

Chapter 16

Concentra BPO: The Falling Customer Satisfaction

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EXECUTIVE SUMMARY

This case study is about “Concentra”, started by an entrepreneur along with his wife and colleagues who were later the part of the management. They started by providing BPO for financial services, contact center services, loyalty and customer retention. They started from a small company with limited manpower but grow up into big company spreading in many countries in lesser span of time. As the BPO expands, the management came across many problems in the company. One of the main problems which they came across was the employee dissatisfaction which resulted into lower customer satisfaction. The impact was so bad that they started losing their customers and their business. This case study explains how a company can increase customer’s satisfaction just by understanding and treating their employees as the first customers of the organization to be served.

INTRODUCTION

Arnab, MD of Concentra BPO is staying late in his office for a meeting with his friend, Vipin Khandelwal, Head of HR in a consultancy firm. Vipin enters his cabin with a surprised look on his face, and asked Arnab “What made you stay back in the office, is everything all right?” Arnab did not respond, he just stood near the window and looked towards him with a concerned look and said. “My company is running in losses. There is a decrease in customer satisfaction and there is also a high employee attrition rate from the last six months. The working environment of the company is not as it used to be.”

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CONCENTRA BPO

Concentra BPO was started by Arnab Chakraborty in October, 2000 with 10 employees in New Delhi, India. He had 7 years of experience with Infoton BPO in Gurgaon before starting his own company. He left Infoton as a V.P. of Sales and Marketing. He travelled to many countries during this period and could bring 27 high value companies to Infoton for their outsourcing work. He was a high achiever there and won many awards for “Excellence in Service.”

Seven employees of Infoton also joined him during the launch of Concentra. Concentra has done well over the last decade with the turnover touching ₹1,140 crores. They established 26 delivery centers in the year 2008 which are spread across India, UK, and Sri Lanka. The company has 70% of their employees in their onshore and 30% in offshore delivery centers. Concentra is one of the most highly preferred outsourcing partners by many MNCs across India and Europe. Concentra was ranked 365th in Fortune India 500 list of 2011 and their client lists include global Fortune 500 companies. The company provides services in the areas of customer management, collections, and data processing. They combine their expertise in Business Process Outsourcing (BPO), finance services, contact centre services, loyalty and customer retention, supply chain solutions, and public sector and citizen services to deliver innovative, individual solutions that help their clients to achieve their objectives. Their mission is to provide great service to their customers at economical costs. This is delivered by a team of well trained and highly experienced call center representatives. Concentra’s dedicated staff at all levels listens to the customers, understand their problems, and provide high quality solutions fitting the customer’s requirements with perfection.

Concentra’s abilities in improving online customer service experiences, reducing service cost without making any compromises on Customer Satisfaction Index CSI scores, and value created through technology transformation contributed to its growth in the initial years. This growth reflected its concentrated efforts to maximize efficiencies, drive innovation, and enhance business value for its customers. Concentra reported a 1.7% rise in net profit to ₹221.00 crores on a 3.5% increase in total income to ₹1,262 crores in financial year 2011-2012. The last 3 years after the recession in 2008-2009 have been bad for Concentra. It has also lost four of its main customers accounting for 25% of its business because of dissatisfaction of employees internally which affects the relation with the direct customers.

Concentra started with 10 employees and now has a team of 800 call center representatives with a team of five members in the top management along with Arnab. They had good management experience in different companies across the globe. Jatin Khurana joined as GM-communications after working as Senior Manager Communication with Customers First. Shraddha Mahajan joined as HR Head after

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