

TRANSFORMING CONSUMER SERVICE MOVES

DOUBLE-DIGIT INCREASE IN NPS AND IMPROVED PRODUCTIVITY

"Previously, the complexity of processes involved in moves was such that we couldn't co-ordinate all the elements without a lot of manual work and that was reflected in our NPS of -45. Now, we manage each case in one place from start to finish. We can see everything at any point in time and our NPS has gone through the roof."

Executive
Tier 1 CSP

COMMUNICATIONS + MEDIA

BUSINESS GOALS

- Improve customer satisfaction as measured by NPS
- Increase operational efficiency in managing customer moves
- Continuous performance improvements
- Real-time visibility of moves pipeline

RESULTS

50 POINT IMPROVEMENT

In NPS

Improved efficiency with AUTOMATED EXCEPTION MANAGEMENT

Initial solution live in
3 MONTHS

Centralized

REAL-TIME REPORTING

End-to-end visibility of
moves cases

REDUCED OPERATIONS EXPENSES



VISION Transform The Customer Experience For Fixed-Line Residential Moves

This CSP is a tier 1 incumbent telecommunications and information services company and leads their market. They offer a full range of communications services and compete in all telecommunications markets. In their home market they have 16 million mobile customers, 7.5 million fixed voice customers and 3 million fixed broadband consumer customers. They employ close to 32,000 people and their services are offered through 362 branded retail stores, 90 Business Centers, 127 business and enterprise partners and are distributed by over 15,000 retail points of presence.

Each year, more than 280,000 residential customers request to have their fixed-line services moved from one address to another on a specific date. For the CSP, this was difficult. They have legacy systems that manage, on average, 4 orders per move. The complexity of the processes is such that there was no way to see the full customer episode from end-to-end without substantial manual work.

So although the order systems reported that orders were completed successfully 97% of the time, they were measuring an NPS of -45! Besides the low NPS, the manual work, multiple orders and unnecessary truck rolls had a huge impact on costs and profitability. For example there was an average of 7.6 calls required per customer move.

EXECUTION Wrapping And Renewing Legacy Infrastructure

The CSP wanted a central case management system that gave full 360° vision of each customer case or episode. They wanted to track the amount of manual effort involved in the cases and when exceptions occurred, they wanted exception cases to be triggered automatically and the resulting tasks to be fully managed. Lastly, they wanted real-time reporting that would allow them to optimize processes that were causing issues or inefficiencies.

They launched a project that wrapped dynamic case management around the existing order management and service automation systems to give a complete view of the customer episode. Initially, just this case management layer was in place with little or no legacy integration. That provided much of the visibility and management capability required. Later, deeper integration was done, allowing increased automation that freed up case managers to work on the exceptions rather than every case.

OUTCOME Improved Customer Experience, Better Responsiveness and Greater Efficiency

The initial phase was deployed in 90 days, with a follow-on phase 90 days later that incorporated deeper integration with legacy systems. Now, their dedicated moves team is only using the the Pega-based systems and it is in use at two large work centers and they are extending to two other centers to cover more consumer moves cases, including online cases.

The results so far realized include improved customer satisfaction (an NPS improvement of more than 50 points) because issues are identified and managed before they affect the customer. They have increased operational efficiency because manual case management is only undertaken where thresholds are exceeded or exceptions occur and they drive operational process optimization based on real-time visibility of performance issues. They also have real-time visibility of the pipeline of moves cases to be completed.