



CASE STUDY North America Electronics Retailer

CLEARLY CX.

Improved Customer Satisfaction by 40-Points and Achieved Millions in Cost Savings

"I could not have asked for a better performance improvement partner. The results far exceeded our expectations. The insights we received gave our people the confidence to approach things differently."

— Manager of Strategy and Development

About The Client

This \$12B leading American retailer of brand name consumer electronics, personal computers, software and entertainment media operates more than 670 superstores in the U.S. and Puerto Rico, along with 800 other retail stores and dealer outlets in North America. The company's internal customer service contact centers in the U.S. and their outsourced service providers (OSPs) handle its customer service transactions including repair requests, inbound sales, outbound sales and general inquiries.

Challenge

Customer satisfaction results were low, but the organization was unsure of the reasons and did not know what actions to take to improve performance. In this highly competitive industry, the company was especially concerned about the unacceptable level of customer dissatisfaction. Additionally, the organization was unable to accurately forecast call volumes and address seasonal staffing needs. Although the company had invested significantly in various technologies, it achieved little return on investment (ROI) and still experienced severe operational inefficiencies in key areas such as workforce management, quality, recruiting, training, and outbound sales. The executive team turned to COPC Inc. for strategies to improve customer satisfaction, streamline operations and boost call center sales.

Improvements

- **3X ROI** in cost savings and additional revenue
- **\$3 million savings** in operational costs due to a 20 percent improvement in average handle time (AHT) and more efficient workforce management and scheduling
- **10 percent increase in sales** made in the contact center
- **40-point improvement in CSAT** (top box customer satisfaction)
- **30-point reduction in DSAT** (bottom box customer dissatisfaction)
- **60-point improvement in accuracy of information** provided to customers
- **Forecast accuracy increased from 32 percent to 63 percent** in just three months

Discovery

COPC Inc. began by conducting a comprehensive assessment of the client's customer experience (CX) operations. Following an exhaustive analysis of data and key processes, the COPC Inc. team identified and prioritized several critical areas to improve the customer experience, stabilize call volume forecasting, increase efficiencies and drive sales. Some of these key findings included:

- **Flaws in the quality program:** A large, centralized quality team was monitoring and analyzing more data than necessary to get a statistically valid sample. Efforts were not leading to performance improvement, and quality indicators were not correlated with customer satisfaction results. Quality scores were high, while customer satisfaction remained low.
- **Little understanding of key drivers of customer experience:** Although the organization continually conducted customer satisfaction surveys and measured results, it did not conduct sufficient analysis to understand what was most important to customers.
- **Gap in frontline management skills:** Frontline supervisors received inconsistent training and had little understanding about how to manage to the most crucial metrics. Managers also focused more on administrative duties, rather than working with agents to improve performance.
- **Inefficient workforce management (WFM) approaches:** A knowledge gap existed among the staff responsible for forecasting, staffing and scheduling. The WFM team did not forecast correctly or schedule to arrival patterns. This resulted in poor scheduling practices, overstaffing and higher costs.
- **Lack of sales training:** Although increasing sales was considered a priority, insufficient sales training was provided to the sales agents, leaving them without the tools they needed to help the organization achieve its goals.

Action & Deployment Plan

COPC Inc. presented results from the assessment, including a list of recommended initiatives to have the greatest and most immediate impact on performance. COPC Inc. then led the improvement efforts, along with the client's management team, to complete the following efforts:

- **Key driver survey and analysis:** COPC Inc. worked with the client's CSAT survey provider to conduct a key driver analysis. This provided the team with specific data to ensure they focus on the areas that matter most to the customer.
- **Quality program redesign:** The COPC Inc. team redesigned the quality program to better align with the key drivers of CSAT and the business. Specifically, the team implemented appropriate metrics, new quality forms, quantified calibration process and statistically valid sampling methodologies. The new approach meant fewer dedicated quality-monitoring staff was required but produced accurate and actionable results.
- **Side-by-side coaching program:** Based on the CSAT and quality results, the COPC Inc. team trained supervisors to focus agent feedback only on lowest performing key drivers. The client management team, alongside COPC Inc. experts, observed and coached supervisors to ensure they were providing effective agent coaching.
- **Performance Management Training:** COPC Inc. customized and delivered the COPC® High Performance Management Techniques (HPMT) Training to better equip contact center managers with fundamental performance improvement techniques. Managers were now better prepared to consistently manage their agents and their operation.

- **Forecasting, Staffing, Scheduling:** COPC Inc. provided training and implemented processes to improve forecasting accuracy and create appropriate schedules for the forecast.
- **Sales effectiveness:** COPC Inc. developed and introduced a robust sales training program for both inbound and outbound sales agents. The training included strategies to maximize sales while reducing handle times and improving close rates.

Benefits

Within weeks of implementing the new processes recommended by COPC Inc., the company quickly experienced vast improvements in all areas of its customer contact operation. Call center agents reduced calls per incident, created a better overall experience and reduced costs. Forecasting and scheduling improvements were another big win. During the first three months of the program, managers realized their initial call volume forecast in one line of business was too high. They saved approximately \$165,000 right away by eliminating plans to hire 22 new agents. As a result of the sales training that COPC Inc. provided, sales increased 10 percent in just five weeks, creating \$500,000 in additional revenue. And lastly, managers managed more consistently and focused on driving improvements using the metrics and best practices provided by COPC Inc.

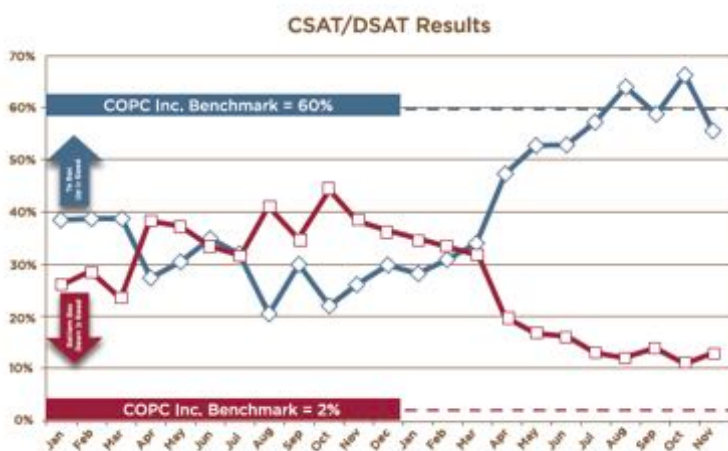


Figure 1

- The redesigned quality program focused on key drivers, dedicated side-by-side coaching program and process-level improvements significantly improved CSAT and DSAT.
- **Top box CSAT increased by 40 points while bottom box DSAT decreased by 30 points.**



Figure 2

- The company was focused on issue resolution which **reduced (AHT) by 20 percent saving the company approximately \$3 million in operational expense.**

About COPC Inc.

COPC Inc. provides consulting, training, certification, benchmarking and research for operations supporting the customer experience. The company created the COPC Standards, a collection of performance management systems for customer experience operations, customer experience management, vendor management and procurement.

Founded in 1996, COPC Inc. began by helping call centers improve their performance. Today, the company is an innovative global leader that empowers organizations to optimize operations to deliver a superior service journey. COPC Inc. headquarters are in Winter Park, FL, U.S., with operations in Europe, the Middle East, Africa, Asia Pacific, Latin America, India and Japan. www.copc.com.