

Case Study

Communications Company Competes on Customer Experience not Cost



Challenge: Customer Experience Improvement

An American cable television company serving areas surrounding New York City was facing new competitors eating into its market share with extremely low pricing. At the same time, both the company – and the industry overall – ranked near the bottom in Net Promoter Score™ (NPS®) and customer experience (CEX).

In response, the company's CEO created a new strategy to compete based not on low cost, but on customer experience. The new approach researched the NPS of top brands outside the cable industry and challenged management to match those; to lead in delivering truly world-class customer service. Their plan specifically called on Qualfon's contact center and front-line agents to make significant advancements.

Partnering with Qualfon to manage the quality of the CEX and deliver world-class service, Qualfon was asked to listen to customer feedback and turn customer-intelligence data into a tactical plan to increase NPS. This would be done by enabling contact center managers, supervisors, and agents to more effectively respond to customers' wants and needs.



30% reduction
of customer churn



10%+ decrease
in repeat calls



70+ NPS
World-Class Client

Solution

Qualfon worked with the client to design and implement a CEX process-management system based on Six Sigma best practices and strategically designed to help each agent across the enterprise serve the personal needs of each customer. The following five-step DMAIC process outlined a strategy for success:

- **Step 1: Design** – Test calls placed into to eCommerce and Financial Service brands demonstrated the behavioral-level differences in service.
- **Step 2: Measure** – A voice-of-the-customer dashboard helped benchmark the current CEX, recognize gaps, and focus on additional skills, such as agent empathy and confidence.
- **Step 3: Analyze** – Root-cause analysis identified issues impacting service quality and allowed the team to prioritize improvement efforts.
- **Step 4: Improve** – Mutually-defined recommendations addressed root causes; a prioritized action plan was then implemented and tracked against NPS and customer experience.
- **Step 5: Control** – Quality assurance efforts provided coaching for supervisors and agents to ensure new processes were being used and implemented thoroughly.

Root-Cause Challenge	Implemented Solution
Understanding the importance and value of the customer experience	• CEO: Strong and consistent communication strategy • Enterprise-wide education program on CEX and measurement • CEX performance dashboard provided real-time visibility
A lack of customer experience-related skillsets among agents (e.g., empathy, matching communications styles)	• Skills-training program • Established an improved coaching philosophy and training process for supervisors
Agent motivation and a process to evaluate the customer experience in the contact center	• Skills-training program • Established an improved coaching philosophy and training process for supervisors
Repeat calls significantly lowered Net Promoter Scores	• A repeat-call analysis and call-summary solutions increased first-call resolution
A small group of detractors impacted the overall NPS	• High-performing agents returned customer calls to provide superior service
A high percentage of complaints about technicians being late for in-home appointments	• Changes to terminology and communications clarified procedures and decreased confusion, complaints
Changes in internal policies and processes	• A readiness team proactively communicated with customers to announce changes • Processes ensured agents were ready to effectively serve customers

Results

The Qualfon team enhanced CEX while reducing costs, resulting in a profitable ROI for the client. This partnership resulted in the client being able to compete on service rather than price. The new CEX process-management system reignited customer loyalty, lowered cost, and empowered the client to effectively defend itself against competitive threats.

Notable improvements:

- 30% reduction of customer churn, driving customer loyalty and improving value
- 10%+ decrease in repeat calls, improving CEX and increasing cost savings
- Raised client to a world-class NPS of 70+ NPS, preventing its commoditization in the industry

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