

# Case Study: Service Experience Optimization and Improvement

Shouqi Limousine & Chauffeur, China



“ COPC helped us to sort out the entire customer service process and put forward effective improvement plans, enabling us to optimize customer service with efficiency and an enhanced user experience. After achieving COPC certification, we are more confident that we can help users solve problems through a more professional customer service system, improving the satisfaction of both parties, and providing leadership for our industry. ”

— Wei Dong, CEO Shouqi Limousine & Chauffeur

## About Shouqi Limousine & Chauffeur

Shouqi Limousine & Chauffeur is a car hailing and rental platform jointly developed by Shouqi Technology (Beijing) Co., Ltd. and Shouqi Group. Shouqi Group has 68 years of experience in the professional car service industry, and is a well-known brand among international guests. Shouqi is a popular solution for many major political conferences and important foreign affairs activities, and has transported more than 1900 heads of state, and has provided high-quality service for more than 7,000 government departments. Today, Shouqi adheres to a service attitude of integrity and transparency, providing meticulously detailed service in pursuit of delivering the highest level of satisfaction and trust within the industry.

## Challenges

The mission of Shouqi's first customer service center is to ensure satisfaction for every customer by delivering on expectations. In order to achieve this level of excellence and establish a world-class call center, Shouqi sought the assistance of COPC Inc. and the COPC Customer Experience (CX) Standard. By pursuing COPC CX Standard certification, Shouqi made it a priority to put in place a structured operation strategy, creating consistency for its people, processes and technology, thus improving customer satisfaction.

## Findings

As a first step, COPC Inc. conducted a baseline assessment of the Shouqi Service Center. In the course of the assessment, it was found that the Shouqi Service Center lacked a structured approach for many key functions, including business planning, operational management and analysis, and the gathering and delivery of key performance indicators and targets. Furthermore, there were no corresponding support plans to ensure employee buy-in for the brand's statement of direction. It was also discovered that in the absence of proper collection and analysis of customer experience drivers, Shouqi was often failing to provide the right solutions to meet customer needs, leading to wide deviations in service quality. Given the findings, COPC Inc. worked alongside Shouqi to develop and deploy new management methods to help the company effectively measure and evaluate the performance of its people, processes and technology, leading to greater structure and improved service quality.

## Action and Improvement

After the baseline assessment, the COPC team gave an in-depth interpretation of each indicator to guide Shouqi's certification to the COPC CX Standard. With the help of COPC Inc. consultants, Shouqi developed and deployed the following improvement plans:

- **Work Force Management:** Developed new capacity planning, scheduling and forecasting strategies, real-time management plans and service level objectives. Developed strategies and plans for collecting historical data to measure business changes, deployed the Erlang C model, and accounted for characteristics such as weather conditions, business risks, and supply and demand relationships to establish a unique scheduling model that is consistent with Shouqi's objectives.
- **Customer Satisfaction Survey:** Developed and deployed an unbiased customer satisfaction survey process and developed an action plan based on the survey results. In addition to monitoring customer service representative performance, the survey was also design to reveal the root causes of systemic problems and poor performance.
- **New Mechanisms for Employee Incentives and Feedback:** Developed incentive policies for key customer service positions, created a processes that encourages employees to find and report inadequacies in program systems and processes, and established a fund to reward those who help contribute to program improvement and an enhanced customer experience and satisfaction.
- **Cost-Per-Order (CPO) Reduction:** Collected voice of customers in a structured way, promoting improvements in various departments, including improved pre-processing of problems, reduction of CPO (and operating costs), all while improving resolution rates and customer satisfaction.

Through actual cases studies, models, tools and methods provided by COPC Inc. consultants, Shouqi gradually realized the transition from disorder to structure, enabling customers to drive products and operations.

“ We allow the voice of customers to drive our products and operations, helping to shape the soul of the company. This is the new generation of customer service center. COPC and the COPC CX Standard make this all possible! ”

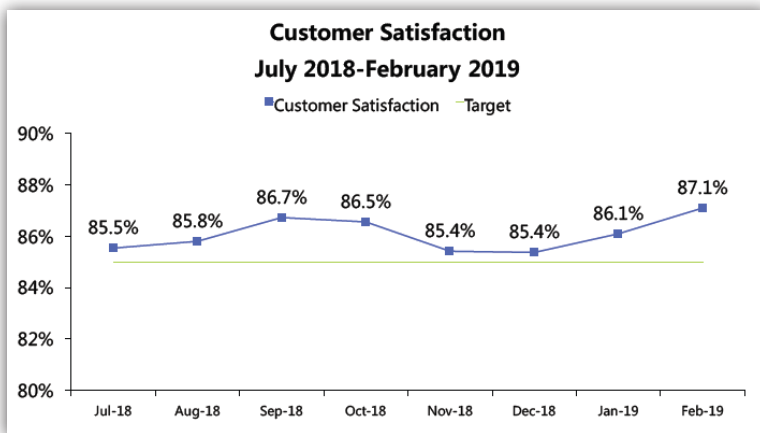
— Du Duo, Sr. Director of Customer Service Department Shouqi Automobile Co., Ltd.

## COPC Certification Review

In March 2019, COPC Inc. consultants worked with the members of the Shouqi Project Team for a week on the certification audit. As a result of interviews, employee observations, operational data analysis and further in-depth research on each level of the program, COPC Inc. made several special recommendations for creating greater success in the future.

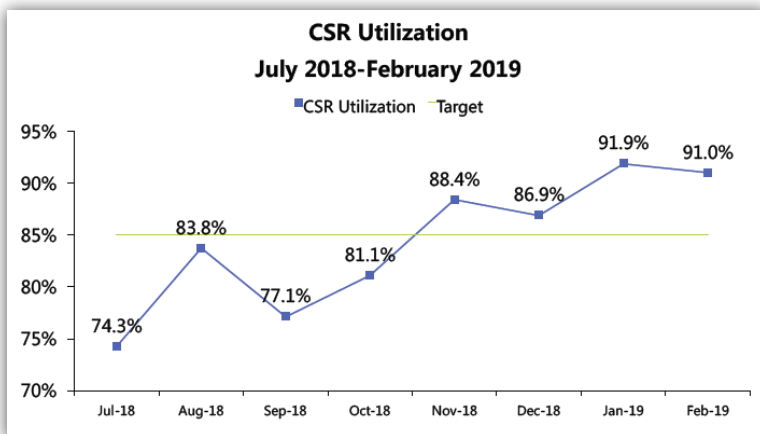
Subsequently, Shouqi's customer service center was the first in China to achieve COPC certification within the car hailing industry. This achievement was only made possible by meeting all the requirements of a high-performing entity, as set out in the COPC CX Standard.

## Results



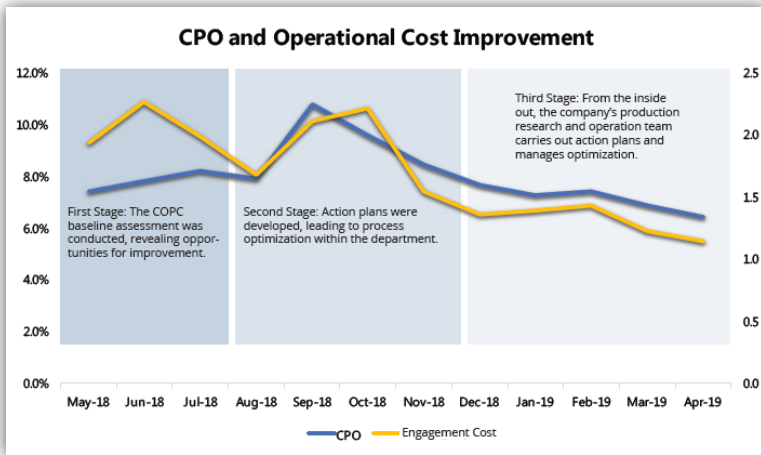
### Data 1

- Customer satisfaction increased from 85% to 87%



### Data 2

- Customer Service Representative Utilization increased from 74% to 91%



### Data 3

- Average unit cost was reduced by 41%
- Annualized attrition of customer service representative was reduced from 132% to 55%

## 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).

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