

**Scaling Based Off  
of Seasonality:**  
Formulating a Strategy  
for a Client In Need  
of Scalability

**Business Scalability**  
Case Study

**DATAMARK** partners with a client whose business needs include a **scalability** process that could accommodate to different circumstances without compromising **customer satisfaction.**



# Background

In 2014, a leading company, which manages customer loyalty and rewards programs for top-tier clients for over 20 years, needed a specialist to assist in operating a contact center for one of their most recognized brands. The client's previous vendor's core competency wasn't handling promotions and rewards, causing the vendor to unsuccessfully meet service level agreements. Consequently, the client decided it was in their best interest to amicably part ways with this vendor. They needed to partner with a new specialist who could undertake their contact center operations—both by email and telephone calls—as the rewards program continued to grow and improve in addition to providing exemplary customer service.

With over two decades of running successful customer loyalty programs, the client's business needs demanded an exceptional approach to in-bound calls and emails without compromising excellent customer service. Being a fuel rewards program, the user population augmented as the program itself gained popularity. In June of 2013, the program experienced about 18,000 customer interactions. By June of 2014, the number had risen to 42,000 interactions.

Initially, the client's expected results were 85% of calls being answered within 20 seconds and an average handle time of 265 seconds.

Furthermore, the client was interested in partnering with a specialist who could be versatile in scaling the manpower operating their contact center, depending on the intensity of the interactions and current promotional requirements.

The project experienced an influx of customer interactions depending on the time of year and different ongoing promotional campaigns, including one rolled-out by a major telecommunications provider. When promotional campaigns ended, the project experienced a reduced amount of interactions.

## THE SOLUTION

The volume of in-bound calls and emails can be difficult to forecast precisely. Different factors should be taken into account when anticipating future customer interactions and the amount of agents required to handle such volume. Contact center leaders need to be as accurate as possible in order to deploy employees contingently with the amount of interactions being received at any given time, either via telephone or email.

As DATAMARK contact center specialists familiarized themselves with call and email volume tendencies, it became apparent that a formulaic approach was required to continue to produce quality results for the client while sustaining a high-level customer satisfaction rate. DATAMARK's business engineers and solutions specialists skillfully analyzed customer interaction likelihood and gathered data from the time and day customer interactions were coming in. DATAMARK business solutions specialists began to develop an applicable system in order to appropriately handle customer's needs, while uninterruptedly meeting the client's metric expectations.

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DATAMARK was able to create a formula which not only forecasted the expected interactions per month in advance, but was also able to strategically schedule agents according to interaction volume and promotional campaigns. Consistently having all hands on deck would produce labor overages and rising idle times. Conversely, having a limited amount of available agents would create unfavorable hold times for customers, resulting in a negative impact on the customer satisfaction rate.

By adapting The 1917 Erlang C formula, a mathematical equation geared toward calculating the right amount of agents needed at a specific time given the amount of interaction volume, DATAMARK contact center specialists found a systematic way of achieving service level goals. To enhance the partnership and trust-level with the client, DATAMARK business solution specialists designed a system where both the client and project leaders could listen in to any call in real-time, allowing for call-handling success levels to improve and stay consistently at a satisfactory level. Additionally, the client could also view live metrics with the implemented system, never having to wait for generated reports from project leaders.

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## THE RESULTS

Through its formulaic forecasting system, DATAMARK has been able to project the days and times when the project experiences an influx of customer interactions, whether by phone or by email. Because the implemented system generates variances, it informs scheduling managers when an abundance of agents are needed and when the contact center is lacking agents as well. This methodical system has allowed the project to thrive, continuously experiencing growth in customer enrollment as well as customer satisfaction levels.

The project has been able to remain accurate with either ramping up or dwindling down on the manpower when need be, depending on the projected customer interactions during a promotion or time of day.

Already in its fourth year of partnership, DATAMARK continues to deliver quality and satisfactory results for this client. In September of 2018, customer interactions rose to an almost total of 60,000. To address the rise of interactions, DATAMARK has ramped up available agents to a total of 46. In the inception of the project, there were 13 agents on board.

Currently, DATAMARK handles the client's needs through highly-trained bilingual agents, multi-channel interaction options, and cloud-based software platforms.

# DATAMARK

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## INCORPORATED

### About DATAMARK

DATAMARK is a leading provider of multichannel customer contact center services, digital mailroom and mail center management, data entry, document processing services and business process re-engineering services for Fortune 500 companies, government agencies and other large enterprises.

Founded in 1989, the company is the strategic business process outsourcing (BPO) partner for companies across numerous industry sectors, including healthcare, insurance, banking and financial services, and transportation and logistics.

DATAMARK offers on-site, onshore and offshore processing facilities, delivering enterprise content management (ECM) and process-automation technologies and solutions to help organizations improve efficiency and profitability in all business functions.

Headquartered in El Paso, Texas, DATAMARK employs nearly 2,000 people in its U.S., Mexico and India facilities.

To learn more about our services and solutions, visit:

**[www.datamark.net](http://www.datamark.net)**