

## Case Study: Customer Care & Help Desk Operations For A US Appliances Major

Client Situation	Our Solution	Transition	Operations	Impact
<p>Client was on a growth track and wanted to focus completely on its marketing &amp; product positioning strategies.</p> <p>Build Brand Equity by increasing customer responsiveness.</p> <p>Build web based intelligent systems to track orders &amp; provide email support.</p> <p>To apply knowledge management tools to provide for adequate customer contact history.</p> <p>To provide adequate support for one-off business promotions.</p> <p>To provide for all customer interactions over one window.</p>	<p>Client's customer contact experience was truly multi fold. From Order taking to order tracking, Tier 1 technical support, Customer Service and to cross selling.</p> <p>Multiple sites in US &amp; Canada were seamlessly blended into Intellicom's internal network.</p> <p>Web based knowledge systems were developed to enhance customer contact.</p> <p>This Voice &amp; data connectivity was a dedicated link between Intellicom and Client over the International fully redundant Frame Relay circuit.</p>	<p>Intellicom Business Analysis &amp; Transition team was sent to Montreal &amp; Boston to make the preliminary business process outsourcing plan.</p> <p>Client's trainers provided a Train The Trainer workshop to equip in-house training team.</p> <p>Agent profile was identified and training needs were chalked out for performing multi skilled tasks.</p> <p>Technology &amp; Software team tested &amp; established connectivity.</p> <p>Pilot project kicked off Mid-2003.</p>	<p>Client operations at Intellicom now have 25 multi skilled professionals.</p> <p>A dedicated product lounge for Client training was added to the Intellicom facility at New Delhi.</p> <p>Today we fully support customer contact operations and have developed skills levels to troubleshoot 5 different brands &amp; 134 appliances.</p> <p>Intellicom IT Team has developed a customized CRM application for the client, its customers and its Vendor Supply Chain. We also host the entire customer and transactional database at Intellicom data center at New Delhi.</p>	<p>The business process re engineering efforts, highly committed software &amp; technology group &amp; a skilled workforce made the Client program a success.</p> <p>Average abandon % is less than 0.5%</p> <p>Over 1 million calls per annum.</p> <p>Up sell peaked to over 20%</p> <p>AHT reduced to 265 seconds.</p> <p>Customer Data capture achieved to the tune of 97.6%.</p> <p><b>Cost savings of over 55%</b></p>

## **Background**

Building on a family business started more than 50 years ago, Client has become a highly successful designer, marketer and distributor of vacuum cleaners and household appliances in North America. The company's strong partnerships with leading retailers and strategic use of specialty marketing channels such as television (infomercials) and the Internet have resulted in rapid growth and wide product distribution.

Client designs and manufactures over 50 different consumer appliances with over 200 variants. The company's wide range of cleaning products include a fast growing line of steam cleaners (using steam rather than chemicals to clean hardtop surfaces such as kitchen table tops, sinks, and bathtubs) and a new cordless sweeper that has re-invigorated that market segment.

Client's strong and deeply committed founders and management team have built a company with leading brand recognition and market position in established and growing markets. The company's effective multi-channel marketing strategy, remarkable product breadth and flexible low cost operating structure are all competitive advantages that form the basis for further growth.

Client's customer experience operation is multi fold. Contact centers in Canada & USA with legacy systems in place support the following:

1. Customer Service
2. Order taking & Order Status
3. Trouble shooting complex appliances
4. Providing for replacement parts

At the time of process transition, order taking was being done through:

- 95% orders via Telephone
- 5% orders via Internet

## **Existing Process**

Client was on a growth track and wanted to focus completely on its marketing & product positioning strategies. However, declining customer satisfaction & high abandon rates was a consistent worry. Legacy systems were not able to provide adequate customer history and were not able to track customer orders as all customer interactions were spread over various locations with no consolidated knowledge base. The in house employees could not cope up with sudden peak in order volumes due to increase in infomercial frequency. A scenario that called for Intellicom's customer contact solution.

Intellicom Business Analysis & Transition team was sent to Montreal & Boston to make the preliminary business process outsourcing plan.

They identified the following tasks to re engineer the customer experience:

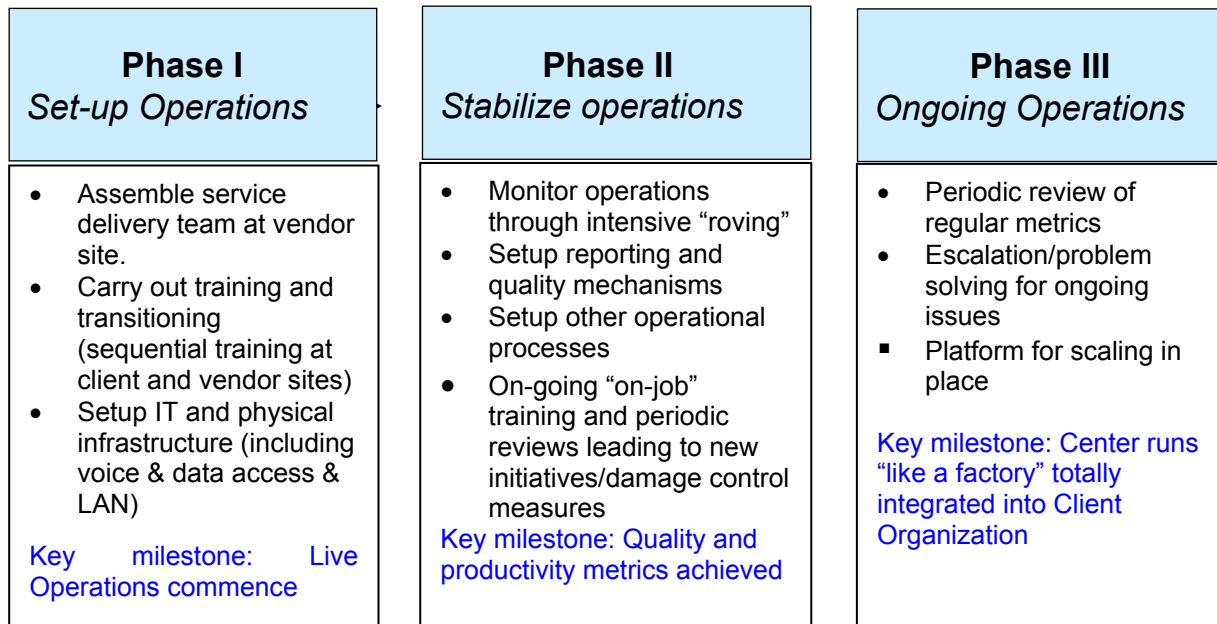
1. Reduce internal cost for Client by receiving its frontline orders offshore.
2. Build Brand Equity by increasing customer responsiveness.
3. Manage peak volumes.
4. Apply knowledge management tools to provide for adequate customer contact history.
5. Service all customer interactions over one window.
6. Support for one-off business promotions.
7. Service with single-call resolution.
8. Build a web based system to track orders
9. Provide email support.
10. Provide real-time reporting.
11. Reliability & flexibility

## Service Levels identified by Client

1. Less than 5 % of calls received to be abandoned.
2. 85% of calls answered within 15 seconds.
3. Call Quality (Remote Quality Monitoring): 95% Target
4. Customer Data Capture: 95% Target
5. Up sell: 5% Target
6. Average handling time: 300 seconds (target)

## Intellicom's Customer Contact Solution

Intellicom's Software & Technology group led this program as all CRM applications & systems were to be designed & tested before implementation. Transition team led the learning & operational delivery. The following model was used:



Intellicom deployed following dedicated resources for process transition and overall project management:

- Project Manager
- Process Expert
- Operations Manager
- Quality Associates

## **Milestones and achievements**

The business process re-engineering efforts, highly committed software & technology group & a motivated workforce made the Client program a success.

Client program was launched in Mid-2003 and is still going strong. A few milestones achieved:

- Over 1.5 million calls received till date
- Average Handling Time reduced to 265 seconds (against client target of 300 seconds)
- Less than 0.5% of calls received were abandoned (against client target of 5%)
- 90% of calls were answered within 10 seconds (against client target of 85% of calls within 15 seconds)
- Call Quality score moved to a monthly average of 95%
- **Up sell peaked to over 20% (against client target of 5%), thus changing structure of engagement from cost center to a profit center.**
- Peak call volumes answered with full time employees only
- Customer Data capture achieved to the tune of 97.6%(against client target of 95%)
- **Cost savings of over 55%**

## **Customer Relationship Management Application**

Intellicom conceptualized this Customer Relationship Management application to help reduce AHT on the Customer Care & Help Desk Operations for the Client. During the first year of operations we offered service to Client customers with the help of 4 independent applications.

Application # 1 - Hosted by a fulfillment company provided fulfillment and billing details (further compartmentalized into 13 different categories based on product type & shipping cost)

Application # 2 - Hosted by Client provided the status of repair transactions

Application # 3 - Hosted by a service provider - who took & processed orders originating from infomercials & the company website - provided the status of these orders.

Application # 4 – Intellicom inbound customer support application for agent screen pop.

Intellicom operators had to navigate between various screens within different applications to help a customer. The client was not only suffering a financial loss due to the high handle times but service levels were also being severely compromised.

Intellicom conceptualized & offered the client their IT services to build, maintain and host a unified CRM system, available at multiple client sites as well as Intellicom, linked to a centralized database. This centralized database would be fed multiple updates daily from the various other applications that impacted customer interfacing at any level. This application would maintain a history of all calls received from a customer and any transactions carried out with the customer (Order, Repair, and Refund etc.). The agents would have to navigate through a single application with logic progression & all possible information needed to offer the best customer service levels.

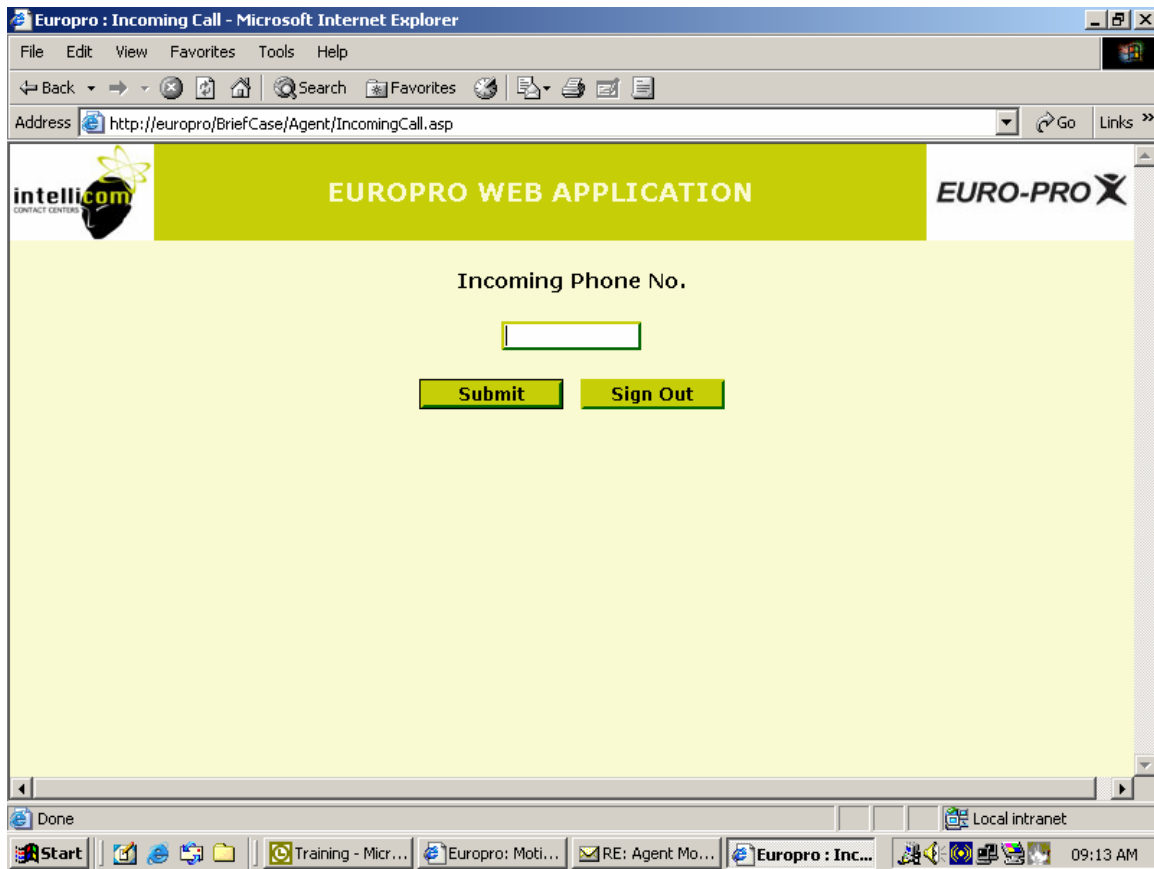
The client approved the project & the development team traveled to Montreal, Canada. They mapped client requirements, understood the complexities & conceptualized the database design & architecture. Over a period of 3 months the CRM was created, a beta version tested & the live application launched.

The CRM helped us achieve the following results:

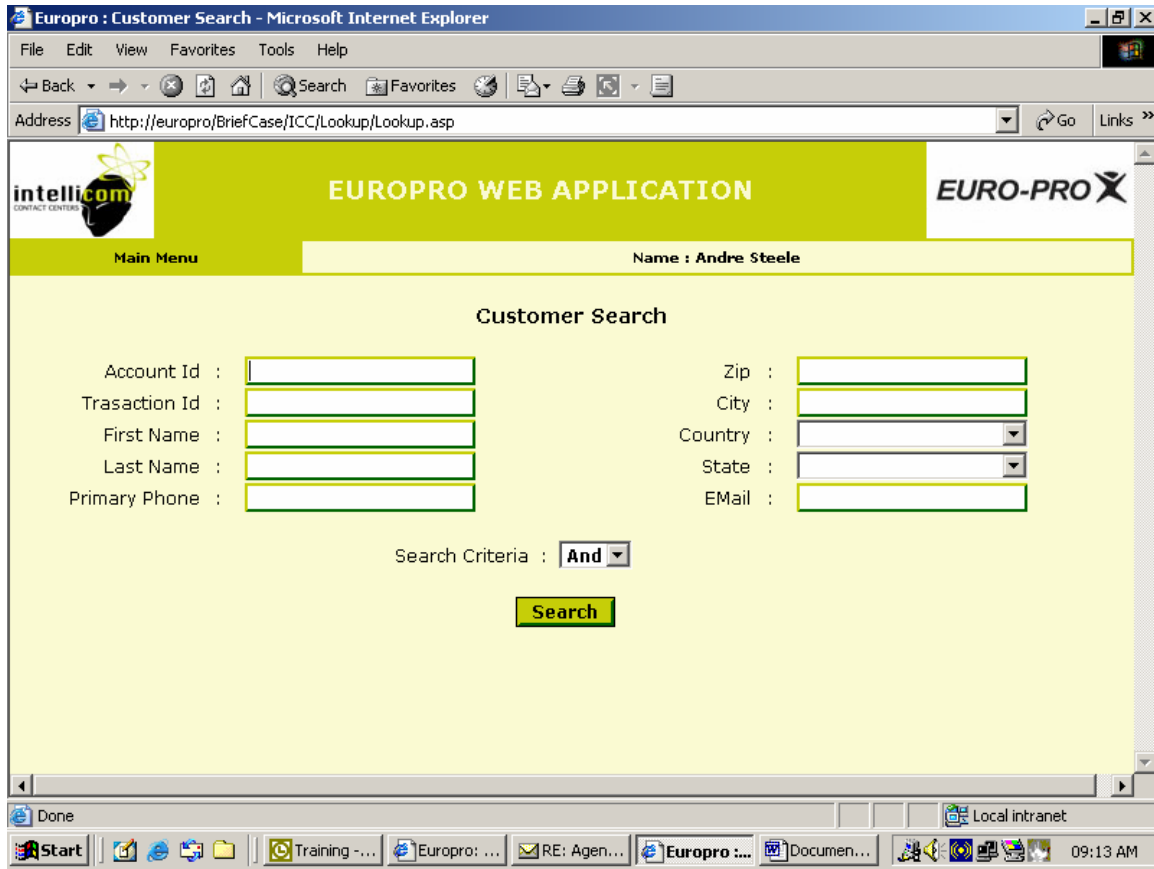
- Reduced Avg. Handling Time
- Increased Customer Service Levels
- Customer History Maintained
- Customer Life Cycle Management
- Extensive reporting capabilities on individual product performances, which helps in Product Development & design / production troubleshooting.
- Redundancy created for all other data centers

With a recent product upgrade, Intellicom has built in the functionality of sending automated emails to customers whenever a transaction is completed successfully like orders being shipped. This feature is also used for proactive up sell by sending email reminders about due date of replacing consumable parts.

**Incoming Call Screen** – This screen pops up on the agent desk top with the inbound call.



**Customer Search Screen**- This has multiple search parameters. The primary search is based on the number being displayed on the CLI enabled through Computer Telephony Integration (CTI), which automatically gets populated here from the incoming call screen.



**Customer Search Results Screen** – Once a search parameter has been entered and clicked on submit, the application will throw up all records that match the search criteria. To narrow a search further, one can enter multiple search parameters.

EUROPRO : Search Results - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address http://preeti/BriefCase/ICC/CustomerList/SearchResult.asp

**EUROPRO WEB APPLICATION DEMO SITE**

intellicom CONTACT CENTERS EURO-PRO X

Main Menu Name : Preeti Singhal

Customer Search Results

Account Id	Title	First Name	Last Name	Address Line1	Address Line2	Zip	City	State	Country	Primary Phone	Email
<input type="radio"/> I150930		DOROTHY	ESINHARG	1806 SAND DOLLAR CIR		27949	KITTY HAWK	NC	U.S.	2522614573	
<input type="radio"/> I281501		GIRISH	NARASINHAN	186 SIERRA VISTA LN		10989	VALLEY COTTAGE	NY	U.S.	8453536978	
<input type="radio"/> I337482		viks	sinha	sws	ss	06117	Bishop's Corner	CT	U.S.	1111111111	
<input type="radio"/> I347299		Vikas	sinha	sdfs		12345	Schenectady	NY	U.S.	1111111111	
<input type="radio"/> I347354		Vikas	Sinha	28, Najafgarh Road		12345	Schenectady	NY	U.S.	1111111111	
<input type="radio"/> I347355		viaks	sinha	246347		12345	Schenectady	NY	U.S.	4578567985	
<input type="radio"/> I337480		Vikas	Sinha	a	s	63366	Dardenne	MO	U.S.	1111111111	
<input type="radio"/> I337452		wikas	sinha	asas		92253	La Quinta	CA	U.S.	1111111117	
<input type="radio"/> I321488	MR	MUKUT/TILAK	SINHA	1005 2645 KIJPLING AVE		M9V3S6	Etobicoke	ON	Canada	4167460379	

Customer Search

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**Transaction List Screen** – This screen displays a list of all the transactions that have taken place on a customer's account.

Microsoft Internet Explorer window: Europro : Transactions List - Microsoft Internet Explorer

Address: http://preeti/BriefCase/ICC/Transactions/Transactions.asp

**EUROPRO WEB APPLICATION DEMO SITE**

intellicom CONTACT CENTERS | EURO-PRO X

Account No. : I347342 | Last Name : Adams | First Name : Nichlos | Phone No. : 1111111111

Customer Menu | Address : 1254512214, 10101, New York, NY, US

### Transaction List

Transaction Id	Date	Type	Total Amount	Source Code	Associated Trans Id
<input type="radio"/> T72338	01/13/2005	Repair	\$0		
<input type="radio"/> T72337	01/13/2005	Repair	\$0		
<input type="radio"/> T27346	12/03/2004	Order	\$16.32	INTELL	

[View Details](#)

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**Transaction Info Screen** – This screen displays all the information relevant to any particular transaction.

**Europro : View Transaction Details - Microsoft Internet Explorer**

File Edit View Favorites Tools Help

Address <http://europro/Briefcase/ICC/Transactions/ViewTransaction.asp> Go Links >>

### Transaction Info

Billing Info		Transaction Info	
Title	MR	Transaction Id	T96548
First Name	MARK	Header Status	Fatal credit card rejection (hard decline)
Last Name	CORRODA	Transaction Date	6/6/2004
Address Line1	17 SPRING HILL DR	Tracking No. 1	02129082843424687257
Address Line2		Tracking No. 2	
Zip	080212828	Tracking No. 3	
City	LAUREL SPGS	Source Code	WEB
State	NJ	Multi Billing Code	4M
Country	US	Motivational Transaction Id	63935
Phone	6096853721	MFPS Account	522
Email	njcop911@yahoo.com		
Pay Method	Credit Card-MasterCard		
Credit Card No.	9054		
Credit Card Expiry Date	June,2004		
Shipping Info		Transaction Quantity and Price	
Title	MR	Total Quantity Ordered	1
First Name	MARK	Total Extension	\$159.8
Last Name	CORRODA	Total Sales Tax	\$0
Address Line1	17 SPRING HILL DR	Total Shipping & Handling	\$29.95
Address Line2		Total Discount	\$0
Zip	080212828	Total Amount	\$189.75
City	LAUREL SPGS	Total Return Quantity	0
State	NJ	Total Return Amount	\$0
Country	US	Total Amount Paid	\$69.9
		Billings Completed	1

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**Transaction Log Screen** – This screen displays a log of all the activities carried out on a particular transaction.


**Europro : View Transaction Details - Microsoft Internet Explorer**

File Edit View Favorites Tools Help

Address <http://europro/Briefcase/ICC/Transactions/ItemTransaction.asp> Go Links



## EUROPRO WEB APPLICATION



Account No. : I417831

Last Name : CORRODA

First Name : MARK

Phone No. : 6096853721

**Customer Menu**

Address : 17 SPRING HILL DR, 08021, LAUREL SPGS, NJ, US

### Item Transaction Details

Transaction Id	Transaction Date	Model/Part No.	Description	Quantity	Extension	Ship Date
T96548	6/6/2004	WSS429	SHARK PRO STEAM CLEANER (SC505N) + FREE ACCESSORY KIT (XX51N) + FREE STORAGE BAG (X9505)	1	\$159.8	6/9/2004

### Item Transaction Log

Item Trans Date	Description	Quantity	Extension	Sales Tax	S&H	Discount	Comments	Updated By
10/14/2004	Sent out for collection	0	\$0	\$0	\$0	\$0		Motivational
8/16/2004	Credit Card Rejection Notification	0	\$0	\$0	\$0	\$0		Motivational
8/13/2004	Credit Card Reject	0	\$0	\$0	\$0	\$0		Motivational
8/6/2004	Credit Card Reject	0	\$0	\$0	\$0	\$0		Motivational
7/30/2004	Credit Card Reject	0	\$0	\$0	\$0	\$0		Motivational
7/23/2004	Credit Card Reject	0	\$0	\$0	\$0	\$0		Motivational
7/16/2004	Credit Card Reject	0	\$0	\$0	\$0	\$0		Motivational
7/9/2004	Credit Card Reject	0	\$0	\$0	\$0	\$0		Motivational
6/9/2004	Billed/Banked	1	\$39.95	\$0	\$29.95	\$0		Motivational
6/9/2004	Shipped	0	\$0	\$0	\$0	\$0		Motivational

Done Local intranet

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