

Customer Support Assessment Report

*Developed
For*

Presented

November 28, 2005
By





Table of Contents

OVERVIEW.....	1
APPROACH.....	1
KEY PERFORMANCE INDICATORS	2
STRENGTHS & WEAKNESSES	4
ABC's 'GRADE'	6
RECOMMENDATIONS	7
IMPROVEMENT OPPORTUNITY	9
PROCESSES	11
CALL FLOW ISSUES	12
PROCESS RELATED ISSUES.....	16
RECOMMENDED MODEL	18
PROJECTED RESULTS OF RECOMMENDED MODEL	21
TECHNOLOGY & TOOLS	23
CALL ROUTING.....	23
CUSTOMER/CALL TRACKING.....	24
KNOWLEDGE MANAGEMENT.....	25
REMOTE SUPPORT	27
WORKFORCE MANAGEMENT	28
PEOPLE.....	29
EMPLOYEE TURNOVER AND ABSENTEEISM	29
CAREER PATHS.....	30
TRAINING	31
ON & OFF-PHONE TIME	33
MANAGEMENT DEPTH	34
PERFORMANCE MEASUREMENT	36
PRIMARY GOALS	36
OPERATIONAL PERFORMANCE MEASURES	38
INDIVIDUAL PERFORMANCE MEASURES	40
BENCHMARKING CURRENT PERFORMANCE	42
DATA COLLECTION FOR PLANNING PURPOSES	43
ADDITIONAL ISSUES TO CONSIDER.....	46
CUSTOMER FEEDBACK	46
CUSTOMER STEERING COMMITTEE.....	48



FACILITIES.....	49
RELATIONSHIP WITH PRODUCT DEVELOPMENT	50
CONCLUSION	51
FUTURE STATE.....	51
SUMMARY OF TOP 10 RECOMMENDATIONS	57
RECOMMENDED APPROACH: THE REENGINEERING PROCESS	60

APPENDIX ITEMS

LIST OF ABC STAFF INTERVIEWED

LIST OF ABC CUSTOMERS INTERVIEWED

ABC STAFFING MODEL (PRELIMINARY)

ARTICLES:

WHITEPAPERS:

BOOK: "OPTIMIZING SUPPORT CENTER STAFFING, SECOND EDITION" BY DAVE BROWN

ABC REENGINEERING PROJECT PLAN (PRELIMINARY)



Table of Figures

FIGURE 1.	ABC STRENGTHS & WEAKNESSES	6
FIGURE 2.	RECOMMENDATIONS OVERVIEW	8
FIGURE 3.	TABLE; EFFECT OF SPLITTING QUEUES.....	15
FIGURE 4.	CHART; EFFECT OF SPLITTING QUEUES	16
FIGURE 5.	RECOMMENDED MODEL	19
FIGURE 6.	CHART: PRELIMINARY STAFFING (OF SUPPORT CENTER)	20
FIGURE 7.	SAMPLE: DEPARTMENT PERFORMANCE OBJECTIVES.....	40
FIGURE 8.	SAMPLE: INDIVIDUAL PERFORMANCE OBJECTIVES	42
FIGURE 9.	KEY OPERATING METRICS (FUTURE STATE)	56
FIGURE 10.	CUSTOMER SATISFACTION & LOYALTY METRICS (FUTURE STATE).....	56
FIGURE 11.	SUPPORT HEADCOUNT (FUTURE STATE)	56