

# Call Center – Pharmaceutical Company



## Situation:

Moran Consulting was selected as the consulting partner to assist a large call center organization in the pharmaceutical industry with task of improving customer service for patients using the call center services. The patients suffer from chronic illness and require expensive prescriptions for constant relief from symptoms. To accommodate the needs of the patient callers, from side effects questions to billing and reimbursement issues, employees in the call center had a broad range of specialties and training, including a group of pharmacists and call center specialists. In addition to the variety of professional backgrounds, the organization recently hired a large number of new employees and was trying to integrate this new group in with the more tenured, “legacy” employees.



## Problem:

- Low service scores on quality call monitoring measures.
- Poor customer satisfaction scores on empathy measures, including tone of voice and word choice used with patient callers.
- Chronic complaints that the call center employees were not accurately listening to the caller’s needs and addressing the issues at hand.
- Concerns from the corporate branding team that service levels were not in line with the image the brand wanted to portray.



## Solution:

- **Service Essentials for Everyone by Moran Consulting:** Customer service training for all staff to include fundamental skill building around attitude, identifying needs, thoughtful body language and words, service contact points, handling difficult and angry customers and exceeding expectations.
- **Service Essentials for Mangers by Moran Consulting:** Training for all company leaders. Skill building includes creating an environment of service excellence, managing communication and feedback, measuring service, and recognizing excellence.
- **Service Essentials Mini-Module Reinforcement System:** Providing managers with easy, just-in-time training materials that can be delivered in regular meeting structures to reinforce customer service standards throughout the department.
- Designed a customized Empathy Training program to teach employees how to relate to patient callers and demonstrate understanding and compassion over the phone using tone of voice and word choice.



## Results:



Overall **patient caller satisfaction** scores **increased from 70% to 92%.**



Supervisors were **equipped with the tools** needed to become **more effective** in leading the team of people to **give great customer service.**



**Increased communication** between employees and supervisors resulted in less resistance to change and **increased opportunities** to **develop individual employees.**