



CASE STUDY

CHAIN OF QUICK SERVICE RESTAURANTS

FIRST-CLASS
CX DOMAIN
EXPERTISE

Determined Team who During the Pandemic Uplifted a Leading American Chain of Quick Service Restaurants' CX in Only 10 Months

The client is a leading American chain of quick service restaurants in the UAE. It is one of the biggest and most recognizable brands in the world and considered the leader in the quick service restaurants (QSR) across the region.

Today it has more than 185 restaurants and over 4000 employees. In recent years, the stores have seen growth from 5 to 10 percent each year. Each branch has over 1,500 transactions daily. It is committed to the quality of the products it serves at each restaurant and maintains an active social responsibility agenda.

RAYA CX assigned 130 members and operation manager to lead the account with 7 team leaders. The agents provide support in English and Arabic languages for inbound calls, website and Talabat (online ordering app) orders.

THE CHALLENGES

The key challenge for the team was to uplift during the pandemic a leading American chain of quick service restaurants' CSAT scores and QA in only 10 months.

The pandemic created many challenges that affected the team, industry, and client's process. So, having to adapt and remain safe was the main challenge. Additionally, the principal challenges were high attrition rates, quality achievements that were never met, an unhappy client, very low CSAT scores, and demotivated agents.

A. High Attrition Rates Leading to Low CSAT Scores and QA

Employees working on the account were demotivated due to a high workload and lack of communication from management.

B. Unmet KPIs

Employees were underperforming and all KPIs were not met due to the unequally distributed workload and unforced errors.

C. Low CSS

The client was not satisfied with the attrition number. This attrition forces the hiring of new agents that make mistakes and have high AHTs due to the normal learning curve of a new hire. This reflected through low CSAT scores, bad customer experience, company performance, and negative brand image.

The client also wanted more transparency and communication from RCX's end.



| 2020 | | | | | | | | | | | | | |
|-----------|--------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Metric | Target | Jan-2020 | Feb-2020 | Mar-2020 | Apr-2020 | May-2020 | Jun-2020 | Jul-2020 | Aug-2020 | Sep-2020 | Oct-2020 | Nov-2020 | Dec-2020 |
| Attrition | 5% | 14.56% | 7.62% | 7.96% | 9.71% | 13.22% | 9.17% | 12.60% | 3.08% | 0.91% | 0.88% | 7.29% | 6.54% |



| 2021 | | | | | | | | | | | | |
|-----------|--------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|--|
| Metric | Target | Jan-2021 | Feb-2021 | Mar-2021 | Apr-2021 | May-2021 | Jun-2021 | Jul-2021 | Aug-2021 | Sep-2021 | Oct-2021 | |
| Attrition | 5% | 10.53% | 2.97% | 16.67% | 14.41% | 3.38% | 2.16% | 3.24% | 4.21% | 6.3% | 4.15% | |



| Metric | Target | Jan-2021 | Feb-2021 | Mar-2021 | Apr-2021 | May-2021 | Jun-2021 | Jul-2021 | Aug-2021 | Sep-2021 | Oct-2021 |
|--------|--------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| AHT | 155 | 149.39 | 155.07 | 150.64 | 160.78 | 163.72 | 154.64 | 150.86 | 152.96 | 150.32 | 147.20 |

| Metric | Target | Jan-2021 | Feb-2021 | Mar-2021 | Apr-2021 | May-2021 | Jun-2021 | Jul-2021 | Aug-2021 | Sep-2021 | Oct-2021 |
|--------|--------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| GC | 75% | 67.49% | 66.24% | 60.62% | 60.90% | 55.55% | 52.87% | 53.07% | 61.42% | 65.33% | 68.10% |

| | | | |
|-------|-------|-------|-----|
| AVG | 153.6 | AVG | 0.6 |
| AVG/6 | 25.6 | AVG/6 | 0.1 |
| STDEV | 5.2 | STDEV | 0.1 |
| VSF | 0.2 | VSF | 0.6 |

THE APPROACH

There were 3 main goals that RCX set out to achieve. Firstly, they needed to achieve the unmet KPIs. Secondly, they had to gain client satisfaction and thirdly, employee satisfaction.

The benefits were clear that if RCX maintained employee attrition their client and customer satisfaction would increase. The employee's learning curve would be shorter and performance better, which leads to achieving KPIs and of course leads to the client's satisfaction.

By focusing on building the team up, the newly appointed operation manager and account manager successfully turned around the client's story to a successful one. Lowering attrition numbers was key through having biweekly meetings with agents and weekly meetings with team leaders.

The leadership model utilized was GROW, which stands for goal, current reality, option/obstacles and will/way forward. It focuses on people management, continuous growth and appreciation, which creates loyal employees who do their very best every day.



GOAL

**WHAT DO YOU
WANT TO ACHIEVE?**



REALITY

**WHERE ARE
YOU NOW?**



OBSTACLES

**WHAT IS IN
YOUR WAY?**



WAY FORWARD

**WHAT ARE THE NEXT
STEPS MOVING FORWARD?**

The focus groups were the main way the agents' needs were identified and understood. Gathering the data and analyzing it to see what could be implemented and what could become a long-term plan. This open communication channel made way for best practices and creative ideas to be shared with the client giving them added value.

Due to this, the client also has changed and evolved. This has pushed all parties to reach an optimal customer experience.

The target was to achieve client satisfaction and KPIs in a short period. The timeframe was only 6 months of continuous improvement and there was no budget put towards the initiative.

The lack of budget was a challenge but also an opportunity to create employee loyalty without added compensation. The key factor was motivating employees through creating open communication channels, a positive work environment and solving workload issues.

THE SOLUTION

The operations manager utilized the 6 Sigma DIMAC process. Firstly, the operations manager had to identify the issues with the team.

This prompted focus groups with different agents each week, thus covering 100% of the team. The data was collected, and a plan was put to solve the internal issues first. For the first time, the site manager was keen to hear what all members had to say.

This had a strong positive impact on the team because they felt they were heard. Q1 the attrition was up to 25% and then lowered to 6%-7%. The account throughout the year would change 100% of their headcount. One main issue was a heavy workload due to understaffing, so management worked on a capacity plan with workforce.

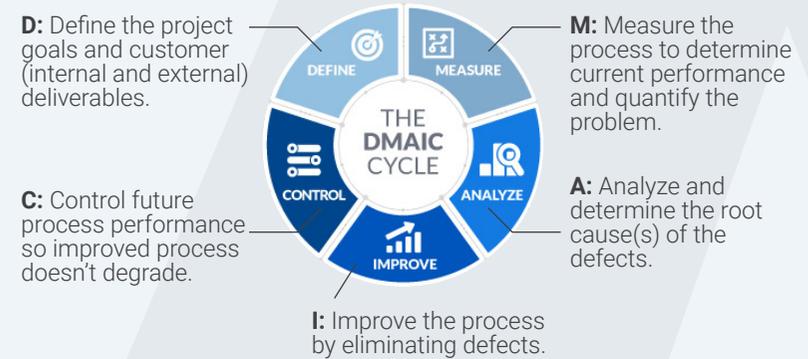
The training teams were then involved with training the new back-to-back batches and the understaffing issue was resolved. This created a positive effect on the team. Their workload was equally distributed, and they were now sure their voices were heard. An initiative was put into place called Meet the Management where focus meetings were held with agents.

These are still held till today but on a quarterly basis. Through a new training program 80% of head count in 2021 had completed a full year on the account while

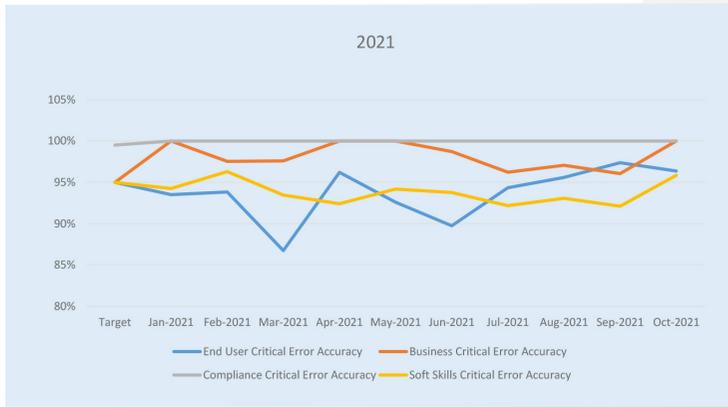
20% were for back filling. Due to the low attrition, the operation manager cancelled 3 hiring batches that were part of the capacity planning.

A main challenge arose, COVID-19 that had the safety of employees in jeopardy and customer order numbers went down. To solve employee safety issues a digital WFH program was instated, and the client worked on customers' awareness of food safety at branches.

THE SIX SIGMA DMAIC IMPROVEMENT PROCESS



| Metrics | Target | 2021 Results | | | | | | | | | |
|-------------------------------------|--------|--------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | | Jan-2021 | Feb-2021 | Mar-2021 | Apr-2021 | May-2021 | Jun-2021 | Jul-2021 | Aug-2021 | Sep-2021 | Oct-2021 |
| End User Critical Error Accuracy | 95% | 93.51% | 93.83% | 86.75% | 96.20% | 92.59% | 89.74% | 94.34% | 95.59% | 97.37% | 96.36% |
| Business Critical Error Accuracy | 95% | 100.00% | 97.53% | 97.59% | 100.00% | 100.00% | 98.72% | 96.23% | 97.06% | 96.05% | 100.00% |
| Compliance Critical Error Accuracy | 99.5% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| Soft Skills Critical Error Accuracy | 95.0% | 94.25% | 96.30% | 93.46% | 92.41% | 94.18% | 93.77% | 92.18% | 93.07% | 92.11% | 95.84% |



| Metrics | Target | 2020 Results | | | | | | | | | | | |
|-------------------------------------|--------|--------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | | Jan-2020 | Feb-2020 | Mar-2020 | Apr-2020 | May-2020 | Jun-2020 | Jul-2020 | Aug-2020 | Sep-2020 | Oct-2020 | Nov-2020 | Dec-2020 |
| End User Critical Error Accuracy | 95% | 93.94% | 95.80% | 95.89% | 97.06% | 95.31% | 92.06% | 92.59% | 94.12% | 93.29% | 94.34% | 98.21% | 97.17% |
| Business Critical Error Accuracy | 95% | 95.15% | 95.80% | 95.21% | 97.06% | 94.58% | 95.24% | 99.38% | 97.65% | 97.56% | 98.18% | 97.32% | 98.11% |
| Compliance Critical Error Accuracy | 99.5% | 100.00% | 100.00% | 100.00% | 100.00% | 99.28% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| Soft Skills Critical Error Accuracy | 99.5% | 96.54% | 96.80% | 95.89% | 95.59% | 95.62% | 96.60% | 97.27% | 95.71% | 96.25% | 95.52% | 96.43% | 94.20% |



The second phase involved the client with management working towards customer satisfaction. RCX had to also work on the client's satisfaction and corporate KPIs even if out of scope to exceed the client's expectations including delivery and high-volume branch issues. In addition, their conversion order rate at the beginning of the year was at 50% now it has reached 85% while the client's target was only 75%. RCX changed the outdated training agenda. They also tackled the waste food issue, which used to cost RCX around 4,000 dirhams a month now it is down to only 600-700 dirhams a month.

In Q1 2021, the client had given a 2 (dissatisfied), which jumped the following quarter to a 4 (satisfied). This prompted the operations manager to share this great

achievement to motivate the team. It was the first time, since the client joined in 2017, to give a satisfied score.

The client satisfaction and KPI's were achieved and then employee satisfaction survey results showed a noticeable increase. However, another challenge arose where agents working for 2 years were unmotivated and wanted a clear career path, which brought the L&D team's involvement. This led to their enrollment in the RCX ARISE program, which prepares agents to become team leaders. Many agents developed well and were chosen as team leaders in other projects.

RCX wanted to measure CSAT, however the client didn't have the budget, which led to RCX carrying it out on their

own according to COPC standards. The results were a top to box score of 4-5 and a bottom box score of 1. Furthermore, 65% were satisfied to very satisfied while 32% were dissatisfied and 3% were neutral.

The third phase, after receiving the positive CSAT scores, brought the QA team's involvement. The QA's aim was to increase the QA scores and meet the top to box and bottom to box objectives. Internally, QA heard all the calls who scored 1-3 to coach agents accordingly. Scores shifted positively and IT/process issues were found and escalated to client.

| | Q1-2020 | Q2-2020 | Q3-2020 | Q4-2020 | Q1-2021 | Q2-2021 | Q3-2021 |
|----------------|---------|---------|---------|---------|---------|---------|---------|
| CSS UAE | 2 | 2 | 3 | 3 | 3 | 4 | 4 |
| Target | 4 | 4 | 4 | 4 | 4 | 4 | 4 |



IMPACT AND BENEFITS

The impact and benefits of the initiative are numerous. The main impact and benefits are the much-stabilized operations, 90% of the KPIs were met and improve on a monthly basis. In addition to many benefits that were not even foreseen.



PEOPLE FIRST

By listening to the employees through open communication channels, RCX created a stronger team. The initiative also garnered an innovative idea that was suggested by the agents. Management introduced an employee app called My RCX. An innovative employee app made by RCXers for RCXers. It helps employees find information, manage ticketing requests and contact different departments. The app's aim is to free employees' time to focus on important and creative tasks.



CLIENT LOYALTY

The client is very satisfied with RCX's service to the extent that they pushed up the contract renewal confirmation to October instead of waiting until April.



NEW OPPORTUNITIES

Moreover, the client's push towards a digital solutions service plan provided by RCX, reflects their loyalty and trust in the partnership. Most importantly, discussions are underway for RCX to broaden their business with the client to cover more of their business in the GCC region.



EMPLOYEE LOYALTY AND OWNERSHIP

The team was extremely committed, however they needed to gather towards a common goal and feel that they're heard and taken care of. Even though their compensation is below average in the market, having an operations manager care about their working conditions and listen to their ideas was extremely impactful.

Thus, creating a sense of loyalty and ownership towards individual responsibilities and the teams. Every single individual wanted to create the best customer experience and that common goal and motivation helped them achieve it in only 6 months. After the focus groups and the immediate changes, team spirit and moral completely changed to the better.

In Q2 at the peak of the transformation plan, 3 out of the 7 team leaders contracted the COVID-19 virus and were in critical condition. The remaining 4 team leaders, gladly and without any management requests, took over all their duties and responsibilities. They assured their sick team members to fully count on them. They even overachieved due to their high dedication and commitment.

Also, the account manager put himself on the agents' schedule in addition to his client responsibilities. This reflected his and the whole team's sense of accountability and ownership. This incident shows how much they depended on each other and grew as a team and family as well.

THE RESULTS

Q3 RCX maintained a client satisfaction score of 4 and QA was achieved. CSAT went above target with top to box at 88% while the target was 85%.

The bottom box went down to 9% in all sites, while the agent contribution was only 5%. This was reflected in table F of the COPC standards. Beginning of the year, RCX score was at 37% meeting, 52% meeting improvement and, today they are at 52% meeting and 82% meeting improvement. In addition, all targets were met including client and employee satisfaction, and KPIs. What made this success story more unique was how RCX took a completely dissatisfied client and turned them to satisfied client requesting to broaden their partnership through additional business including IVR, WhatsApp business, digital services and an innovative CXM system.

The creation of a stronger and better team was key. Thus, the success of this initiative could not have been achieved without this remarkable team who worked together through adversities and unfavorable conditions to reach all the targets put in place.



| C-SAT Results | Target | Mar-2021 | Apr-2021 | May-2021 | Jun-2021 | Jul-2021 | Aug-2021 | Sep-2021 | Oct-2022 |
|---------------|--------|----------|----------|----------|----------|----------|----------|----------|----------|
| T2B | 85% | 79.50% | 82.29% | 73.78% | 77.70% | 81.63% | 81.74% | 85.22% | 85.65% |
| BB | 5% | 14.02% | 12.11% | 20.62% | 17.06% | 13.96% | 13.27% | 10.28% | 10.35% |

| Employee Satisfaction Scores | | | | | | | | | | | |
|------------------------------|-----|-----|---------|-----|-----|---------|-----|-----|---------|-----|-----|
| Q1 2020 | | | Q2 2020 | | | Q3 2020 | | | Q4 2020 | | |
| UAE AR | 66% | | UAE AR | 65% | | UAE AR | 74% | | UAE AR | 70% | |
| UAE EN | 65% | 64% | UAE EN | 65% | 58% | UAE EN | 78% | 78% | UAE EN | 81% | 80% |
| UAE PT | 62% | | UAE PT | 43% | | UAE PT | 81% | | UAE PT | 88% | |
| Q1 2021 | | | Q2 2021 | | | Q3 2021 | | | | | |
| UAE AR | 75% | | UAE AR | 81% | | UAE AR | 78% | | | | |
| UAE EN | 73% | 76% | UAE EN | 79% | 83% | UAE EN | 68% | 75% | | | |
| UAE PT | 79% | | UAE PT | 90% | | UAE PT | 79% | | | | |

CSAT FROM

79.50% TO 85.65%

CSS FROM

2 UP TO 4

BOTTOM BOX DOWN TO

9%

COPC STANDARDS FROM

37% MEETING & 52% MEETING IMPROVEMENT

TO

52% MEETING & 82% MEETING IMPROVEMENT



© 2021 RAYA Customer Experience. All rights reserved.

www.rayacx.com

RAYA Customer Experience provides next-generation BPO and customer experience management on behalf of clients across various verticals. RAYA CX has been the customer experience partner and global services provider for Fortune 1000 companies in North America, Europe, the Middle East, and Africa since 2001. Delivering from the most competitive and highly skilled labor markets, RAYA CX provides an array of integrated business process outsourcing solutions supported by robust strategies, continuous improvement, and innovation.