CALL CENTER QUALITY ASSURANCE DRIVES EFFICIENCY AND CUSTOMER SATISFACTION

Problem. **Solved.**

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For voice, video and data service providers the call center is the front line in setting the tone for and managing customer relationships and perception. Customers are won or lost and positive or negative perceptions are earned or erased based on customers' experience with the call center. Those experiences come at a cost. Managing the call center to efficiently address customer concerns and reach the right resolution is critical to the bottom line of the service provider.

QA Improvements

- Consistent agent scoring method
- More frequent assessments
- Consistent reporting
- Training improvements
- 60% increase in CSAT
- 8% increase in First Call Resolution

The Problem: Inconsistent Management

A video and data service provider wanted to achieve more efficiency and consistency across all their multiple call centers with an eye towards a future consolidation into one center serving several markets. These call centers had been formed to service unique markets and were run, largely, independently and often based on "institutional knowledge" built up and passed down over years in each center. Key Performance Indicators (KPI) varied and corporate level reporting was not standardized. Customer satisfaction was suffering. Senior management did not trust the reports they received and sought an objective opinion to help them understand, and improve customer care operations.

The Cause: Lack of Organizational Synergy

ARRIS's first step of the engagement was a discovery process called a 360 Assessment which looks at Customer Care operations in five areas: Service Culture, Experience Management, Analytics & Technology, Processes and People. A team of two spent three days at each site and used various approaches to understand the status quo. "Side by Sides," where the consultant sits with an agent and listens in on calls, were used as well as reviews of recorded calls. Skip level focus groups were held, where agents could speak freely without supervisors in the room. The goal of these sessions was to discover the unvarnished truth about current methods and procedures. ARRIS also reviewed documented procedures with the management and Quality Assurance teams.

What we found was a lack of organizational synergy. Procedures, where they existed, were not shared across call centers and many were simply not documented. Roles and responsibilities were not standardized. The Quality Assurance teams operated independently with no corporate oversight or coordination.

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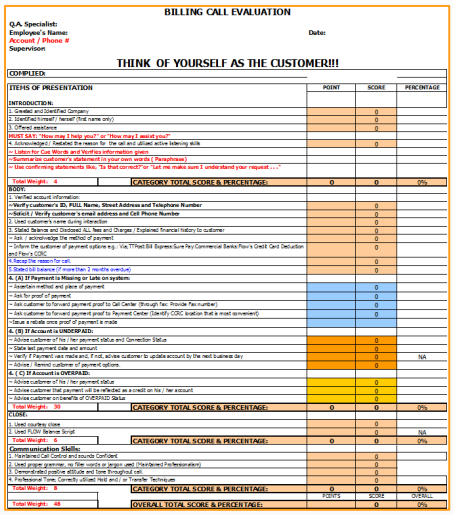
ARRIS Solution: Training and Coaching

ARRIS helped the operator restructure its QA team around the following goals:

- tracking and developing quality standards across all service-engagement fronts,
- ensuring that established processes and quality standards are followed,
- ensuring quality interactions are occurring consistently,
- leading periodic reviews, surveys and process audits to implement realignment,
- driving efficiencies to better utilize resources, and
- communication and calibration of companywide performance standards.

We developed training for the agents and supervisors on customer interaction skills and for the QA team on scoring customer calls. Working with the QA team, we developed a scorecard and recommended an increased consistency of Side by Side and Remote Call Monitoring assessments (quadrupling the number of evaluations of each agent).



BILLING CALL EVALUATION

QA Specialist:
Employee's Name:
Account / Phone #
Supervisor
Date:

THINK OF YOURSELF AS THE CUSTOMER!!!

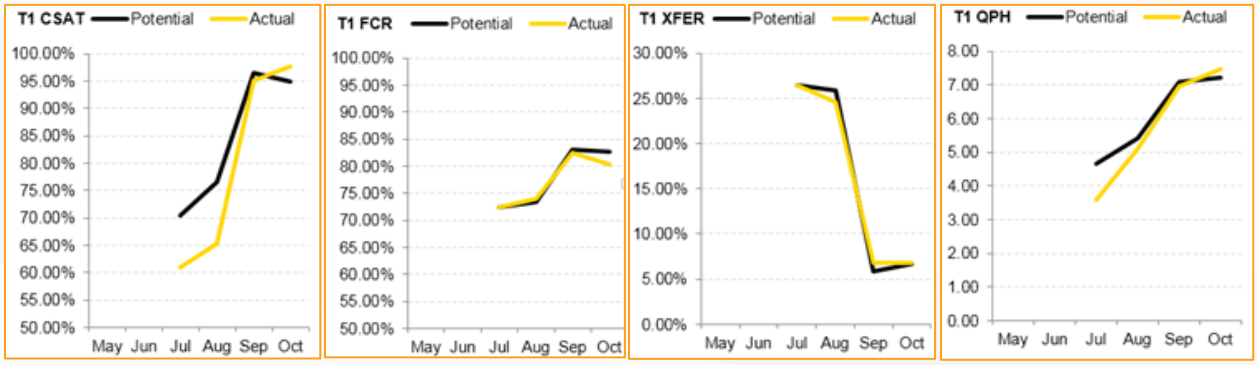
COMPLIED:

ITEMS OF PRESENTATION	POINT	SCORE	PERCENTAGE
INTRODUCTION:			
1. Greeted and Identified Company		0	
2. Identified himself / herself (first name only)		0	
3. Offered assistance		0	
MUST SAY: "How may I help you?" or "How may I assist you?"			
4. Acknowledged / Restated the reason for the call and utilized active listening skills		0	
- Listen for Cue Words and Verifies information given			
- Summarize customer's statement in your own words (Paraphrase)			
- Use confirming statements like, "Is that correct?" or "Let me make sure I understand your request . . ."			
Total Weight: 4 — CATEGORY TOTAL SCORE & PERCENTAGE:	0	0	0%
BODY:			
1. Verified account information:			
-Verify customer's ID, FULL Name, Street Address and Telephone Number		0	
-Solicit / Verify customer's email address and Cell Phone Number		0	
2. Used customer's name during interaction		0	
3. Stated Balance and Disclosed ALL fees and Charges / Explained financial history to customer		0	
- Ask / acknowledge the method of payment		0	
- Inform the customer of payment options e.g., Via; TTPast Bill Express Sure Pay Commercial Banks Flow's Credit Card Deduction and Flow's CSRC		0	
4. Recap the reason for call		0	
5. Stated bill balance (if more than 2 months overdue)		0	
6. (A) If Payment is Missing or Late on system:			
- Ascertain method and place of payment		0	
- Ask for proof of payment		0	
- Ask customer to forward payment proof to Call Center (Brought Fax. Provide Fax number)		0	
- Ask customer to forward payment proof to Payment Center (Identify CSRC location that is most convenient)		0	
-Issue a reliable once proof of payment is made			
6. (B) If Account is UNDERPAID:			
- Advise customer of file / Nav payment status and Connection Status		0	
- State last payment date and amount		0	
- Verify if Payment was made and, if not, advise customer to update account by the next business day		0	NA
- Advise / Remind customer of payment options.		0	
6. (C) If Account is OVERPAID:			
- Advise customer of file / Nav payment status		0	
- Advise customer that payment will be reflected as a credit on file / her account		0	
- Advise customer on benefits of OVERPAID Status		0	
Total Weight: 30 — CATEGORY TOTAL SCORE & PERCENTAGE:	0	0	0%
CLOSE:			
1. Used courtesy close		0	
2. Used FLOW Balance Script		0	NA
Total Weight: 6 — CATEGORY TOTAL SCORE & PERCENTAGE:	0	0	0%
Communication Skills:			
1. Maintained Call Control and sounds Confident		0	
2. Used proper grammar, no filler words or jargon used (Maintained Professionalism)		0	
3. Demonstrated positive attitude and tone throughout call		0	
4. Professional Tone, Correctly utilized Hold and / or Transfer Techniques		0	
Total Weight: 8 — CATEGORY TOTAL SCORE & PERCENTAGE:	0	0	0%
Total Weight: 48 — OVERALL TOTAL SCORE & PERCENTAGE:	POINTS	SCORE	OVERALL
		0	0%

The training department was engaged to begin working with QA regularly to assess gaps in agent performance and adjust training to address those gaps. Continuous improvement became part of the call center culture.

The Result: Customer Satisfaction Improved

After four months noticeable improvements were seen. Customer Satisfaction surveys (which had been modified to measure for the behaviors that agents were now being trained on) showed a 60% improvement in customer satisfaction (CSAT). First Call Resolution (FCR) was up 8% and the Transfer Rate (XFER) was down 20%. Quality Calls per Hour (QPH) – a composite measure that includes first FCR and Average Handle Time (AHT) was up 8%. Agents were more confident and better equipped to resolve customer concerns, resulting in more satisfied customers.



Management now had a clear and consistent view of call center performance giving them the confidence to move forward with consolidating into one center – which led to substantial Opex and Capex savings.

ARRIS – Problem. **Solved.**

For more information on Customer Care Center Consulting contact your ARRIS or channel sales representative.

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