



*“Email is the least effective channel for managing customer issues. We designed a world-class social-and-chat experience that helped manage costs and dramatically improve the customer experience.”*

*Michael Callahan*

## The Summary

Based on the capabilities of the off-the-shelf ticketing system they’d purchased, our client was offering email-only customer service, and struggling to meet service levels and deliver a high quality customer experience. Our strategy – consisting of re-imagining their technology, processes and analytics – allowed the team to achieve their new goals within a one-year period.

## The Problem

Despite incredible growth, our client’s customer service teams were still using an overwhelmed tool designed for much smaller organizations which only supported email customer service. Email backlogs were growing month-over-month, the team was not achieving its quality or service level goals, and customers were expressing their frustration across social media channels.

**1:1 Customer Service** - The traditional “telephone model” of customer service was incredibly inefficient in the support of online services, especially large scale services vulnerable to occasional service interruptions. The company needed a way to communicate in a multi-modal (1:1, 1:Many, Many:Many) fashion to customers.

**Highly Redundant Questions Easily Solved by Automation** - Thirty percent of the contact volume were simply generated by customers who couldn’t log in, because the service was temporarily unavailable in some part of the world at any given time. Customer Service reps couldn’t solve the problem, frustrating customers and generating excessive costs. In 2007 alone, the company spent more than \$1MM telling customers to “try again later.”

**Account Privacy and Security** - The company couldn’t move to a purely community-based model, as customers did need assistance with sensitive issues, like credit card fraud, abuse, and account hacking.

## The Solution

After an extensive assessment, we organized the contact volume into categories: high volume+low touch, high volume+high touch, low volume+high touch, and low volume+low touch. We defined the “best possible outcome” for each category, and then designed an engine which would capture the customer’s problem and then deliver them to the resource which could provide that outcome.

On the face of it, our solution looked like an online community. It wasn’t that simple. First, the service model was integrated with into the company’s online services – if a user experienced an issue in a service that the service could not solve, it passed the customer and their context – to the solution, whose logic would then deliver the customer to a solution. In many cases, the user never actually left the service.

A customer service agent could change the communication modality with a customer in the click of a button. If a customer posted a sensitive question in a forum, the CSA could engage the customer in a 1:1 chat, resolve their issue privately, and then return the customer to their community.

Additionally, we redesigned the client’s entire workforce analytics system to focus on first call resolution and faster service levels. The result allowed team members to begin focusing on issues of customer churn, and the team started generating revenue through increased consumption and lower cancellation rates.

## Results

The solution not only exceeded the high expectations of its executive stakeholders, it radicalized the notion of online customer service at the company. The project resulted in the creation of several then-rare or unheard of practices:

- Eliminated the email backlog
- Improved first call resolution to 90%
- Achieved service levels of 95%
- Eliminated 40% of contacts by automating solutions in-product
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## CASE STUDY

Struggling to improve their customer experience, our client needed a fresh take on customer interactions, and we developed technology, processes and analytics to create a world-class customer experience.



*Architecting your future.*

- Improved customer satisfaction by 25%