

*Case Study*

***Attrition,  
Flexibility and  
CSAT Improved***

*with Home Agents for a  
Multinational Retailer*



## Overview

Operating more than 650 physical and online stores across the U.S., Canada and Mexico, the client provides its customers with modern clothing essentials. The partnership between the client and Teleperformance started in 2010.

### Industry

Retail

### 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

- **Employee Attrition:** 1.9% achieved—well below the 6% client goal; average tenure of home agents is almost 3 years; retention of home-based employees is 50% better than on-site employees
- **Enhanced flexibility and efficiency with WAHA model**
- **Customer Satisfaction: (CSAT):** Steady at 72%–74% for agent professionalism and courtesy



## *The Challenge*

The client was operating within three contact center facilities and wished to consolidate operational locations while retaining tenured labor. Additionally, the client wanted to gain flexibility from a Home Agent team to drive efficiency and flexibility necessary to support retail demand.



## Solutions

The client initially chose Teleperformance for its strategic location in Columbus, Ohio. It later expanded the partnership with Teleperformance to include the TP Cloud and Work-at-Home solutions.

- To benefit from a physical contact center location, coupled with the flexible options from a WAHA model
- To improve efficiency and flexibility

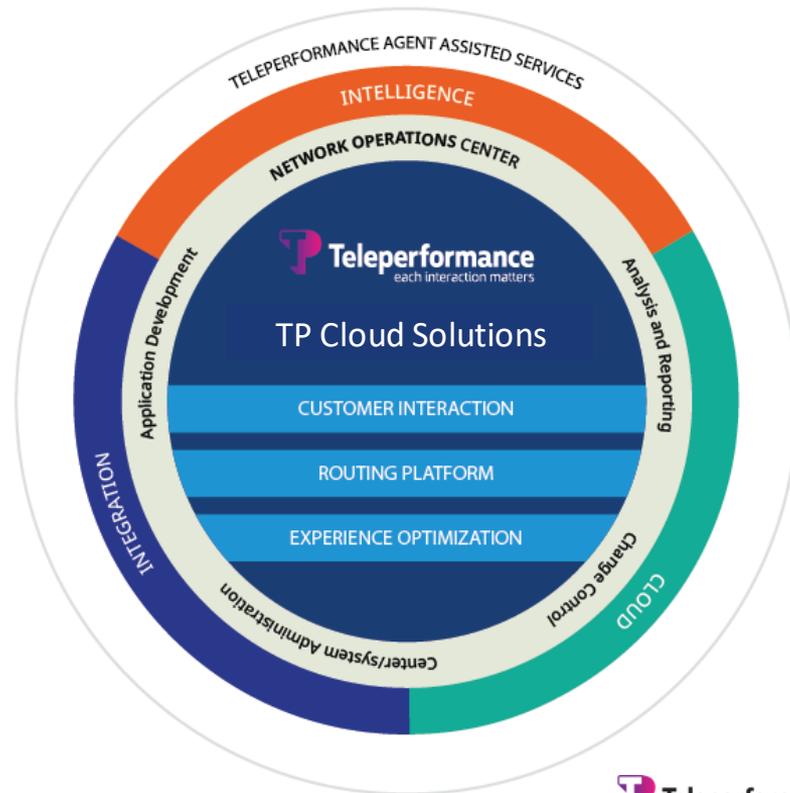
Agents currently manage the following:

- Customer care, back-office and fraud protection support
- Overall: Up to 175 FTEs steady state and 300 FTEs for peak seasonal support
- Home Agent: Up to 30 FTEs steady state, ramping to 120 FTEs to handle seasonal increases

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

### 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 Operational and Performance Management

Teleperformance's Home Agent Solution includes the following best practices management processes for operations and employee engagement.



- **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.



- **Teleperformance's Contact Center Management System (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
  - **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

## Results and Benefits



### Attrition

- Very low attrition for home-based employees compared to 6% client goal: 1.9% achieved
- Average tenure of home agents: 3 years
- Retention of home-based employees: 50% better than on-site employees



### Average Handle Time (AHT)

AHT for home agents is better than on-site agents by 30–45 seconds on average



### Flexibility & Efficiency

Helped client achieve more flexible options in managing their customer care by enhancing their on-site contact centers with a WAHA model



### Customer Satisfaction (CSAT)

Home agents received 72%–74% score on CSAT for professionalism and courtesy



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