

Case Study

Professional Services

Background

As one of the largest multi-level marketing companies in the world, Arbonne International offers a variety of organically sourced products designed to support and improve health and well-being. Arbonne's strategy is fueled by a large network of several hundred thousand field consultants that market and sell its products around the world. To effectively serve these consultants and their respective prospect bases, Arbonne has a Service Operations organization that consists of four contact center locations. These locations have over 500 employees that process thousands of inbound calls, emails, social engagements, and chat interactions on a monthly basis.

Situation

In 2020, Arbonne undertook a major project designed to improve the overall customer experience and to provide the enterprise with much improved data and analytics around customer behavior, sales, quality, and other operational components. This project included a complete redesign of their primary ecommerce sales channel, customer journeys, data gathering capabilities, CORE product and customer information database, call center CRM and inbound channel evolution to a seamless OMNI approach. The call center portion of these initiatives began late which put strain on all of the other dependent components of the larger effort.

In addition, as people lost their jobs



due to the onset of COVID-19 in spring of 2020, many turned to multi-level marketing businesses like Arbonne to generate income. This paradigm shift more than doubled Arbonne's customer base in a matter of months, placing greater demands on the company's entire operations and customer service capabilities. While this sudden growth was great for Arbonne, it had a stark impact on the contact center operation and the employees. The call volume grew exponentially as the customer base grew, and the call center consistently had hundreds of calls on hold. Over 60% of calls were being abandoned, and other popular service channels, such as email and chat, had to be shut down in order to meet the inbound call demands. Not only were the increasing service demands overwhelming the call center teams but executive complaints began to increase significantly because of the extreme hold times, forced disconnects and poor quality. The senior leadership team recognized this entire situation

was untenable and decided to bring Call Center Power in to help.

Solution

Call Center Power was able to bring a wide array of best-in-class contact center solutions to bear which began to show results very quickly. Call Center Power's advisors used their proprietary partner matchmaking process to quickly source an effective outsource partner for Arbonne that they could trust. The added capacity and productivity of the new outsource partner helped improve service levels by over 40% and contributed to a 27% reduction in overall service expenses. Arbonne also leveraged Call Center Power's full suite of professional call center services to help them address the immediate concerns in the operation as well as to lead the transformation of their contact center organization into a true "Center of Excellence." The Call Center Power team repaired Arbonne's call routing and telephony



approach, redesigned and optimized Arbonne's customer journeys, improved service processes across the operation, undertook a large training curriculum design and delivery project, architected and deployed a Universal Agent model for the service organization, enabled a complete OMNI channel capability and so much more.

Call Center Power specializes in large scale and complex transformations such as Arbonne's by leveraging an Agile approach, to break up the work into manageable chunks, prioritize milestones, allocate resources to maximize impact and continuously check for progress and the quality of the work while ensuring everything was tracking to Arbonne's overall timelines. Despite starting the initiative late, the Call Center Power team was able to not only complete the call center's piece of these initiatives on time but was recognized as a key contributor to the company's overall success in 2020.

Recruiting & Staffing

Call Center Power immediately began rebuilding a fatigued, understaffed, and under-prepared leadership team to position the operation for success. They worked with the recruiting team to redesign the job descriptions, recruiting strategy, and compensation approach to attract, hire, retain, and internally promote more qualified leadership candidates. Call Center Power also implemented leadership development and skills training and set the supervisors up for success by reducing Supervisor/ Agent ratios, enabling the Supervisor team to spend more time with their agents.



CCP was recognized as a key contributor to the company's overall success in 2020.



Workforce Management

Call Center Power implemented a variety of best practices including a capacity planning process, volume forecasting and distribution methodology, scheduling and shift bid management, and real time adherence approach. They also developed a full suite of reports and dashboards allowing the business to understand call volume trends, service level performance, and front end utilization. Building a more capable Workforce Management capability within the operation helped the contact center to improve overall service levels by 40%.

Training

The Call Center Power team delivered over 100 hours of training to each of Arbonne's 500+ call center agents in less than 50 days. The training modules covered topics including empathy, first call resolution, new products, promotions, process changes, and more. The team also created

a comprehensive training curriculum used for retraining, translating and organizing over 800 pages of technical and process documentation into a user-friendly library.

Quality Assurance

Working with the Arbonne team, Call Center Power designed and implemented a new and more relevant quality assurance program that focused on first call resolution, proactive problem solving, customer engagement and value added services. In addition, the team identified all of the areas that were negatively impacting customer quality and systematically addressed them by injecting targeted training programs into the operation, building condensed job aids, organizing the agent knowledgebase, improving agent coaching practices, deploying more relevant performance metrics and so much more. The Arbonne operations team and Call Center Power's advisors



worked together to significantly improve productivity while driving customer Quality and Satisfaction scores over 95% in the Arbonne call center. The overall improvement in the service quality of the operation was also reflected in other performance categories including a 30% improvement in First Call Resolution, 90% decrease in executive complaints and a 25% improvement in NPS performance.

Tools & Technology

Call Center Power helped Arbonne open up new service channels by sourcing and implementing OMNI channel enablement solutions into the contact center operation. The availability of these new channels were an instant hit with Arbonne's customer base. In addition, the team was able to increase the capacity of the contact center by over 30% through the use of several AI and Agent Assisted service solutions. The new service automation capabilities reduced the agent contact rate by 18%, saving Arbonne an

additional \$1.3 million a year. Call Center Power's vast network of technology partners were able to meet every need of the business for Arbonne.

Operations & Vendor Management

During the initial evaluation of the Arbonne contact center, Call Center Power determined that outsourcing portions of the work would benefit Arbonne. The combination of Call Center Power's proprietary partner matching process and vast network of vetted call center partners ensured that Arbonne could achieve the scale they needed through outsourcing without compromising on quality of interactions. Arbonne also chose to leverage CallCenter Power's expertise to manage the ongoing performance and relationship with their outsource partners by taking advantage of our Vendor Management Managed Services offering.



Reporting & Data Analytics

Lack of visibility into the performance of the business was a serious problem in the contact center. To address this, the Call Center Power team developed a full suite of reporting and analytics dashboards that aggregated important data from all of Arbonne's platforms and systems. In addition, the new reporting capabilities, the team established delivery and socialization protocols as well as ongoing defect reduction process designed to improve quality and productivity. These efforts were supported by two Six Sigma green belts who leveraged Six Sigma methodologies to drive root cause analysis and remediation.

Culture & People Practices

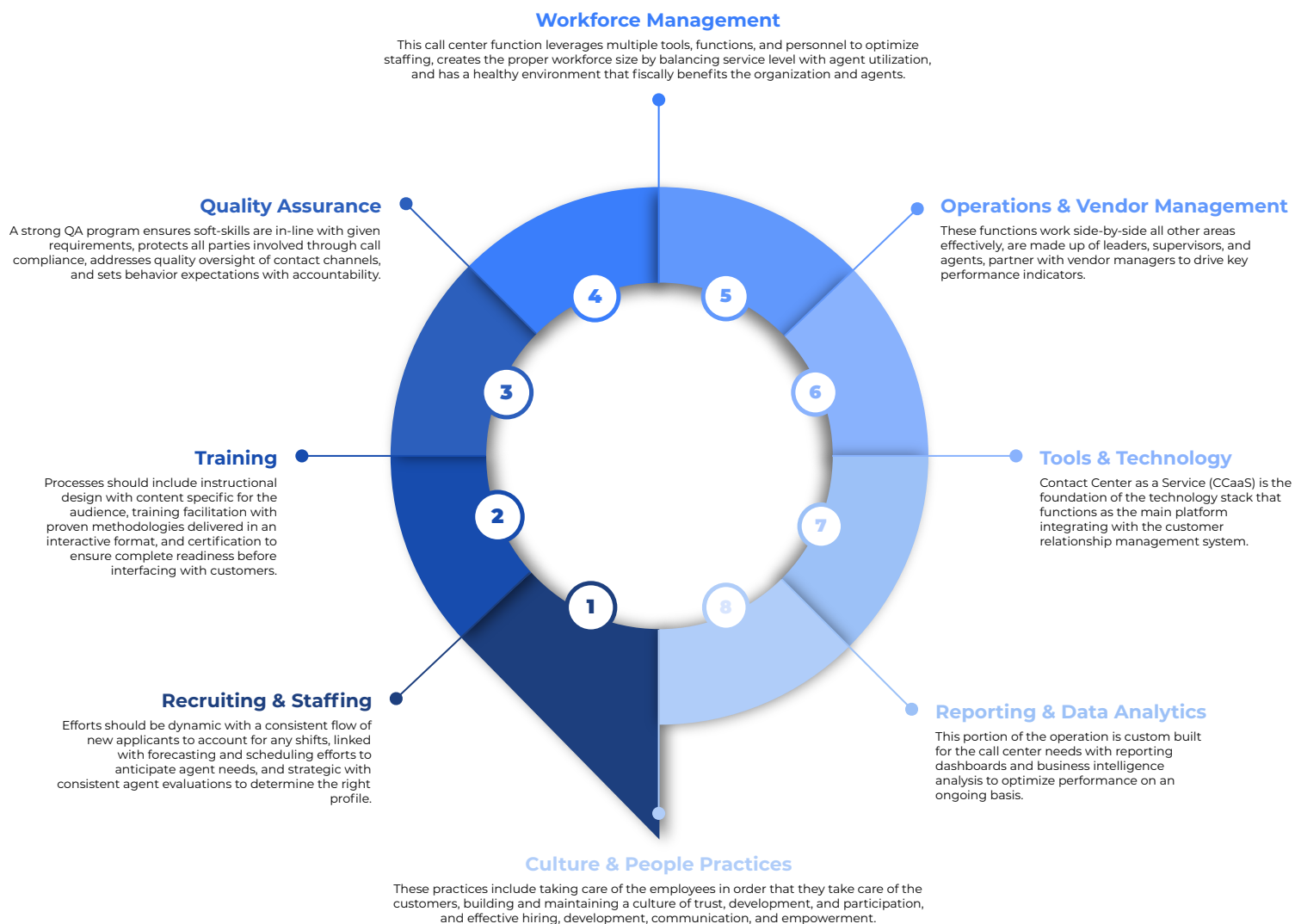
At the onset of COVID-19, Arbonne executed a "Work From Home" strategy; however, the organization was not prepared to effectively manage the performance and engagement of the

staff. To rebuild the cohesiveness and closeness that the call center had before COVID, the Call Center Power team implemented a myriad of employee engagement and coaching tactics that were designed to get the leadership team closer to their staff. These tactics included Microsoft Teams chat channels, recurring team meetings, performance coaching practices and huddles, celebrated Customer Service Week, conducted holiday & engagement events, happy hours, recognition video calls, individualized career coaching sessions, and much more. These tactics, and many more employed by the Call Center Power team, reduced agent attrition by over 35%. This reduction in attrition saved Arbonne over approximately \$1 million in 2020.

Arbonne leveraged CCP's full suite of professional call center services to transform its contact center organization.



8 Components of a Center of Excellence





Results

Call Center Power's professional services offerings were fundamental in improving Arbonne's service levels, reputation, and expense management. The Call Center Power team stabilized and enhanced the entire operation, creating a "Center of Excellence" that was recognized by Arbonne's executive team as one of the company's primary competitive advantages.

Furthermore, Call Center Power went above and beyond all partnership objectives, ultimately saving millions of dollars in customer support costs while improving overall productivity, customer quality, and customer satisfaction. Here are a few highlights of the impacts Call Center Power had on Arbonne's operation:

Services Levels

Improved service levels by 40%. Achieved established service level targets for all countries six months in a row. Prior to engaging Call Center Power, these targets were missed for 18 months consecutively.

Net Promoter Score

Increased the score by 25% due to shorter wait times, better follow up, higher first call resolution, and reduced friction with customer care. Achieved a 90% NPS in the last three months of the engagement, which was the highest historically.

Agent Utilization

Cross-training effort increased agent utilization by 31%. As a result, Arbonne was able to reduce and redeploy existing staff, saving several hundreds of thousands of dollars a year in labor costs. This cross-training effort also enabled the operation to handle the inbound volume more effectively in all skills which significantly lowered hold times and abandoned rates.

Cost Savings

New service delivery model reduced overall customer care expenses by 27%, saving over \$2 million a year. Service automation work reduced agent contact rate by 18%, saving an additional \$1.3 million a year.