Case Study:
Creating Happier Passengers
Webhelp/Nederlandse Spoorwegen

> **"** The joy of achieving COPC certification comes from seeing teams achieve more than they thought they were capable of. When we stay in 'student mode,' we continuously raise the bar. **"**
>
> — Theo van de Wouw,
> Business Director, Webhelp

About Webhelp

Webhelp is a 50,000-people-strong global leader in business process outsourcing (BPO). Webhelp specialises in customer experience outsourcing, with capabilities that extend across voice, social and digital channels, along with constantly expanding outsourced services. Since its inception, Webhelp has grown signifi cantly, with more than 500 partners being served by global teams across more than 35 countries and more than 140 customer experience hubs.

Achieving Excellence for NS

Everyday, Nederlandse Spoorwegen (NS) transports more than 1.1 million train passengers. NS's primary focus may be providing passengers with an amazing train journey, but the brand is also passionate about providing an equally amazing service journey. To do this, NS engaged the services of Webhelp and a team of more than 300 dedicated frontline advisors and support staff. In turn, Webhelp looked to COPC Inc. and the COPC Customer Experience (CX) Standard to help ensure full optimisation of the processes and operations that support the team.

Webhelp Netherlands had a head start, having previously achieved COPC certification on a separate program for a financial services brand. This not only gave Webhelp insight into the rigors of the audit and certification process, it also gave Webhelp a deeper understanding of the virtues of certification. This knowledge helped the organisation anticipate needs and set goals. Moreover, Webhelp was equipped with a solid set of performance improvement expectations they could share with NS throughout the certification process.

Focusing on Caller Outcomes

In July 2017, COPC Inc. conducted a week-long audit of Webhelp's Groningen NS account. As with any initial audit, there were strengths and opportunities aplenty. To ensure operational performance delivered on both business needs and successful customer outcomes, COPC Inc. delivered a set of recommendations aimed at quality management, coaching and gathering the Voice of the Customer.

> **"** We appreciate how data and evidence drive the process of certification. Webhelp and COPC Inc. have been great allies in helping us provide our passengers and customers with an ever-improving experience. **"**
>
> — Guus Mulders,
> Partner Manager, Nederlandse Spoorwegen

Example #1: Call CSAT and Customer Critical Error Accuracy

Within 12 months of the initial audit, Webhelp was able to deliver an improved call experience for NS customers. Data gathered from the time of audit until final certification showed a sustained improvement in reducing customer critical errors while also improving customer satisfaction (CSAT) scores for calls.

Select COPC Inc. Recommendations

- Develop a process for identifying root cause of dissatisfaction in customers
- Tighten coaching regimen
- Update transaction monitoring approach
- Identify, investigate and action program-level issues

Results

- Achieved a seven-point improvement in Customer Critical Error Accuracy over a 12-month period
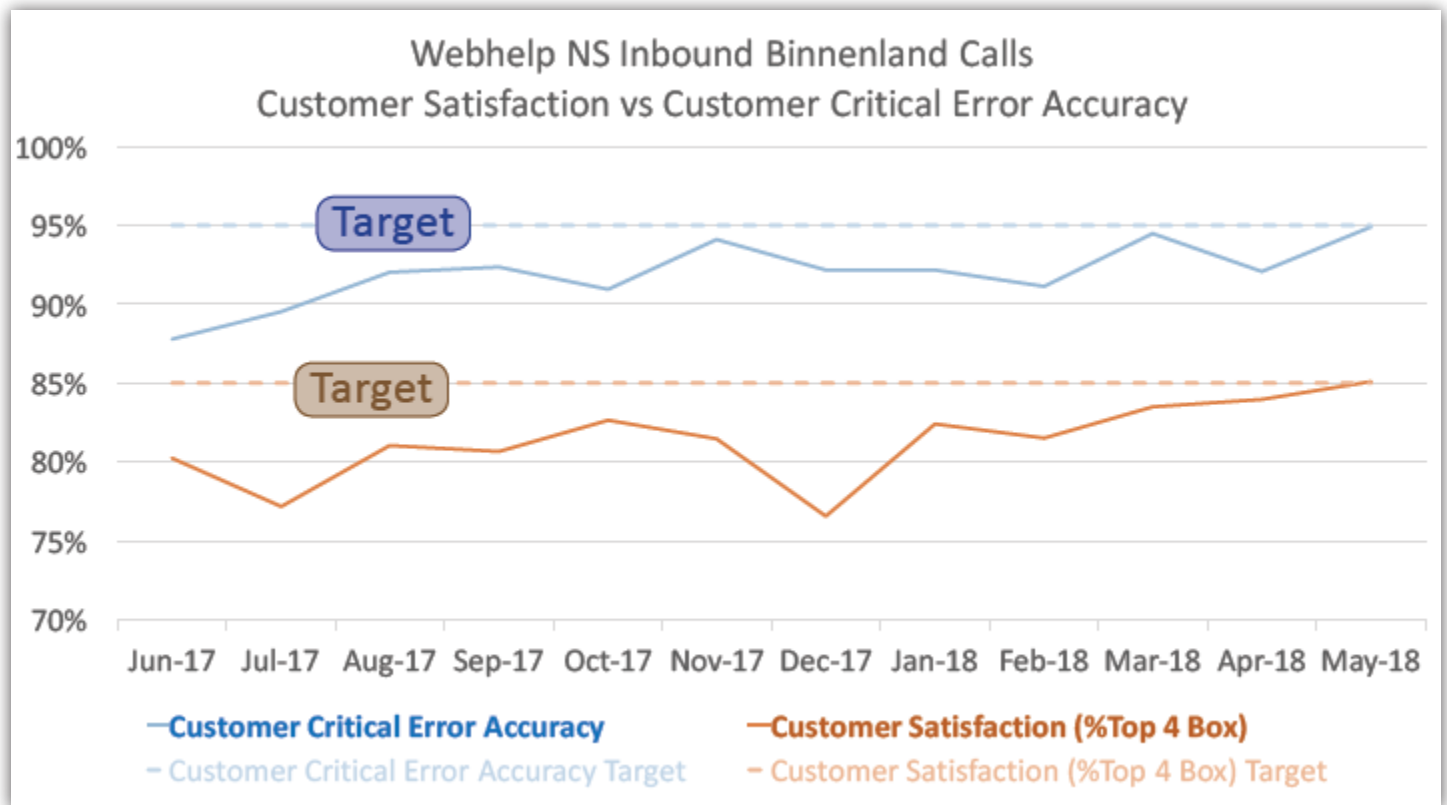- Climbed to an 85% Top Two Box CSAT result from a trailing average of 81%

Figure 1: *By implementing several of COPC Inc.'s recommendations, Webhelp was able to meet high-performing benchmark targets on a variety of metrics, including CSAT and Customer Critical Error Accuracy.*

Creating a better Chat Experience

Phone wasn't the only channel to experience improved CSAT performance. Webhelp's chat team also rallied behind COPC Inc. recommendations, turning in both impressive CSAT gains and reductions to customer dissatisfaction (DSAT). Although Webhelp's chat operations were already high-performing, measurable gains were made in key areas in the 12 months that followed COPC Inc.'s initial audit.

> **"** The 'line-by-line' approach of certification revealed unique insights and opportunities. With guidance from the team at COPC Inc., many of these opportunities morphed into priorities, with action plans to match. **"**
>
> — Theo van de Wouw,
> Business Director, Webhelp

Example #2: Chat CSAT and DSAT

Chat continues to gain in importance as a contact channel. So, it should come as no surprise that both Webhelp and NS are committed to providing the best digital experience possible for NS customers. To accomplish this, Webhelp set about ensuring the right people were in place and the right data was being gathered.

Select COPC Inc. Recommendations

- Increase chat agent skill requirements in appropriate areas
- Ensure collection of additional chat metrics
- Strengthen quality monitoring approach and improve one-to-one coaching
- Create consistency in hiring standards between chat and other channels

Results

- Already strong chat CSAT scores consistently improved and maintained
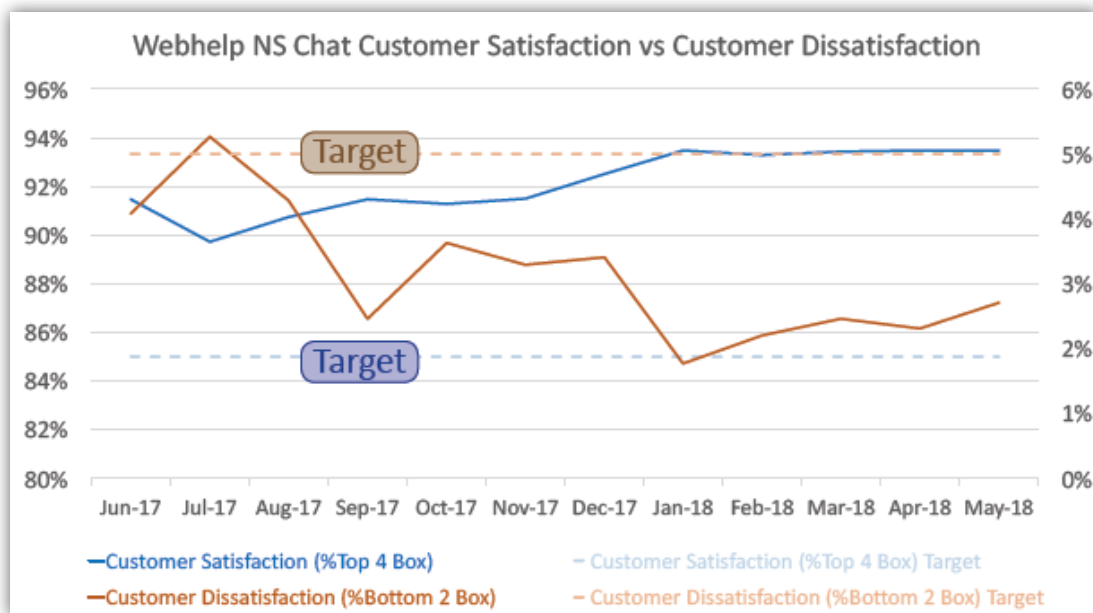- Dissatisfied customers nearly halved over a 12-month period

Figure 2: *Over a 12-month period, NS chat customers continually reported improved satisfaction scores and dramatically decreased levels of dissatisfaction.*

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.

Learn more at **copc.com**