

Performance Improvement im Contact Center

Durch operative Leistungssteigerung zur Realisierung von Einsparpotentialen bei Verbesserung der Service/Salesperformance

Augsburg, 15.09.2016

Agenda

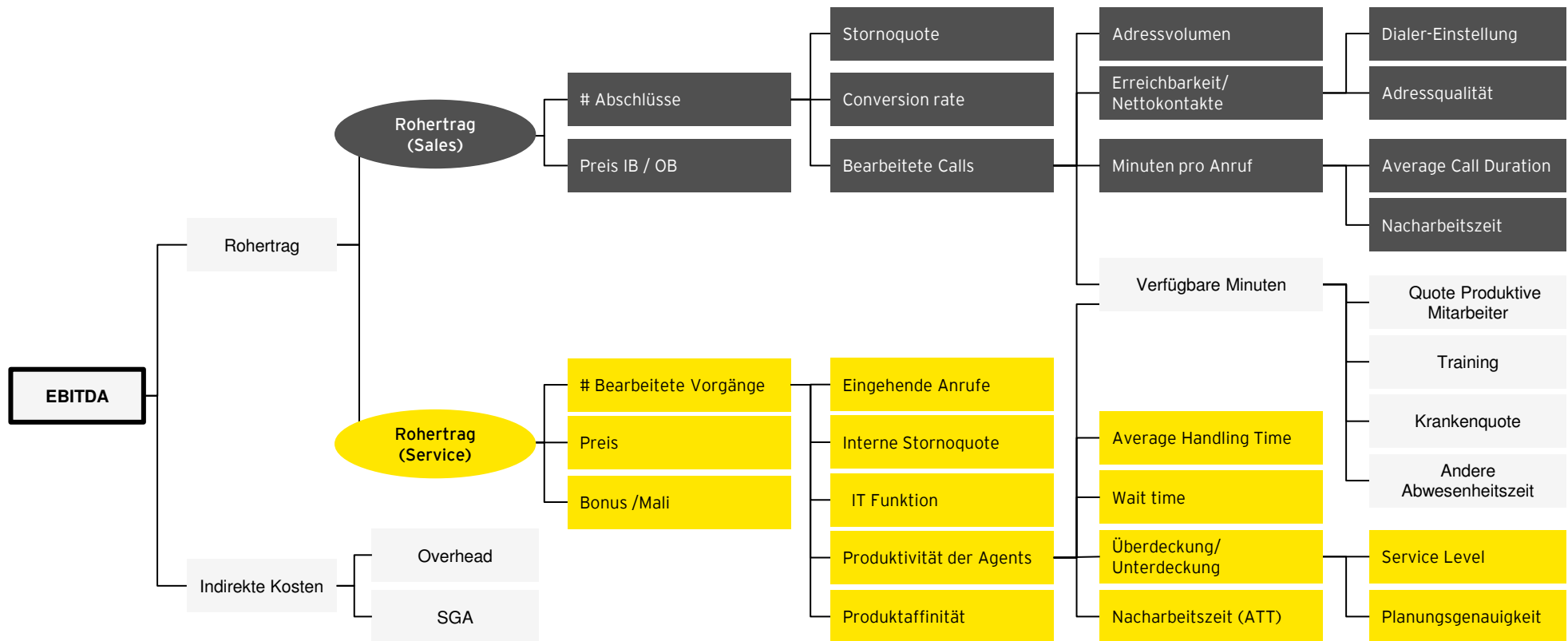
- | | |
|--|----------------------------|
| 1. Herausforderungen/Erfolgsfaktoren: | <u>Die Ansatzpunkte</u> |
| 2. Six Sigma im Dienstleistungssegment: | <u>Die Methodik</u> |
| 3. Ausgewählte operative Verbesserungen: | <u>Am Beispiel</u> |
| 4. Weitergehende Maßnahmen der Restrukturierung: | <u>Ein Case</u> |
| 5. EY Performance Improvement: | <u>Unser Projektansatz</u> |



Herausforderungen/Erfolgsfaktoren

Die Ansatzpunkte

1. Herausforderungen/Erfolgsfaktoren: von Leistungskennzahlen zum EBITDA



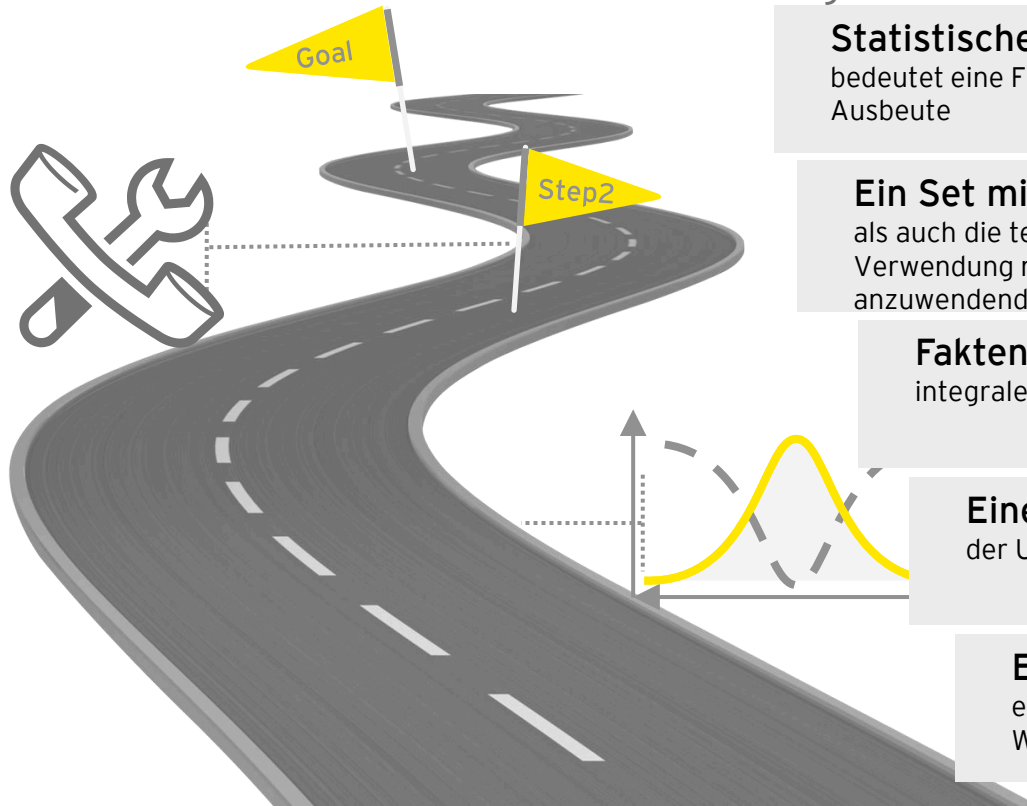
- EBITDA durch Vielzahl von Einzelfaktoren beeinflusst, Abstimmung aller Faktoren um auskömmliche EBITDA Marge zu erzielen
- ⇒ Einführung eines gesamtheitlichen Steuerungsmodells



Six Sigma im
Dienstleistungssegment

Die Methodik

2. Six Sigma im Dienstleistungssegment: *Analyse und Umsetzung mit bewährten Werkzeugen*



Allgemein

Statistisches Maß für Prozessfähigkeit: Six Sigma bedeutet eine Fehlerquote von nur 3,4 ppm -oder 99,99966% Ausbeute

Ein Set mit Werkzeugen, das sowohl die menschliche als auch die technische Komponente berücksichtigt. Verwendung neuartiger, kraftvoller (und einfach anzuwendender) statistischer Methoden

Faktengetriebene Entscheidungsfindung, integraler Bestandteil eines Management Systems

Eine Methode zur kontinuierlichen Verbesserung der Unternehmensprozesse und Produkte

Eine Geschäftsphilosophie und Strategie, eingeführt von anerkannten Weltklasseunternehmen in Sachen Qualität

Spezifika

Fehler unserer IT/Kundenbetreuer, die beim Kunden ankommen

Pilotprojekte zur Auswertung von AHT Zusammensetzungen

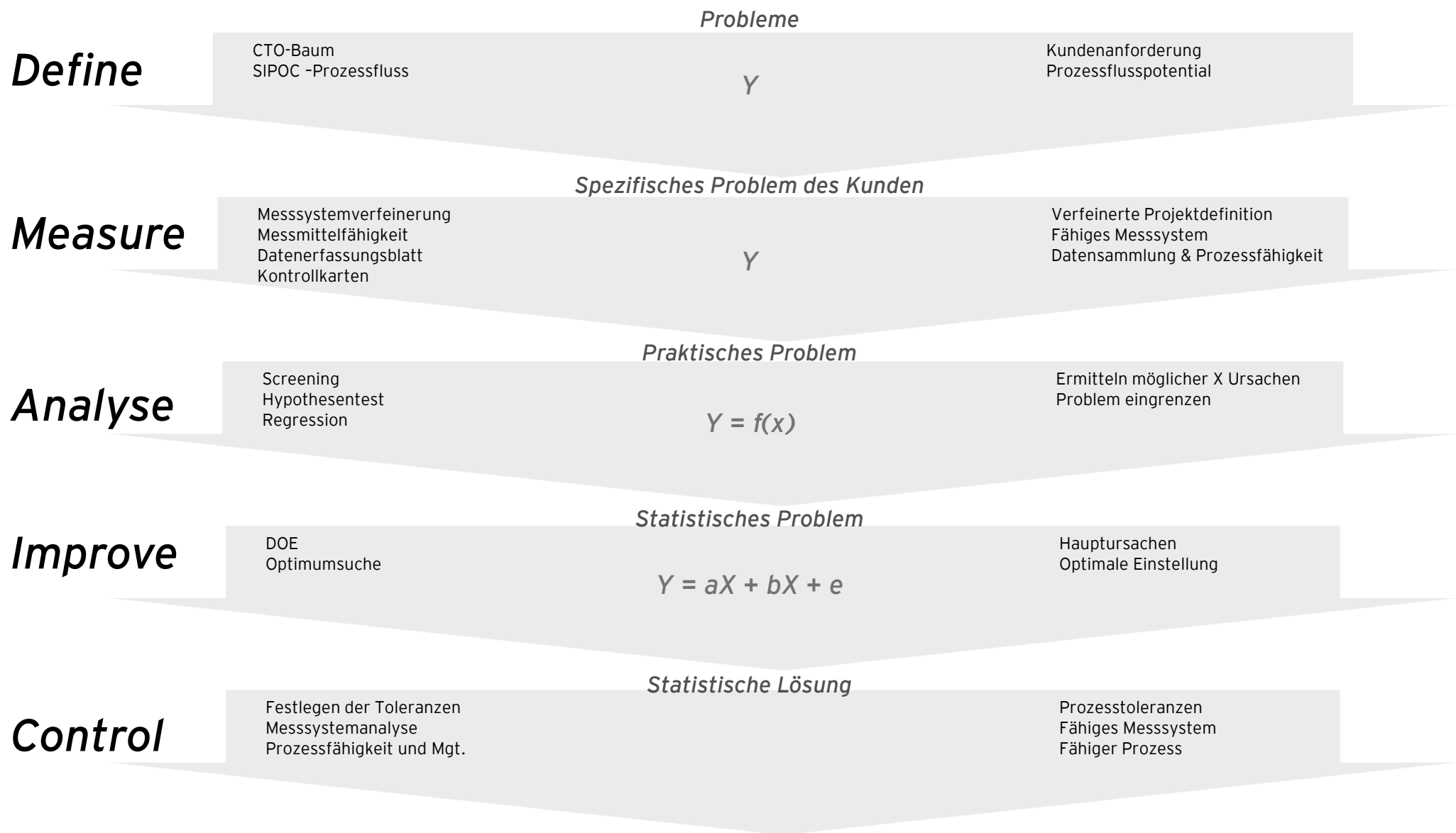
Prozesse mit hoher Fehlerquote durch Standards verbessern

Konsequentes KPI Tracking inkl. Soll/Ist-Abweichungsanalysen und ToDos Definition

Best Practice aus Industrieunternehmen auch auf Dienstleister übertragen

- Ziel ist es die gesamte Leistungsfähigkeit des Unternehmens auf den Kunden hin auszurichten

2. Six Sigma im Dienstleistungssegment: DMAIC - Was ist Six Sigma





Ausgewählte operative
Verbesserungen

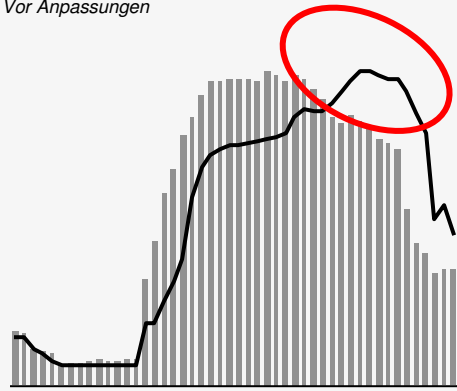
Am Beispiel

3. Ausgewählte operative Verbesserungen: Vorhandene Hebel bei der Personaleinsatzplanung

Ergebnis

Stundenverteilung

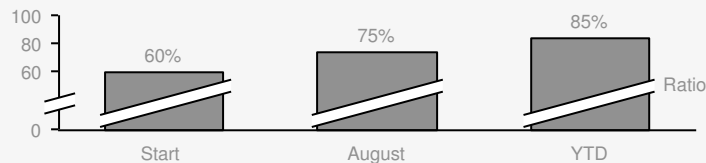
Vor Anpassungen



Nach Anpassungen



Verhältnis geleistete Kontakte / geforderte Kontakte



Beispiele

Angepasste Mitarbeiterplanung

- Veränderung Prozess (Nachplanung)

Änderung Schichtmodell

- Schichtplan über alle Abteilungen

Forecast und Kapazitäten

- Richtige Bedarfsermittlung/Richtiges Recruitment

Abbau und Aufbau Planung

- Intensives Coaching der Führungskräfte

Frühzeitiges Eingreifen

- Stärkung der Reaktionsgeschwindigkeit

Sensibilisierung der Mitarbeiter

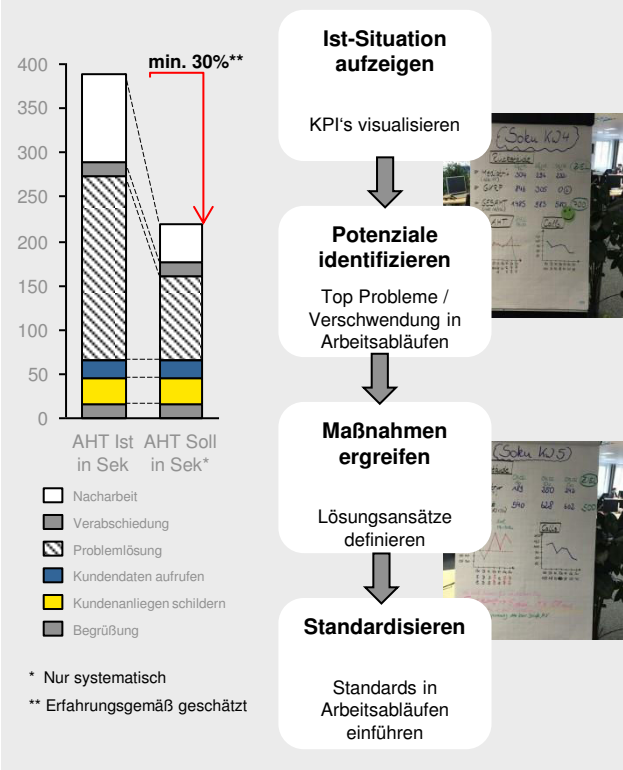
- Kurzworkshops



- Outputverbesserung bei gleicher Kapazität
- Schichtmodellanpassung unter Berücksichtigung der Mitarbeiterwünsche

3. Ausgewählte operative Verbesserungen: Nachhaltiges Improvement der AHT und Kundenzufriedenheit

Am Beispiel

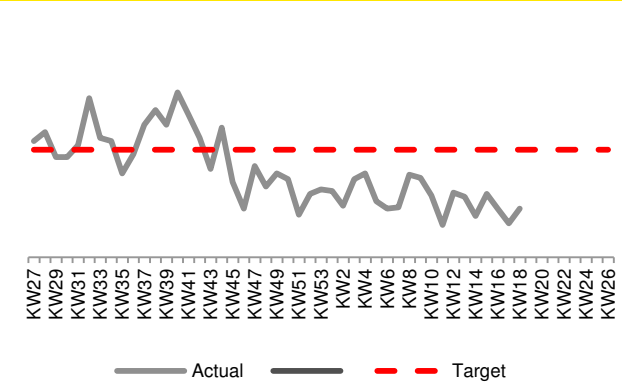


Average Handling Time

Ausgewählte Maßnahmen

- Verbesserte Prozesse (bspw. neue Übergaberegeln)
- Coaching TLs
- KPI Fokus

Ergebnisdarstellung

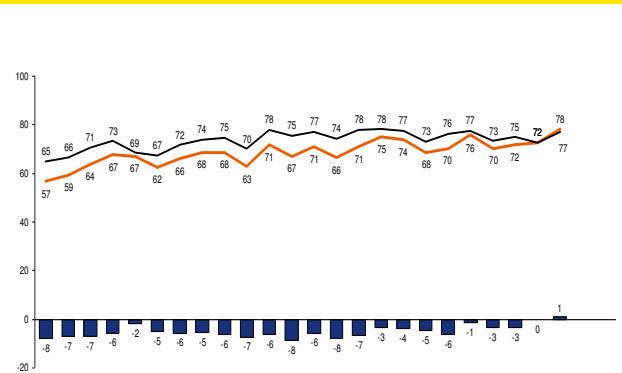


Kundenzufriedenheitsindex

Ausgewählte Maßnahmen

- Differenzierte Analyse
- Lösungen für Problemfälle
- Coaching TLs und Agents
- Visualisierung und Package

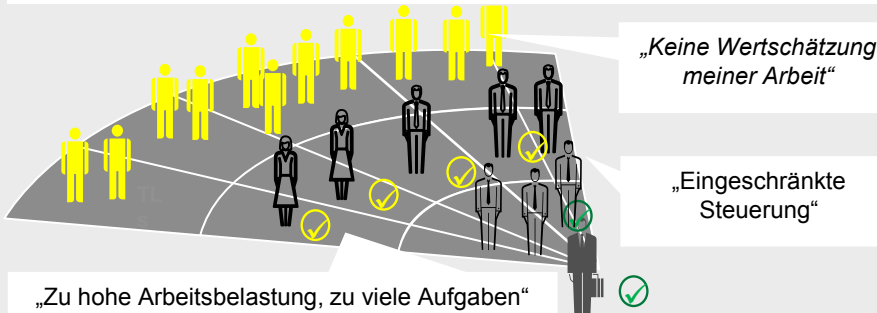
Ergebnisdarstellung



3. Ausgewählte operative Verbesserungen: Mitarbeiterzufriedenheit: Analyse und Beispiele

Analyse & Planung

1. Fluktuations- und Abwesenheitsanalyse
2. Mitarbeiterumfrage durchführen
3. Workshops auf allen Ebenen organisieren
4. Mitarbeiterinterviews führen



- Ergebnisclustering
- Interpretation
- Aktionspläne

Beispiele

- Lautstärkedämmung
- Zweiter Bildschirm
- Mehr Sauberkeit im Pausenraum
- Neue Flipcharts
- Happy Birthday Gratulation
- Verbessertes Schulungskonzept
- Übergaberegeln FO zu BO
- Beidseitiger Feedbackprozess
- Bearbeitungszeit Urlaub
- Einführung BGM
- Low Performer Programm

Ergebnis

Reduktion der Krankenquote
Von 8% auf 7% (1 Jahr)

Reduktion der Fluktuation
um 20% (1 Jahr)

Steigerung Image
Sekundär messbar

Steigerung der Produktivität
Um 10 % (1 Jahr)

- Von der Helikopterposition auf Teamebene bis zum Mitarbeiter
- Mindestmaß schaffen, danach individuelle und kreative Pläne gemeinsam ausarbeiten

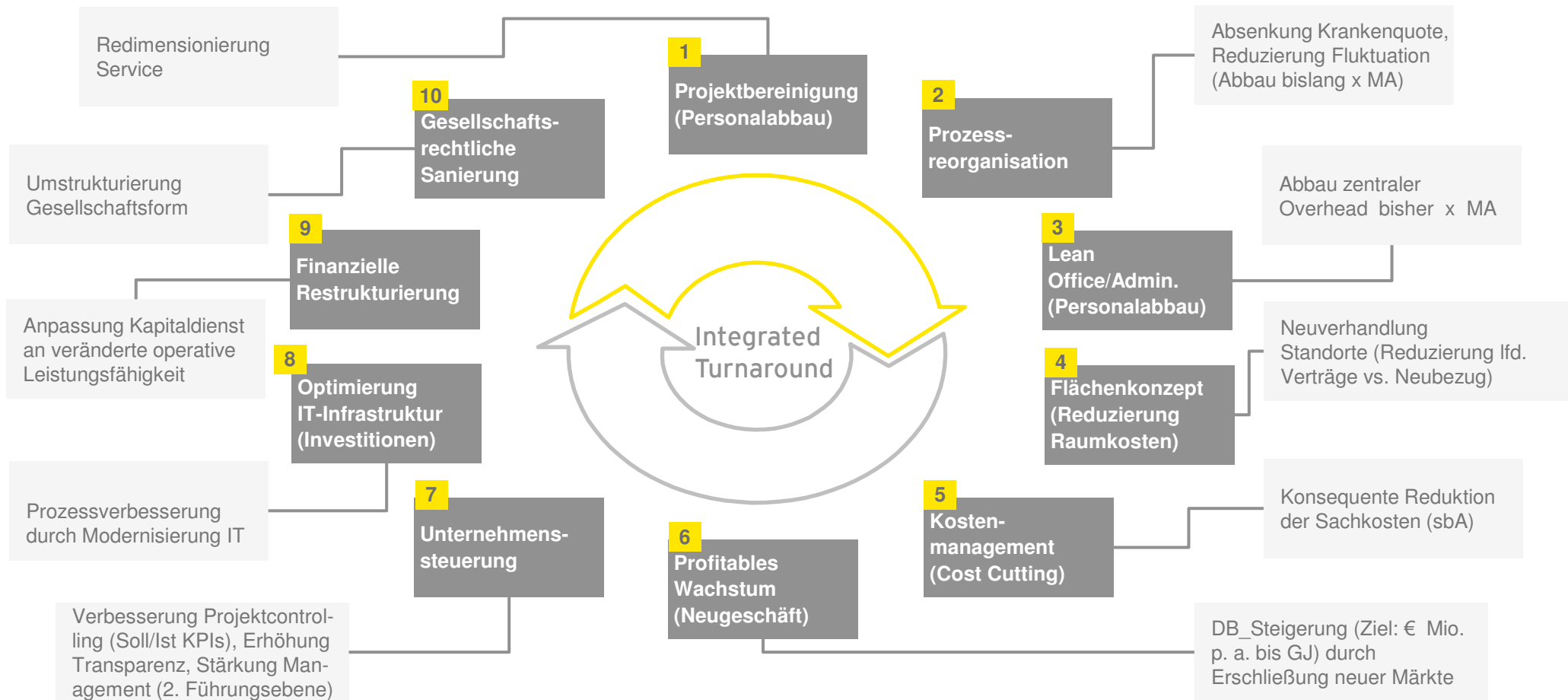


Weitergehende Optionen der
Restrukturierung

Ein Case

4. Weitergehende Maßnahmen der Restrukturierung

Ansatzpunkte in Krisensituationen



► Gesamtheitliche Restrukturierung - Steuerungsansatz



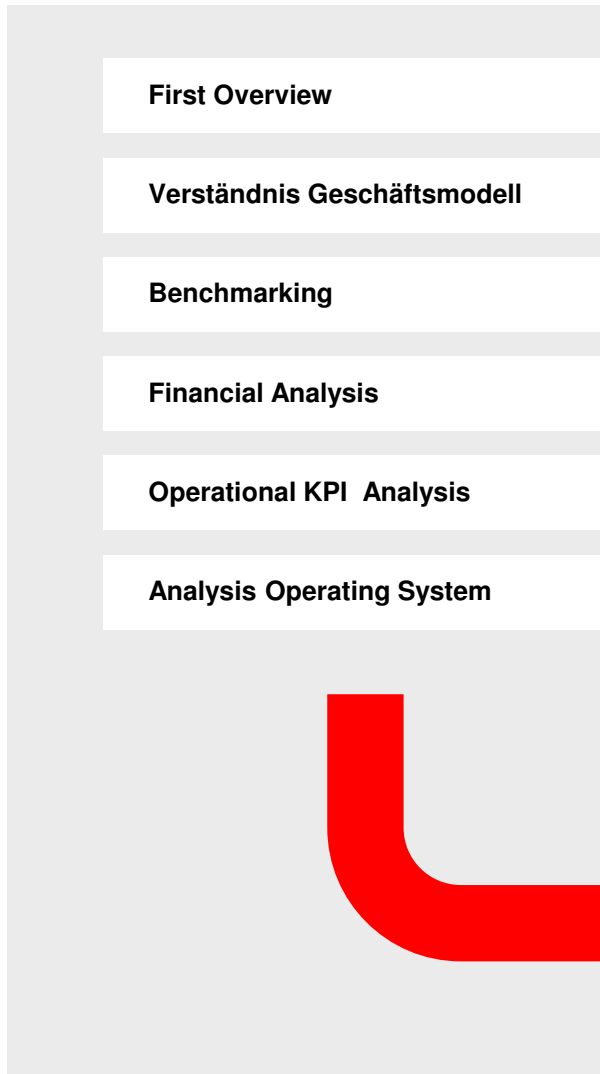
EY Performance Improvement:

Unser Projektansatz

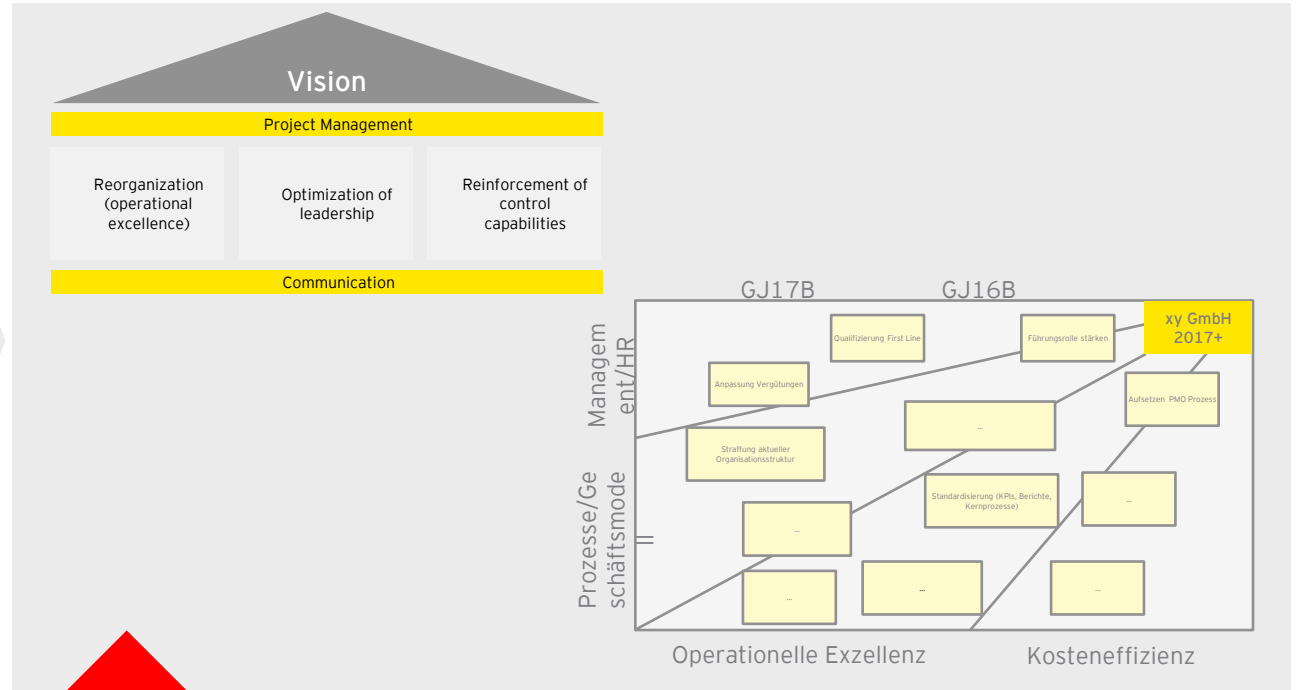
5. EY Performance Improvement

Performance Scan und Potentialabschätzung

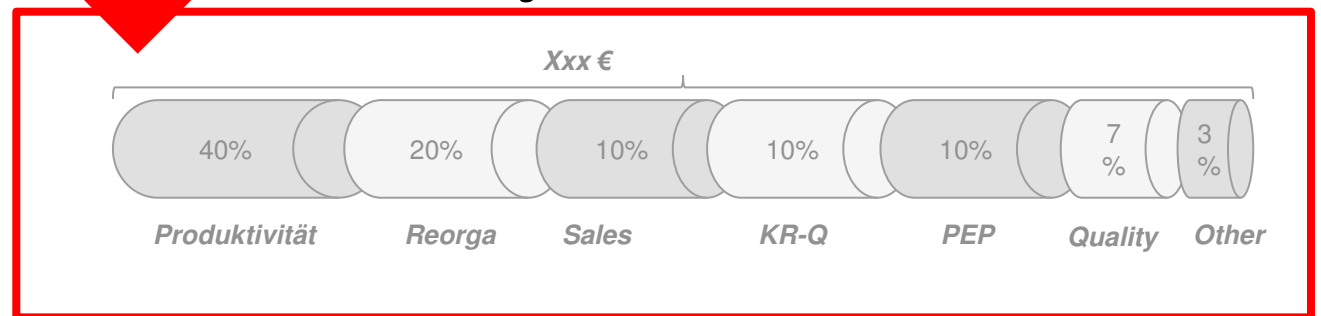
Analyse



Grobkonzept

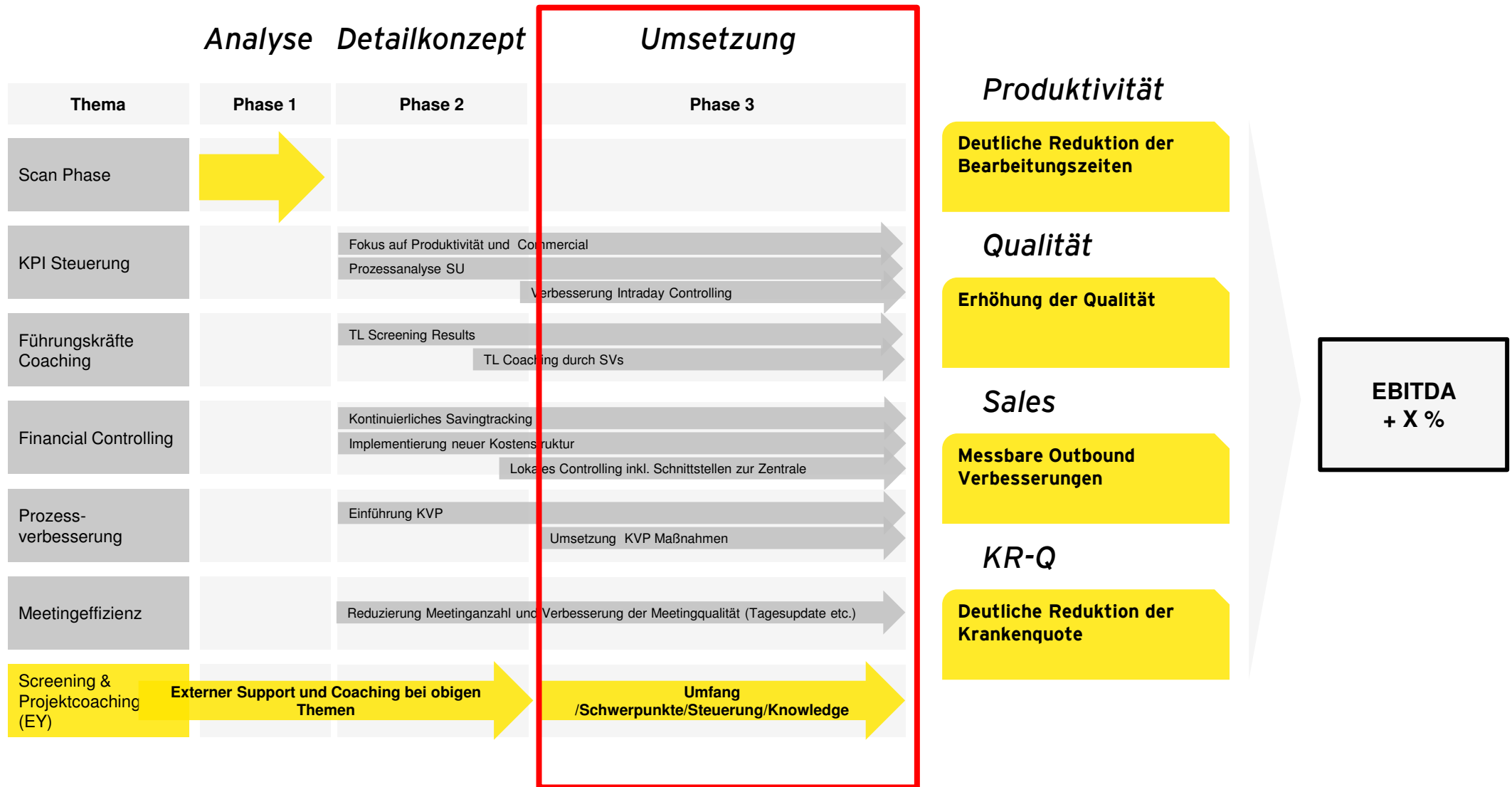


Potenzialabschätzung



5. EY Performance Improvement

Gemeinsame Implementierung



A rowing team in yellow tank tops and black shorts is shown rowing a boat on water. The image is a close-up of the rowers, with the focus on the front row. The water is splashing around the oars, and the background is slightly blurred, showing other rowers in the team.

Contact Center Solutions

EY Core Team

EY Contact Center Solutions Contacts

Advisory

Frank O. Müller
Executive Director

Advisory Services

T +49 891 4331 18296
M +49 172 82 18501
F +49 181 3943 18501
E Frank.O.Müller@de.ey.com

Andrej Hazke
Consultant

Advisory Services

T +49 621 4208 26291
M +49 160 93926291
F +49 181 3943 25229
E Andrej.Hazke@de.ey.com

Marc Heufelder
Manager

Advisory Services

T +49 89 14331 26933
M +49 160 939 26933
F +49 181 3943 25229
E marc.heufelder@de.ey.com

Restructuring

Harald Brost
Senior Manager

Transaction Advisory Services

T +49 211 9352 25229
M +49 160 939 25229
F +49 181 3943 25229
E Harald.Brost@de.ey.com

Marcel Waldecker
Consultant

Transaction Advisory Services

T +49 211 9352 20737
M +49 160 939 20737
F +49 181 3943 25229
E Marcel.Waldecker@de.ey.com



Frank O. Müller
Executive Director
Advisory | Performance Improvement | Supply Chain & Operations
Tel: +49 89 14331 18296
Mobile: +49 172 8218501
Email: Frank.O.Mueller@de.ey.com

Background

- ▶ Diploma in mechanical engineering, focus on precision engineering, Technical University Mittelhessen - Gießen
- ▶ Six Sigma Master Black Belt

Skills

- ▶ Operational Excellence - Lean Six Sigma
- ▶ Process analysis (SCAN)
- ▶ Process optimization in the field of production
- ▶ Training and coaching
- ▶ Development and implementation of global improvement initiatives
- ▶ Company strategy

Industries:

- ▶ Automotive supplier
- ▶ Automotive OEM
- ▶ Building material
- ▶ Chemical
- ▶ Electric
- ▶ Food
- ▶ Machine and plant engineering
- ▶ Pharmaceutical

Professional experience

- ▶ Optimization of maintenance processes in the cement industry (5 locations)
- ▶ Gain in efficiency in the cement industry (3 locations)
- ▶ Increase of OEE in the optical industry (3 locations)
- ▶ Design and implementation of an improvement initiative at a global machine and plant engineering company
- ▶ Setup and rollout of a global improvement initiative in the pharmaceutical industry
- ▶ Increase of production in the food industry
- ▶ Definition and implementation of the manufacturing strategy for a global machine and plant engineering company
- ▶ Redesign of production and assembly for a global machine and plant engineering company
- ▶ Six Sigma training and coaching in the automotive, chemical and pharmaceutical industry
- ▶ Increase in production in the chemical industry

Selected clients

- ▶ BASF Coatings
- ▶ Bayer Material Science
- ▶ Boehringer Ingelheim
- ▶ Bosch
- ▶ Daimler
- ▶ Essilor
- ▶ Evonik Industries
- ▶ Gelita
- ▶ General Motors
- ▶ GKN Sinter Metals
- ▶ Holcim LTD.
- ▶ Krones AG
- ▶ Magna
- ▶ Moeller Group
- ▶ Siemens
- ▶ Solon AG
- ▶ Vaillant
- ▶ Volkswagen
- ▶ ThyssenKrupp
- ▶ Zeiss



Harald Brost
Senior Manager
Transaction Advisory Service | Restructuring
Tel: +49 211 9352 25229
Mobile: +49 160 939 25229
Email: harald.brost@de.ey.com

Background

- ▶ 1987 Degree in industrial engineering from the University of Karlsruhe
- ▶ 1987 Axel Springer Verlag AG, Hamburg, assistant to a technical member of the board, responsible manager for calculation, billing and pricing issues within the rotogravure plants business unit
- ▶ 1992 Consultant with the R. Brost company, Bielefeld. Activities included asset evaluation and the liquidation/restructuring of insolvent companies
- ▶ 1997 Joined Ernst & Young AG
- ▶ 2000 Senior Manager in Transaction Advisory Services - Restructuring

Skills

- ▶ Preparation and implementation of cost reduction measures and initiatives
- ▶ **Assessment of business concepts and business plans**

Industries:

- ▶ Diversified industrial products
- ▶ Different service provider
- ▶ Media
- ▶ Transportation and Automation

Professional experience

- ▶ Operational Restructuring/Performance Improvement of a Service Center (Employees approx. 800)
- ▶ Preparation of a Turnaround Concept for a German Call Center Group
- ▶ Business review of a food producer in context with funding negotiations
- ▶ Assessment of the restructuring concept of a listed luxury fashion company
- ▶ Assessment of the restructuring concept of a logistic group for the beverage industry
- ▶ Financial restructuring of a listed soccer club on behalf of the financial investor Morgan Stanley
- ▶ Development of a restructuring concept for an international organized group for the automation of technical processes, including ongoing monitoring (implementation of defined restructuring measures)
- ▶ Comprehensive restructuring advisor for one of the mayor solar companies in Germany - specialist in appraisal and ongoing monitoring
- ▶ Assessment of the restructuring concept pursuant to IDW S6 for an international leading manufacturer of aluminum products
- ▶ Development of the future business concept for a saw mill company

Selected clients

- ▶ KUKA AG
- ▶ Borussia Dortmund
- ▶ Zarges Gruppe
- ▶ HSH Nordbank
- ▶ Rettenmeier Unternehmensgruppe
- ▶ Nordic Getränke
- ▶ Escada AG



Marcel Waldecker
Consultant
Transaction Advisory Service | Restructuring
Tel: +49 211 9352 20737
Mobile: +49 160 93920737
Email: marcel.waldecker@de.ey.com

Background

- ▶ 2008: Military Services
- ▶ 2011: Bachelor of Business Administration (B.A.); Fresenius University of Applied Science Cologne
- ▶ 2012: ERASMUS Exchange Norwegian School of Economics (NHH)
- ▶ 2013: Master of Science (M.Sc.) in Energy and Finance ; University Duisburg-Essen
- ▶ 2016: Start Master of Laws (LL.M.) in Business Law and Restructuring; Westfälische Wilhelms-Universität Münster
- ▶ Joined Ernst & Young Advisory Services - Restructuring in 2014
- ▶ Marcel is fluent in German and English

Industries:

- ▶ Different service provider (especially contact center)
- ▶ Training and development providers
- ▶ Food industry, particular catering in hospitals
- ▶ Healthcare sector

Professional experience

Assistance in:

- ▶ Restructuring Concept (IDW S6) and ongoing support
- ▶ Experienced Liquidity Forecasting
- ▶ Buy-side due diligence advise
- ▶ Operational restructuring, especially measure definition and tracking

Projekts:

- ▶ IBR of a Call Centre (Employees approx. 1900)
- ▶ Operational Restructuring/Performance Improvement of a Service Center (Employees approx. 800)
- ▶ Restructuring Concept (IDW S6) and liquidity forecasting for a manufacturer of ladders and boxes (revenue: approx. 250m)
- ▶ Consulting Service provider of training and development (revenue approx. EUR 100m)
- ▶ IT Strategic Review leading hospital group



Andrej Hazke
Consultant
Advisory | Performance Improvement | Supply Chain & Operations
Tel: +49 621 4208 26291
Mobile: +49 160 93926291
Email: andrej.hazke@de.ey.com

Background

- ▶ Andrej joined EY in 2015 and is based in Mannheim, Germany.
- ▶ Andrej obtained his M.Sc. in Technical Management (Manufacturing) from the Technical University of Clausthal as well as his B.Sc. in International Management from the University of Nürtingen. Additionally, he was studying abroad at leading Universities of China and Australia
- ▶ Andrej is fluent in German, English, Russian and Chinese

Industries:

- ▶ Automation
- ▶ Automotive
- ▶ Media

Professional experience

- ▶ Analysis and optimization of lean manufacturing practices of a international leading automation company and Tier 1 supplier for various industries at its Chinese production branch
- ▶ Scan, concept and support of lean implementation at an international automotive supplier
- ▶ Scan and concept of lean practices at an international ceramics manufacturer
- ▶ Concept and implementation of KPI structures of a leading broadcast company
- ▶ Establishing and restructuring of sales concepts for international B2B accounts and new customers among the technical documentation industry
- ▶ Assistance in:
 - ▶ Operational excellence
 - ▶ Lean logistics and lean manufacturing
 - ▶ Production systems
 - ▶ Process optimization
 - ▶ Supply chain management
 - ▶ Sales

Contact Center Solutions: EY Core Team

