Footloose Insurance Com-

Customer Service Center

Prepared by
The Office of Quality Management

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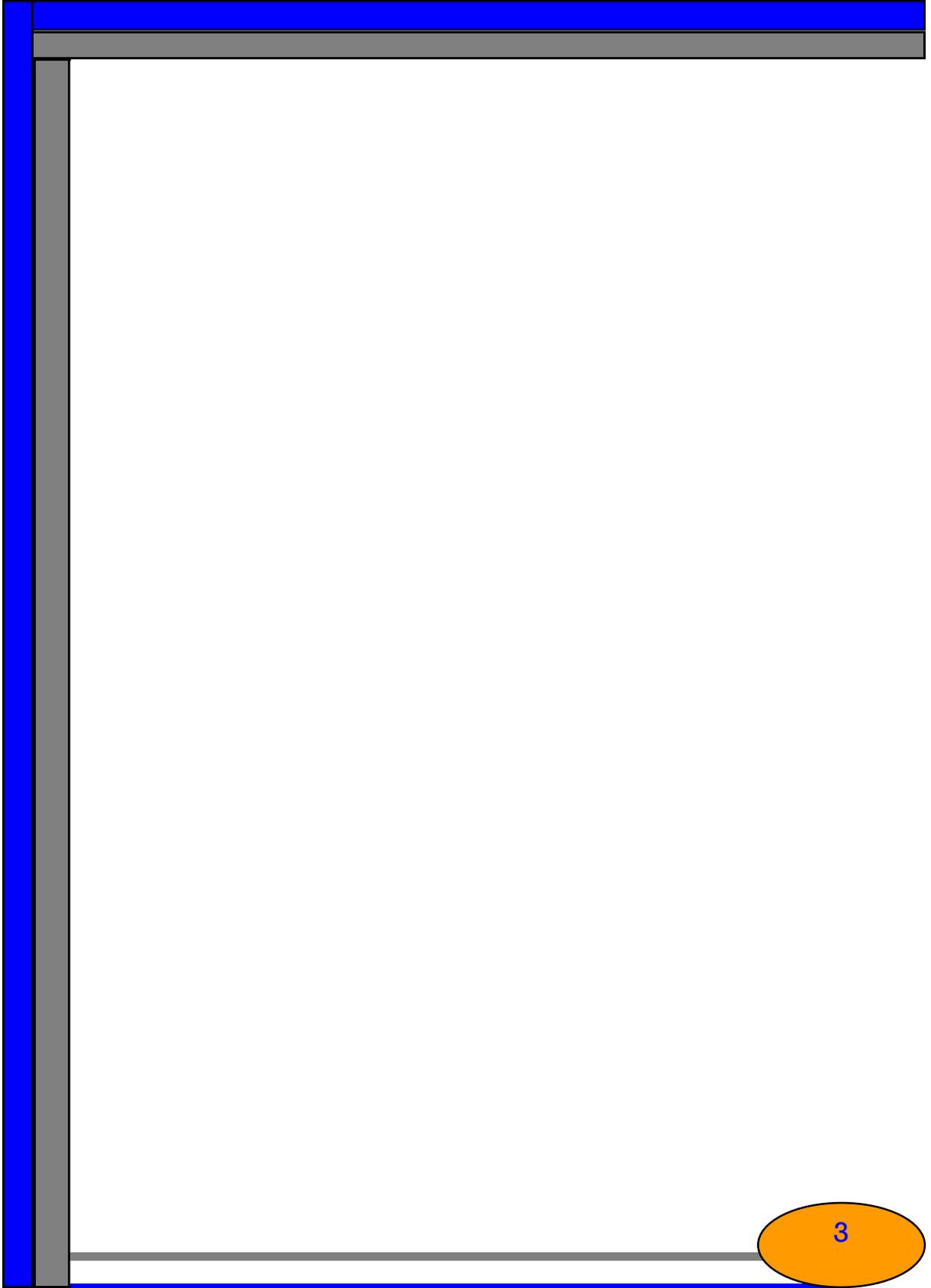
Like a shopfront, the lobby/reception area is where your company meets it public not least, the staff - many for the first time. This is the first point of contact and where first impressions are formed. What does the first impression say about your organization? Everything from the manner of the receptionist at the desk to the desk itself communicates something. Is the desk defensive, protecting the receptionist like a security barrier, or an approachable warm piece of furniture encouraging you to make contact? How at ease can customers feel in your reception area? Can they make a telephone call, hold a private conversation, find somewhere to make notes? What do you provide to distract them during a long wait? Does your customer know exactly who you are, and what you do from your lobby? The organization corporate culture should be instantly visible when you walk in.

Introduction

The following report uses a fictitious company **The Footloose Insurance Company (Company)** to illustrate the difference between a Best-in-Class Customer Service Center and a common Reception Desk.

The Company is located in three different buildings, has 1000 employees, and is very paper based. The CEO of the Company asked for a study to be performed on the current environment within the Company and provide recommendations for improvement. This report addresses the main reception desk, which currently services the Company's internal customers (i.e., professional staff, technical support, other personnel) and external customers (i. e., clients, lawyers, medical establishments, couriers). To gather data the interaction at the reception desk was observed and Best Practices research was performed.

The following report presents the findings of the study and is divided into two parts. Part A provides current reception desk information with suggested recommendations for improvement and Part B provides a bibliography of the researched performed.

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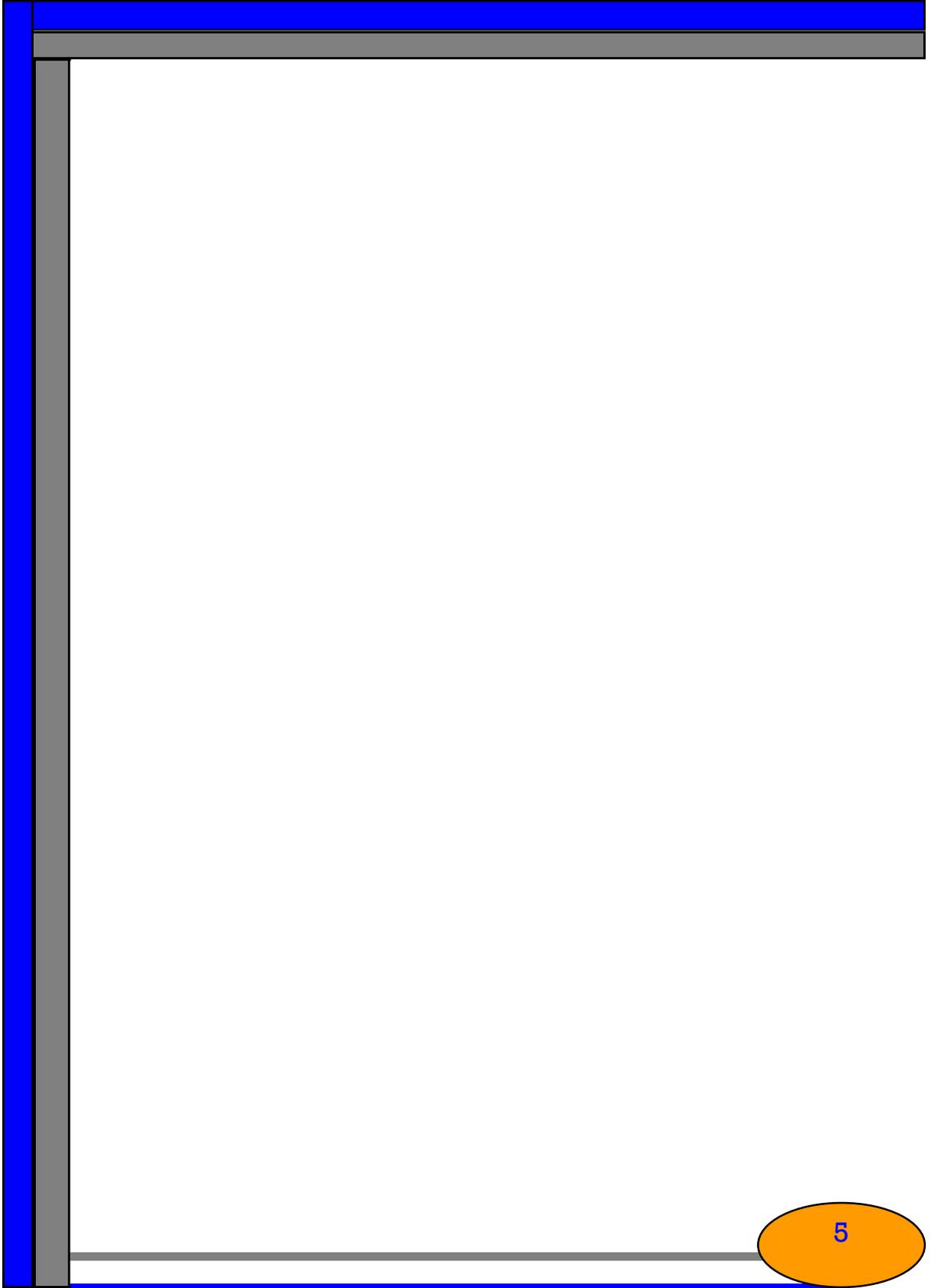
Executive Summary

The main entrance and focal point into the Best-in-Class organizations is the Customer Service Center (CSC). This area not only sets the tone of the organization, but it is where the customer gets his or her first impression. In most instances it is where a customer meets a representative of the organization for the first time. Because it is the focal point for customers: all internal traffic, mail/package delivery, and other internal administrative tasks are performed away from this area. The CSC is usually designated and designed to meet and greet visitors, receive and direct incoming telephone calls and to assist visitors as needed.

The *Reception Area* for The Footloose Insurance Company is located on the eighth floor of the main building. It receives on an average day approximately 27 external visitors, 357 telephone calls, 20 hand carried official papers, 30 official faxes, along with a variety of different types of deliveries. This area serves as the nerve center for internal and external customers, the entry point to several staff offices, and the entrance to the CEO's office. It is an area of continual activity and noise.

The following report addresses the products and services currently offered by the company's Reception Desk to it's customers. It also provides recommendations for transforming the current reception desk into a full service CSC and a blue print for implementing the recommended changes.

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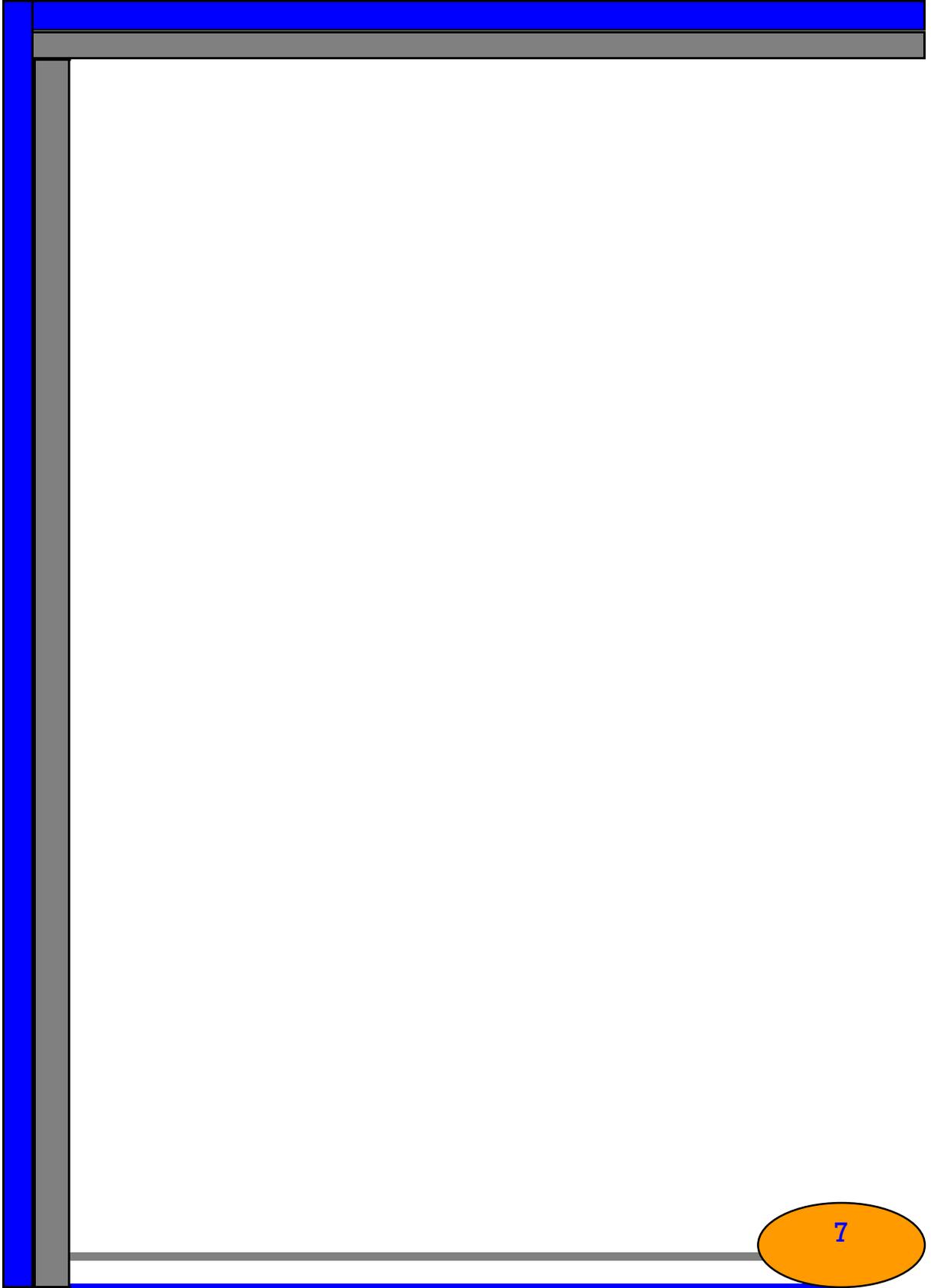
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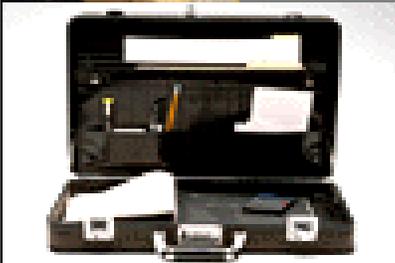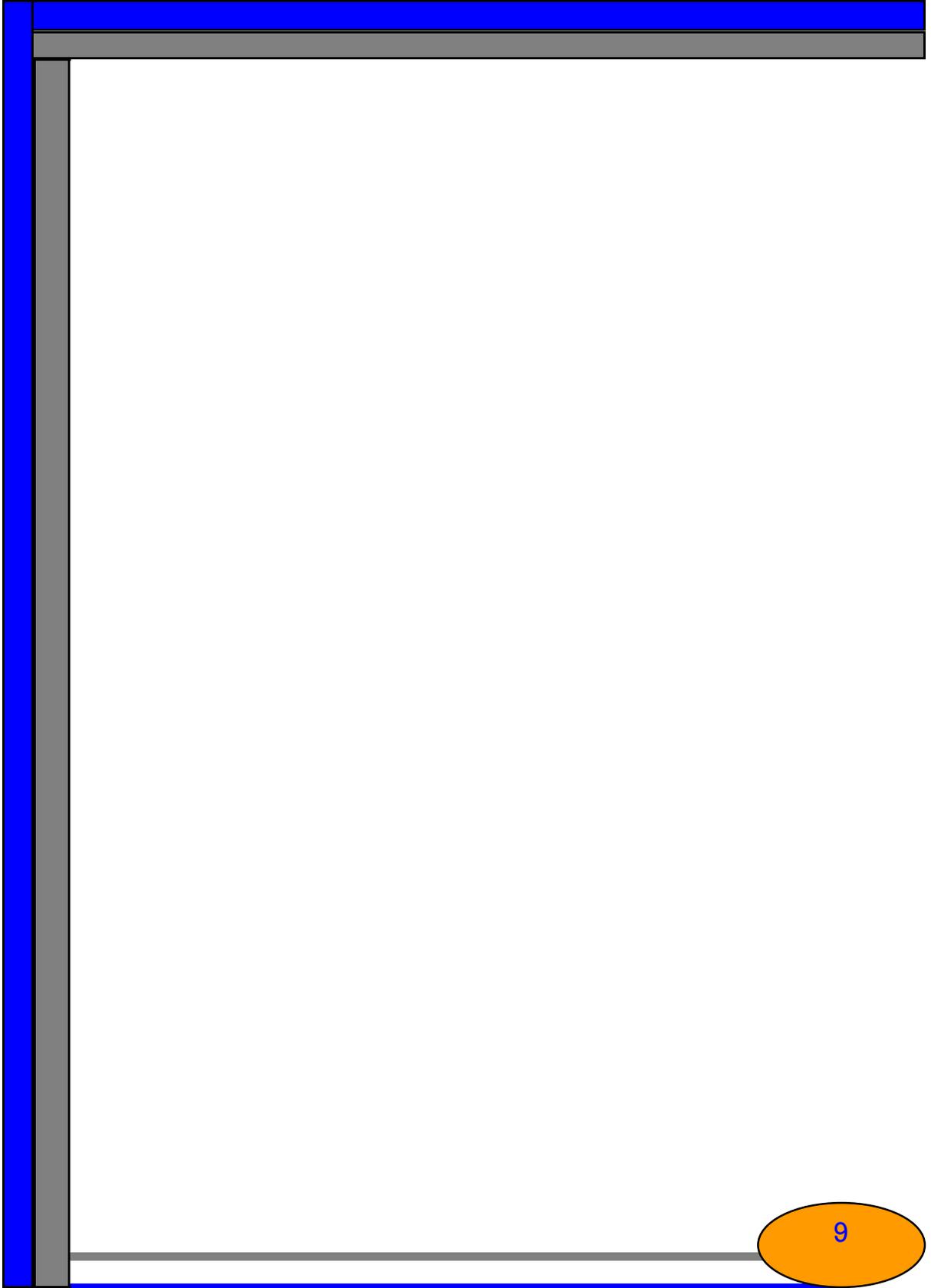
The Company's Current Physical Environment.

The reception area for The Footloose Insurance Company (Company) is currently located on the eighth floor of the main building and is the main focal point for all customers. The operational hours are Monday to Friday 8:30 a.m. to 5:00 p.m. and it is staffed with three full time employees and one substitute that fills in during lunch hours and closing time to ensure full coverage. The receptionists are responsible for providing service to internal and external customers and/or external entities delivering or receiving information or packages. On an average day, *27 external visitors report to the reception area to receive a product or a service.

The actual office space for the reception area is open and very clean and orderly. It is furnished with one couch, a chair, accent tables and some art work on the wall. There are two customer service desks of modular design. One is located to the left of the entrance where one receptionist is seated and the other is to the far right of the entrance and seats the other two receptionists. Even though the first service desk has a receptionist present most of the time, more than 75% of all visitors seem to approach the larger service desk for assistance.

The reception area is primarily used as a greeting area for visitors, as a telephone center for internal and external calls, as a delivery stop for all couriers, as a pathway to offices, and as an access point to the official fax center. This area is also the main access point to the CEO's offices and the Company's large conference room. Because the reception area is located closely to the CEO's offices and the large conference room, customers can hear discussions that are being conducted in these locations.

* Number represents those visitors that have signed in.

Recommendation

Create a full service Customer Service Center (CSC). The CSC should be the first thing that a customer entering the building sees. In order to accomplish this, the reception area needs to be reloacted from the eighth floor to either the main lobby or the first floor of the main building. If this is not possible then there is certain information that can be displayed for customers as they enter into the building; regardless the entrance (i.e., lobby or parking garage). Display proper signage or utilize a Kiosk system supplying appropriate information to customers (i.e., location of the CSC, the CEO's offices, general information areas, etc.). It is also important to provide proper signage on each floor for informational purposes for the customer.
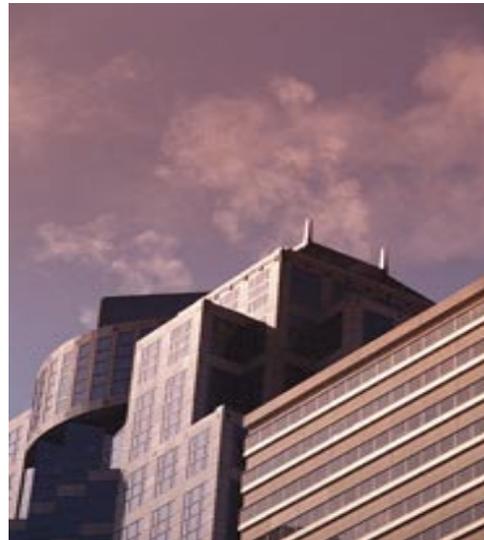
The actual CSC should be quiet, professional, nicely decorated, and informative. It should provide an information bulletin board, insurance related art work, industry magazines, a television monitoring system that displays company specific information, and other amenities for the customer. It should also provide interview offices for meetings between customers and case workers, reading rooms for customers to read case files, and a credit card copier for use by the customer to copy needed information. A customer service window should also be included to handle all incoming correspondence away from the main customer service desk.

The Reception Desk Current Staff.

When the main office was created the receptionists from different Business Units were co-located into the main reception area. Currently, there is only one receptionist that is fully knowledgeable about the whole Company. The receptionists are currently working together to learn from each other, but because performance appraisals are different not all are performing the same job related functions.

During an interview with the receptionists it was determined that they all have had some telephone and office technique training; but have had limited computer training. They all have working knowledge of the automated records system, but are not familiar or comfortable in using the new PC desktop system or any other automation tools available to them. They are very comfortable using the old stand alone system and rely on it for support.

Recommendation

The first person that the customer sees or talks to is the Company's receptionist. Research shows that industry fills these positions with highly skilled and qualified individuals. Industry showcases their best employees in these positions.

> **"From the customer's perspective the employee he or she is talking to is the company!"**

In essence the current receptionists need to be transformed into Customer Service Representatives (CSR). They should offer current and positive Company information, a warm friendly greeting and welcome, provide answers to callers (at least should be able to answer 90% of all questions), and provide assistance to the walk-in customer. They should create an atmosphere of business and professional courtesy and provide the customer with the feeling that s/he was treated with respect and provided the best possible service. As research shows if a person is satisfied s/he tells a few people; but if a person is dissatisfied s/he tells several people.

In order for the Company to attract and keep well-qualified individuals the current receptionist positions need to be upgraded to a Customer Service Representative (CSR). Furthermore, an increase of staff might be needed to answer the increase of telephone calls to the Company once the new CSC telephone number is published on all office actions. **Remember, when filling these new positions insure that the right type of person is hired. Do not hire to fill the position, but hire the right person to perform a very important job.**

Training is a number one factor in all Best-in-Class organizations. Training is an essential part of good customer service, quality, and efficiency. In order for the current and/or new receptionists to perform as CSRs they need extensive training in using the automated sytsem (general and specific), in complaint handling, in the suite of automation tools available to them, in office protocol, telephone techniques, and customer service.
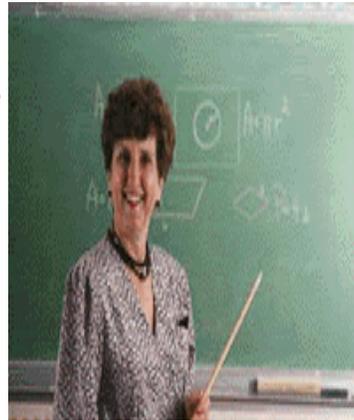
The Company's Current Equipment

The equipment currently used by the Company's receptionists includes a 1A2 Key Set telephone system with nine telephone lines. Each receptionist has a new MICRON computer set-up featuring several of the new automated tools. There is also present in the reception area a: printer, paper shredder, bar code reader, and an unofficial fax machine.

Recommendation

Organizations who are heading toward the future will do so with State of the Art telephone systems, computers and advance software systems. Therefore, it is recommended that the CSC receive State of the Art equipment (i.e., Automated Call Distribution telephone system, complaint handling software that will provide root cause analysis, key search informational databases populated with company information, etc.) accompanied with extensive training so that the CSRs have the knowledge and the skills to operate the systems and software provided.

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**World-class organizations recognize that customer satisfaction is
key to business success, and never lose sight of that fact
in their planning activities. One-stop customer service
is viewed as a critical business strategy for improving
competitiveness and responding to customer demands. What
do customers want? They want a direct line of communication,
continuity, timely responses, knowledgeable personnel and
consistency.**

From information received the Company staff feels that they rarely interact with the receptionists. They do feel that they use the receptionists for telephone assistance (routing calls and information) and for notification of a customers arrival for an interview.
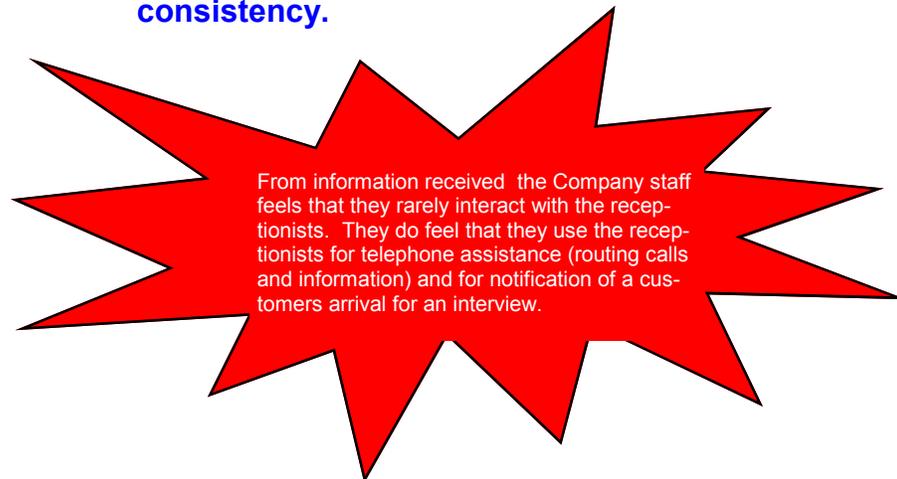
The Company's Current Services.

The Company's Current Method for Receiving Incoming Telephone Calls

Because of the many telephone calls received and the flow of incoming traffic, it is common for a caller to be put on hold while the receptionist either receives another call or greets and helps a customer that has entered the reception area. At some point during the day all lines are busy

with active conversation and customers are left on hold until they can be serviced. There is no voice mail system to answer a call when the line is busy, instead the call rolls over to another free line or the caller receives a busy signal. Without voice mail customers calling after hours have no mechanism to leave a message for a return call by the Company or the appropriate person.

Currently, the receptionists do take telephone messages from customers. When taking a message they fill out a yellow telephone message slip and put it in the appropriate Business Unit box in the telephone message rack. It is the responsibility of the manager to come to the eighth floor to check the message rack and distribute the slips to the appropriate person in his/her Unit.

To validate the number of telephone calls received a tracking instrument was created. For 8 working days, telephone calls were received by four receptionists and recorded (one receptionist answers calls only two hours a day as a substitute). As illustrated in the following chart 2859 telephone calls were received. This calculates to approximately 11 calls per hour per receptionist.

Telephone Survey

Type of Call	Business Units	Company Employee	Customer	Other
Information	126	94	188	170
Case Requests	118	62	184	70
Case Status	107	23	211	45
Location of Case	52	30	122	16
Messages	192	158	63	101
Transfers	183	186	160	106
Location of Person	92	25	24	7
Miscellaneous	3	0	0	63
TOTAL	**873**	**578**	**830**	**578**

Calculation used: 2859/ 8 work days / 8 work hours / 4 receptionists = 11

If you look at the figures illustrated in the chart above you will see that many calls received, are from company employees (50%). These employees have access to the same tools/information (e.g., telephone directory, automated systems, etc.) as the receptionists.

The figures also indicate that customers call the receptionist for case related information, (i.e., requests, status, general case information.) And, some call for telephone transfer service; but few call to leave a message.

A single factor that is critical to all the elements of
customer service is technology. The company
that uses the best technology possible to effectively
provide front-line employees
with real time information that enables the one-stop
process will meet their customers needs
and expectations.

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Recommendation

Properly applied advanced technology is the only way to achieve a higher order of magnitude in productivity, customer satisfaction and reduced cost. To provide good customer service it is important that all telephone calls are received. Because of the number of telephone calls received daily at the reception desk an Automatic Call Distributor (ACD) system is required. This type of system provides caller distribution, a message to the caller if they are put into a cue, voice mail, music to listen to while in the cue, a problem tracking system, a customer data base, pop-up screens with caller ID, and headphones. This system will generate reports for management on the number of calls, type of calls, wait time in que, etc. It is recommended that a small scale system of this type be provided to the CSRs.

It is also recommended that a Complaint Handling/Root Cause Analysis system interface with the call system. This system can capture customer information (complaints/compliments) so that analysis may be performed on customer problems and solutions can be formed and implemented.
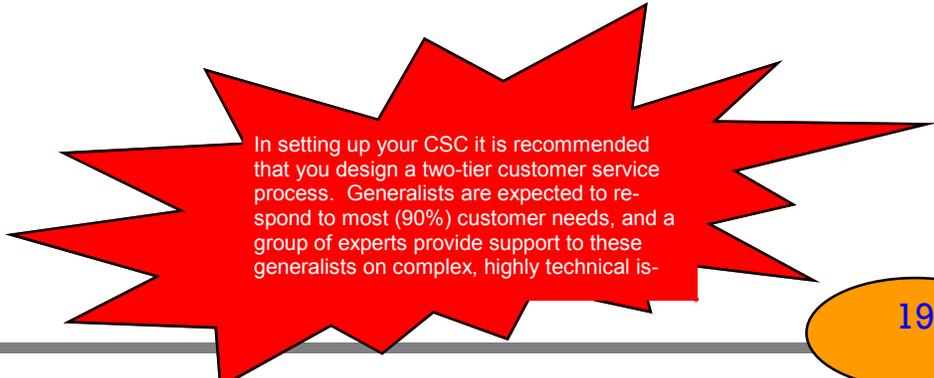
In setting up your CSC it is recommended that you design a two-tier customer service process. Generalists are expected to respond to most (90%) customer needs, and a group of experts provide support to these generalists on complex, highly technical is-

Recommendation

An automated, Company specific, telephone listing with key search capability is vital. The availability of this type of tool to all personnel would provide immediate and easy access to telephone directory type information and would reduce the number of calls made to the receptionist for telephone directory service. The use of this type of tool would also allow customers to be routed quickly and more effectively. A Company specific listing could be adapted from the telephone listing currently provided to the staff in electronic form. Be advised that this listing needs to be current and updated often.

Currently there are several tools available that would provide the whole Company with directory assistance. They are:
- Footloose Insurance Information Directory (hard copy)
- Company telephone listing (internal document, electronic)
- Employee locator (electronic)
- Home Page

It is recommended that the staff be made aware of these tools and instructed to use them. They should not be requesting telephone directory service from the CSC unless absolutely necessary.

Recommendation

With a staff of 1000, a paper accessibility listing provided daily by the Business Units is not feasible or timely, nor is anyone providing the information. In order to provide good customer service it is important for the CSRs to know who is working. Since they aren't aware of who is present for work, calls are being routed to unattended offices. A daily electronic attendance roster needs to be created to provide the receptionists with information as to who is in and/or out for the work day. This file could be generated by a trigger mechanism (i.e., electronic sign in sheet) set-off by each employee when reporting in for work. The trigger mechanism could generate an electronic listing available to all Company personnel.

Recommendation

An information directory is needed to provide descriptive company information to the CSR/staff in determining who to refer customers to for service. To take this one step further this directory should be an automated information directory with key search capability providing descriptive information to the user. (For example, If a customer needs financial information it would be easy to decide what office to direct this customer to by entering the word financial into the directory system. Several elements within the company that provide financial services would be accessed with a short description of the service they provide. The person then could make an educated decision as to who could best provide service to this customer.) This type of tool could be used by all company staff allowing/providing excellent customer service.

Best in Class companies manage data centrally so that the customer and product information needed by customer service representatives is easily and immediately retrievably via some form of automated knowledge-based system.

NPR One Stop Shopping Benchmarking Report

The integration of computers, telecommunications, image processing, and other information technology provide to one-stop service and better customer service.

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Recommendation

All messages received at the CSRs should be sent via e-mail to the appropriate person. In this way not only will the person receive the message timely, without waiting for a manager to retrieve the message, but it will also provide an audit trail of the receipt and for-warding of the information.

If for some reason e-mail poses a problem, the message should be relayed to the appropriate person by voice, either by personal contact or by leaving a voice mail message on the persons voice mail system.

Either system will ensure that the appropriate person receives the message in a timely manner.
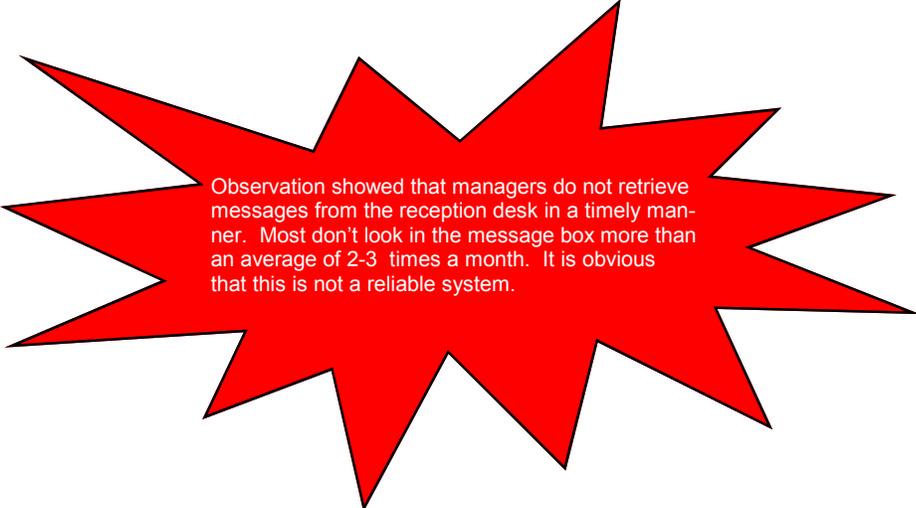
Observation showed that managers do not retrieve messages from the reception desk in a timely man-ner. Most don't look in the message box more than an average of 2-3 times a month. It is obvious that this is not a reliable system.

The Company's Current Method for Receiving Incoming Official Papers.

An average of 20 papers a day are processed (in one month approximately 403 papers were received) by the reception desk. The procedure currently used in this process is to receive the paper from the customer, date stamp it and log it into a logbook. If the appropriate person comes to retrieve the paper s/he is required to initial the logbook. If the paper is not retrieved by the end of the day, it is forwarded to the appropriate administrative support team for inclusion into the case file.

From information received through observation and talking with staff members this process is not working. Papers are getting lost and in some cases are never found. Customers are asked to resubmit the lost paper which involves time and money. It puts stress on the case worker, the customer, and creates a very negative working relationship between the staff.

Recommendation

All incoming official papers should be received at a customer service window. Here they can be properly received, entered into an automated tracking system, the appropriate person notified, and the paper hand delivered to that person. An automated tracking system will cut down on lost papers within the Company and provide an audit trail for all incoming papers.

The Company's Current Method for Receiving Official Faxes.

Faxes are a major concern within the Company and with external customers. Observations indicate that the fax process is a problem that needs to be addressed and fixed.

Currently, one Business Unit is acting as a pilot for a fully electronic fax processing system that is going to be implemented. The full electronic fax concept is State of the Art, but currently the system is in the prototype phase and still needs modifications. One of the major problems within the Business Uint is the miscommunication of how the process works and it's capabilities. The fact that changes are made continually is causing users several problems.

Along with the pilot, the Company also has in place a standard fax processing system for the Official and Unofficial faxes. The steps followed once an Official or Electronic fax is received are: the fax is pulled off the system, reviewed for missing pages, logged into a logbook and then delivered to the pickup point for delivery to Central Files where it will be matched with the appropriate case. Once the fax and case are matched they are delivered to the support team for processing and then on to the appropriate case worker. If they cannot be matched the fax is taken to the support team. It is then the responsibility of the support team to find the case and match it with the fax. If this cannot be accomplished in 24 hours the paper is put in a stack of loose papers to be matched at a later date. This could take hours, days, or months.

The support for the fax system is outsourced and currently performed by a contracting company.

Recommendation

It is projected that the fax system will start to be deployed in July 2000. It is estimated that all company workstations will have fax capability.

All Official faxes, whether they are electronic or paper, need to be received at a customer service window, where they can be properly received, entered into a tracking system and hand delivered to the appropriate person.

If the new automated system is deployed and implemented the Official fax needs to come into a central entry point at the customer service window. There the fax can be handled three different ways, 1) hard copy to be matched to the appropriate case; 2) courtesy e-mail copy to the appropriate person; and 3) copy to an archive file for later use. Information should also be captured on an interfacing database tracking system for further processing.

Using the same automated system, all Unofficial faxes will be sent directly to the appropriate persons workstation for processing.

The Company's Current Method for Case Worker/Customer Interviews.

When a customer has an interview with a case worker the customer usually reports to the reception desk and signs in. *(In the Company, because the building is not secured, the customer has the ability to roam the building at will. In some instances the customer is directed by the case worker to join him/her in their office and by-pass signing in at the reception desk.)* In turn, the receptionist telephones the case worker. The receptionist then informs the customer, "that the case worker will be right down to receive them." If for some reason the case worker isn't located, the receptionist will call the Business Unit manager to handle the situation.

Some case workers have taken customer courtesy to the next level. It was refreshing to see a staff member escort a customer to the lobby area and provide directions to the taxi stand. The customer was very appreciative of the gesture.

Recommendation

To provide the ultimate customer service the CSR should be aware of who is coming into the Company for an interview, the time of the interview, and whom they will be seeing. An automated scheduling system would enable the CSR to greet the customer by name, know immediately who to contact about the customer's arrival, and where to *escort* him/her.

In lieu of an automated scheduling system another good customer service policy is to escort the customer to the appropriate location, instead of making them wait for the case worker to come to the reception area to receive them. The customer will feel important and time will be saved by the case worker. S/he could use this extra time to prepare for the interview.

Another option is to provide interview rooms for the customer and the case worker to hold meetings. This would allow case workers privacy in their office and prevent customers from having to walk throughout the Company halls.

The Company's Current Method for Providing General or Case Information.

It is not uncommon (several times a day) for a representative of the insuree to come to the Company in search of case information. They are continually looking for status information; where the case is in the process and when will the results be processed.

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In order to gather the information the receptionist must use the automated record system to locate the case. But, before a case can be released or discussed the receptionist must ensure that the requester has the proper paperwork allowing him/her access. If s/he doesn't have the right paperwork the receptionist then needs to explain why they are denied access and what they are required to have in order to receive access. Once verified the appropriate telephone calls are made to obtain permission to retrieve the case. If the case is available the receptionist will either retrieve the case or will ask the case worker to deliver it to the eighth floor reception area. Once the case is delivered it needs to be prepared for distribution to the customer.

Recommendation

Access, retrieval, and specific case information should be provided by the CSR at the customer service window. They should retrieve cases from the case workers and should be knowledgeable enough to obtain case information from the automated system. They should have a good working knowledge about the insurance laws and policies and be able to make a judgment call as to the customers validity of access to a specific case by looking at the information in the system or paperwork provided by the customer.

Recommendation

Install reading rooms to allow the customer access to a case file. If a customer is provided a room to review the information the file will not get lost.

Along with a reading room provide a credit card copier which will enable the customer copy service. This type of machine will also allow the customer to make copies of information needed without having to take the case file out of the immediate area.

If all case files were equipped with a bar code a hand held Bar Code Reader (BCR) or a BCR attached to all Company PCs could be used to take inventory of case files on a routine time schedule. This could track the case files when access is needed.

The Company's Current Method for Library Access and General Information.

The Public is allowed to use the Company reference libraries. These libraries are not secured and therefore the customer has free access. In order for some of the customers to find the location of the libraries it is necessary for them to come to the reception desk to ask for directions. Along with having to ask about these facilities, customers also request general listing information. This information is listed in a binder at the reception desk and in most instances the customer is directed to this binder to retrieve the information.

Recommendation

Install a kiosk system in the Company with various types of information (i.e., staff names, location, telephone numbers; library locations, general listing information; etc.) OR create electronic listings for the CSRs so that they can provide the information to the customer quickly, without instructing the customer to look it up in a binder.

The Company's Current Method for Complaint Handling.

A major task and one of the most important in today's business environment is receiving and acting on customer complaints. Currently, there is no formal complaint handling system established within the Company, so the reception desk receives these calls by default. Most of the complaints deal with general insurance related issues, lost papers, customer misinformation, status information, or problems in locating a case file. The receptionists currently can handle general complaints, but do not take the role/responsibility of ensuring that the complaint is answered and that the customer is satisfied. If the complaint is case specific, the caller is forwarded to the appropriate person for assistance.

Recommendation

To provide a seamless one stop complaint handling service two issues need to be addressed: 1) the CSR needs to be trained in complaint handling and must have a good understanding of the insurance process, and 2) a CSR (expert level) position needs to be created to handle case specific questions. This representative would assist the other CSR's with callers .

This position should be established on a rotating schedule, staffed with CEO, Business Unit managers, and case workers allowing them the opportunity to provide first class customer service and obtain first hand knowledge of what a customer needs and wants. As is the practice in the Best-in-Class organizations, "If you see/receive a complaint you own it until it has been satisfied". This belief should be adopted and put into practice by the Center.

Currently the Company is working toward establishing a complaint handling system. With this system they will collect customer data/complaints and use this information to improve customer service.

A decision needs to be made as to if you want the CSRs to also receive complaints or will there be a special unit for that function.

Conclusion

The following are brief scenarios illustrating how the Company can change by implementing one or all of the recommendations. Also provided is a matrix for change using the suggested recommendations and implementation steps required.

Scenario 1:   As a visitor walks into main building s/he instantly knows that the Footloose Insurance Company occupies this building from signs on the lower level (garage, concourse) and/or signs and art work in the lobby level of the building. As they enter the CSC the environment changes. All around is information portraying/demonstrating the Insurance communities. On the wall is a television broadcasting Company and insurance information. The tables are filled with literature and there is an information center with several helpful handouts. The visitor is greeted by name and offered a refreshment. The CSR is confident, knowledgeable, and instantly responds to the visitor. This is a scheduled visit so the CSR notifies the case worker and escorts the visitor to the interview cubicle to wait.

Scenario 2: A courier enters the main building to deliver an official paper. The signs on the entry level floors immediately indicate where the CSC is located in the building. The courier follows the signs that direct him/her to the Customer Service Window. The staff at the window will receive the paper, enter it into the tracking system and immediately deliver it to the appropriate person or team.

Scenario 3: A call is received for a specific case worker. The CSR knows immediately if the case worker is working today (because of the electronic attendance file) and forwards the call quickly using information received from the automated telephone directory.

Scenario 4: The CSR's are all busy when the telephone rings. The call is answered by the automated call system and the customer is put into a que until the call can be answered. If the customer decides to disconnect s/he is given the option of leaving a message that will be answered immediately by a CSR.

Scenario 5: A customer has requested a case file for review and possibly to copy certain papers. Because the CSC is designed for full service the customer can receive the case file, use a reading room to review the file, and then can make copies on a credit card copier located in the CSC, never leaving or taking the file out of the immediate area.

Scenario 6: The customer calling has a complaint about the time it has taken to find a specific case. The CSR takes the call, listens politely to the customer, explains the circumstances, and solves the problem to the customers satisfaction.

Scenario 7: A case worker is missing an Official fax. The missing fax is retrieved quickly because the fax has been saved to the archive file and also has been captured using a tracking system with the information as to when, where, and to whom it was delivered.

Scenario 8: A customer has called for financial information. The CSR knows who to forward the call to immediately because s/he was able to use the automated information directory to find the telephone number of the appropriate office.

Scenario 9: A customer enters the main building and needs to find a specific room. S/he also wants to use the Company's library. The information directories located in the entry areas of the building or in the CSC provides the information needed and unrestricted access to the library allows him/her to continue their task without troubling anyone.
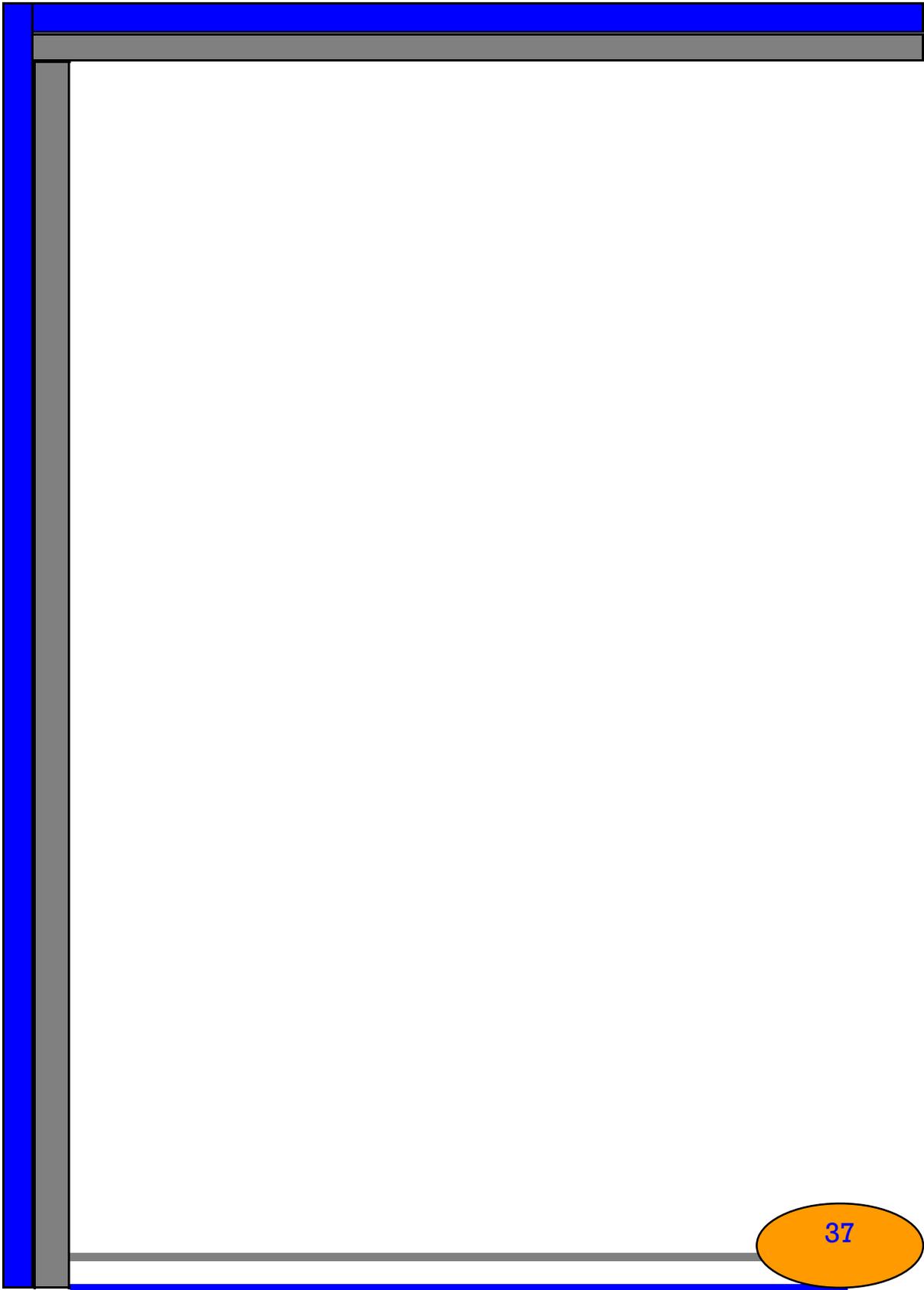
Implementation Blueprint

| Recommendation	Event	Resource Needed
Transform the Reception Area into a Customer Service Center (could include Interview Rooms, Reading Rooms, Customer Service Window)	• Determine locations • Create a new environment/design • Purchase equipment (to include ACD telephone system, Television monitor, Furniture, Art specific literature/magazines) • Install equipment • Implement new concept	CEO CEO, Management, Space Office Procurement IT CEO, Management
Upgrade receptionist position into Customer Service Recpresentative - Generalists (Receive and direct visitors, receive and direct calls, handle complaints - not art specific)	• Create new positions • Advertise positions and hire • Train new hires • Communicate expectations • Implement	CEO, HR CEO, HR Training Office CEO CEO
Establish a Customer Service Representative-Specific (This position will rotate between CEO, management and case workers.)	• Design format • Decide location • Communication decision • Create a rotating schedule • Provide training • Implement	CEO CEO CEO CEO Training Office CEO
Purchase/develop automated systems and tools	• Discuss automated tools • Develop specifications • Design tools • Purchase tools • Pilot tools • Train users and TC personnel • Provide tools to TC personnel	IT IT IT IT, Procurement IT IT IT

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Recommendation	Event	Resource Needed
Establish a Customer Service Window for receipt of all Official faxes, Offical papers, courier delivery.	• Decide on location • Decide specific tasks • Develop procedures • Communicate procedures • Purchase needed equipment • Train staff • Implement	CEO CEO CEO, Managment CEO, Management Procurement Training Office CEO
Establish Interview and Reading Rooms	• Decide on location • Develop procedures • Communicate procedures • Purchase needed equipment • Train staff • Implement	CEO CEO, Management CEO, Management Procurement Training Office CEO
Develop a Complaint Handling System	• Incorporate this recommendation into the Customer Service Center	CEO
Purchase signage, a Kiosk, and develop an automated tool for listing information	• Decide on location • Gather information • Develop tools • Develop procedures • Communicate procedures • Purchase needed equipment • Train staff • Implement	CEO Management IT CEO, Management CEO. Management Procurement Training Office CEO

Suggested Resource Requirements

Element	Description	Cost
Space	There will be a build-out cost for any renovations.	TBD
Furniture	• 4 interview rooms (approx. $2000 each)	$8,000.00
	• 3 Cubicles for Call Center (approx. $3000 each)	$9,000.00
	• Reception Desk with chair	$1,000.00
	• Couch/chairs/accent tables	$5,000.00
Equipment	• ACD and Complaint handling system	$100,000.00
	• Television Broadcasting System	$10,000.00
	• Hand Held BCRs	TBD
	• Credit Card Copy Machine	$66,000.00
	• PC for automated fax processing system	$4,000.00
Personnel Requirements	• Upgrade existing positions to Customer Service Representatives	TBD
	• Include a rotational schedule for 2-3 Specific Customer Servive Representatives)	

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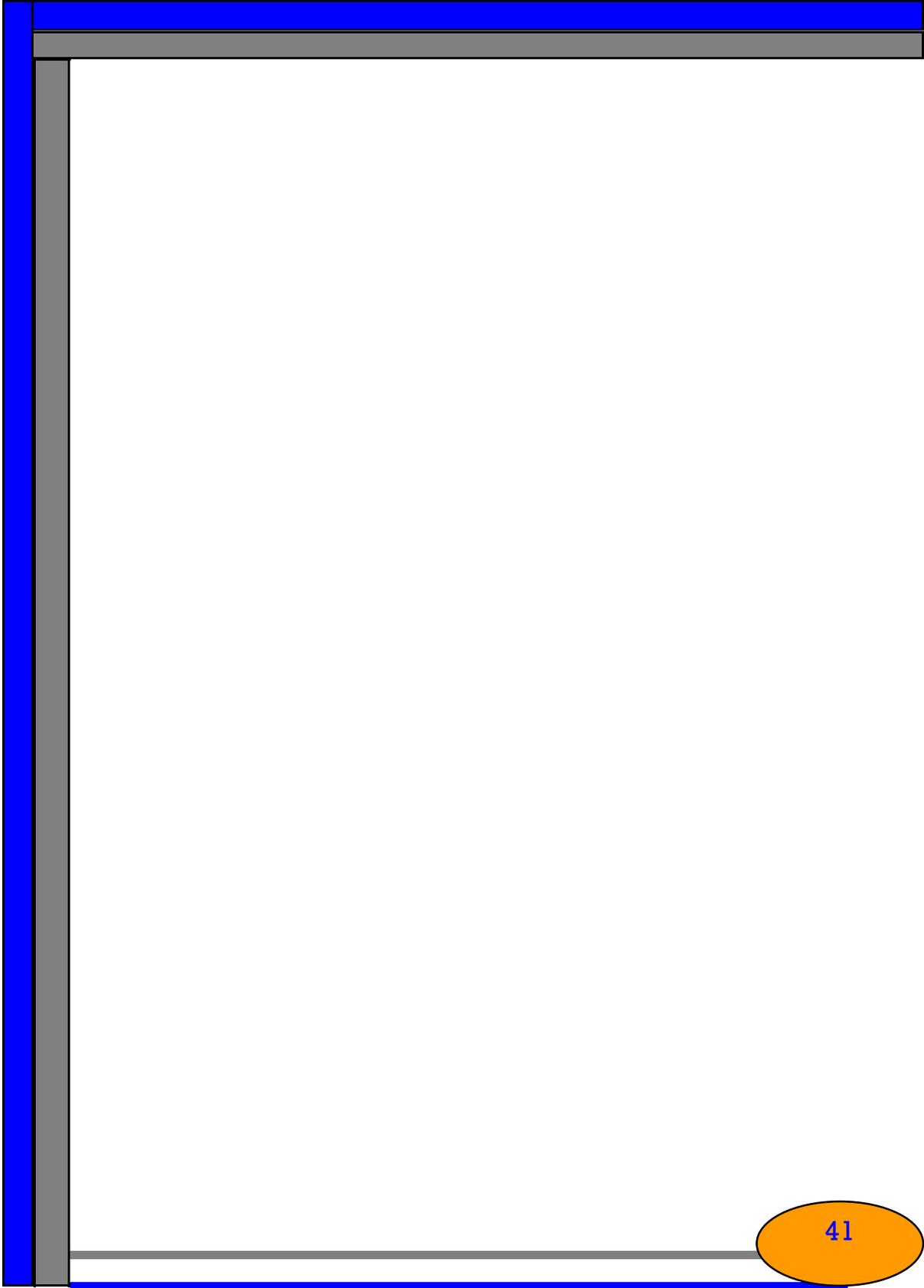
Part B

Bibliography
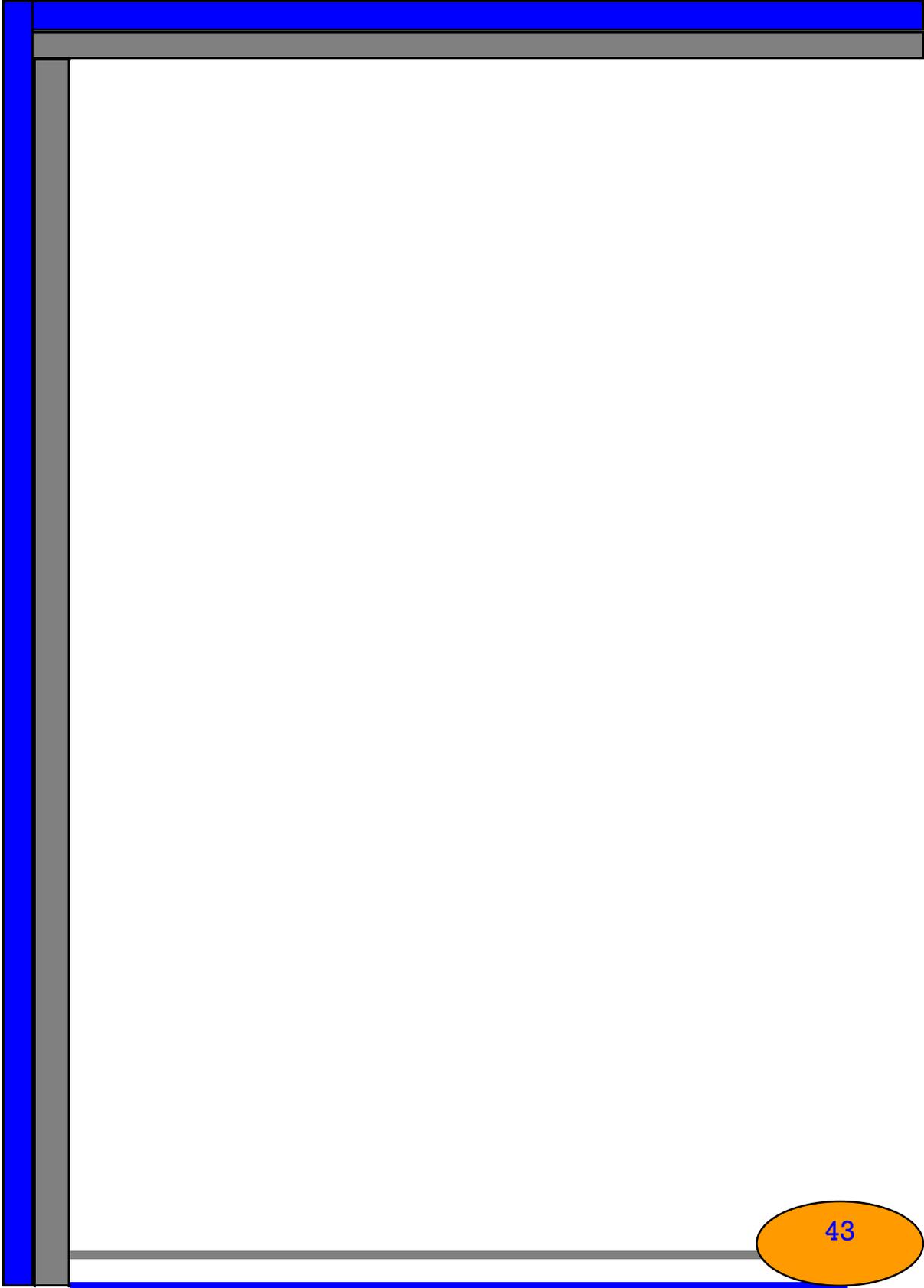
Bibliography

Several different mediums were used during the research for this study. The following is a listing of some of those mediums.

- ### Research:

  - Articles from a variety of magazines and publications
  - Observations
  - Benchmarking Studies (One-stop Customer Service, Complaint Handling, World Class Courtesy, Best Practices in Telephone Service, and Customer Service SSA)
  - Technology Center Reports

- ### Site Visits:

  - USA Today Customer Service Center
  - National Parks Customer Service Desk
  - Patent Assistance Center
  - Trademark Assistance Center
  - U. S. Postal Service
  - SSA