

CH Consulting Group Case Study: 360 Roadmap Successfully Executed

The Back Story

Company is a premium home security and home automation technology and service company that recently partnered with a private equity firm. They shook things up in the home security space by introducing a simple DIY system and perfected the customer service experience in what was a complicated, outdated industry. The company revolutionized the way their customers, both US and Canada, interact with their homes using cutting-edge products and technologies unlocking the potential of the security-first smart home.

Company had identified several challenges that they felt needed to be addressed:

- **Voice of the Customer (VOC)** –Company’s customer care management did not discipline agents when avoiding calls and deflecting customers. This caused a less than desired customer experience and resulted in driving a higher than industry average customer attrition rate. The team is seeking to assess VOC and CX analytics to better understand the customer journey, the Company’s customer care process and ultimately improve overall CX.
- **Resource Allocation and Scalability** – The Company team decreased in size, but in working with the PE firm, feels additional resources should be added to operate in a more effective and efficient manner. Company was seeking strategic consulting support to scale their team to the most effective size, whether it be a new organizational design or a more effective staffing model.
- **Technology Optimization** – Company is in the process of moving to a new cloud-based CCaaS system and migrating from an on-premise platform. Company was seeking validation on an omni-channel technology strategy, potential self-service / user forum strategy and system optimization.
- **Customer Attrition** - On average, Company was churning out 200% more customers than they were adding each month. As part of the 360 Assessment, CHCG identified root causes that were driving customer attrition. As a result of those findings, the Company’s new COO fully implemented all CHCG recommendations including an improved post-call customer survey (VOC) questions and process, increased sample size of surveyed calls, including social media comments into VOC analysis, increasing focus on retention call handling process and an improved and more thorough root cause analysis of abandoned calls. Customer attrition is improving versus historic trends based on early results.

The private equity firm working with the company was experiencing a change in executive leadership when they sought out a contact center industry expert consulting service. The immediate need was to significantly decrease customer attrition and to improve customer satisfaction. Additional assistance was needed in resource modeling and staffing options to ensure the Company had the coverage necessary to provide support required to assist customers with their DIY installations.

The Pain

- *Missing Voice of Customer & CX Analytics*
- *Long Wait Times for Customers*
- *Resource Allocation & Scalability*
- *Technology Optimization*

CHCG's Role

CHCG conducted a thorough 360 Assessment of the company's full operational and technical environment within their contact center operations, focused on both the internal and external customer experience throughout the customer journey. Feedback and recommendations were provided to address in-house vs outsource staffing models and the integration of a work-at-home option for internal staff; customer-centric omnichannel tech strategy and structuring a self-service strategy for improved customer experience; and leveraging data to address gaps in VOC. As part of the 360 Assessment, CHCG also provided additional recommendations regarding a corporate operational build back/rebuild around CX strategy and brand development.

The Outcome

The Company hired a new COO who successfully executed CHCG's customized 360 Assessment and Strategy Report for the Company and yielded great success in the following ways:

- ◆ **Scalable Staffing with Outsource Partner:**

Identified a BPO partner that was able to help with their immediate bandwidth restrictions and significantly reduced customer wait time. Company is now seeing 5+ year average tenure of agents and experienced no voluntary turnover in last year. This staffing combination with the BPO has reduced overall cost over 60%.

- ◆ **Implemented Knowledge Management System:**

Implemented an internal and customer-accessible knowledge management system with content support and management from Agents for improved customer experience. Articles are rated over 90% satisfaction by customers.

- ◆ **Improved Customer Support:**

Set an initial goal of 30-40% self-service rate for customers with new KMS support and are achieving over 50% self-service in those workflows. This has improved the support now being provided to customers with instructions for repeatable content covered in the accessible knowledge base.

- ◆ **Increased Customer Satisfaction:**

Results and improvements started about 5 months into the transformation and after 12 months CSAT scores improved from 50-60% to an average over 85% and NPS scores improved by over 40% as well.

Final Summary

CHCG provided the contact center industry experience needed to provide the company with the required resource modeling and technology roadmap to improve their customer experience, retention, and satisfaction. The incorporation of best practices in contact center operations, IT and management into core business operations also drastically improved the cost structure and P&L.