How people, process and new tools and technologies are helping to generate better customer insights thereby enhancing the customer experience.
My Background

20 Years Customer Service / Contact Centre Leadership Experience

Industry Sectors:
- Utilities
- Travel & Hospitality
- Transportation
- Financial Services
- Telecommunications
- IT Services
- Internet Services
- Media
- E-Commerce
- Business Services

Locations:
- UK
- Europe
- Middle East
- North America
- Central America
- South America
- North Africa
- South Africa
- Asia

http://uk.linkedin.com/in/alexmead
• Transformation of our Customer Care so that it is “immediate, effective and even surprising.”
  - Alan Brown, City Link MD & Rentokil Initial Group CEO – January 2011

City Link - Part of the Global Rentokil Initial Group.

Established in 1969.

Annual turnover in excess of £350m.

Fleet of 2,500 collection and delivery vehicles.

National network of 70 corporately owned depots across the UK.

Additional 14 depots in Ireland.

National Distribution Hub in Coventry and five regional Hubs – Glasgow, Warrington, Peterborough, Heathrow and Bristol.
• Absolute rubbish (1 star out of 5 stars)
• If I could mark them 0 stars then I would, or maybe 5 dog turds.

Ordered a parcel from Amazon on Prime, values over £200 so was trackable and required a signature. **Wife waited in all day for delivery. Approx 2pm website updated to say parcel signed for by ‘POSTED’. WTF??**
No parcel had arrived.

• According to the Delivery company (after I eventually managed to speak to a human) the driver 'must have mis-delivered it' and would return from where he mis-delivered it to pick it up and delivery correctly to me that evening.
**Nothing arrived. Nobody seems to know where my parcel is.**
Why did the driver POST something that wouldn't fit through a letterbox anyway and leave it without gaining a signature? Complete joke of a company.
Customer Care Transformation

First step:

SET A VISION

Second step:

UNDERSTAND THE GAPS

Third step:

MAKE A PLAN TO CLOSE THE GAPS
Rentokil Initial Customer Care Charter

• Provide Multi Channel Access points
• Deliver First Class Processes
• Provide an Excellent Experience
• Solution – Solve the Problem, Fix the Cause

1 – SET THE VISION
Trustpilot.co.uk Customer feedback

• 30 June 2011

• No rating deserved - they are rubbish!!!

• What a complete bloody shambles!!

• I have been sitting in my kitchen waiting for a delivery and up pops an e-mail to say they have just tried to deliver the parcel but there is no one in!!!!!!!

• Bloody liars!!!!!

• Amazon - I am sick and tired of delivery problems - you need to get this sorted or you will be losing another very valued customer!!!
Customer Service/Care – City Link Performance Winter 2010

Q4 2010

- Vast majority of calls and emails not answered
- No call or resource utilisation data
- No agent performance stats
- No internal quality measures
- No web customer contact channel
- No self service channels:
  - No insight on causes of customer service failure
- No external customer feedback possible
- Significant number of customer service issues raised received no response at all

No call overflow to other locations

No capture of nature or cause of complaint

10,000’s of contact centre calls not being answered daily – Abandonment rate > 90%

120,000 email complaints still unanswered by March

Data not collected

2 – UNDERSTAND THE GAPS
Web Complaints were submitted as blank forms and were frequently not responded to. 120,000 complaints from Dec 2010 / Jan 2011 were still not responded to by March 2011. No self-service, no categorisation of complaints, no customer feedback process.

2 – UNDERSTAND THE GAPS
Four core activities:

1. Put in Place the Right Structure
2. Virtualise the estate (Voice & Data)
3. Open up the channels and offer self service
4. Gain & Maintain Control

3 – MAKE A PLAN
### Customer Care Transformation Workstreams

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- **Multimedia Channel Routing plans & call flows, Callback, messaging, Separate or blended channels for voice, SMS, Email, Webforms, Webchat, social networks, convergence etc.**
- **Simple contact Log or full case Management, 360 deg customer view, Agent desktop scripting and help, Integration with existing systems, Real-time or batch update**
- **Simple info requests or transactions, touchtone IVR or speech recognition, web self service, interactive SMS, Static FAQ or dynamic knowledge management**
- **Structural change or roles, Multi-skilling and/or new positions**
- **High level demand planning or detailed staff resource management? Multi-channel & admin rules design, forecasting, scheduling, adherence etc.**
- **Call and/or screen recording, quality, evaluation, e-learning, manual scoring or integrated desktop, performance dashboards etc.**
- **Complaints management, post call surveys, web feedback analytics, NPS, Integrated real-time actionable feedback or historic reporting, Holistic or detailed?**
- **Status updates decisions, Outbound sales, Outbound debt recovery, Lead conversion, Outbound dialling campaigns or balanced environments? Etc.**

**3 – MAKE A PLAN**
City Link Customer Care Structure changes

March 2011

1. Put in place the right structure
City Link – Pre CARE Programme Telephony Routing Plan

No Telephony Reporting insight, and frequent occurrences of calls not being answered.

2 - VIRTUALISE THE ESTATE – VOICE & DATA
City Link Post CARE Programme Telephony Routing plan - True Virtualisation

- Single routing engine
- Single pool of agents
- Single point of administration
- Single source of MI (cradle to grave)

**Intelligent Call Routing**
**Live Agent Distribution**
**Data Centre**

MK, Hatfield, Coventry, Warrington, Depots x 69

Virtual operation supporting all calls routed into a single pool of resource with multiple skills across Contact Centre & Depot sites.

Each agent can have up to 200 skills assigned with 16 preference levels.

**Sophisticated Voice Self Service & call overflow plan** built on 3 states of activity: Normal, Busy & Extreme. Busy locations would have pre-described call overflow plans in place to avoid unnecessary queuing.

Virtual operation supporting all calls across all 70+ sites. Full Reporting Insight on all call demand, call response times, and detailed information on performance of all customer care staff (depots & centres).

2 - VIRTUALISE THE ESTATE – VOICE & DATA
City Link – Post CARE Programme Web Channel

SFDC.com CRM Service Cloud directly on our website.

3 - OPEN UP THE CHANNELS & OFFER SELF-SERVICE
Web Customer Service

Dynamic questions with most frequent customer clicks at top of list.

Relevant Knowledge & Answers to sections browsed by customer

3 - OPEN UP THE CHANNELS & OFFER SELF-SERVICE
Let Customers Track their Cases directly on the web – Open CRM

Customers can feel confident that we have their issue in hand as they can see their issue logged with a Case Number immediately after they have raised it with us.

Customers can see the progress of our response to their issue 24/7 on the web.

Customers can provide more info, escalate or close their case directly on line, and stay in control at all times.
Did we get it right first time? – Post Case Survey / Re-open Case

How did we treat our customer, and how well did we resolve their issue?

If we've not resolved an issue to the customers satisfaction, the customer can 're-open' their case, with comments.

Did we get it Right First Time? If not, let our Customers tell us straight away so we can put it right, and learn from it.

4 - GAIN & MAINTAIN CONTROL
Customer Service Failure – Root Cause Insight

- Which Depot has the most Operational Customer Care Failures, by Complaint type?
- Which Driver has caused the most Customer Complaints this week?
- How quickly did we respond, how many cases were re-opened, and what were our Feedback scores?
- What are the most common reasons for Customers to Complain?
- Which Region has the most Operational Customer Care Failures?

Over 250,000 SFDC Service Cloud Cases raised since October 2011

4 - GAIN & MAINTAIN CONTROL
Call Recording Quality Evaluation

Forecast, Schedule & Deploy staff, and manage their performance in real-time.

Record Calls & Screen Activity, create Templates for Quality behaviour and score against these.

Agent & Management Performance Scorecards

Integrated view of performance including - Productivity, Quality, FCR, Customer Feedback etc - can incorporate data from external sources

Automate Performance Scorecards over wide range of KPI’s & Measures.

4 – GAIN & MAINTAIN CONTROL
Customer Care Transformation

• The Results
Care Programme Technology went live on 1st October 2011.

Significant reduction of abandoned calls.

Significant improvement in average speed to answer calls.

Increasing use of Voice Self Service solution.
City Link Customer Care – The Transformation

Q4 2011

- 95%+ calls answered daily
- Full data on calls and performance
- Dedicated customer care web portal
- 95% of web contacts responded to within 4-8 hours
- 24/7 voice & web self service available
- Full customer care insight on process and driver adherence failures
- Full Call Recording & QA in place
- Direct customer feedback across web and phone channels
- All customer issues raised received a response

11,324 depot calls overflowed and were answered in a neighbouring depot instead.
The Depot Customer Care Teams also answered over 6,000 contact centre overflow calls in December.

Over 486,000 calls have been answered across Contact Centres & Depots within the new Avaya solution, but even so the local depot calls were protected and Account Customers were well served over Christmas.
Company wide CRM – Single Integrated View of data

Did Not Try to Deliver the Parcel!

Let’s now check our Internal systems against this Customer Complaint.

Driver Mobile Device (MC70) Carding photograph can be checked. Not a Front Door!!

Driver GPS Carding location vs Delivery Address location can be checked. Not the right location!!

Solve the Problems – Fix the Causes
Social Media is growing at an incredible rate. Billions of postings every day. Sales & Service will need to adopt solutions very quickly.

70% of the Global Internet Population use Social Networks.

Less than 15% have been contacted after posting negative comments about a company.

36% of people have posted negative comments about a brand on social networks.

82% of customers will stop doing business with a company because of a negative experience.