

# Case Study: Providing Orange Customers With an Unmatched Experience

Orange Romania

The logo for Orange, featuring the word "orange" in white lowercase letters on an orange rectangular background.

## About Orange

Orange is one of the largest operators of mobile and internet services in Europe and Africa and a global leader in corporate telecommunication services. Orange currently operates in 28 countries and, in 220 countries and territories, it operates as Orange Business Services. In total, Orange serves 56 million customers worldwide on a 4G network; and deployment is accelerating.

With its philosophy “to make technology accessible to the masses,” it adapts each requirement to offer their customers an “Unmatched Experience.” Orange Romania has used this as an inspiration and set themselves a goal: To have the best Customer Service in Romania.

## The Best Customer Service in Romania – Achieving Goals

Orange Romania has four sites that offer support to its customers with 400+ team members total. The support offers channels such as Voice, Chat, Email, chatbot and IVR. It also has a specific channel for complaint handling to ensure issues are resolved swiftly.

To achieve the goal of providing the best customer service in Romania, Orange Romania looked to COPC Inc. and the COPC Customer Experience (CX) Standard to help ensure full optimization of the processes and operations that support the team.

Orange Romania had the benefit of the Orange’s Group experience using the COPC CX Standard and thus sharing best practices whilst implementing the COPC CX Standard. This knowledge helped them implement the COPC CX Standard in a profound way, and helped the wider team understand the benefits of being customer-focused.

To leverage this way of thinking, Orange Romania “LIKE” their customers, an acronym that stands for LISTENS (to its customers), IMPRESSES (its customers with high-quality standards), KEEPS (an eye on efficiency) and EMPOWERS (all employees to act as customer advocates). This way of working created engagement for the entire staff.

“ Being COPC certified means giving the best quality and experience to our customers. We are measured now by a different scale, as we entered the worldwide high performing customer services league. ”

— Irina Matea,  
Customer Service  
Director, Orange Romania

# The “COPC Impact”

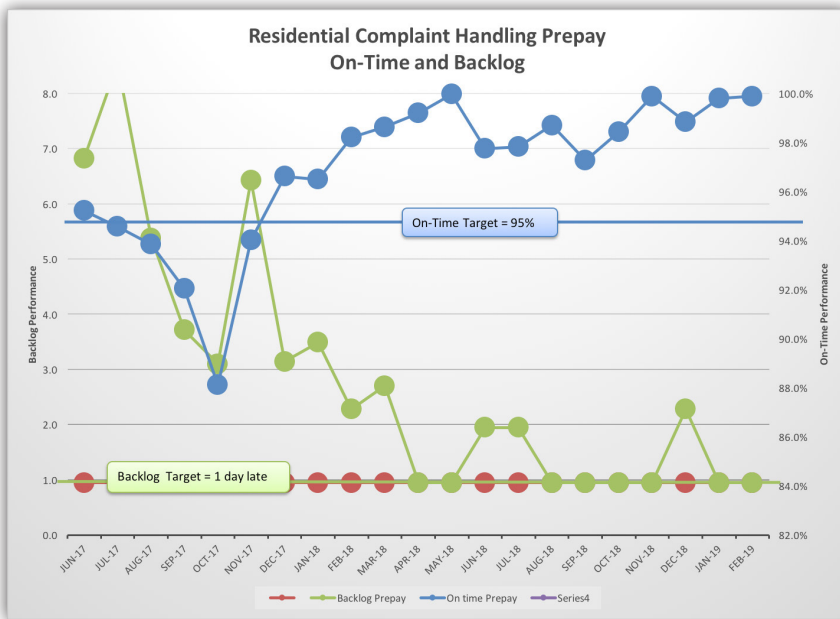
When Orange Romania starting working with COPC Inc., staff were considered to be promoters, detractors or neutral towards the COPC CX Standard. The Orange staff was trained on the COPC CX Standard methodology to gain knowledge of industry best practices and increase its knowledge and expertise in driving an improved customer experience. Many Orange employees became certified to the COPC CX Standard, and these Implementation Leaders helped implement the COPC CX Standard by explaining how to deploy the methodology and building in new organizational strategies and processes

Certified Implementation Leaders are now COPC CX Standard ambassadors for the entire organization. These changes and improvements have also caught the interest of the Business-to-Business segment of Orange Romania. Structured Support sessions, supervised by COPC Inc., helped create real-world changes for Orange Romania by guiding the team and providing practical implementation tips.

## Results

### Example 1: Reducing Backlog and Customer Dissatisfaction for Complaint Handling

Orange Romania has made significant changes in the handling of its backlog of deferred transactions. Due to this change, within six months of the COPC Readiness Test (held in November 2017), Orange Romania was able to improve the backlog for Complaint Handling, which resulted in Sustained Improvement.

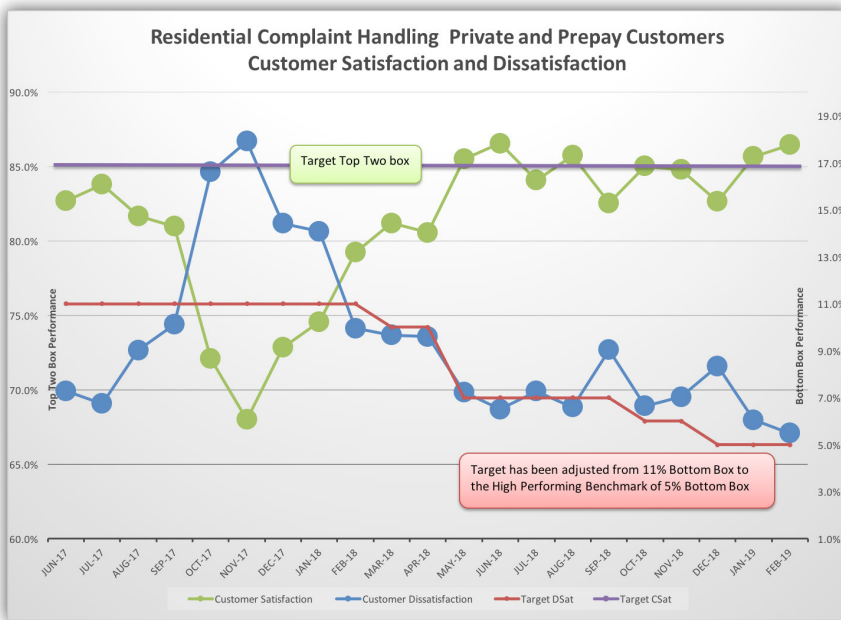


### Select COPC Inc. Recommendations:

- Improve adherence to FIFO handling of Complaints
- Minimize cases assigned to personal in boxes
- Consider moving to a system of allocating cases one at a time
- Implement a process to quantify the Backlog for Deferred Transactions and take actions to eliminate Backlog

The insight in managing backlog gave Orange Romania an understanding of tools to manage the capacity to handle the Backlog. The Backlog improved from eight days to no backlog for the first time over the course of 20 months, meaning all customers were served within 24 hours. Better management of the Backlog also improved with on-time results moving from 88% to a dazzling 99% on-time handling.

Backlog management activities also resulted in significant improvement to Customer Dissatisfaction results from as high as nearly 18% Bottom Box to 5.5% Bottom Box, nearly hitting the COPC Benchmark of 5% Bottom Box over the course of 18 months.



“ I am extremely proud to be part of the first contact center in Romania to be COPC certified. It’s a guarantee for service excellence of ORO Customer Service, and a great opportunity for professional development for our CS team. ”

— Monica Apfelbaum,  
CS Performance Operation  
Manager Orange Romania

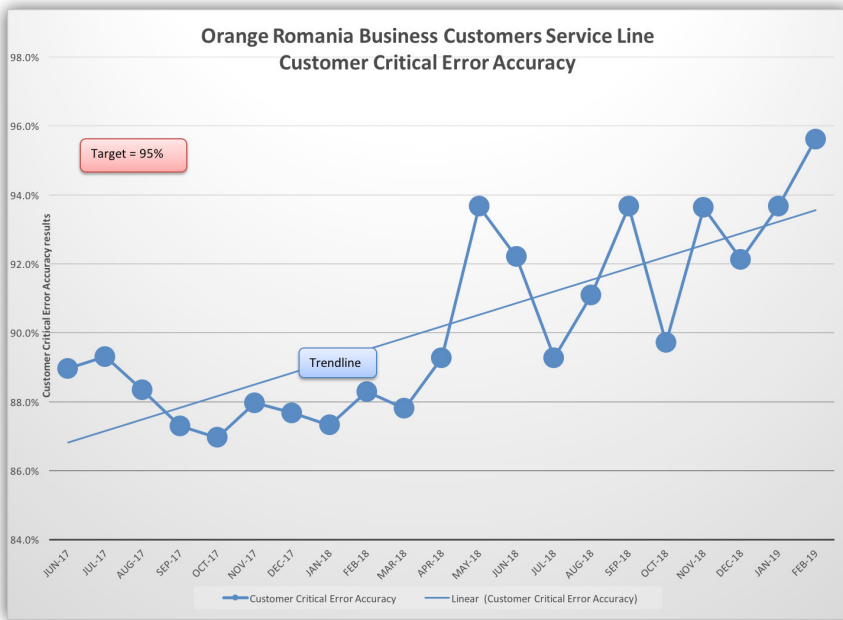
### Example 2: Customer Critical Error Accuracy

Orange Romania also identified the errors that impact its customers. Monitoring agents for those errors was found to be important, and one of the drivers of improving the overall customer experience. Comparing the impact of critical errors with customer experience results gave Orange Romania valuable insights into how to improve the monitoring process. But this was not the only change made. Orange Romania also focused on helping agents increase their accuracy, thus improving the customer experience.

By improving the process by means of listening to the Voice of the Customer (LIKE!) and guiding and coaching agents better and more efficiently, overall customer critical error accuracy results gradually improved, hitting the target after 20 months of sustained improvement.

### Select COPC Inc. Recommendations:

- Investigate the relation between the voice of the customer and critical error accuracy results
- Guide new agents more to ensure they apply the process appropriately
- Ensure to also coach good agents regularly to give them hints and tips to improve
- Implement clear guidelines for the Repeated Failure Process to address those agents who repeatedly make mistakes



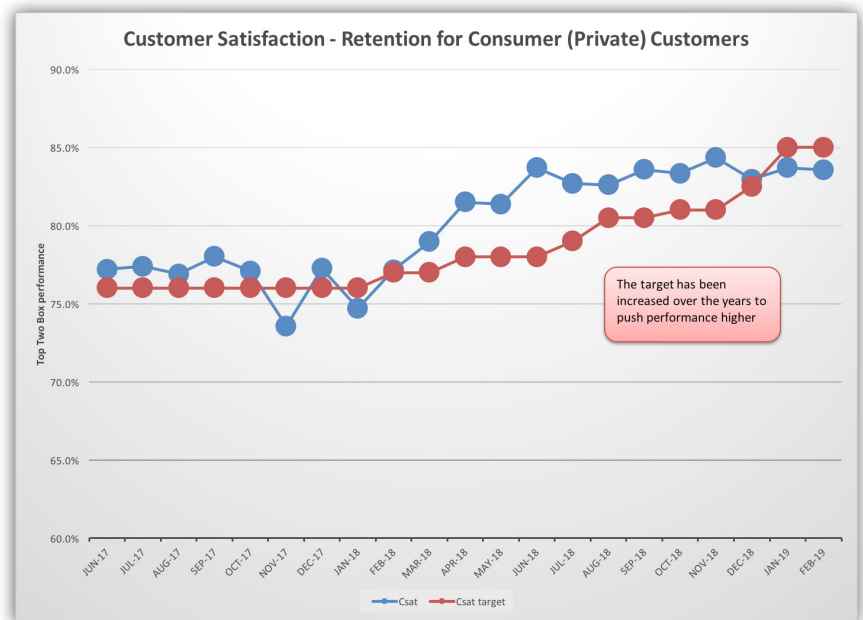
“ When everything around challenged us a lot, we chose to challenge ourselves even further. We went for COPC. And what a journey it was! ”

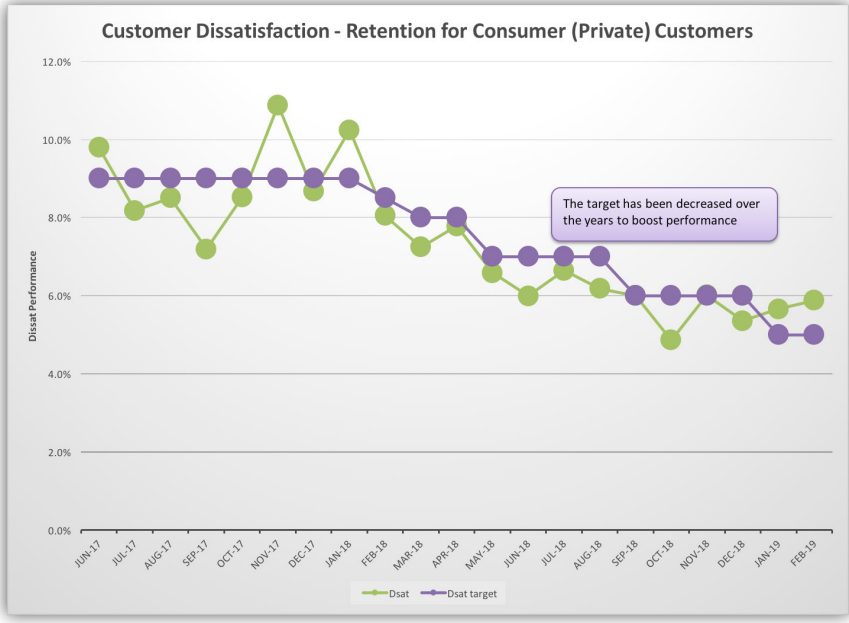
— Raluca Nita,  
Head of Residential Unit  
Orange Romania

### Example 3: The Customer is Key

Using the COPC Standard has also had an impact on customer retention. The Customer Satisfaction levels of “retained” customers has increased significantly since Orange Romania has engaged with COPC Inc.

Not only has Orange Romania increased performance, but by increasing and achieving new targets, Orange Romania has pushed performance even higher. This is another step toward the goal of providing the “best customer service in Romania.





Orange Romania’s engagement with COPC Inc. has also resulted in an overall cost reduction of 15%.

### 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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