

ENABLED PHARMACEUTICAL SALES REPRESENTATIVES TO REDUCE THEIR CALLS TO THE CALL CENTER FOR ADMINISTRATIVE NEEDS

SITUATION:

- Pharmaceutical sales representatives spent a significant amount of time waiting for requests to be received and process through a call center
- These requests required manual intervention, which led to many human errors and increased wait times.
- The call center leaders agreed a process improvement initiative was needed and allocated resources to work on this initiative as a team along with a process improvement coach/expert.
- Managers had not been trained in process improvement approaches or techniques before this initiative.

ACTIONS:

- Appointed senior level sponsor to ensure process improvement was a priority and the entire department was held accountable for carrying out the necessary activities.
- Created an overall high level process map with senior stakeholders so framework for process improvement could be driven top down.
- Coached and mentored team members to carry out the necessary process improvement activities, including quantifiable data gathering and analysis.
- Training was provided and key performance indicators were monitored so changes would be sustained.

RESULTS:

- A self-service solution was selected to resolve most of the issues which resulted in a reduction of calls to the call center by 78% for related administrative topics, and enabled sales representatives to focus on selling instead of spending wasted time on administrative tasks.
- Successful results prompted senior leaders of the call center to continually find other opportunities for improvements in call center operations.
- Comment from the process improvement initiative leader: *Terry coached my six-sigma green belt in-training team. Since we were new to the process, Terry rounded out the classroom training by offering us her expertise when we were stuck on a tough problem. She attended our project meetings and guided us through a six month process until we successfully delivered our project. She was dedicated, and able to handle interpersonal issues as well as technical problems. Most importantly both my team and I very much enjoyed working with her.*