

Building a **customer-centric** organization

Delivering award-winning customer service experience
for a fortune-100 telecom services provider



A small number of well-known carriers dominate the wireless industry. The company understood that differentiating required more than a snappy marketing slogan. It meant having a different lens on the way they do business every day. For several years, the company had been working on key business and organizational changes to embody the values and ways of doing business they were aspiring to. When it came to their North American service and call centers, they had some work to do. They needed help empowering call center agents to resolve customer problems more quickly and on the first call.

The Challenges:

Disparate brand experience due to operational bumps

The client faced problems with manual and disparate operations. Customers with a non-billing-related issue are routed to a customer service call center. Representatives had been utilizing a mix of platforms to help problem solve their customers' issues, which was overly burdensome. These very manual problem-solving required representatives to access information from systems one by one while keeping the customer informed of what they were doing along the way. Some of the plaguing issues were:

1.	Frontline staff correlating information from nine different platforms
2.	Problem resolution that forced representatives to act as middleware
3.	More people working the call center floor
4.	High call resolution times causing frustration for the customer
5.	High representative turnover and subsequent training of new staff

The Objective:

Streamline the business processes and improve stakeholder experiences

The client's objective was to streamline the 'people' and 'information sharing' part of the organization. The need to pull information from multiple platforms complicates the 'call center resolution'. They needed to streamline the number of people working at the call center. They also aimed to reduce the resolution time to improve customer experience. The client also aimed to enhance the employee experience to reduce the turnover rate in the organization.



The Solution:

Implementing transformative information sharing solution

The need to pull information from nine different platforms was complicating call center resolution. Yet, these systems were necessarily self-contained – for instance, tower data. Rather than come at this from a full-scale technology overhaul, the focus was on creating a sophisticated predictive analytics layer to call on the information that would help solve a customer's problem. The key highlights of the solution were:



Communications:

Developed a communications plan to share key project milestones and bring employees along on the journey



Agile Development:

Leveraged guided iterative development and prioritized user stories and sprints



Technology:

Developed remote management tools through APIs to correlate patterns to resolutions, including 12 "One Click" fixes at the call center representative's disposal



Ease of Use:

Created a more user-centered interface to simplify and improve speed to adoption



Employee Focus:

Crowdsourced feature prioritization with ongoing user feedback obtained through pilots

The Impact:

Unlocking optimal organizational performance and better brand experience

The outcome of this transformative call center experience was noticed by JD Powers, who cited the tool as Best in Breed while granting a customer service award for the client. The journey that the client went on with us reaped some excellent benefits:

1. **\$600 million** in addressable cost savings
2. Achieved their transformation goals, including an **85% reduction** of customer onboarding time
3. Middleware and operations cost were **reduced by 30%**
4. Reduced the cost **per user by \$7**