



Success Stories

Carlson Hospitality Worldwide

Global leader in hospitality services

Carlson Hospitality Worldwide (CHW) spans 82 countries encompassing more than 1,695 hotels, resorts and restaurants as well as cruise ship operations. Carlson is a global leader in hospi

Carlson Hospitality

Being in the travel industry, CHW is severely impacted by external factors such as politics and weather. To quickly adapt to these shifting market dynamics, CHW use TotalView® Workforce Management System.

“TotalView is a flexible product that allows us to change the way we manage our business demand,” said CHW Forecasting and Staffing Supervisor, Rhonda Haddock.

Benefits

- Eliminated 1,000 hours shrinkage monthly
- Saved \$250K in labor costs
- Adherence improved 10 percentage points
- Decreased abandonment to less than 5%

“TotalView is a flexible product that allows us to change the way we manage our business on demand.”

- Rhonda Haddock
 Carlson Hospitality
 Worldwide

Over the years, CHW has undergone several transitions. The organization went from North America to a single site, consolidated dedicated specialty desks into larger areas and created other dedicated groups and introduced new scheduling models.

Improved Performance

TotalView puts powerful workforce management capabilities right at the supervisor. “Labor expenses have been significantly lower since we implemented TotalView in 2002,” said Haddock.

In the first year, CHW said it eliminated 1,000 hours of shrinkage per month and reduced costs by 8 percent. Manual processes were automated and cycle time was reduced.

Flexible Scheduling

CHW’s transition toward flexible scheduling has further enhanced the organization’s efficiency.

In 2002, a flexible scheduling model was designed. By moving just 10 percent of the workforce into flexible schedules, CHW realized annual labor savings of \$250,000.

“Everyone is being asked to do more with less these days. And we all know that the biggest expense is its labor costs,” Haddock said. “After seeing the phenomenal reduction in labor costs by adding flexible schedules into the mix, we wanted to expand the program.”

In 2003, CHW began hiring all new agents into flexible scheduling. As part of CHW’s process, candidate’s available work times are matched with staffing requirements. Agents’ availability and assignment preferences are considered when schedules are created every two weeks. This new model has been a win for the employees as they are not scheduled against their availability and a win for the business as staffing is quickly adjusted to meet client requirements.

The flexible scheduling methodology coupled with employee engagement initiatives contributed to a 19 percent reduction in turnover from 2002 to 2003.

Haddock said, "As business changes, we can easily adapt our forecasting and scheduling methodologies using TotalView."

Resource Planning

To optimize performance across the entire contact center, CHW expanded the role of the Resource Planning department. In addition to providing Workforce Management for the inbound call center group, Resource Planning began to provide Workforce Management for the Customer Service department, the IT Support Desk and the Global Distribution Services department (GDS).

Before integrating TotalView into additional operating groups within the organization, Resource Planning conducted an efficiency analysis. By using TotalView to automate manual scheduling, utilizing the core competencies within the Resource Planning team, CHW reallocated labor into areas of proficiency.

"Not only were we able to reallocate non-proficient labor into proficient labor, we also increased efficiencies across the board," Haddock said. Without adding staff, the average speed of answer was increased while service levels and the average delay were improved.

Historical Adherence

Since implementing TotalView, CHW has measured and coached schedule adherence. CHW took schedule measurement to the next level by utilizing the Historical Adherence tool.

"We immediately began seeing phenomenal results," Haddock said. Both inbound call center reservations and the Customer Service department improved adherence by 10 percent.

Vacation and Holiday Planner

Before implementing TotalView's Vacation and Holiday planning tool, CHW's manual vacation processing was time consuming.

"With Vacation Planner, employees don't have to wait for Resource Planning's approval. It's not a big paper shuffle between departments," Haddock said. "This has saved us an administrator a day and countless reams of paper."

Additionally, Haddock said employees really appreciate the self-service aspect of the tool.

"Employees can see their vacation balance at a glance and receive an immediate response to their request. They perceive the process as more equitable," she said.

Technology Partner

"Utilizing TotalView, our employees and our coaching efforts have worked together to achieve higher productivity," Haddock said.

"Even after using TotalView for over 6 years, we continually find ways to improve our scheduling methods, educate ourselves on product features and improve customer satisfaction."

IEX facilitates opportunities to continue learning and networking such as monthly user calls, webinars, and the annual user's conference.

“With every upgrade or special request, the IEX team has been attentive to our need going above and beyond the ‘typical’ customer/vendor relationship,” Haddock said. to seek out the voice of the customer when looking for ways to improve the value o

For more information, visit CHW at www.carlson.com.

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