

CASE STUDY



Multi-touchpoint VOC: Worth its Weight in Gold

Executive summary

Our client, one of the largest banks in Africa, was experiencing significant flux within the industry coupled with consumer price sensitivity, sweeping digitization and relative product homogeneity. More than ever, customer experience was a key differentiator from the competition.

As Africa's largest lender by assets, the client is the leading financial service provider on the continent, however, increasing competition in the banking industry required change to continue doing so. From a Customer Experience perspective, the organisation has implemented a variety of solutions over the years, with varying levels of success. Their greatest challenge was the ability to engage their extensive customer base in a way that both related to immediacy and reliability of data.

Through the implementation of Smoke Customer Intelligence's Voice of the Customer (VOC) solution within their contact centres and branch

8.5

Million customers

600

Branches

1 200

Agents

2

Million surveys distributed

15%

Improvement in
Net Promoter® Score (NPS®)

Multi-touchpoint Voice of the
Customer (VOC)

networks, the bank has been able to obtain real-time feedback on service experiences from roughly 100 000 clients monthly.

The implementation of multi-touchpoint VOC allowed for insights on both a granular and holistic level, which created the ability to make individual and organization-wide changes, positively impacting customer experience throughout their retail division and ultimately, at every touchpoint.



The challenge

As the competitive landscape within retail banking shifts through new market entrants (including the full digitisation of services and offerings), decreasing barriers for customer movement and increasing economic pressure, our client identified customer experience as a strategic priority. The bank had a long history of customer experience programmes, but as so often happens, despite best efforts, it was delivering limited and superficial results.

The main challenges facing the existing program were resource constraints, limited interaction measurement and lack of action surrounding metrics. The team in place was only able to survey a limited number of customers, creating sample size issues, which in turn, called results into question.

Additionally, while Net Promoter® Score (NPS®) was measured, there were no clear processes in place to identify tactics to improve it, thus the NPS® was viewed as a “bad news item” and not a trigger for action. The organisation understood that it needed a partner that could help it achieve real-time, reliable feedback across its customer base at various touchpoints.

Furthermore, they sought a solution that would enable the identification of areas for improvement. The Bank found just that in our VOC Platform, Eyerys.

The solution

“Every day we’re saying, ‘How can we keep this customer happy? How can we get ahead in innovation by doing this, because if we don’t somebody else will’” - Bill Gates

In the contact centre, a post-call Interactive Voice Response (IVR) system was implemented, allowing agents to transfer customers to a survey at the end of each call. The survey questions were designed to elicit feedback on both the agent's performance and overall experience. The data gathered not only facilitated escalations and service recovery but enabled improvement strategies and interventions which improved both agent performance and overall customer experience. Within the branch network, Eyerys' email and SMS surveys were utilised. Triggers were set up through system integration, whereby a branch transaction would initiate a post-interaction survey to the customer. Within both environments, real-time feedback allowed the organisation to implement

more effective service recovery actions.

Thanks to the widespread implementation of the Eyerys feedback solution, insights were based on statistically sound sample sizes, leading to increased levels of trust in the data. This new-found trust led to a desire for action, which was facilitated through root-cause analysis conducted on low-scoring results.

Through Smoke CI's data insight and verbatim response analyses, the bank was able to identify areas of concern, together with key drivers of experience. Leading to the implementation of niche, targeted interventions which created positive momentum in all key metrics.



Winning ways

Real-time customer feedback across multiple touchpoints creates an agile VOC. Interactive where every client has a voice and that voice impacts business decisions.

The power of VOC is not simply asking questions, it's about the ability to react swiftly and effectively.

Banking on customer experience

Over the years of partnership, Smoke^{CI} has been providing the bank with a VOC Solution that allows them to consistently engage their customers, recover from failures and improve service delivery at key touchpoints.

Owing to EYERYS, the bank's VOC programme had evolved from a lagging, narrow-reaching programme to a fully embedded process; listening to more than 100 000 customers per month.

The aggregation of data across multiple touchpoints allowed the bank to better understand the experiences across their entire customer journey, down to an individual transaction.

The real-time nature of the solution resulted in an immediate improvement in holistic customer experience. Within the contact centre environment, agent knowledge and system access were identified as root causes of low satisfaction within the first month of the project. Thanks to the nature of EYERYS' reporting, the organisation was able to implement targeted training for individual agents, resulting in greater knowledge uptake and lowered training costs.

Various initiatives were implemented to ease system and process bottlenecks increasing First-Call Resolution (FCR) and both customer and employee experience.

Within the branch network, similar results were achieved. Individual branch managers were now able to hone in on specific challenges within each branch, and target these with solutions, be these training, process improvements or other factors.

What began as a VOC Solution for two touchpoints only, evolved into a full customer journey project. Smoke^{CI} has partnered with the bank to understand the unique process and drivers at each critical step across the bank's numerous touchpoints and divisions.

From bespoke feedback solutions for prestige clients to online and mobile interactions, EYERYS delivered surveys entirely suited to each interaction or transaction. As the bank continues its customer experience journey, EYERYS and Smoke^{CI} continue to provide it with the necessary tools, data and insights to guide decisions and action. Creating an environment of both continuous improvement and robust customer experience.

- Root-cause analysis
- Close-loop feedback
- Automated escalation
- Real-time feedback
- Multi-touchpoint VOC
- 15% improvement in NPS®
- Focused improvements

Thank you.

To discuss how to get the best results from your surveys, speak to a CX Expert today.

marketing@smokeci.com | www.smokeci.com



 [Contact us](#)

