Business Process Reengineering of Customer Services Management System for Home Entertainment and Corporate Communications Provider

CASE STUDY

Company Profile
Established in 2008, Wananchi Group Holdings (Wananchi) is East Africa's leading home entertainment operator and a major player in the corporate communications market too. Currently it is a fully vertically integrated media and telecoms company consisting of several business divisions providing a unique set of services delivered via innovative, internet, voice, data and pay TV services to residential and corporate customers.
Wananchi has a 40,000+ customer base in cable business which includes TV, internet and VoIP and a 130,000 base in the satellite (DTH) business.

Business Situation
As the customer base was growing rapidly and post-sales support was deteriorating, the customer service team was unable to deliver and keep up with customers' expectations leading to customer dissatisfaction. The existing customer service management system was unable to support the integral part of the core customer service due to reasons including: Mismanagement of customer information leading to missing of some vital information, first call resolution less than 50%, high percentage of call drops, no defined SLAs and KPIs, lack of inter-departmental coordination and process knowledge to handle issues, regular outages leading to call drops. All this made the situation worse and led to frustrated customers.

Wananchi was now in need of a customer service management system that will help them in answering calls from all their customers, handle all the issues, improve productivity and ultimately enhance satisfaction of the customer with improved and high-quality services.

Customer
Wananchi Group Holdings is East Africa's leading home entertainment and corporate communications provider.

Industry
Private

Business Situation
There was no proper customer service management, first call resolution was less than 50% coupled with lack of process knowledge, high percentage of abandoned calls and no defined SLAs & KPIs at Wananchi.

Solution
Techno Brain identified First Call Resolution (FCR) to be the single most, important and key challenge to improve customer satisfaction as absence of FCR has been found to account for a minimum of 30% to 40% of company's call expenditure.

Benefits
❖ Increase in First Call Resolution from 45% to 75%
❖ Reduced repeat calls and entry of multiple cases of same issue of same customer
❖ Reduction in call abandonment rate
❖ Increased ability to manage additional inflow of call volumes
- Post-sales support enhanced
- Customer satisfaction improved

Solution

Techno Brain identified First Call Resolution (FCR) to be the single most, important and key challenge to improve customer satisfaction as absence of FCR has been found to account for a minimum of 30% to 40% of company's call expenditure. Process re-engineering has helped Wananchi to streamline their customer service management process and data management using CRM and supportive systems, address superior call handling and increase service efficiency in multiple environments enhancing and enriching customer experience to a great extent.

A critical component of process re-engineering is the analysis of existing incoming call flow data to identify repeat callers. A research was performed month on month by making outbound calls to understand company's primary, secondary and tertiary issues of the customers and also analysis of all cases logged in the service request management (SRM) system and root cause of all the cases. All the calls are reviewed by the customer care team to identify if it's a first time caller or repeat and if it is a repeat call, then knowledgebase is queried to find the issue and provide solution to the customer. If it is first time call, then details are logged in to the SRM as a new entry and addressed accordingly.

This way Wananchi could increase the first call resolution rate by identifying first time callers, reduce repeat calls and entry of multiple cases for the same customer and same issue. This reduced the turnaround time taken for resolving customers issues. With the new system, staff could manage additional inflow of call volumes on a daily basis with increase in FCR from 45% to 75%.

Techno Brain BPO / ITES introduced additional features on the CRM system related to Reporting, IT infrastructure mapping, customer information sanitization, analysis on repeat calls, and survey handling (customer experience) and concentrated on improving call handling standards and focusing on First Call Resolution, developing concrete SLAs and KPIs, optimum resource utilization and right skill matrix, comprehensive trouble shooting guide, root cause analysis, identification and mitigation of technology-related failures, and Quality Management System.

Benefits

- Increased first call resolution and reduced call abandonment rate
- Quality and brand image enhanced with improved after-sales service
- Cost Savings in terms of reduction in Unwarranted Subscriber Maintenance Tickets for site Visit
- Reduction in repeat calls resulting in huge cost savings
- Efficiency, service delivery, overall business performance and productivity improved

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