



Case Study

Six Sigma Methodology Improves Accuracy Between Performance Management Systems

Pain Points:

"I need to innovate to stay competitive."

Solutions and Products:

Professional Services

Business Challenge

At two of our service delivery centers, our client's metric data was not being reflected equivalently between TeleTech's Empower system, the local reporting tool, and the monthly payout spreadsheets. As a result of the data not matching, agents were unable to utilize TeleTech's Empower system accurately to drive performance. Supervisors were required to create multiple manual methods to drive the business. In order to increase the accuracy of data, improve associate utilization of TeleTech's Empower system, and increase consistency of performance management among supervisors, TeleTech decided to approach the problem by initiating a process improvement project led by a Six Sigma Black Belt.

Solution and Results

A cross-functional team consisting of Empower subject matter experts (SMEs), operations SMEs, and functional SMEs was organized to work through the challenge. After some preliminary data analysis, it was obvious that the differences between the metrics in the Empower tool, payout spreadsheets, and the local reporting tool had resulted in a reduction in Empower usage, consequently increasing the workload of several roles across the partnership.

The team leveraged the Six Sigma methodology and tools – including project charter, process mapping, failure point identification, fishbone diagrams, data analysis, solution prioritization, and control plans – to work through the project and identify the root causes of the problem. The team held working conference calls and reviewed the data metric by metric asking many questions such as:

- Where does the data come from?
- What are the formulas?
- Are there human touchpoints that could be automated?
- What is the timing?

The team members worked through all of these questions and more until they had completed their analysis of the four original metrics that had differences, as well as two additional metrics that were deemed necessary. The issue of data inaccuracies originated at the point where TeleTech received the data and incorporated it into Empower.

After much collaboration, intense metric analysis, and significant inputs by the Six Sigma team, TeleTech was able to provide substantial value to the client by alleviating the discrepancy in critical data.

Six Sigma Project Impact

- Return on investment (ROI) estimated at \$548,642
- Reduced the combined quality and customer satisfaction (CSAT) metric error rate by 100%
- Reduced average handle time error rate by 100%
- Reduced the quality assurance (QA) error rate by 100%
- Reduced the CSAT error rate by 91.2%
- Reduced the time service delivery supervisors spend verifying the data from 190 minutes to 0 minutes per month
- Reduced the time the site POCs spend verifying the data from 2,640 minutes to 300 minutes per month
- Reduced the number of monthly Total Rewards™ payout sheet re-calculations by 75%, resulting in savings of 840 minutes per month
- Reliability and a CSAT survey qualifier were added to the performance plans, the first month they were introduced there was a 0% error rate
- Additional benefits include the efficient streamlining of quality and reporting processes and the development of enhanced reports

Defect Trending: March through July

