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24/7 Customer: A Profile of Call Center Operations

An angry cell phone user in London dials her wireless provider's customer service number. She is upset that there may be a wrongful charge on her billing statement and wants a quick resolution to her problem. The call is routed to a customer service center in India where the end-user's account is immediately mapped and analyzed, based on her prior transactions, preferences, and needs. A customer service agent who specializes in working with London-based callers with similar billing issues and also possesses the emotional profile to best deal with irritated callers answers the call and resolves the complaint within seconds. After the caller is fully satisfied, the call ends, the call transcript is analyzed, and the end-user's background file is updated in real-time. The customer service agent is immediately reviewed and his performance is evaluated to improve service performance.

More than eight million end-user calls come in every month to 24/7 Customer, a global contact center operation, which is staffed by 7,500 employees in ten global delivery centers. The calls originate from cellular, banking, insurance, cable, and technology customers who are seeking a speedy resolution to varied service problems. The volume and variety of calls generate an enormous amount of complex transactional data which, if harnessed and used effectively, provide significant insights regarding end-users and the companies that they purchase services from, who are 24/7 Customer's clients.

In order to provide unique value to clients and end-users, 24/7 Customer developed a platform that analyzes in real-time the end-user's needs and matches those attributes with specific agents' capabilities. The end result has become a predictive engine that has been leveraged to continuously innovate and create a quality experience for the end-user and generate value for 24/7 Customer's clients, which include one of the largest United Kingdom-based global financial services companies and the technology and software giant leading global software company. 24/7 Customer's unique model illustrates how transactional data, when analyzed using focused predictive analysis and analytics, can extract significant value for all parties.

History and Overview

The information outsourcing industry gained momentum in the late 1990s as multinational firms from Europe and the United States were searching for cost-effective ways to manage their information technology (IT) infrastructures. Countries such as India provided an IT-ready labor force that was fluent in English and



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