



A CASE STUDY IN CUSTOMER SERVICE

How Contract Services Increased Call Answer Rates by 375%

ORGANIZATION
Contract Services

INDUSTRY
Entertainment

GEOGRAPHY
California

EMPLOYEES
160

CALL VOLUME
1,500 Per Month

LONG STORY SHORT:

Nearly 60,000 Industry Professionals working "behind the scenes" in the motion picture industry rely on Contract Services for critical administrative services, including roster placement and mandatory safety training. But legacy systems, fragmented responsibilities, and manual workflows made timely support increasingly difficult. **Simply put: for some time, Contract Services was answering only 20% of incoming calls, leading to significant frustration. The situation was untenable.**

In 2019, the Company created a new Customer Service Operations department, which immediately began a multi-year transformation designed to improve responsiveness, consistency, and customer satisfaction. **The result was a complete turnaround.** Today, the organization answers **nearly every incoming call (95%+)**, responds to every issue, and consistently maintains high quality assurance scores. **This case study tells the story of how Contract Services transformed its support operations.**

About Contract Services:

Since 1965, Contract Services has played a critical role in supporting Industry Professionals by administering key provisions of labor agreements between producers and unions. Among its core functions, Contract Services manages the Industry Experience Roster and delivers mandatory safety training programs that help ensure a skilled, qualified workforce. With responsibility for serving tens of thousands of Industry Professionals working in Hollywood, providing reliable support is essential to fulfilling its mission.





CASE STUDY THE CHALLENGE

As demand grew, the legacy approach could no longer keep pace.

In the past, support operations relied heavily on in-person visits, phone calls, paper files, and manual workflows. As interaction volumes increased, these legacy systems struggled to keep pace.

The Operational Challenges

PHONE COVERAGE

Unstructured scheduling created inconsistent coverage.

TECHNOLOGY

An outdated phone system offered limited functionality and reporting.

VISIBILITY

Service levels and performance metrics were largely invisible.

QUALITY

No formal QA or coaching program existed.

SERVICE MODEL

Voicemail, callbacks, and fragmented ownership slowed resolution.



THE REALIZATION

Improving customer service would require more than incremental process changes. Contract Services needed a fundamental transformation of structure, technology, performance management, and culture.

ONLY **2** OUT OF EVERY **10** INCOMING CALLS WERE BEING ANSWERED





CASE STUDY THE TRANSFORMATION

Contract Services put the spotlight on improving customer service.

First, Contract Services established a brand-new Customer Service Operations department, which implemented the following changes:



WORKFORCE

- Structured scheduling
- Peak-hour coverage
- Outbound windows
- Expanded hours



QUALITY

- Formal QA
- Targeted training
- Coaching and surveys



PROCESS IMPROVEMENTS

- Streamlined workflows to improve efficiency
- Outcomes, and the
- Industry Professional experience



ACCOUNTABILITY

- Daily metrics
- Alignment
- First-call resolution

Supported by investment in new technology and a renewed company culture.



TECHNOLOGY

- Redesigned IVR
- Cisco Webex Contact Center
- Calabrio Quality management and workforce optimization



CULTURE

- Responsiveness
- Ownership
- Customer service as shared priorities



CASE STUDY THE RESULTS

95%

CALL ANSWER RATE
up from as low as 20%

The numbers tell the transformation story.

The new operating model delivered measurable and sustained improvement across accessibility, resolution, quality, and satisfaction.

SINCE 2023, NEARLY EVERY INCOMING CALL IS ANSWERED.



94%

REDUCTION

in abandoned calls

90%+

REDUCTION

in repeat contacts

92%

QUALITY

assurance score

4.5/5

CUSTOMER

satisfaction

KEY TAKEAWAY

Leadership + technology + process improvement + culture

Together, they transformed a service bottleneck into a high-performing operation delivering faster, more consistent, and more accountable support.

Business Impact

✓ Improved Customer Experience

Faster response times and more reliable support reduced frustration and made it easier for Industry Professionals to get the assistance they needed.

✓ Organization-Wide Accountability

Shared metrics and accountability aligned departments around a common service mission and customer experience.

✓ Built for the Future

Modern technology, scalable processes, and stronger operational discipline increased capacity to support future demand.