

CRISIS PLANNING

CASE STUDY

INDUSTRY VERTICAL:

Pharmaceutical

CLIENT:



The largest and most diversified health care company in the world offering medical devices, pharmaceutical and consumer packaged goods.

SERVICE OFFERING:



Premiere Response is a full service contact center. Our solutions include, omni-channel support, crisis management, and service strategy consulting.

SOLUTION DELIVERED:



We delivered an end-to-end crisis management plan including staffing plans, contact handling procedures, and technology solutions.


Premiere Response
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THE PROBLEM

Having experienced product recalls in recent years, a large pharmaceutical company began the process of developing a more robust action plan as part of a proactive approach to risk management.

They were working with two contact center vendors, one of which handled their core business on a regular basis; the other was “on-call” to provide additional support during periods of high contact volume, such as a product recall.

There were challenges with the secondary vendor, and they looked to us to provide a better solution.



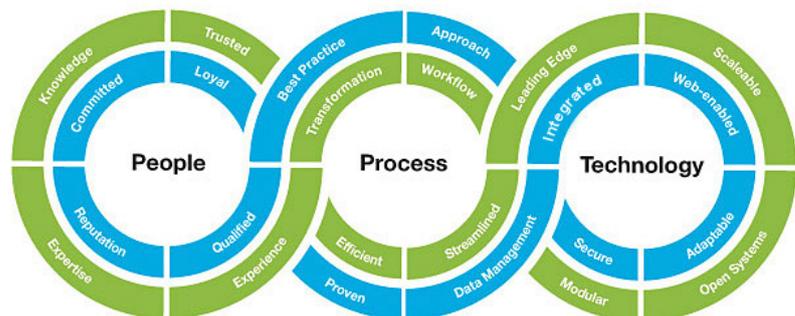
THE SOLUTION

Premiere Response initiated a comprehensive Crisis Readiness Plan, which includes an on-going relationship for crisis consulting and support services.

The plan addresses the people, process, and technology considerations which allow a seamless integration of our support, specifically when

there is minimal implementation time available.

Our on-going support allows Premiere Response to have routine communication with the client to best understand changing business needs, update procedures and technology in real-time, and perform mock events to ensure readiness and quality.



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People

Staffing needs were identified and quantified base on the various processes and procedures we created. Roles that were identified included:

- Program Manager
- Trainer
- CRM System Administrator
- Quality Control Lead
- Quality Control Specialists
- Health Care Providers (i.e. RN, LPN, PharmD)
- Representatives

A dedicated Program Manager was assigned and introduced to our client at the onset of the project. The Program Manager provides a single point of contact for our client and is responsible for the overall success of the program. During the implementation phase of the program, she led all consulting and strategy initiatives. On an on-going basis, she keeps all staffing, documentation, and technology infrastructure up-to-date. When a recall or crisis does occur, she is responsible for implementing and managing the event to the Crisis Readiness Plan specifications.

In the event of a high volume event, a Trainer, CRS System Administrator, and Quality Control Lead will participate in all relevant planning sessions.

A Crisis Network was created to meet the staffing demands of a recall or other high volume event. Both internal and external resources were vetted and added to our On-Call database, which was created to track available staffing resources and plot potential staffing models and schedules.



Premiere Response's management team and employees are of the highest quality! We are extremely satisfied with their performance and dedication to our business.

All candidates were screened, and if they didn't meet the criteria, were flagged as "ineligible" for this program. Eligible representatives were added to the Crisis Network along with their contact information and current availability. Any representative with a special skillset or degree such as; fluency in a foreign language, certification in a medical profession, and overall customer service experience was also noted.

A monthly touch-base email is generated to keep an open-line of communication with our Crisis Network participants. Representatives verify that they are still willing to be a part of our network, by updating their monthly schedules so that we have an up-to-date snapshot of our staffing availability at all times.

This allows us to quickly mobilize in the event of a recall or high volume event.

Process

Procedures are important in every business, but for a company that is regulated by the FDA or other government agency, adherence to protocols is critical. Using the client's "normal business" Standard Operating Procedures as a base-line, we drafted Standard Operating Procedures specifically for high volume events. Our Standard Operating Procedures documented Contact Handling, Product Quality Complaint Handling, Adverse Event Handling, Training, Quality, Data Accuracy, and Business Continuity. Special consideration was given to each process, balancing the needs of the business with the reality of a recall.

- Reduce training time
- Minimize potential errors
- Implement quality checks
- Scale to manage volume



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Technology

We provided a new toll-free number for each of our client's brands. This allows us to effectively separate any recall or crisis calls from any base business calls moving forward. It also allows us to have a toll-free number on stand-by so that there is no down-time at the time of a crisis. The toll-free number is predetermined for each brand and can be used in press releases or other media releases immediately. Each toll-free number was programmed with all of the IVR options needed and placeholder messaging was put in place.

We determined that using the client's existing CRM database was the best option for documenting contacts. Computer requirements were determined and the CRM system was tested on multiple computers, in multiple contact center site locations. Reliability of systems and technologies are monitored during our quarterly internal audits and a yearly mock recall event orchestrated by the client.

THE CONCLUSION

For companies that want to take a proactive approach to risk management, carefully considering your availability to handle a crisis is critical. A recall or data breach can have significant impacts on any brand or company. The way such an event is handled can make all the difference. Premiere Response offers Crisis Readiness Planning as a consultative service. Our customized plan details the people, process, and technology solutions based on your business needs.

UPDATE

Crisis Readiness Plan gets put to Work

Not long after we had completed our Crisis Readiness Plan with this client, we were alerted of a product recall.

An over-the-counter children's medication was being voluntarily recalled due to a possible product quality issue. Contact volume was estimated to be high due to the expected media coverage and the popularity of the product.

We were given 5 days to prepare before the recall was announced.

-  Staffed 40 representatives, including nurses
-  Went live within 5 days of recall
-  Data Accuracy 99.2%
-  Call Monitoring Quality 96%
-  Product Quality Complaint Data Accuracy 99.5%

Time Line

