



Clarifying Its Vision

VERINT'S IMPACT 360 SAVES MILLIONS FOR VSP VISION CARE



Reprint

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—DAN SALTER



VSP VISION CARE is the nation's largest nonprofit vision benefits and services provider, with more than 55 million members and 27,000 doctors. Based in Rancho Cordova, Calif., VSP receives 450,000 to 500,000 calls a month. So when the company needed to replace its outdated phone systems, it was imperative to maintain a high level of customer care during and after the transition.

In mid-2008, VSP started to install a Voice over Internet Protocol (VoIP) system from Cisco while also launching a comprehensive plan called One Voice. The goal was to use a single VoIP telephony system to deliver calls, voicemail, interactive voice response, and call routing functionality to every employee. Concurrent with that initiative was a "Be the Best" program, a full review of VSP's customer care processes, procedures, staffing management, and technology, with the mission of improving systems, service, people, and value.

VSP opted for a workforce optimization (WFO) solution. Ultimately the company selected the Impact 360 solution suite—composed of WFO, quality monitoring, speech and data analytics, scorecards, and eLearning—from Verint Witness Actionable Solutions.

Since the deployment, which VSP began in May 2008 and followed with an upgrade to include speech and data analytics in August 2009, Impact 360 has helped VSP improve knowledge across the enterprise. Real-time data delivery has become more accessible, making the contact center easier to manage and empowering contact center employees.

The results have been impressive: a \$3.1 million savings from enhancing contact center call handling times (which dropped, on average, from 300 seconds to 267 seconds), agent availability, and shift scheduling.

"We started 2010 with 10 percent less staff than we had at the start of 2009," says Dan Salter, director of customer care operations at VSP. "Our call volume remained stable while our CSR numbers shrank."

Currently VSP employs about 400 agents at call centers in Rancho Cordova and a satellite operation in Columbus, Ohio. Enhanced first-call resolutions have generated a cost-avoidance savings of about \$900,000.

VSP has found Impact 360's advanced scorecard capabilities beneficial, letting CSRs monitor their own performance in a real-time environment. For example, VSP could give agents details of their average call handling time, but it was not trended and was only a snapshot of what had happened the day before.

Now VSP can support agents with immediate feedback on performance, and agents can score and evaluate their own performance or that of their peers. That has been instrumental in boosting agent efficiency and productivity while keeping employee satisfaction high. Those numbers have held steady, at 93 percent.

Customer service is also benefiting from the solution because agents have a unified view of customer histories across channels and sources. Impact 360 captures and allows agents to share detailed insight from data and calls regarding marketing initiatives, product design, and client opportunities.

Still, the analytics portion of Impact 360 is handling only those calls that go through the agents; 30 percent of calls go through the IVR from end to end. "It would pay off in the IVR, but we just haven't gotten there yet," Salter says.

VSP plans to introduce many aspects of Impact 360 to its back offices, where Salter expects the solution to generate another 10 percent savings—or between \$350,000 and \$400,000—in staffing. —Leonard Klie

KEY RESULTS

VSP VISION CARE

- \$3.1 million savings from improving contact center call handling times;
- A drop in the average call handling time from 300 seconds to 267 seconds;
- A 10 percent cut in staffing needs;
- \$900,000 cost avoidance from enhanced first-call resolutions; and
- A unified agents' view of customer histories across channels and sources.