

Dynamic Operations Strategy Reinvents the Standard For Customer Service

Analytical insights lead to change that combines technology and cultural for award-winning campaign performance

Introduction

Our client is a top five global American airline with the world's most extensive global route network. They have more than 300 global destinations serving over 50 countries, including world-class international gateways with services from virtually anywhere in the United States.

Situation

The global airline faced the challenge of ever growing pressure to reduce costs and improve operational efficiency. The airline needed to decrease reservation call handling times, which were causing long wait times. They were looking for a dependable partner to implement a dynamic resource allocation strategy to meet peak load requirements and enhance customer satisfaction. They also desired to increase revenues apart from ticketing, by cross-selling complementary services.

Opportunity

We knew that changing needs in the airline industry call for continual evolution of operational processes. Our thought leadership and deep domain expertise could help reinvent the standard practices. We had an opportunity to demonstrate this expertise in five areas, technology, agent autonomy, mobility, organization, culture and HR talent retention.

Action

Technology

Using our Voice of the Customer Analytics (VOCA) tool, we analyzed thousands of emails from the airline's loyalty program to identify the top reasons for customer dissatisfaction and repeat emails. Our proposed solutions, implemented by the airline, resulted in fewer email complaints and an improved CSAT.

Agent Autonomy

We also developed a percolator tool to track calls escalated to supervisors. Analyzing the escalated calls revealed areas where specific agents needed more training. In some cases, the solution to reducing escalations was to give agents more autonomy. We worked with the airline to give agents greater authority, which led to fewer escalations, faster resolution time and better customer service.

Mobility

We also provided a mobility solution to the supervisors so they could meet with agents anywhere while still retaining access to the necessary data and reference materials. This improvement in communication and spontaneity led to more effective team coaching sessions. It also led to greater flexibility during peak volume times. In the airline community, the saying is "We all fly in the same sky" which means bad weather can cause irregularities for days or even months. Our flexibility and innovative thinking let us handle greater volumes with fewer abandoned calls, no matter what the weather.

Culture

Concentrix came up with unique branding and creative ways to help our agents understand the airline's product and identify with the customers. We arranged staff visits to the airline's office and counters at airports to familiarize them with the processes from the end-user experience. We also sent our top performers to the U.S. to experience what

international travelers go through. This “Be the Brand” campaign was so successful, it won several awards, including the Outsourcing Institute BOTL for 2015, the Stevie APAC award for 2016 and Stevie Sales and Customer Service award for 2016.

HR Talent Retention

Staff with seniority provide better customer service. To help retain agents, we implemented an early warning system, an indicator process to categorize agents by risk of exiting. This allowed us to identify high-risk agents and proactively focus on addressing their issues or concerns.

We also put into place a rewards and recognition program, which let agents accumulate points for doing well on key performance indicators such as customer satisfaction (CSAT), average handle time (AHT) and quality. They could redeem these points (called miles, since our client is an airline) for our client’s branded merchandise or more expensive items such as game consoles, HDTVs, washing machines or other rewards. This program improved both retention and performance.

Our reduced attrition as a result of these programs made us the airline’s best managed program among all vendors.

Results

Our process improvements, coupled with superior execution, delivered improved results for the airline and transformed operations:

- CSAT and proficiency scores went up, with improvements from 3% to as high as 9%.
- AHT for call duration went down by 2-3% year on year.
- In addition, ticket revenue went up 8% and ancillary revenue went up 4%, for a total revenue increase of 7% per call.
- Our process improvement initiatives obtained productivity benefits of \$7.2 million over a three year period.
- We received “Best Branded Site” and “Best CSAT” vendor awards.
- We received industry awards for Innovation in Customer Service from the Outsourcing Institute in 2015 and Stevie Awards (GOLD) in 2016.

To learn more, please contact us at inquiry@concentrix.com or visit www.concentrix.com

ABOUT CONCENTRIX

Concentrix, a wholly-owned subsidiary of SYNnex Corporation (NYSE: SNX), is a leading business services company. We focus on customer engagement and improving business outcomes for over 450 global clients across five continents. Our 100,000+ staff deliver technology-infused, omni-channel customer experience management, marketing optimization, digital, consulting, analytics and back office solutions in 40+ languages from 125+ delivery centers. We serve automotive; banking and financial services; insurance; healthcare; technology; consumer electronics; media and communications; retail and e-commerce; travel and transportation; and energy and public sector clients.