

Case Study

***Online Travel
Agency Implements
Work-at-Home Program,
Improves Customer Satisfaction
and Attrition***



Overview

A global online travel technology company serving over 800 corporate accounts across several lines of business in the US.

Industry

Travel and Hospitality

Solutions

- **Teleperformance Work-at-Home Solution:** Customer care, back-office and fraud prevention support in the voice, email, chat and IVR channels using work-at-home agents (WAHA)
 - Workforce management approach incorporating TP Cloud Solutions
 - Operational and performance management: TOPS, BEST, CCMS
 - Security and technology program

Geography

North America

Results:

- 100% CSAT attainment of client's goal—higher client satisfaction for providing unique solution that is both efficient and cost-effective
- Successful recruiting and hiring of experienced talent pool
 - ~ 1% attrition—The lowest in comparison to multiple physical contact center sites
 - ~ 1% shrinkage—Extremely low in comparison to multiple physical sites
- Smoother transition with significant increase in team experience and overcoming geographic redundancy

Challenge

The client was experiencing several factors affecting overall operational efficiencies. For example, the client's complex business processes require agents to have knowledge of multiple global distribution systems (GDS) and extensive experience in providing services for air, hotel, car, groups, meetings, international, and executive travel. Hiring individuals without prior corporate travel experience is a costly and an ineffective practice, thus leading to poor customer satisfaction and high turnover rates besides lengthy training times (measured in months instead of weeks).

The client needed a partner that could access an experienced talent pool to help improve customer satisfaction as well as attrition and absenteeism.



Solutions

Teleperformance's methodology included a work-at-home model with a comprehensive training plan and home agent strategy for hiring the client's former employees who previously provided travel customer care from a contact center environment.

WAHA Model

Given the scarcity of corporate travel trained agents in the US domestic market, TP leveraged the WAHA model to recruit travel-experienced resources across the continental US, while transitioning business from the incumbent provider to TP.

Comprehensive Training Plan

TP implemented a pilot of 100 work-at-home associates. Based on the successful launch, TP started recruiting 300+ experienced travel professionals, with prior experience in air and vacation, and loyalty programs, who further underwent extensive training.

WAHA Strategy for Key Talent

Identified key talent including the client's prior team members who had left their brick-and-mortar facilities, and for whom leveraging the WAHA model had not been an option.

Teleperformance's Work-at-Home Solution provided the client the following features:

WFM Approach

Planning and Forecasting

- Schedules created to meet FTE requirements by interval
- Trending DOW and Intraday shrinkages utilized for efficient net staffing as a gross requirement
- FTE available post-planned leaves / shrinkage plotted against gross FTE requirements
- Schedules optimized to close gaps by intervals
- Schedules published to follow as planned

Real-Time Analysis

- Real-time exceptions plotted for call-outs and in-office shrinkages to re-access interval-level compliance
- Gaps closed with schedule adjustments or staffing changes
- For multi-site and multi-vendor operations, requirements shifted to another site based on FTE availability to meet contractual obligations at enterprise levels
- Contingency Planning:
 - Support staff login (approximately 10% increase in capacity)
 - Overtime deployments (approximately 7% increase in capacity)
- Non-adherence notifications

TP Cloud Solutions

- Complete multichannel hosted contact center solution
- Ability to support “any” agent location
- Select only the services required
- Highly scalable capacity additions
- On-demand pricing—no CAPEX
- Expert IT integration, support and technology refresh
- Ability to easily add experienced Teleperformance employees from in-house contact center locations as well as work-at-home locations

Teleperformance's Operational and Performance Management



- **Teleperformance Operational Performance and Standards (TOPS):** Teleperformance implemented its TOPS processes, which is a collection of best practices for operation management. This proven methodology promotes employee engagement and provides a consistent quality and performance management process for the client's contact centers worldwide.



- **Baseline Enterprise Standards for Teleperformance (BEST):** BEST is a set of standards that ensures high service quality, excellent performance and proactive management of new and existing programs. It also reinforces consistent best practices in human resources management in all Teleperformance operations around the world.



- **Contact Center Management System (CCMS):** CCMS is an innovative performance management control solution that integrates data from many systems and departments into one web-based resource for a comprehensive view of performance at every level.

Security and Technology Program



- Full compliance with PCI, ISO 27001/1, HIPAA, HITRUST to ensure the highest level of protection and proprietary technologies including Teleperformance Observer and Teleperformance Desktop.
- Teleperformance's Global Essential Security Policies (GESPs) include 14 stringent policies to improve the client's data security, including:
 - **Social Media Confidentiality:** Non-disclosure contract
 - **Clean Desk:** No paper, mobile phone and any other devices allowed at work station
 - **Infrastructure Hardening:** Applications control, no removable devices on desktops
 - **Login Provisioning:** Strict access control to applications
 - **Teleperformance Secure Access for At-Home Fraud Prevention:** When an agent deviates from the "norm," indicating potentially fraudulent activity, the system alerts management and security teams
 - **Teleperformance Secure Contact:** Agents can use data captured to fulfill customer inquiries without having access to the actual card numbers

Result and Benefits

Teleperformance helped the client achieve the following results:

- 100% CSAT attainment of client's goal—higher client satisfaction for providing a unique solution that is both efficient and cost-effective
- Successful recruiting and hiring of experienced talent pool
 - ~ 1% attrition—The lowest in comparison to multiple physical contact center sites
 - ~ 1% shrinkage—Extremely low in comparison to multiple physical sites
- Smoother transition with significant increase in team experience and overcoming geographic redundancy



*as compared to physical contact center sites



Thanks!

Follow us

 /company/teleperformance

 /teleperformanceglobal

 @teleperformance

 @Teleperformance_group

 /teleperformance

 blog.Teleperformance.com