

**Understand the duration of effort required to complete an entire customer request**

**Successfully reprioritize your process and technology initiatives to reduce customer latency and friction**

## Benefits

Analyzed workflow surfaced delays and other process issues, resulting in a clearly defined list of initiatives to reduce waste

**“Do you have a clear understanding of how labor inflation is affecting your ability to increase throughput and improve productivity?”**

**“How do you prioritize your initiatives if you do not understand where inflation is hiding?”**

## Challenge

Following a successful adoption of several new contact center technologies, the overall time to service customer requests started to plateau and degrade. After observing the situation it became evident that transactional business processes and the various corporate systems were inflating time. Staffing forecasts began to increase, and labor availability was already a challenge due to international growth.

## Effort

A labor inflation assessment was conducted to determine root cause. Situational circumstances and process issues were categorized and studied. Each category was populated with time and frequency. Various algorithms were created to summarize and rank the issues that were inflating labor forecasts. The data was verified and communicated to the leadership team.

## Results

The study concluded labor inflation was being caused by an increase in internet order exceptions and a number of process conflicts within existing technologies. It provided leadership with the focus and means to reprioritize a number of initiatives to offset the inflation. During the first iteration, several processes were reengineered and three initiatives were increased in priority. The labor inflation and overall time to service began to decrease.

## Summary

Never before had the customer considered a labor inflation study correlating time to process exceptions and conflicts. Principles of Lean Six-Sigma were used as part of the exercise. Efforts to curve the inflation continued into subsequent years.

## Considerations

Do not underestimate the impact that user interfaces, business processes, and technology processes can have on your customers' experience and overall journey. Consult with resources that have experience in this area and begin to study and categorize your own labor inflations.