



CASE STUDY // TELECOMMUNICATIONS

Leading U.S. Telecommunications Provider

// Customer Overview

As a leading telecommunications provider in the U.S., this COPC Inc. client conducts Customer Service Provider (CSP) and Vendor Management Organization (VMO) contact center operations, employing 35,000 call center agents and 2,000 managers. The organization operates call centers worldwide.

// Challenge

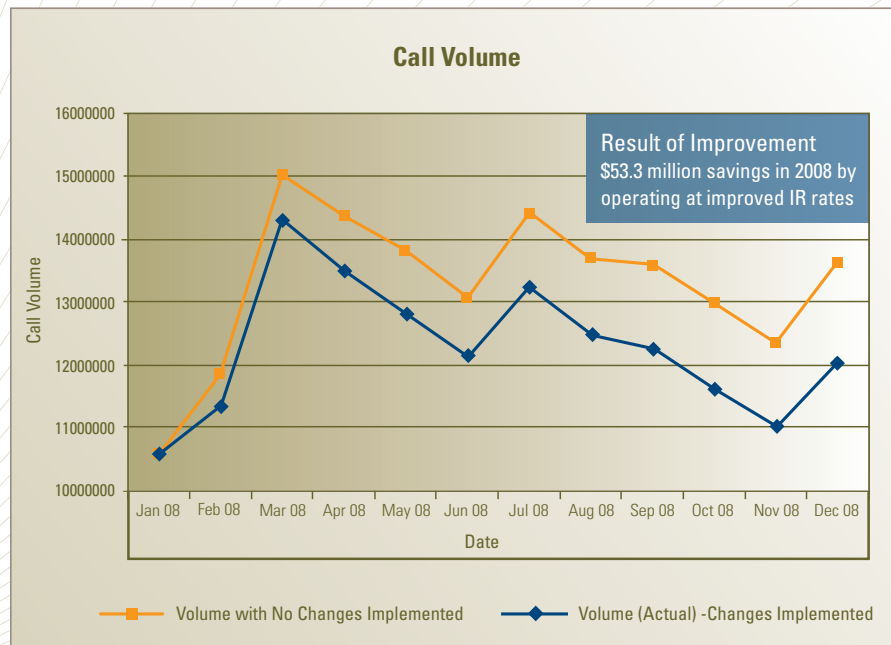
In 2007, contact center executives at the U.S. telecommunications provider were concerned the company was losing customers based on what they thought was a poor customer care experience. At the time, they didn't have an accurate way of measuring customer satisfaction (CSAT) scores and call resolution results. This was causing a flight of unsatisfied customers to other competitors. The company was also dealing with various business cultures due to multiple acquisitions and vendor sites, creating inconsistency in the delivery of customer service. The company initially turned to COPC Inc. for help improving CSAT scores, but after just a few months they empowered COPC Inc. to conduct a full VMO and CSP assessment of all contact center operations with the goal of streamlining and improving the delivery of overall customer service.

// Solution

COPC Inc. began with a Baseline Assessment of support services to the COPC-2000 VMO Standard, followed by an assessment of internal and vendor contact centers to the COPC-2000® CSP Standard. This allowed COPC Inc. to outline the gaps and weaknesses in overall performance. Before working with COPC Inc., the company had not focused on the message being delivered to customers. As a next step, COPC Inc. conducted High Performance Management Technique (HPMT) Training with 3200 management level employees. This equipped all contact center managers with consistent fundamental performance techniques and messaging, allowing them for the first time to instruct call center agents from the inside. The COPC Inc. team then worked to put procedures in place to ensure each contact center was compliant with the outlined improvement processes, including the ability to analyze and improve Quality and CSAT data. COPC Inc. also improved workforce management models, including forecasting, staffing and scheduling.

// Benefits

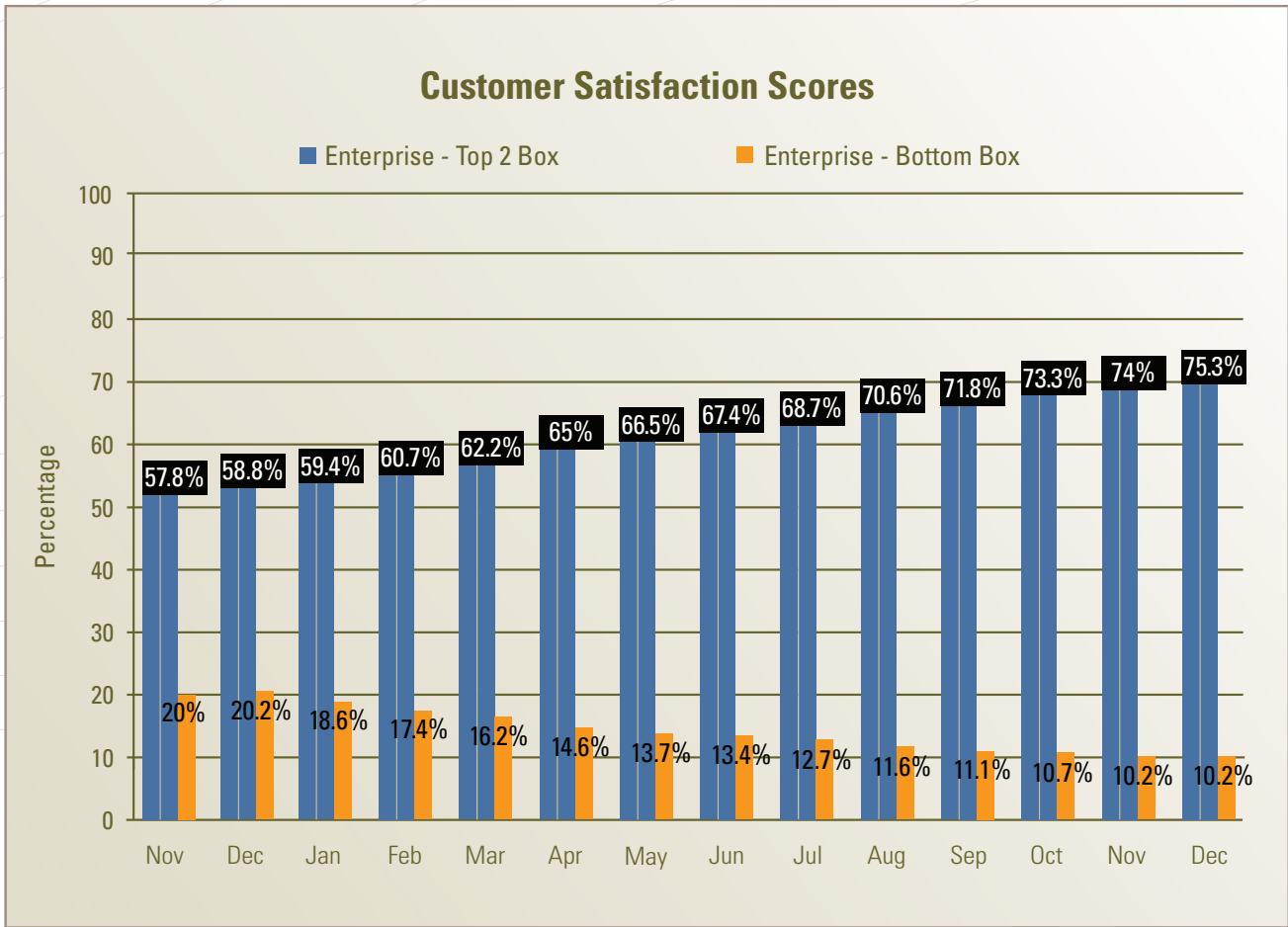
Working with COPC Inc., the telecommunications provider was able to gain more control over the processes being used to address customer issues, including messaging, first call resolution and reducing performance variation. This increased the ability of agents to address customer needs on the first call by 13.6 percentage points year over year, also leading to a 28% increase in top customer satisfaction scores. Operational gaps were reduced with a consistent model for gathering data from all contact center operations and vendors. The success of HPMT training ensured the new outlined procedures were implemented correctly across dozens of different contact center locations, maximizing performance and creating a unified company culture. COPC Inc. continues to work with this U.S. telecommunications provider to achieve VMO Process Certification and improve the overall customer service experience.



Call volume was reduced by 12 million calls in fiscal year 2008 due to improved first call issue resolution, saving client \$53 million over 1 year. (Note: volume fluctuations on the chart are due to seasonal and known events.)

Dramatic Performance Improvement:

- Return on Investment on one key performance indicator was \$66 million (Issue Resolution)
- COPC Inc. was able to identify all operational gaps between requirements set in the COPC-2000® CSP Standard and internal operations
- Issue Resolution (IR) within 12 months reduced call volume by 13.2 percentage points, which allowed the company to reduce the number of call center agents
- Top box improvement of 16.5 percentage points in one year – 28% improvement
- Bottom box reduction of 10 percentage points in one year
- Increased issue resolution from 66% to nearly 80% in one year
- 75 Vendor Managers received customer designed Vendor Manager training from COPC Inc.
- 33 employees attained VMO Certification from COPC Inc. in 2008
- 21 employees attained CSP RC Training and are now Registered Coordinators



In the first year working with COPC Inc., top customer satisfaction scores rose 28% while the lowest CSAT scores dropped nearly 10 points.

Full
Partial
None

COPC® Product Service Map
Extent COPC Inc. Services were engaged by client

COPC® CSP Standards				
1.0 Leadership and Planning	CSAT Measurement and Improvement		Recruiting, Hiring, Training and Attrition Management	2.0 Processes Implemented
4.0 Performance	Balanced Scorecard (Cascading Measures)	Project Management Office	Technology	Transaction Monitoring (Quality)
				IVR and Routing
Performance Reporting and Management (Table F)	Organizational and Operational Structure		Vendor Management Organizational Structure	Command Center and Real Time Management
Forecasting, Staffing and Scheduling	Business Review, Analysis and Root Cause Identification		Vendor Management Techniques	Vendor Selection, Contract and Negotiation
COPC-2000 VMO Standard				

About COPC Inc.

Customer Operations Performance Center Inc. (COPC Inc.) is the world’s leading authority on service-chain operations management including performance improvement for buyers and providers of customer service, customer contact center, and business process outsourcing operations. Since 1996, COPC Inc. has helped more than 1,000 organizations in 50 countries improve customer service by using the COPC® Family of Standards, the industry’s first and most comprehensive set of performance management operating models for customer service operations. Today, it remains the only performance-driven and industry-governed global best practices model that simultaneously increases both customer satisfaction and profitability. For more information, visit www.copc.com.

Customer Operations Performance Center Inc. (COPC Inc.)
 telephone // 512-225-0544
 facsimile // 512-225-0527
 email // info@copc.com

www.copc.com

Case Study // Telecommunications

©2009 Customer Operations Performance Center Inc.

CSTelecom0309