

Customer Care Organizational Design for Growth

Company growth was crippling the customer service organization – an SOS plan was needed to support the customers, improve morale and get the group back on track.

“Our customer service has improved tremendously since we implemented the new organizational model.”
– General Manager, Home Delivery Division

Business Issue

The home delivery division of a transportation and logistics company had experienced 80% growth in one year. Customer service was not keeping up with the demand.

With the volume increases, the pressure within the group to maintain service levels was creating an unhealthy working environment – impacting employee turnover.

Customer service's failure to address issues was resulting in the sales teams helping to “fire-fight” problems – diverting them from the task of continuing to bring in more revenue.

Adroit's Role

Adroit was hired to develop a plan to get the customer service group back on track and poised to support future growth.

Stages in the engagement included:

- Creating a customer service vision statement – developed during team meetings with the staff to promote employee buy-in.
- Evaluating call volumes to determine the staffing levels required to support customer demands.
- Developing performance metrics to drive quality and efficiency
- Observe the management team to evaluate their effectiveness
- Recommending an organizational structure to support the changes

Outcome

The results of Adroit's analysis and advice led to:

A customer service vision – which at first – the employees didn't believe they could accomplish – but after time – realized that management was serious about fixing the problem and achieving the vision.

A staffing model where the right resources were staffed at the right time to meet call demands.

A new management team to support the new organization

Customers that regained their faith in the client's ability to meet their needs.