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CASE STUDY

RETAIL VERTICAL

FIRST-CLASS
CX DOMAIN
EXPERTISE

Using Call Driver Analytics to Improve the Overall Quality of Customer Care



THE CHALLENGE

A popular international retail chain felt as though the quality of its customer service was letting the brand's reputation down.

They knew that customer care was paramount to ensuring the ongoing growth of the chain - a high level of satisfaction amongst consumers and the belief that they are being taken care of is what keeps a supermarket's branding synonymous with quality products and a trustworthy, ethical place to shop at.

Its customer care provisions needed general improvement across the board. A wide range of areas needed to be improved upon, in order to achieve more efficient service across the board. As such, the company sought to achieve this higher standard of customer care by focusing on working to handle customer interactions in a shorter amount of time (thereby resolving customer queries faster) and reducing the overall number of customer interactions that took place.

THE APPROACH

This company decided to enlist the support and experience of RCX to find the best way to achieve an improvement in both the efficiency and experience of the customer care services that it offered to its customers.

In order to identify the key inhibitors that were restricting the company's levels of efficiency, RCX conducted a Six Sigma Project, undertaking a thorough call driver analysis in order to identify the call type with the longest handle time. This way, we were able to isolate the calls that were the biggest culprits contributing to the company's overall inefficiency.

In addition, other modes of analysis were undertaken, including an assessment of the performance of different advisors and outliers. In doing so, this information could be used to create targeted training for employees - this far more nuanced, thorough form of training provided detailed

instructions to fulfill the needs of specific call types.

In order to lay the foundations for more efficient customer care, a new K-Base was designed for the client, which enabled them to respond to customers faster. Alongside this, a new quality monitoring scorecard was developed and introduced into the workflow practices of the organization, which enabled managers to more closely monitor the various achievements and difficulties that their teams were experiencing.

THE RESULTS

The benefits of undertaking this far more considered approach to reviewing customer care were almost immediate - remarkable improvements could be seen across the board, and the client was left satisfied in the knowledge that all of their goals were successfully met.

The efficiency of the supermarket chain's customer care was markedly boosted by these efforts. One of the clearest indicators of this was the fact that, after the new K-Base was implemented and the new training put in place, the company's AHT (Average Handling Time) dropped sharply,

from 180 to 150 seconds. Not only did this decline in AHT provide the customers with a far more satisfactory quality of care, but it also meant that the amount of effort necessitated by customer care decreased by 25%.

Alongside improvements in the efficiency of customer care, the targeted employee training and quality monitoring scorecard system led to a decrease in the number of repeated calls from customers by a staggering 40%. This marked improvement in customer care efficiency equated to an incredible monthly saving of \$30,000 for the business. The employees themselves also felt the benefits of this new and improved system - the level of customer care improved, employees felt more confident in their roles and saw that the customers themselves were happier, too, which meant that the company saw its rates of employee satisfaction rise by 15%.

10%

**AHT
DROPPED
SHARPLY**

25%

**DECREASED
IN CUSTOMER
CARE EFFORT**

40%

**DECREASED
IN REPEATED CALLS
FROM CUSTOMERS**

15%

**INCREASED
RATES OF EMPLOYEE
SATISFACTION**



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