Proven Business Impact

This case study was selected in July 2026 by an independent panel of CXPA judges for recognition of its demonstration of the positive business impact created through a customer experience focus.

CXPA Proven Business Impact: A National Home Services Company in partnership with CH Consulting Group - Improving Customer Access While Scaling Contact Center Performance

Company Overview

A National Home Services Company provides residential services across the United States through a growing portfolio of subsidiary brands. From 2023 through early 2026, the company undertook a multiphase initiative to create a more accessible, efficient, and scalable contact center capable of supporting continued growth.

Business Challenge

Expansion through acquisitions had placed significant strain on the company's contact center. Newly acquired brands brought different processes, systems, reporting practices, and approaches to customer service, making it difficult to operate consistently across the organization.

- Agent utilization was 40% internally and 42% within outsourced operations.
- Internal cost per call had reached $4.81, while the combined cost across internal and outsourced operations was $5.88.
- Agents handled approximately 650 calls per month, and the call-abandonment rate was 8.2%.
- Workforce planning, performance-management standards, data quality, and reporting visibility were limited.
- Processes varied across subsidiary brands, and operational measures were not consistently connected to business objectives.

The company needed to increase capacity, improve customers' access to assistance, and support a growing portfolio without adding resources at the same rate as its expansion.

The Initiative: Building a More Accessible and Scalable Contact Center

The company examined its contact center operations across people, processes, data, governance, and supporting systems. The findings informed a prioritized roadmap and a financial model connecting operational improvements to anticipated business results.

The initiative focused on strengthening the fundamentals of contact center management:

- Establishing workforce-management standards and more disciplined capacity planning.
- Introducing business-aligned key performance indicators and regular performance reporting.
- Standardizing processes across acquired brands and subsidiary operations.
- Improving call routing, agent skilling, and queue design.
- Creating more reliable data definitions and reporting practices.
- Strengthening oversight of outsourced contact center operations.
- Coaching supervisors and team leaders to manage performance using consistent data.
- Introducing a tiered agent-development model and incentives connected to measurable performance.
- Consolidating selected subsidiary contact center operations into the company's internal operation.

The company also changed how operational improvements were introduced to employees. Instead of relying on same-day announcements, it generally provided two weeks' notice before new processes took effect. Leaders received coaching to help explain changes, reinforce expectations, and support adoption.

Supporting technology enabled improvements in routing, workforce planning, quality management, and reporting. The results, however, depended on the operating practices surrounding those tools: clearer accountability, stronger leadership, standardized processes, and sustained performance management.

Proven Business Impact

Improved customer access while lowering costs

- The call-abandonment rate declined from 8.2% to 3.6%, a reduction of approximately 56%.
- A substantially greater proportion of callers remained connected long enough to receive assistance.
- The improvement occurred while the company reduced its reliance on internal resources, lowered its cost per call, and maintained comparable inbound call volume.

Together, these results demonstrated that increasing contact center efficiency did not have to come at the expense of customers' ability to access service.

Reduced contact center operating costs

- Internal cost per call declined from $4.81 to $3.30, a 32% improvement.

- Combined cost per call across internal and outsourced operations fell from $5.88 to $3.95, a reduction of more than 30%.
- The company projected more than $750,000 in labor-cost savings against its 2025 budget.
- Consolidating subsidiary operations into the internal contact center was projected to produce an additional $1.1 million in annualized savings during 2026.
- Together, these improvements represented approximately $1.85 million in projected annualized savings.

The financial figures represent projections based on labor performance and planned operational consolidation rather than fully realized savings across the entire period.

Increased capacity with fewer internal resources

- The contact center handled approximately the same inbound call volume in 2025 as it had in 2024 while using approximately 50% fewer internal resources.
- The company increased its ability to support a growing portfolio without expanding contact center staffing in proportion to call demand.
- The additional capacity created a foundation for bringing more subsidiary operations into the centralized contact center.

Improved workforce productivity

- Internal agent utilization increased from 40% to 64%.
- Utilization within outsourced operations increased from 42% to 59%.
- Calls handled per agent per month rose from approximately 650 to nearly 800, a 23% increase.
- More consistent workforce planning, routing, performance management, and coaching helped the company make better use of its existing capacity.

Established a more scalable operating model

- Standardized practices reduced variation across subsidiary brands.
- Business-aligned performance measures gave leaders clearer visibility into cost, productivity, staffing, and service performance.
- More structured oversight improved coordination between internal and outsourced operations.
- Leadership coaching and defined agent-development paths strengthened accountability at multiple levels.
- Advance communication gave employees more time to understand and prepare for operational changes.

Key Lessons

The company demonstrated that customer access, operational efficiency, and organizational growth do not have to be competing priorities. Stronger workforce management, leadership, routing, and performance practices helped it lower costs and increase productivity while making it easier for callers to remain connected for assistance.

- Examine the full operating model before committing to a solution.
- Connect operational measures to financial outcomes to sustain executive support over a multiyear initiative.

- Improve routing, queue design, and workload allocation before assuming additional headcount is necessary.
- Standardize data definitions and apply consistent performance oversight to internal and outsourced operations.
- Equip supervisors to coach employees, interpret data, and communicate change effectively.
- Use technology to reinforce a sound operating model, not as a substitute for one.
- Measure efficiency alongside customer-access indicators so cost improvements do not create new service barriers.

Core Business KPIs Impacted

Call-abandonment rate and customer access to service; cost per call and labor cost against budget; productive headcount and inbound call capacity; agent and outsourced-provider utilization; calls handled per agent; and operational consistency across subsidiary brands.