

## The Challenge

The global computer hardware manufacturer operates over 20,000 sales, customer care, and technical support agents across North America, Central America, Philippines, India, Japan, Australia and EMEA.

Their customer service reputation and customer satisfaction rating as measured by the American Customer satisfaction Index (ACSI) had been declining. However this decline was not evident in their own quality scores and customer satisfaction survey results. Their challenge was to arrest the decline in external scores and to improve customer satisfaction for two newly launched premium priced products.

## Key Points

- Focus on 'Moving the needle' on customer satisfaction
- Implemented ResponseTek CEM Enterprise Feedback solution to gather and drive action from the Voice of the Customer
- New Contact Centre Performance Management processes and systems using the Merced Performance Suite
- Wiki based knowledge sharing tools to replace unused and out of date centralised company knowledge bases and agent run 'rogue' databases.

## The Results

As a result of the operational improvement programme, a 10% point increase in customer satisfaction was achieved. Agent engagement increased substantially, and Voice of the Customer feedback was used to change the approach to subsequent project launches to improve the customer experience.

Adoption of the wiki based knowledge sharing tools expanded rapidly improving the consistency and quality of the solutions and advice agents were able to offer to customers

## Our Solution

LimeBridge was engaged to analyse their customer satisfaction measurement systems and contact centre operations to 'move the needle' on their customer satisfaction performance.

We conducted a benchmark of both internal and external best practice as well as side-by-side observations, speech analytics on recorded calls and dissection of the routing IVR and knowledge bases. We conducted a gap analysis across 24 customer contact tools to identify the gaps that were having the biggest impact on customer satisfaction.

We identified that the internal quality and customer satisfaction monitoring methodologies were producing biased results. Home grown 'rogue' knowledge bases were bypassing the company sponsored knowledge bases and agent metrics were dominated by speed and productivity.

We mapped out and implemented an intensive operational improvement programme over 12 months which had the following components:

- ▶ A revamped customer satisfaction measurement processes and methodology using the ResponseTek:CEM solution
- ▶ A balanced scorecard based performance management process and system using the Merced Performance Suite
- ▶ A Wiki based knowledge sharing application to replace the unused knowledge bases and to build on the success 'rogue' databases that existed
- ▶ Repaired contact routing IVR systems