

## VSP<sup>®</sup> Vision Care

### Customer

VSP<sup>®</sup> Vision Care

### Industry

Healthcare

### Solutions and Services

Impact 360<sup>®</sup> Workforce Optimization:

- Impact 360 Workforce Management
- Impact 360 Quality Monitoring
- Impact 360 Speech Analytics
- Impact 360 Data Analytics
- Impact 360 Scorecards
- Impact 360 eLearning

Verint Business Enablement Program

### Environment

Cisco Unified Contact Center Enterprise

Cisco Unified Customer Voice Portal

### Region

United States

### Locations

Columbus, Ohio

Rancho Cordova, California

### Number of Agents

360

### Results

- Saved approximately \$3 million in the first year alone by improving contact center handles times, customer service representative (CSR) availability, and shift scheduling.
- Increased customer satisfaction from 83 to 85 percent.
- Gained deeper insight into CSR efficiency and productivity.
- Enhanced coaching, training, and performance, helping CSRs deliver a better overall customer experience.

### Opportunity

VSP Vision Care is the largest not-for-profit vision benefits and services company in the United States, with more than 55 million members and over 26,000 doctors.

Headquartered in Rancho Cordova, California, VSP Vision Care has two contact center locations in the U.S. that handle 20,000 – 25,000 calls per day. These centers process a variety of transactions, including inquiries from members who are looking for VSP doctors or have questions about their benefits, and queries from doctors concerning benefits authorizations, billing, and claims.

VSP Peak Service<sup>SM</sup> is of the utmost importance to VSP, and the company's contact centers continue to win SQM Group awards — year after year. Consequently, when VSP decided to replace its outdated TDM and PBX phone systems, maintaining a very high level of customer care during and after the transition was imperative. The goal of this initiative — named "One Voice" — was to use a single, up-to-date IP telephony system to deliver calls, voicemail, IVR, and ACD functionality to every VSP employee.

Concurrent with the "One Voice" initiative, the VSP Customer Care division launched "Be the Best" — a full review of VSP customer care processes, procedures, human resource management, and technology. This initiative focused on making VSP the very best in four key areas: systems, people, service, and value.

In addition to posing significant technical challenges, "One Voice" and "Be the Best" had potential implications on the VSP corporate culture. Known as an employee-friendly company, VSP has been listed for nine years as one of *Fortune* magazine's "100 Best Places to Work." The organization maintains an employee satisfaction rating of around 93 percent and did not want these initiatives to adversely impact that.

Dan Salter, manager of contact center operations at VSP, explains, "We want to help our customer service representatives continually improve their performance. After conducting focus groups and speaking with VSP employees, we discovered significant opportunities for us to benefit from a workforce optimization strategy and solution. For example, we had developed most of our own performance management systems. While they could deliver performance data to the CSR desktops, it was just information retrieved from the ACD. We lacked a system to deliver the right information at the right time."

The lack of in-depth data had other implications as well, according to Salter. "We over-managed and had a tendency to focus on metrics we could easily extract. For instance, we could provide CSRs with their average handle time, but it wasn't trended, and was only a snapshot of what happened yesterday. We wanted to understand CSR performance through data trending, rather than point-in-time analysis."

### Solution

To address its workforce optimization challenges, VSP implemented the next-generation Impact 360<sup>®</sup> Workforce Optimization suite from Verint<sup>®</sup> Witness Actionable Solutions<sup>®</sup>.

"Verint's scorecard capabilities were ahead of solutions from other vendors, and Verint's vision of where to take its product suite was significantly more developed and more closely aligned with our vision of a balanced, holistic view of CSR performance and VSP Peak Service," says Laura Costa, chief operating officer, VSP Vision Care.



WITNESS ACTIONABLE SOLUTIONS<sup>®</sup>

“Since implementing Impact 360, VSP Vision Care has improved its contact center handle times, CSR availability, and shift scheduling. We’ve also saved about \$3 million dollars in the first year alone.”

**Laura Costa, Chief Operating Officer, VSP Vision Care**

VSP worked closely with Verint to review the policies, processes, and procedures in its contact centers. “With our unique culture, we are very focused on helping CSRs truly maximize their skills and knowledge, as well as the Impact 360 Workforce Optimization solutions,” Salter explains. “We also wanted to enhance customer satisfaction and realize cost efficiencies. In addition to software, Verint delivered a Business Enablement Program to help us align our organizational, customer, and CSR objectives, and then put the technology into use. As a result, we were able to quickly identify several cost savings initiatives from this engagement, which demonstrates the close cooperation between our two companies.”

Verint assigned a customer success manager to work alongside VSP during program delivery, helping ensure a deep understanding of VSP needs and business objectives while gaining a deeper knowledge of the Impact 360 solutions and value. To provide a framework for CSR decision making and action, VSP also developed the “CSR pyramid,” which graphically represents a balance of VSP business needs, customer needs, and employee needs. “We asked CSRs to keep all three in mind as they were making decisions,” Salter says.

This close collaboration paid off, according to Salter. “We’re using Impact 360 for short- and long-term call forecasting, agent scheduling, shift bidding, and training schedules. We’re also using it to record all calls and capture screens for CSR and business performance feedback. Impact 360’s Forms Designer™ allows us to design specific CSR evaluation forms that drive directly to behaviors on the phone. Evaluation results are uploaded directly to Impact 360’s Scorecard solution and blended with ACD productivity measurements for a balanced, trended scorecard view.”

Salter notes that VSP takes a holistic approach to CSR performance management. “We wanted our CSRs to take greater ownership of their own performance by delivering performance measurement data directly to them in real time.”

VSP has achieved this goal, he says. “Impact 360 provides real-time scorecards, trending, and the ability to build advanced key performance indicators that drive performance directly to our VSP Peak Service goals.

We use its full-time recording, speech analytics, and data analytics solutions to select and deliver specific types of calls directly to supervisors for performance coaching. These solutions allow us to support the CSRs’ professional development with immediate feedback on performance and ownership of performance goals.”

VSP encounters many of the same challenges faced by other contact centers when integrating multiple channels and information into a single, coherent flow. The contact center is data-rich, and VSP is working to better understand this data through extensive analysis across channels and sources using Impact 360 Speech Analytics and Impact 360 Data Analytics.

Adds Costa, “Our CSRs now have an integrated view of customer history that captures all contacts from the contact center, and we’re working to integrate Web contacts into that data stream. With Impact 360 Speech Analytics and Impact 360 Data Analytics, we can share detailed insight from data and calls regarding marketing initiatives, product design, and client opportunities across the company.”

### Benefits

Impact 360 has provided VSP with significant benefits, according to Costa. “Since implementing Impact 360, VSP has improved its contact center handle times, CSR availability, and shift scheduling. We’ve also saved about \$3 million dollars to date,” she says. “We’ve reduced workforce management administration significantly and can leverage flexible scheduling for better efficiency. We can also track CSR efficiency and productivity, enabling us to better manage our workforce while delivering a world-class customer experience with VSP Peak Service.”

Costa notes that VSP has found Impact 360’s advanced scorecard capabilities particularly beneficial. “With Impact 360 Scorecards, our CSRs can monitor their own performance in a trended, real-time environment. This capability completely changes the conversations between the CSR and supervisor, making them a team in developing performance plans that are agreed to and managed together. VSP has found this to be transformative — and it’s helping us think about our business in new ways.”

### About Verint Witness Actionable Solutions

Verint® Witness Actionable Solutions® is the leader in enterprise workforce optimization software and services. Its solutions are designed to help organizations capture customer intelligence, uncover business trends, discover the root cause of employee and customer behavior, and optimize the customer experience across contact center, branch, and back-office operations..

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