

Understanding Customer Value: Case Application in Call Centers

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Abstract

Purpose

Recently, there has been tremendous growth in call centers around the globe. Business activities such as technical support, sales and marketing, banking transactions, and helpdesk are performed through call centers. Rapid growth in information technology, decreasing cost of data transfer, and globalization has made call centers beneficial and cost effective for business activities that can be performed remotely. Therefore, the quality of call center service and efficient management is a factor of critical importance for most organizations.

Design/methodology/approach

This paper is a combined result of survey findings, review of relevant literature, and case studies used to highlight the major factors of concern to call center quality and management.

Findings

The research results found that a management approach that includes employee empowerment should be practiced to increase the job quality and selecting high performing employees and promoting them within the company after providing necessary education/training can help retain employees and reduce attrition.

Research limitations/implications

The research study was applied only in call centers. Additional analysis should be performed to confirm the results are consistent in other industries.

Originality/value

This research provides a thorough analysis of the key factors for reducing cost and improving employee and customer satisfaction in call centers. A discussion of the various strategies that can contribute to addressing the different quality and management issues found through the survey and in the literature is also provided.

Keywords: Quality Management, Job Quality, Customer Satisfaction, Call Center