

A photograph of a man and a woman in white business shirts. The man is holding a tablet and both are smiling and looking at the screen. The background is a blurred office setting. A large teal triangle is on the left side of the image, containing the text.

Case Study

Back-office solutions in India:

Improving Efficiency and
Surpassing Client Expectations



Improving Efficiency and Surpassing Client Expectations

Our client, an industry leader in lender-placed insurance sought improvement in its insurance tracking and claims services. Though it has decades of experience in the market, a recent surge in business required more efficiency and better coordination between front office and back-office functions. Teleperformance formed a partnership with the firm and worked to improve overall efficiency by implementing a strong BPO strategy in India.



Industry leader in lender-placed insurance sought improvement in its insurance tracking and claims services, requiring more efficiency and better coordination between front office and back-office functions.

In the U.S., all mortgages require borrowers to maintain adequate homeowners insurance. Without some mechanism to guarantee that properties remain insured and protected, the cost of having uninsured collateral would increase mortgage loan interest rates, thereby affecting owners and potential owners. Lender-placed insurance is issued by a bank or mortgage service on a property when the owners' self-purchased property insurance has lapsed or proves insufficient. A lack of lender-placed insurance would result in fewer home loans.

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The Situation

Since the financial crisis, this insurance has become much sought-after and has helped lenders take on slightly more risk than they otherwise might be able to. In fact, lending in riskier zip codes has increased 70 percent while it increased only 30 percent in the least risky zip codes.

The complexity of this process requires exceptional organization, highly-skilled workers, coordination between front office and back-office, and a process that emphasizes speed and efficiency. Our client required such a partner to help improve efficiency and ensure that their clients received prompt, courteous, and effectual service.

The client sought a partner that could help its customers mitigate and manage their risk, and ensure assertiveness while handling these extraordinarily complex processes. In addition, the

volume of work was large, with short turnaround times. Yet the client did not have a volume forecast to help ensure smooth turnaround.

Not having a volume forecast was an impediment because it was difficult to determine how many people were needed in the operation to handle the volume on a given day or at a particular time. This presented times when there were too many individuals in the operation and yet the volume did not appear, resulting in a lot of idle time. On the other hand, by keeping the operation lean, there were times when the volume grew too large, thus overwhelming the system.

In addition, the client was concerned about a lack of assertiveness on the part of representatives in the back-office, generating lots of work that needed to be redone and limiting operational quality.





The Teleperformance Solution

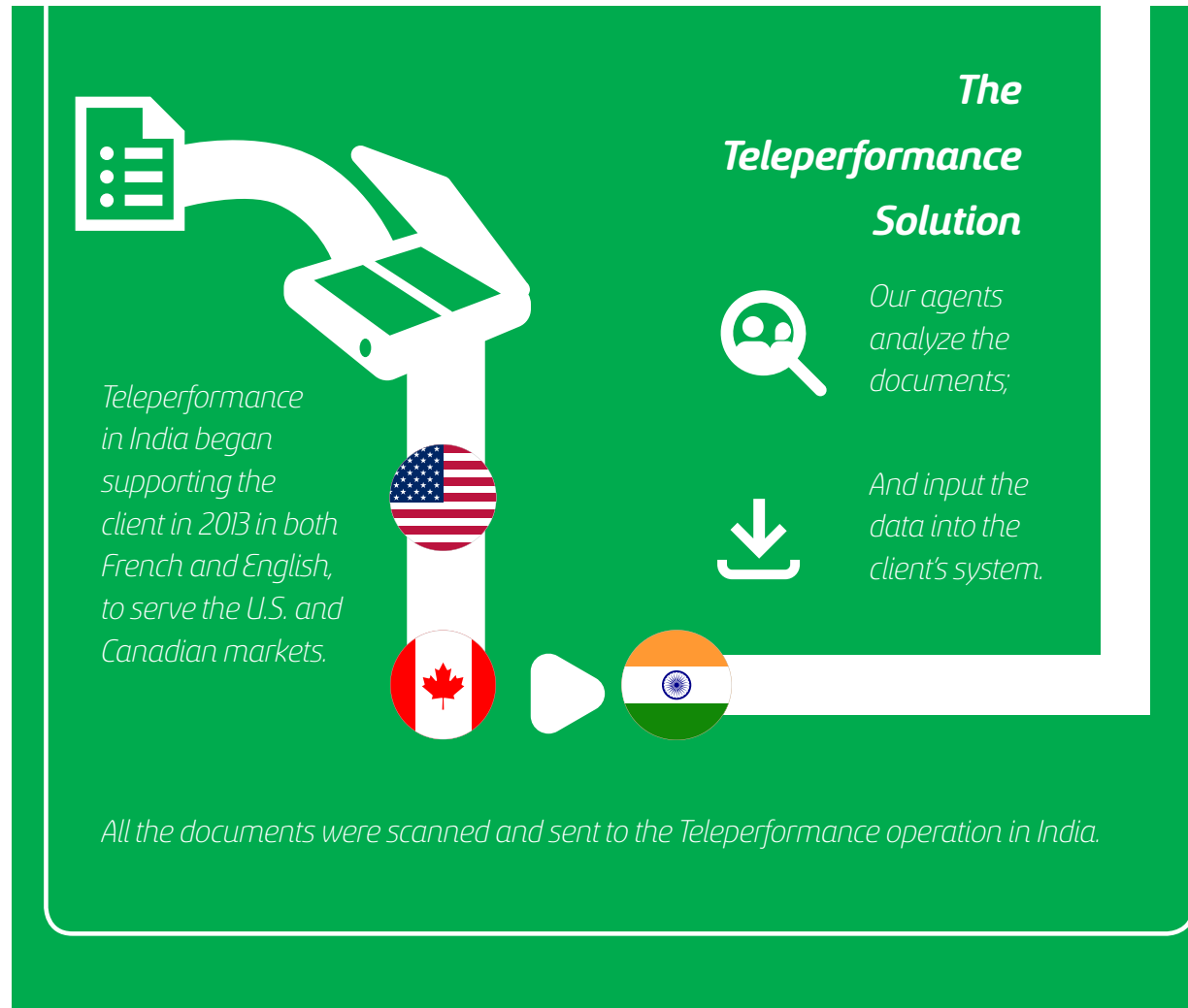
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The Teleperformance **Solution**

Teleperformance in India began supporting the client in 2013 in English, to serve the U.S. and Canadian markets. The process of moving information was fairly straight forward. Front office operations in the United States and Canada received all the documentation regarding the individual collateral's insurance to guarantee insurance tracking for lenders. All the documents were scanned and sent to the Teleperformance operation in India. Our agents analyzed the documents and input the data.

But given the original issues related to a lack of volumes forecast and a lack of assertiveness, it was necessary to reevaluate and implement a new strategy. Teleperformance developed and implemented three main initiatives to address operational issues:

- Workforce management
- Quality methodologies
- Desktop analytics



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Workforce Management (WFM) refers to all the activities needed to maintain productive programs with a suitable number of people, based on the estimated demand to achieve labor force optimization. In this instance, we focused on number of cases, time to handle a case and agent productivity.

WFM solutions not only improve productivity, they are also essential to improving quality and customer experience by ensuring the right resources are available at the right time to accomplish the necessary activities.

To address the lack of a volume forecast, Teleperformance's operational leaders dedicated a team to build and deeply analyze historical data from the operation. That analysis allowed the operation to have a better understanding of volumes and seasonal demands in order to improve staff planning capacity and quality service, while fulfilling the SLAs established for the operation.

We also applied intraday management, which is managing a set of activities performed on a daily basis within the operation, in order to manage unplanned events that require immediate action to ensure smooth overall back-office performance. We dedicated a team to control intraday staffing based on any volume exceptions and change requests.

Our process improvement team focused on a deep assessment to create tailored solutions.

Teleperformance implemented a methodology to monitor the processes, as well, where the quality team analyzes all screens, actions, documents and outputs from each back-office analyst in order to guarantee positive quantitative and qualitative results. Based on an opportunity for productivity improvement in the operation, we decided to increase the amount of monitoring per agent. Now four times more monitoring is completed per month than was originally agreed upon.

Another important initiative was towards operational control. We developed a project to address that issue through Desktop Analytics. This initiative is based on an innovative tool that tracks back-office agent activities and offers reports to measure and drive productivity. The tool creates hit maps based on all activities the back-office agent conducts on their desktop. It also shows the amount of time the agent spent on each activity. This allows leadership to understand how processes are handled, how long the agent spends on each phase of the processes and if the agent is accessing unauthorized pages. This helps drive understanding of issues related to training, quality and behavior.

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Results

The results of these changes were immediate and profound. Productivity increased by 60 percent, because of the workforce management, quality methodologies and desktop analytics, which we implemented. In addition, we achieved all KPIs agreed with our client and exceed quality scores expectations.

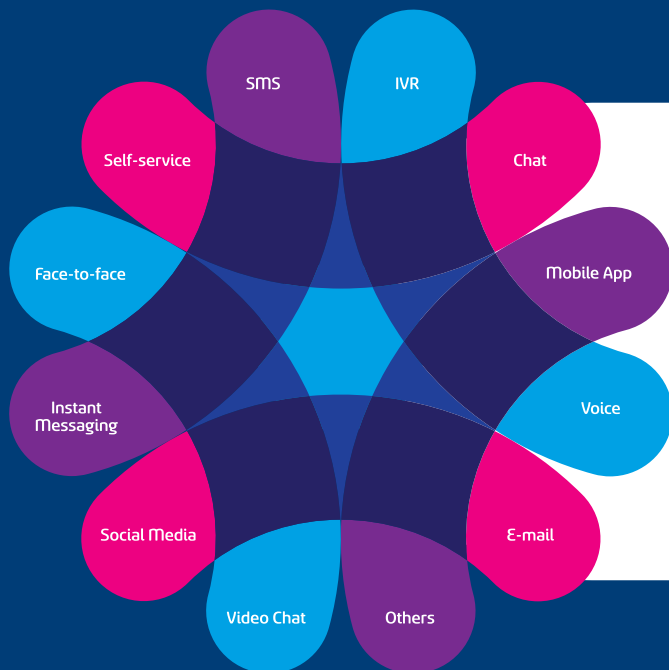
The client's flexibility and desire to improve efficiency inspired Teleperformance to implement best practices that we developed through our work in more than 200 back-office programs around the globe. Our proven methodologies were tailored to perfectly fit the client's needs and goals.

The improvement of back-office processes is evident in our client's outcomes, and Teleperformance in India has had a tremendous influence on this. Although this improvement would not have been possible without the client's effort and institutional commitment to handle back-office operations as a strategic arm of the company.

Client's business had a 20% YoY rise in FTE count with Teleperformance since 2013.



***Productivity
increased by
60%***



About Teleperformance

Worldwide Leader in Omnichannel Customer Experience

We are the worldwide leader in outsourced omnichannel customer experience management. Teleperformance connects the biggest and most respected brands on the planet with their customers by providing customer care, technical support, customer acquisition, digital solutions, analytics, back-office and other specialized services to ensure consistently positive customer interactions.

About

BPO non-Interaction

Back-office is a crucial part of customer experience lifecycle. Timewasting processes can impact negatively the overall perception of your brand. We understand that an efficient customer care strategy is based on the integration of back-office and front office processes. And that is how Teleperformance can bring value to your business; as the global leader in outsourced multichannel customer experience management we can provide integrated end-to-end solutions focused on customer satisfaction.



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