

Case Study

Large European Communications provider redesigns the customer experience



Avanade creates unified platform to support 2,500 agents across four call centers

Business situation

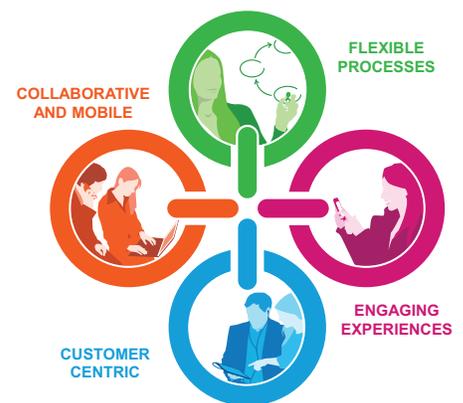
A Major European Communications Provider was faced with an all-too-common problem in the media industry: enabling call center staff to more effectively address customer inquiries while arming them with the right information to upsell and cross-sell a variety of bundled service packages.

The provider's growth into a multi-service provider of cable TV, broadband, mobile and land line phone services across Europe came through acquisition. As a result, the provider faced several key challenges that it tasked Avanade to solve, including:

- **Poor customer service.** More often than not, customers would have to call more than twice to resolve their issue—leading to lower customer satisfaction scores

overall. The introduction of self-service initiatives minimally reduced other key customer satisfaction metrics, such as lowering overall call volumes, but made no positive impact on reducing call resolution rates or the number of times customers were transferred to another agent.

- **Disconnected legacy systems.** The inability to effectively resolve customer inquiries the first time was directly related to the company's numerous disparate legacy systems inherited through multiple acquisitions. Because these systems did not work with one another, call center agents had to toggle between numerous applications (often with different sign-on credentials) during a customer interaction or transfer a customers' call to another agent. While these technology challenges proved time consuming and inefficient, replacing these legacy systems with an entirely new infrastructure was not an option for the provider.



Work Redesigned: Call center agents now have the tools and best practices in place to significantly improve overall customer satisfaction.



From Accenture and Microsoft

Case Study

The Work Redesigned Difference

Improving the customer experience across all services.

- Customers are happier because their issues are resolved the first time they call.
- Call center staff are empowered to resolve customer inquiries and cross-sell and up-sell services during the same call.
- Business decision makers now have a cohesive foundation on which to build a unified and more effective customer experience—even as the company grows.

• Inability to cross-sell or upsell services.

Because the systems didn't work together and customer information was segregated by service, call center agents lacked the necessary information to proactively up-sell or cross-sell services during a customer inquiry. This thwarted the providers' overarching goal of increasing the number of services a customer purchased.

the provider has intuitive dashboards that can measure overall operational effectiveness of its new CRM solution on customer satisfaction, call times and call volumes. Although these tools have just begun to be used, the provider anticipates that over time it will generate information it can use to make additional improvements to the customer experience.

To make customer interactions even more effective, Avanade also designed and built a single landing page that provided call center agents with a dashboard of all key customer information, extrapolated from numerous disparate systems working behind-the-scenes. Two pilot phases proved that the solution could meet the company's goals and a full rollout of the solution was completed soon after.

Results delivered

Avanade realized numerous results for this provider that has led to significant business results, including:

- **Unified customer interactions across all services.** A single platform to support all customers eliminated the siloes in which call center agents had previously operated. The providers' 2,500 agents across four call centers in the United Kingdom and India now can address a customer inquiry within a single call across all services. Because agents also have customer information for all services at-a-glance and can handle basic inquiries for all services, they are empowered to resolve issues much more quickly than was previously capable.
- **The ability to cross-sell and upsell services.** While improving overall customer service scores is the first imperative, the new system gives call center staff the ability to, over time, identify and sell a higher rate of bundled services.
- **Comprehensive data on which to measure success.** For the first time,

The inside story

Avanade's assessment of the providers' back-end infrastructure led to the recommendation of designing and building a framework over the top of its existing systems to provide a single access point to all of its legacy solutions.

This approach solved two goals for the business: reduce technical complexity of streamlining call center functions but without incurring significant costs using Microsoft Dynamics CRM as the framework.

Initially, the provider intended to use its existing billing system solutions provider to support these goals. But a technical Proof of Concept led by Avanade showed that a different approach could yield better results with lower cost.

Avanade's solution, which leveraged Dynamics CRM and the integrated Customer Care Accelerator, aimed to streamline the agent's call center applications while also introducing customer service best practices. Avanade's user experience design team ensured workflow and usability aligned with call center practices for higher adoption among staff.

Avanade then put into place a set of revised processes for creating, amending, viewing and closing customer inquiries, as well as setting call-backs on specific situations. The outcomes of these actions were then rolled up into a set of reports and dashboards for call center managers to monitor progress.

The road ahead

With call resolution statistics improving, the provider can now turn its attention to rolling out additional initiatives part of its five-year plan to improve customer satisfaction.

A natural next step is to roll out the platform to other call center agents tasked with addressing special or technical inquiries as well as to agents in offshore call centers not included in the initial phases.

The business expects change within the call centers to be evolutionary vs. revolutionary, with simple process improvements being the initial goal and more comprehensive improvements occurring over time.

For more information: www.avanade.com/workredesigned



About Avanade

Avanade helps customers realize results in a digital world through business technology solutions and managed services that combine insight, innovation and expertise focused on Microsoft® technologies. Additional information can be found at www.avanade.com.

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