

Interaction Automation drives huge cost savings for a large UK Telco.

“With data and insight through Interaction Automation, you can walk into any contact centre and find 10 things that will save money, fast”

Head of Insight and Reporting

The Situation

Process inefficiencies, a high cost to serve and lack of real understanding of the customer journey were all raising problems for this national telco organisation – from unhappy customers tired of repeating their details, to agents insufficiently prepared to handle their queries.

In a sector where churn is expensive to put right, they wanted to address customer retention but lacked the granular data, technology capabilities and engaged staff to do so.

To improve satisfaction, they needed their agents to see the whole customer journey in more detail, to identify good vs bad conversations and the impact people, process and technology was having on their customers' experience. And they wanted to be able to do this as the customer was on that journey, not after the chance was gone.

A range of disparate legacy systems, scattered across different silos, made the task of bringing relevant data together slow, costly and unwieldy.

And ultimately this telco was concerned that these inefficiencies were leading to increased customer effort and decreased customer satisfaction. But without help they couldn't identify the biggest threats or the commonest causes for dissatisfaction.

Reduced contact volume by

40%



in two years.

The Response

We implemented a range of solutions to solve these problems, all of them sitting under the Interaction Automation solution.

Connecting the journey

QPC implemented an intelligent platform, which worked in real time to discover then connect together the hidden interaction data for every customer and every interaction. This was done across the contact centre's entire ecosystem and allowed the agent population to affect change as it was happening. And because Interaction Automation is technology agnostic, it was able to leverage valuable customer interaction data that would otherwise be lost in incompatible siloed systems, unleashing the data and putting it to use immediately.

The insights available from Interaction Automation go beyond the scope of addressing a single operational issue, such as PCA. They allow for interventions at scale and at speed on broader issues such as why a customer is calling, and what causes particular types of call to vary.

The Senior Transformation Project Manager, explains. “With this data in a web view panel on the agent's desktop we have visibility of our operation capacity upstream, specifically real-time calls in queues, and expected delay. Agents can now make an instant judgment to pass a customer to another part of the operation. If there is a queue can schedule a callback – saving valuable agent time. It's revolutionised the way we visualise our entire operation.”

An additional connection of the data enabled Mission Control to monitor volume and capacity across the entire estate and make operational adjustments if certain operations were experiencing problems. With the granularity and real-time nature of the data, analysts could pinpoint problems more easily and more rapidly. "It gives us the ability to spot problems in the operation, diagnose them and test theoretical solutions quickly," said the Senior Customer Performance Manager. "In the past this would have taken a lot of analyst time. Now it's instant. Previously we would be looking for problems but had no idea where to start. Now we have a view of the whole operation and can focus in quickly."



ROI of
342%
in Year 1

Connecting the journey further at the IVR stage

This UK telco further optimised its IVR strategy by using Interaction Automation to push additional data to an agent's screen, such as the self-serve choices a customer had made. This allowed them to pick up a call at the exact stage the customer dropped off, and deal with them more effectively. So, if the customer had been through a diagnostic that had failed, this could be passed to the agent, and in conjunction with knowledge management tools, they could take on the call from that point.

"We identified that on a single day we had 54,000 unique journeys through our IVR, from top to bottom," said the Head of Insight and Reporting. "And that scared me. Before we used to make a hypothesis largely on intuition, make an IVR change and hope it had the desired effect. Now we can analyse all those journeys and find which ones were successful, which were not, and rationalise effectively."

Solving the age-old problem of high AHT

The data brought together by Interaction Automation quickly revealed that one of the biggest problems was customers having to continually identify themselves and verify their accounts as they passed from self-serve to agent and between departments.

"We were spending a lot of time at the beginning of a call identifying and verifying customers," said the Head of Insight and Reporting. "This was precious time we could claw back. It should be simple if you have an end-to-end solution from one technology provider, but in a contact centre environment where you have legacy technology, being able to glue the disparate data together to present it to an agent is a challenge." Interaction Automation was able to connect the dots of the data and bring a greater clarity to these interactions so they could improve them.

Previously an agent would typically take 15 seconds to identify and seven seconds to verify a customer. With Interaction Automation's insights this Telco was able to automate this process within the IVR.

- Today 90% of customers are already identified and 60% verified before an agent handles a call.
- AHT has been reduced by 20 seconds - across 70,000 calls a day

Engaging the agents

This large organization had a large and disparate agent population, who needed to become more engaged in delivering a better customer experience. Interaction automation focuses on putting the agents at the heart of the experience.

Being able to analyse your own performance is one of the most powerful learning tools available to agents. Interaction Automation made it easier to pair feedback data with call listening so agents could go back over calls and take a closer look at their performance – especially those that highlighted a need for further training or development.

Because there was greater confidence in the data, agents knew the feedback was high quality, and the lessons they learned had real impact.

Tying responses to agents made it simpler to drive customer satisfaction bonuses.

The company also gained a better understanding of the exact journey the customer had experienced and how their IVR choices, the number of agents they spoke to and the resolution of the call all influenced their assessment of the experience.

Operationally this has enabled this organisation to do much more on the back of its customer satisfaction surveys, including:

- deploying real-time coaching
- providing more accurate and fair performance management
- identifying training and development needs
- examining how to respond to a customer in real-time on the back of the survey and resolve issues more effectively

AHT reduced overnight by
20 Seconds
across 70,000 calls a day



Automating to affect continuous incremental change

This telco's customer service operation was so large that applying more manual processes and resources wasn't an option if they wanted to reach the scale of change they were looking to achieve.

Interaction Automation allowed the customer service team to automate the customer's journey not only during the interactions with the agent, but before even reaching the agent.

Proactive guidance with personalized messages was used to target those customer journeys, which were deemed 'at risk' or 'high effort'. The intelligent platform of Interaction Automation, combined with the CRM data visualized the whole customer journey and so was able to identify those customers 'at risk' quickly to tailor their experience more effectively. There was a dual benefit to this automation – the cost to serve those customers went down as they were not having to be served by several agents and customer effort was reduced as they got what they needed in a more proactive way.

"By routing the 'jeopardy' customers to a specially trained team we have improved resolve rate by around 4%, improved retention by 3% and VOC scores are consistently high, despite the fact that these are the more difficult calls" said the Head of Insight and Reporting.

In addition, the automation platform was able to cope with and proactively solve the challenge of unexpected demand into the retentions teams (coming after the 6 month offer came to an end). This demand meant customers were abandoning and repeating their contact at a later time and there simply wasn't enough resource to deal with this spike effectively.

Interaction Automation was able to use a customer supplied reference data set around renewal dates then prompt the IVR script to offer customers an option to renew their package automatically. The system then knew the offer had been accepted and ensured the same offer wasn't repeated the next time the customer contacted them.

The Benefits

Through the insight enabled by Interaction Automation

"We have managed to reduce our contact volume over the last two years by about 40%, by identifying broken processes and common reasons for call, pushing more to self-serve, virtualising and identifying the optimum performance for call types." *Head of Insight and Reporting*

"We estimate that the overall benefits from Repeat Caller are 400k per year." *Senior Transformation Project Manager*

"It's enabled us to glue two disparate call centres together and reduce our operating costs by about 5%." *Head of Insight and Reporting*

"We can see the capacity of our outsource partners for the first time, compare this against our contractual SLAs, and send them more call volume to ensure we sweat the value of outsource partners." *Senior Transformation Project Manager*

"We have turned our NPS from negative to +20. The insight and better servicing the data has enabled has hugely contributed to that." *Senior Transformation Project Manager*

Reported an ROI in year 1 of 342%, which is rising year on year.

The possibilities are endless

"With data and insight through Interaction Automation, you can walk into any contact centre and find 10 things that will save money, fast," concludes the Head of Insight and Reporting. "The possibilities are endless. It's the simple truth. Once you have the truth established you can spend your time focusing on making reality better. It's the engine to power our customer contact transformation. It's the solution to bridge the disconnect between what our customers want and what we could deliver. It diagnoses, then informs and powers the cure."

For more information about how Interaction Automation can transform your contact centre go to:

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