachable calls that will improve performance and client satisfaction" – **Call Centre Director**

Improving the Process
Now that the team had the current process documented and communicated they began to identify process improvements that could be implemented. This led to them creating a new process with

reduced steps and more clarity on requirements. They worked with the systems team to ensure that all new campaigns had the same set up including language skills and client worthy questions. They had sessions with APM, QA, Agent Calling Teams and Reporting Teams to ensure that all suggested improvements were understood and owned by relevant individuals to ensure best practice across all teams. The Reporting Team created a new automated report including Teleport links. All CSM's were made aware of the new process to implement this into their campaign set ups.

Business Benefits

The new process is now a proactive approach to coaching agents whereas previously the process had been very reactive. The team identified time savings on manual tasks with resource being transferred to more value added activities. The calling team feel they now have verified improved understanding on client's objectives. There is now a more purposeful Training and Development analysis of knowledge gaps leading to proactive resolution of issues with agents.

Overall the time saving has been calculated at £30,000 per annum to the business. With duplication and NVA being reduced the increased resource will enable improved results for clients enhancing the company's business offering.

> "Being involved in the SE Business Improvement Academy has changed our mind set to more easily identify waste in the processes that we execute on a daily basis."
> -
> *Client Success and Operational team*