

# Case Study: Achieving Global Excellence Through Certification to the COPC CX Standard

Energy Utility



## About The Client

Tenaga Nasional Berhad (TNB) is the largest electricity utility in Malaysia. Its core business is providing electricity to the country's businesses, homes and industries, undertaking the entire electricity production and supply value chain for its 9.3 million customers in Peninsular Malaysia.

TNB CareLine was established as a one-stop communication channel to respond to customer inquiries, and TNB turned to COPC Inc. to transform the center into a world-class operation.

## Challenge

The TNB contact center, known as TNB CareLine, was established as a one-stop communication channel for all customers. Trained customer service agents manage all calls and respond to customer inquiries, while also handling requests for service and providing assistance during power outages.

TNB's CareLine center was highlighted by TNB Distribution's management as one of their top six initiatives (also known as 6 PRIDES) to drive excellence in customer service. To achieve this level of excellence, TNB embarked on a quest to create a world-class contact center. To do this, the organization sought the help of COPC Inc.

Certification to the COPC CX Standard was viewed by TNB as necessary to ensure that the CareLine center would have a structured operational strategy aligning its people, processes and technology, resulting in improved customer satisfaction scores.

## Improvements

- Improved Customer Satisfaction results (top two box) by 22 points, from 78% to 90%
- Reduced service costs by more than 30% per transaction
- Improved Contact Resolution for billing and account services by 30 points, from 57% to 87%
- Improved Customer Critical Accuracy score by 28 points, from 30 errors in 100 transactions to just 2 errors in 100 transactions

“ Certification to the COPC CX Standard has enabled TNB CareLine to become a reference point of excellence for other departments within TNB, as well as other organizations around Malaysia. ”



— Munirah Bt Zaharudin  
TNB Customer Service  
Department Executive

# The COPC Inc. Solution

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## Discovery

COPC Inc. conducted a baseline assessment of TNB's CareLine operations, revealing that the contact center did not have the appropriate data collection and evaluation structures in place to effectively measure and manage performance. Accordingly, TNB was unable to adequately ascertain whether customer satisfaction targets were being achieved. New approaches needed to be deployed to effectively measure and evaluate the performance of people, processes and technology. This would be essential to establishing which areas were in need of improvement.

“ With the support and guidance of COPC Inc., we have now improved our contact resolution for our billing and account services from 57% to 87%. ”

## Action & Certification

Following the baseline assessment of TNB CareLine, COPC Inc. developed a Gantt style chart, conveying a detailed roadmap for how the center could achieve certification to the COPC CX Standard. Certain they could reach their goal of providing world-class service, TNB set out to follow the roadmap. Working closely with COPC Inc., TNB deployed best practices in a number of key areas, including recruiting, training and transaction

monitoring. In addition to helping TNB work through the certification roadmap, COPC Inc. also conducted management training to fill skill gaps, while also deploying a subject matter expert to develop quantified approaches to predicting demand (customers) and matching supply (staff).

As a part of TNB's progression toward certification, the organization developed ways to measure the effectiveness of their leadership, processes, people and performance. TNB defined their statement of direction, refined their business plan and set operational measurement targets. The company also developed methods for measuring the effectiveness of their change management, quality assurance program, staffing, scheduling, and vendor performance, as well as reporting and data integrity. TNB also adopted best practices when it came to recruitment, skill verification, staff performance and management of staff feedback.

During this process, a dedicated team was assigned to monitor progress and ensure that the appropriate data was being gathered and measured. Any time a metric wasn't meeting the appropriate target, analysis was undertaken to ensure corrective actions were put in place. All of these efforts culminated in a COPC Inc. certification audit, which would objectively portray the organization's progress.

### Certification Audit

A team of COPC Inc. consultants spent one week in TNB's CareLine contact centers in Kuala Lumpur and Penang. The COPC Inc. consultants listened to calls and observed staff and management as they performed their duties. COPC Inc. consultants also interviewed employees from all levels and analyzed operational data to determine trends and identify areas of success and failure.

As a result of the certification audit, TNB achieved certification for their One Stop Engagement Centre (OSEC), which handles billing and enquiries. TNB also gained certification for their Call Management Centre (CMC), which handles power outages and street lighting. TNB's non-voice unit, Social Media, which handles the Email and Facebook transactions, also earned certification.

# Post-certification Benefits

The journey to certification has indeed increased TNB's customer experience outcomes, resulting in improved customer satisfaction, reduced service costs and increased response accuracy. TNB CareLine has also been able to drastically improve their on-time email response rate, moving from a six-month average of 52% to 100% post-certification.

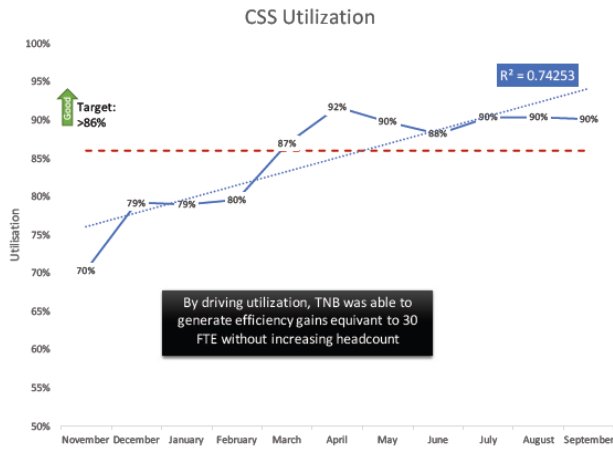


Figure 1

- TNB utilization gains were near 30%, consistently meeting or exceeding their 86% utilization target following certification.
- TNB's utilization gains helped the organization reduce service costs by more than 30% per transaction.

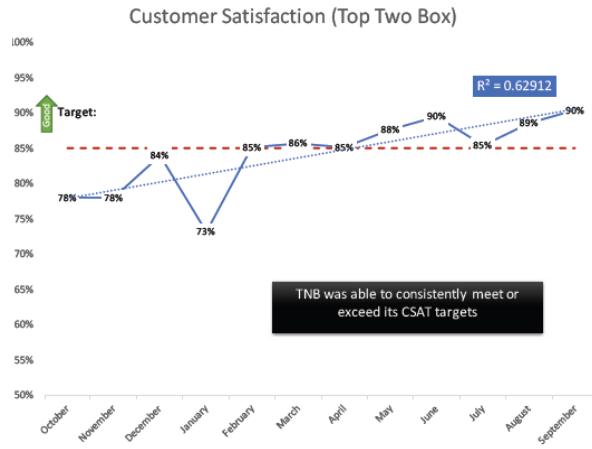


Figure 2

TNB has been able to consistently meet its CSAT targets following certification.

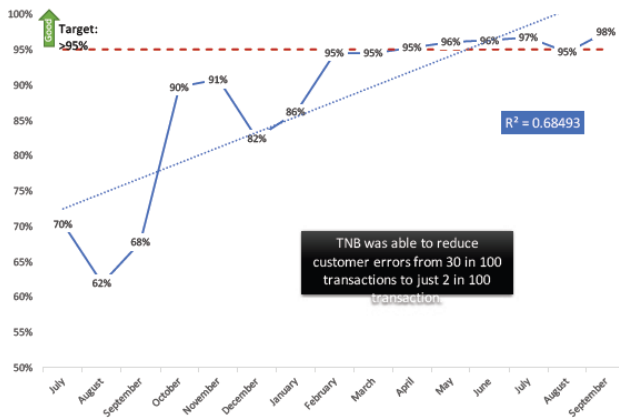


Figure 3

TNB has experienced tremendous improvements in customer critical error accuracy, evolving into an organization where customer errors are exceedingly rare events.

## 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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