

SMOKE

AVAYA

DEVCONNECT
TECHNOLOGY PARTNER



Avaya Contact Centre

Customer Feedback as a Cost Saving Lever



3700 contact
centre agents



8% increase in FCR



187 mil customers



\$4mil operational
cost saving



22 countries



13% increase in CSAT

www.smokeci.com

Executive Summary

As one of the biggest global Mobile networks, our client operates in a highly competitive and homogeneous industry where customer experience is the leading enabler of market share.

While the organisation competes successfully, their Avaya contact centre was plagued with repeat calls and escalating costs associated with call volumes.

When traditional efficiency strategies within the contact centre failed to curb the problem, the organisation turned to Smoke Customer Intelligence's feedback solution. Through the integration of our Avaya certified Voice of the Customer programme the organisation was able to understand the causes of repeat calls and action change.

Increased response rates thanks to auto-transfer, results linked to specific agents, and real-time case management allowed them to understand more customers, manager agent performance and close-the-loop with any customers who were dissatisfied. Thanks to the partnership, the organisation was able to improve first call resolution by 8%, CSAT by 13% and decrease costs by \$4mil.



“If you want a customer for life, the first thing you should do is make it easy for them.

~Sarah Lubbe
Head of Client and Marketing

The Challenge



The organisation operates a large Avaya contact centre, with more than 3500 agents servicing a customer base well in excess of 180 million subscribers. The mammoth operation was, however, struggling with inefficiency and low customer satisfaction levels, primarily because customers would have to contact them a much six times before an issue was resolved.

This first-call resolution rates not only led to relatively high customer churn-rates but thanks to the volume of inbound calls received on any given day, required a substantial increase in contact center headcount. This every increasing headcount, together with ongoing training implemented in an attempt to improve performance drove costs upward, with muted results. Despite the additional expense, the organisation saw no marked improvement in performance or satisfaction.

The mobile provider swiftly realised that an innovative solution was required to understand where and when service failures were occurring to optimise contact center performance and make a positive impact to customer experience, and they found just that in the Smoke Customer Intelligence VOC platform, Eyerys.

Eyerys is the only omni-channel feedback solution that is Avaya DevConnect certified and so its implementation was easy and effective for the leaders looking to make a real impact in their Avaya contact centre.

The Solution



After a seamless integration into the mobile providers Avaya system, Smoke Customer Intelligence worked closely with leaders to assist them in understanding the root-causes of poor service.

The initial objective was to decrease the need for repeated contact from customers. An SMS survey was initiated via Eyerys to any customer who had contacted the organisation twice in a 6-hour window. The survey enquired as to whether their issue had been resolved and offered a call back system. The call back request required that the customer specify under which category their problem fell, allowing the organisation to match expertise with customer need. Eyerys immediately escalates call-back requests to the relevant department, enabling correctly skilled agents to handle each specific case. Once the agent has contacted the customer and resolved the issue, they close the escalation in Eyerys, specifying a reason code for each. Thanks to this matching of an issue to skill, the organisation was able to rapidly decrease the number of times a customer needed to call in to resolve an issue.

Furthermore, thanks to the reason code capturing, Eyerys business intelligence translated VOC data into reports that highlighted areas for improvement. The organisation is also given a very clear view of their customer experience thanks to the on-going real-time analysis being conducted at every contact center interaction. Built-in role-based reporting provides each individual with a view of the information relevant to them. Team leaders can review team performance; management is able to understand contact center performance and the C-suite can make informed decisions as to cost allocation within customer service departments.

Counting the Benefit of Voice of the Customer

Over the four-year partnership, Smoke Intelligence has built a VoC solution that is wholly suited to the mobile network's Avaya contact centre, not only helping them reach their strategic objectives, but also enabling a saving of more than \$4mil to date.

Thanks to the real-time availability of information regarding contact center performance the organisation was able to improve first call resolution rates by 8% as well as decreasing repeat calls by 15%, all the while improving their customer satisfaction by 13%.

Thanks to Eyeris's escalation management, customers experience rapid responses to any unresolved query, without having to initiate repeat calls into the contact centre. More powerful, however, is the aggregation of reasons for service failures that uncovered root-causes of customer dissatisfaction and allowed the organisation to create niche, personalised training focused on individual agents' weaknesses. The ability to provide specific coaching, in the moment, to agents, allowed the organization to save thousands in training costs and saw a marked improvement in the effectiveness of their training programmes within the contact center. As this training gains traction, fewer and fewer customers require a second intervention, driving lower call volumes into the contact center, which to-date has translated in an 18% decrease in headcount, as trained customer service employees are redeployed to other touchpoints within the organisation.

Following on the successes achieved within the Avaya contact center the organisation has embarked on an omnichannel VOC programme with Smoke CI that will encompass the end-to-end customer journey through branches, mobile applications, their website and their outsourced call centers.

In line with this strategy, we have built a robust company journey map that outlines moments-of-truth for each interaction through each channel. This mapping has been translated into a bespoke VOC solution within the Eyeris platform, enabling multi-channel customer feedback and providing business intelligence relevant to each node within the customer journey. Thanks to its partnership with Smoke CI, the Mobile Giant understands its customers better, can differentiate on customer experience and continues to uncover opportunities for cost savings through continuous improvement.



Avaya Integration



Real-time VOC



Automated escalation



Close-loop feedback



Role based reporting