

# Case Study: Certification brings High Performance and a “one-stop” Customer Experience

Philips, China



“ As the very first contact center in China to gain certification to the COPC Customer Experience Standard, Release 6.0, Philips achieved a customer experience breakthrough, meeting high performance benchmarks. As an added bonus, Philips was also able to train a team of operation management professionals through the COPC certification process. ”

— David Zhou,  
Senior Manager of CX Management, Philips

## About Philips

Royal Philips (NYSE: PHG, AEX: PHIA) is a leading health technology company focused on improving people’s health and enabling better outcomes across the health continuum from healthy living and prevention to diagnosis, treatment and home care. Philips leverages advanced technology and deep clinical and consumer insights to deliver integrated solutions. Headquartered in the Netherlands, the company is a leader in diagnostic imaging, image-guided therapy, patient monitoring and health informatics, as well as consumer health and home care. Philips generated 2018 sales of EUR 18.1 billion and employs approximately 77,000 employees with sales and services in more than 100 countries.

Under this vision, Philips customer service center pays great attention to customer experience, aiming to improve overall operations and provide customers with fast, compatible and easy “one-stop” service.

## The Objective

Well-known brands across the world are developing rapidly, and product competition has become more and more intense. Brands need to continuously improve customer experience, achieve innovation and differentiation and improve service quality, all while controlling costs.

Philips Customer Service Center Healthcare Program provides customers with various solutions, including hotline, web chat, etc. In aiming at establishing a “one-stop” customer experience, Philips Customer Service Center hoped to obtain high-performance operation management, hit high performance target in service, quality, cost, efficiency and customer satisfaction (CSAT), and improve overall customer experience and brand value.

## Specific Improvement Targets Philips Sought to Achieve:

- Establish a thorough operation system, improve overall customer experience and achieve targets or show sustainable improvement for program-level CSAT
- Set up a quality management mechanism across channels and processes, and establish an unbiased sampling methodology and calibration process to ensure improvements of key quality metrics
- Adopt a structured management methodology on all key functions, including quality management, training, forecasting and scheduling, etc.

Over the course of 500 days, the Philips China Customer Service Center Healthcare Program developed and deployed a plan to optimize all key processes and improve the overall performance of its operations by seeking certification to the COPC Customer Experience (CX) Standard.

### COPC Inc.'s Involvement

At launch, a team of consultants from COPC Inc. spent a week at three separate sites. During the visits, the team completed a comprehensive Baseline Assessment of the Philips Customer Service Center Healthcare Program. Locations included Shanghai, Yongchuan and Chongqing. This in-depth review of operations identified gaps and deficiencies in management practices and outlined the improvements required to propel Philips into a high-performance operation.

Following the site visits, the COPC Inc. team presented their findings and improvement recommendations. The recommendations were prioritized to provide Philips with clear guidance on which areas to focus its improvement efforts for the maximum return on investment.

### Structured Support

COPC Inc. helped guide improvement efforts through a structured support process involving teleconferences and on-site consulting support. Philips management teams in both Shanghai and Yongchuan worked with COPC Inc. to complete the following activities:

- **Customer satisfaction key driver analysis:** COPC Inc. worked with Philips to analyze thousands of customer feedback items to understand which operational areas had the biggest impact on overall customer satisfaction.
- **Quality program redesign:** COPC Inc. guided Philips toward a redesigned quality program, aligning with the key drivers of customer satisfaction, as well as the requirements of the business. COPC Inc. also introduced statistical sampling strategies which enabled Philips to reduce the required number of dedicated quality resources.
- **Key Performance Indicator (KPI) development and alignment:** Using the required metrics from the COPC CX Standard, Philips was able to develop a balanced approach to managing service, quality and cost across all operational activities. The KPIs were aligned with high-performance organizations, and COPC Inc. tested the measurement of these KPIs to ensure they had integrity and were usable. With a comprehensive dashboard of operational metrics, Philips was then positioned to take actions when performance was not meeting targets.
- **COPC Implementation Leader training:** Key contact center executives attended training

to the COPC CX Standard and achieved COPC Implementation Leader status.

- **Forecasting, Staffing, Scheduling:** COPC Inc. provided consulting support and coaching to help the workforce management team improve forecasting accuracy and create appropriate schedules for the forecast, resulting in improved occupancy in the contact center.

## **Certification**

After 15 months of focused effort by the Philips management team, supported by COPC Inc. consultants, the contact center was fully prepared for the certification audit.

From Nov. 27 to Dec. 1, the auditors from COPC Inc. returned to the Philips contact center in Shanghai and Yongchuan to assess their performance and to determine whether the contact center had developed and implemented management approaches according to the requirements of the COPC CX Standard.

Once again, the COPC Inc. audit team spent five days on-site reviewing data, listening to calls, observing coaching sessions, analyzing performance data and interviewing agents, managers and team leaders. In addition, the auditors met with support teams such as quality, workforce planning, recruitment and human resources.

COPC Inc. was pleased to discover that the requirements of the COPC CX Standard had been broadly implemented throughout the contact center, and that performance had improved dramatically within the 15-month period.

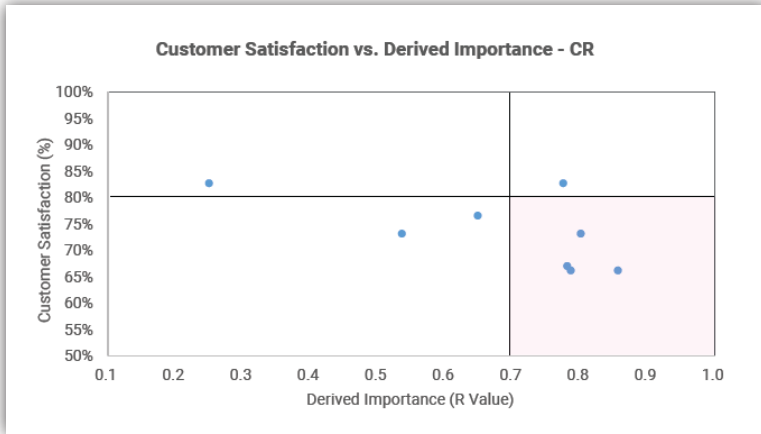
## **Achieving Success**

Philips initially engaged COPC Inc. for an in-depth analysis of its contact center operations and benchmarking against high-performance organizations from around the globe. During the Baseline Assessment, COPC Inc. consultants were able to identify significant operational improvement opportunities in areas such as improving CSAT, improving people management, reducing repeat contacts, improving scheduling effectiveness and improving cost management.

Within 15 months of working with COPC Inc., Philips achieved a significant improvement on its “one-stop” customer experience, and is now the first contact center in China to achieve certification to COPC CX Standard, Release 6.0. As a result, Philips has achieved overall operational improvement and excellent multi-channel customer experience management.

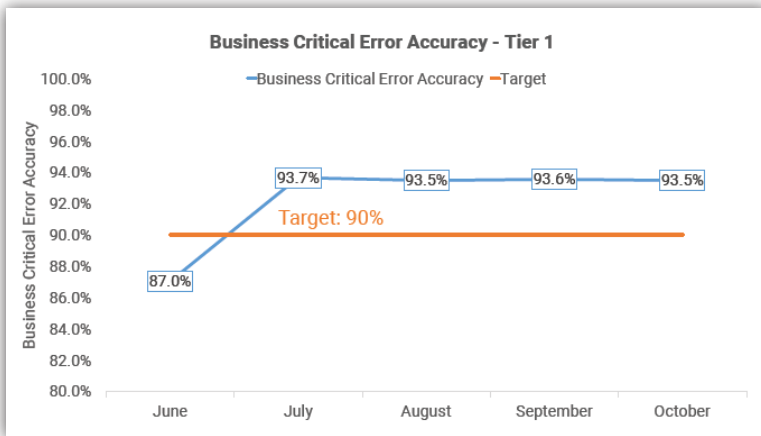
# Results

## Customer Satisfaction vs. Derived Importance - CR



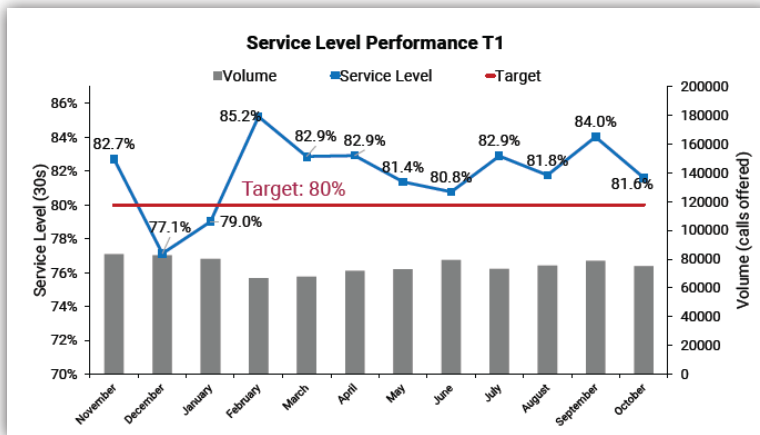
- By doing data analysis, COPC Inc. identified the key drivers of CSAT at the program level.
- During structured support, COPC Inc. helped Philips improve the performance for key drivers, ensuring overall CSAT would continue to meet targets.

## Business Critical Error Accuracy - Tier 1



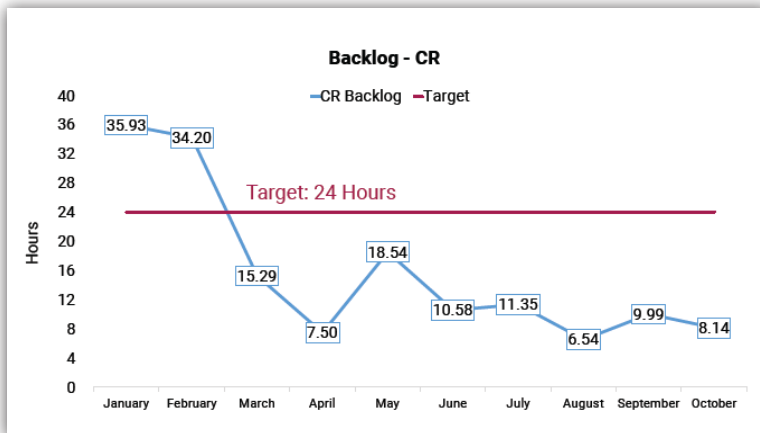
- COPC Inc. worked with Philips' project team to identify the key attributes that impact customer and business critical accuracy and ensure these attributes were tracked in the quality scorecard.
- By consolidating and analyzing the sample on-process level, the most frequently occurring critical errors were identified, analyzed and improved.

## Service Level Performance



- With the instruction of COPC Inc., Philips optimized its scheduling approach and set up a real-time management mechanism, resulting in improved service level performance and the meeting of service level targets.

## Backlog - CR



- Under the guidance of COPC Inc., Philips established a comprehensive system of performance metrics
- By improving the performance of key metrics, such as backlog, Philips managed to solve customer issues at higher speeds, helping the organization meet backlog targets.

## 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](http://www.copc.com).

Learn more at [copc.com](http://copc.com)

