

CASE STUDY: Improving Contact Center Customer Satisfaction

*performance*Agents
Replicating Your Top Performers

Consulting + Training + Outsourcing

The Client

A leading Contact Center Business Process Outsourcer providing customer service and sales & marketing services to Fortune 1000 companies. With 25 years experience and over 30 locations worldwide, this company is committed to successfully integrating operational and human processes to achieve success in representing clients' major brands.



Their Challenge

Their essential challenge revolved around improving customer survey scores within a very large financial customer loyalty program. Despite understanding the basis for the problem – a heavier tendency towards compliance driven quality than making an emotional connection with the customer, they were still challenged with making a quick enough and significant enough impact to retain the program.

Our Approach

We implemented the following: An onsite analysis of the training, monitoring, coaching, rewards and disciplinary processes, as well as the agents and their calls, confirmed the need for greater emphasis on the human connection that is required for extraordinary customer care.

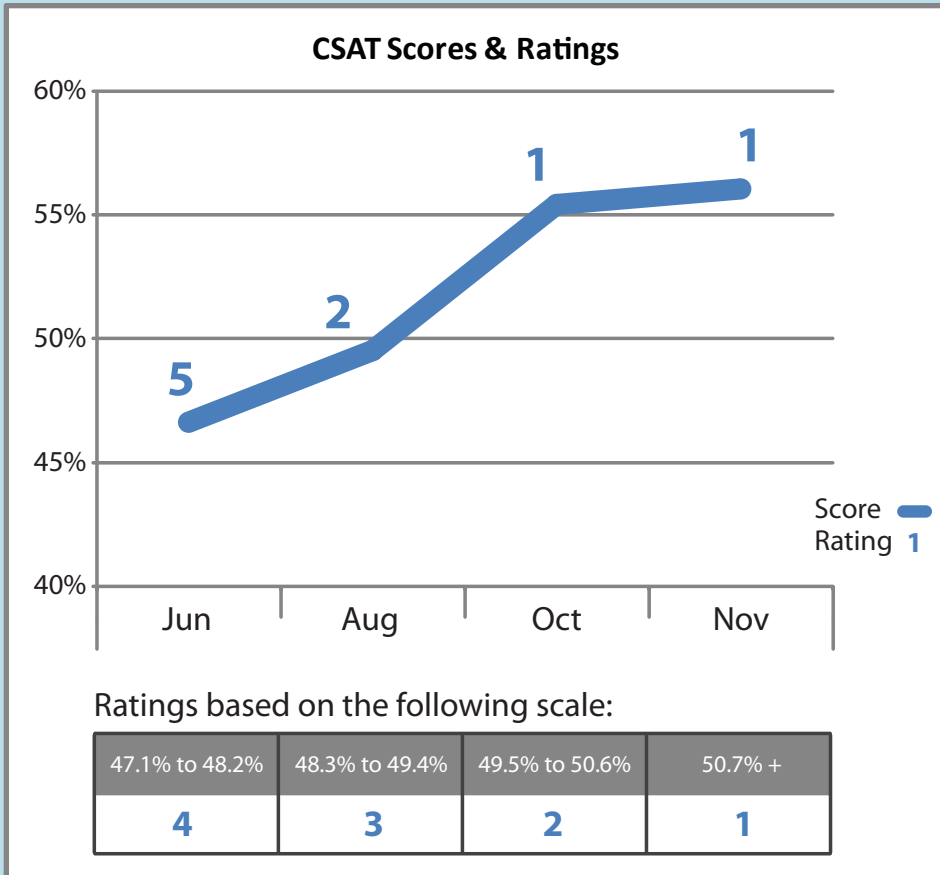
We implemented the following:

- Program-specific soft-skills training developed and delivered to over 250 agents, more than 30 support personnel, and 3 levels of management.
- Coaching training for support personnel that equipped them to modify behavior and encourage growth using a 6-step, positive developmental process.
- Four weeks of extended job shadowing of support personnels' coaching interactions with immediate coach-the-coach sessions following each interaction.
- Adjustments to monitoring forms to align them with the soft skills expectations by allowing for evaluation of utilization.
- Improvements to the rewards and incentives efforts in order to align them to encourage desired behaviors.
- Enhancements to the environment that included team-based seating, as well as visual reminders of the concepts being taught and visual indicators for those receiving rewards.
- Additions to the disciplinary processes to allow for documentation of progress around use of the concepts taught.
- Tech backs to the internal Trainers so they can continue delivering the soft-skills curriculum and 6-step coaching curriculum internally.
- Integration of the concepts and expectations into the existing new hire training curriculum and materials.
- Custom-built, call-specific Voice Recognition Simulations that allowed for just-in-time, remedial training and coaching.

The Results

Primary results:

- Customer Satisfaction scores for this program went from the lowest score of 5, to the highest score of 1, within 6 months of implementation.



Secondary results included:

- Improved culture and morale.
- Fundamental communication skills for agents that transcend the workplace.
- Fundamental coaching techniques and communication skills for supervisors.
- Improved relations between support personnel and agents.
- Improved perception of the organization's commitment to employee growth and development.