



Case Study

Transforming a business' culture is essential for increasing efficiency and productivity. DB&A is committed to mentoring front-line supervisors to coach them how to develop the best performance metrics and drive an environment of accountability. A recent consulting project with a loan servicer call center highlights the positive impact an active management culture can have on the growth and improvement of a company.

About the Client

As a student loan servicer with 25 years of experience, the Client works to provide support to students and families who have received federal loans to pay for their education. The Client's customer service representatives are available to answer questions, process loan payments, and help students understand the nuances of their loans. In addition to providing quality care for their customers, the Client offers outsourcing for college financial aid services and has programs in place to prevent students from defaulting on loans. DB&A was contacted by the Client when one of their call centers began experiencing a slowdown in call volumes.

Analysis

The results of DB&A's two-week assessment revealed the recent slowdown in call capacity was due to a few factors. These factors included longer call handling times, more customers being placed on hold, and a decrease in outbound contact rates. Further observations and an evaluation of the management culture connected these problems to a lack of standardized performance metrics and consistent gaps in internal communication. Impressed by the work completed by DB&A's analysis team, the Client agreed to complete a consulting project with a guaranteed annualized savings rate of \$774,488 and a 2:1 return on investment.

DB&A Guarantee

2:1 return on investment
\$774K
annualized savings rate

Project Scope

As a step toward improving internal communications, DB&A strengthened the management structure by establishing separate divisions within the call center. The Project Team then worked side-by-side with division supervisors to enhance their understanding of general leadership principles. In addition to individual coaching sessions, supervisors participated in DB&A's customized leadership-development workshops. These workshops demonstrated the importance of clearly defining the roles and responsibilities for all team members. To support supervisors in developing realistic expectations, DB&A implemented several management tools designed to provide accurate data regarding the

performance of the call center. The data supplied by these management tools allowed supervisors to identify performance barriers and execute solutions. Additionally, supervisors partnered with DB&A's Project Team to establish quality metrics and standardized key performance indicators, develop best call-handling practices, and improve customer service levels throughout the call center.

Actual Implementation Results

DB&A Results
3.5:1 return on investment
\$1.27 MM
annualized savings rate

Outbound Call Results

- 34% Increase in activity
- 21% Increase in contact rates
- 131% Increase in hourly call volume

Inbound Call Results

- 57% Decrease in hold times
- 35% Decrease in call handling times
- 233% Increase in hourly call volume

The positive results of the consulting project encouraged the Client to partner with DB&A's Managed Services Department to ensure long-term support. Even today, the Client utilizes DB&A's resource management software, eMOS, to collect and analyze performance data which continues to create an opportunity for sustainable change within the call center.

About DB&A

DB&A has over 30 years of cross-industry management consulting experience. Our process begins with a personal approach and we offer guaranteed results. DB&A's Management Consultants work side-by-side with front-line managers to transform the business culture. Our teams develop customized solutions maximizing existing resources to increase efficiency, capacity, and productivity within your organization. For more information about our services, visit dbaresults.com, call 800-800-6030, or email contact@dbaresults.com.