

CALL CENTER QUALITY ASSURANCE  
DRIVES EFFICIENCY AND CUSTOMER  
SATISFACTION

Problem. **Solved.**



# CALL CENTER QUALITY ASSURANCE DRIVES EFFICIENCY AND CUSTOMER SATISFACTION

## Problem. **Solved.**

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.

### **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.

## QA Improvements

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

## 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.

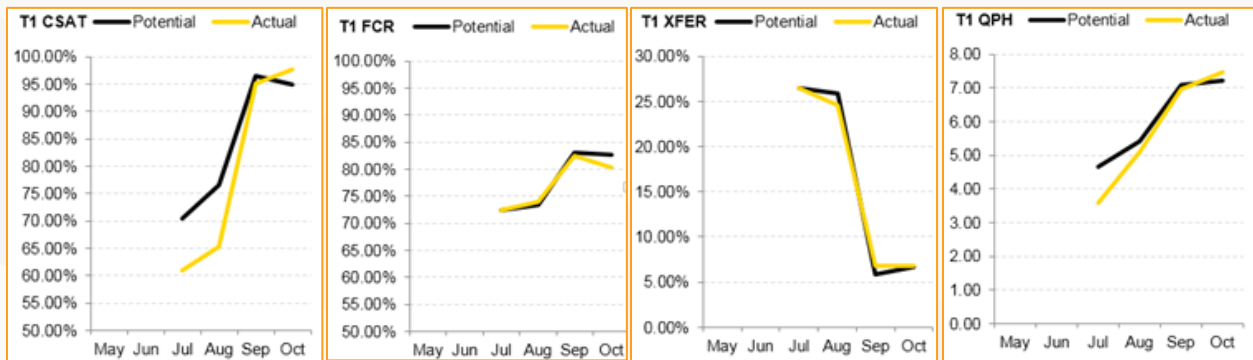
We developed training for the agents and supervisors on customer interaction skills and for the QA team on scoring customer calls. Working with the QA team, we developed a scorecard and recommended an increased consistency of Side by Side and Remote Call Monitoring assessments (quadrupling the number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

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.

BILLING CALL EVALUATION			
QA Specialist: Employee's Name: Account # Phone # Supervisor:	Date:		
<b>THINK OF YOURSELF AS THE CUSTOMER!!!</b>			
DESCRIPTION	POINT	SCORE	PERCENTAGE
<b>STATE OF PRESENTATION</b>			
<b>INTRODUCTION</b>			
1. Greeting and Identification	0	0	0
2. State of account (name of service)	0	0	0
3. Offered assistance	0	0	0
<b>PROBLEM STATEMENT</b>			
4. Identified the reason for the call and offered alternative solutions	0	0	0
5. Offered alternative solutions to the problem	0	0	0
6. Summarized customer's problem to your own words (Paraphrase)	0	0	0
7. Did you confirm understanding of the problem? (Did the customer understand your request?)	0	0	0
<b>Total Weight: 4</b>	<b>CATEGORY TOTAL SCORE &amp; PERCENTAGE:</b>	<b>0</b>	<b>0</b> %
<b>BODY</b>			
<b>Verify customer's ID, Full Name, Street Address and Telephone Number</b>			
1. Verify customer's email address and Cell Phone Number	0	0	0
2. Used customer's name during interaction	0	0	0
3. Used Service and Support by Name and Support Experience feature history to customer	0	0	0
4. Ask / acknowledge the nature of problem	0	0	0
5. Confirm the customer or agent's name by using Third-Party Support Key Conversion from a Small Call Decision and Plan a CDG	0	0	0
<b>CDG (If Applicable)</b>			
1. State CDG reason of problem (3 reasons max)	0	0	0
2. CDG (If Applicable) Meeting or Later system	0	0	0
3. Assesses method and place of payment	0	0	0
4. State type of payment	0	0	0
5. Ask customer to forward payment proof to Call Center (through Fax, Provide Fax number)	0	0	0
6. Ask customer to forward payment proof to Support Center (Identify CDG location that is most relevant)	0	0	0
7. State a suitable proof of payment	0	0	0
<b>CDG (If Account is UNDISP/ADD)</b>			
1. State customer of the fee payment (Date and Connection Status)	0	0	0
2. State net payment date and amount	0	0	0
3. Verify if payment was made and if not advise customer to update account by the next business day	0	0	NA
4. Verify Service customer of payment status	0	0	0
<b>CDG (If Account is OVERDUE)</b>			
1. State customer of the fee payment (Date)	0	0	0
2. State customer of the payment (Date and Connection Status)	0	0	0
3. State customer of the payment (Date and Connection Status)	0	0	0
4. State customer of the payment (Date and Connection Status)	0	0	0
<b>Total Weight: 18</b>	<b>CATEGORY TOTAL SCORE &amp; PERCENTAGE:</b>	<b>0</b>	<b>0</b> %
<b>CLOSURE</b>			
1. Used positive tone	0	0	0
2. Used FOCUS feature Smart	0	0	NA
<b>Total Weight: 2</b>	<b>CATEGORY TOTAL SCORE &amp; PERCENTAGE:</b>	<b>0</b>	<b>0</b> %
<b>Communication Skills</b>			
1. Maintains Call Control (Ownership)	0	0	0
2. Used proper grammar, as the words to go with (Ownership/Responsibility)	0	0	0
3. Demonstrated professional and courteous behavior	0	0	0
4. Transferred time, correctly called and used Transfer technique	0	0	0
<b>Total Weight: 4</b>	<b>CATEGORY TOTAL SCORE &amp; PERCENTAGE:</b>	<b>0</b>	<b>0</b> %
<b>Total Weight: 24</b>	<b>OVERALL TOTAL SCORE &amp; PERCENTAGE:</b>	<b>0</b>	<b>0</b> %



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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