

From Struggle to Success: New Partnerships Transform Call Center to Better Serve Customers

Cisco partners with Century Link and Valor Global to Maximize UCCE Technology

EXECUTIVE SUMMARY	
TYPE OF CUSTOMER AND FACILITY	<ul style="list-style-type: none"> Public sector organization servicing over 4 million customers. Phoenix, AZ 1000+ employees
BUSINESS CHALLENGES	<ul style="list-style-type: none"> Reduce customer call times Improve quality of customer experience Increase staff job satisfaction Fix processes, systems, tools and technologies to function correctly
SOLUTION	<ul style="list-style-type: none"> Partner with proven industry leader in call center operations Realign people, processes and technologies
KEY BUSINESS RESULTS	<ul style="list-style-type: none"> Dramatically reduced call waiting times from average 45 minutes to just 28 seconds Reduced turnover from over 200% to 10% Created internal knowledge base and training programs for consistent customer experience Implemented data analytics for benchmarking Increased employee utilization from 25% to 80%

Business Challenge

An existing Cisco customer in the public sector industry, was experiencing difficulties with their Call Center service delivery. Their inability to properly use the installed Cisco Unified Contact Center Enterprise (UCCE) technology, hosted by Century Link, was resulting in dissatisfied customers as well as causing rumblings of discontent among staff. Finger pointing and high turnover ensued, followed naturally by increasingly low customer satisfaction for those calling into the center.

Upon learning of the challenges their customer was facing, Cisco invited Valor Global, a Cisco Select certified partner, to investigate. "During the first walk through at the call center an atypical call center culture was evident. The operation lacked synergy with limited operational rhythm" said Tom DePoy, EVP of Global operations at Valor Global. "Goals were not aligned, and limited communication created a concern regarding ownership or accountability."

Cisco and their partners also found that data was not readily available to aid in planning and improvement initiatives. There was also a big need to create clearer process and better tools to assist front line agents. One major telephony issue was quickly identified and resolved: The phone system was hanging up on callers who exceeded 45 minutes of hold time. "First and foremost, anyone

waiting 45 minutes is going to be an angry customer, but hanging up on them after 45 minutes of waiting on the phone, well, no further explanation required." added DePoy.

The Cisco-Partner Solution

According to Tim Lake, Regional Manager/Southwest States for Cisco, Valor has a unique ability to align people, processes and systems. That's why they have been specifically chosen to assist Cisco customers in scenarios like this. Their experience with LEAN, Cisco UCCE and overall call center operations is a critical component to helping customers like this turn around their struggling call centers. "Often people will blame the technology, but there needs to be alignment between people, processes and technology . . . Valor was able to provide that – and do so ahead of schedule" said Lake.

The project team from Valor began their process by gaining clear direction from the customer's director of operations, who passionately shared his vision of making sure that every customer's issue was resolved, leaving them happy and satisfied - and creating net promoters. The director's objective was simple: answer all customer

calls within 60 seconds. Valor used its experience to identify clear objectives, assign KPI's (SMART goal methodology), align the center, utilize ongoing, daily huddle communications and execute operational best practices. By implementing such a focused plan, Valor was able to achieve the director's desired objective (calls being answered in less than 60 seconds) by September of 2016, well ahead of the January 1st 2017 target date.

Business Results

The Cisco project team's considerable experience in call center operations enabled them to properly assess that the situation was not so much a technical glitch as one of improper alignment of people, processes and technology. As a result, they were able to provide the right advice to their customer and move quickly to involve the appropriate partner, Valor Global, to remedy the situation for the benefit of management, employees and most importantly – customers. Valor took over ownership of the contact center and immediately began to leverage their experience and best practices.

Through their pro-active approach in putting the customer's needs first, the Cisco partnership with Valor Global and Century Link was able to:

- Reduce call wait times from over 45 minutes to just 28 seconds
- Increase "first-call" resolution for customers from 20% to 90%, while reducing call transfer rates by 68%
- Decrease involuntary turnover from over 200% to just 10%
- Increase employee utilization from 25% to over 80%, reducing total cost of operations
- Develop an internal knowledge base with training programs to help deliver consistent caller experiences
- Provide a Workforce Management solution
- Empower data gathering and analytics to create baselines and benchmarks for future improvements
- Integrate and align with the customer's LEAN team through Valor's own "LEAN black belt" who helped create a continuous improvement process roadmap
- Assist the customer in implementing self-service options by integrating their Cisco solutions with Salesforce.com
- Provide bilingual support as well as escalations team to assist in resolving more complex customer issues
- Incorporate an ability to scale services/solutions on an as-needed basis.

As the initial goal was successfully achieved, the customer centralized a significant service delivery from over 20 centers, and roughly 250 people supporting it, to its internal operations and Valor run call center. The change, along with other upstream issues, resulted in an increase in call volume of over 300%, which the teams are working on solving via a continuous improvement process and implementing self-service options and other controls; something that would have been difficult to accomplish just twelve months earlier. "Thanks to our partnership with Cisco and Valor we have the ability and confidence to scale, creating a roadmap to achieve our vision over the next 4 months."

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— Tim Lake
Cisco Regional Manager/Southwest States

About Valor Global

Valor Global is a world-wide leader in Call Center Solutions including customer care, retention, sales, account management, collections and tech support offering cost-effective and flexible on-shore, near-shore, off-shore and hybrid support options. Valor also leverages ITIL and LEAN methodologies to provide best-in-class support, and is a leader in providing and improving NPS for its customers. Visit www.valorglobal.com for more information.

Traversant Group represents Valor Global and Cisco for the State of Arizona and local government affairs. The group focuses on connecting leaders, building strategies and delivering results. For any questions regarding this case study, please contact Jennifer Woods at jennifer@traversantgroup.com.

About Cisco UCCE

With Cisco Unified Contact Center Enterprise (UCCE), your team benefits from a state-of-the-art, omnichannel contact center that helps you deliver a connected digital experience. With UCCE, you can provide contextual, continuous and high capability journeys for your customers. Fault tolerance helps ensure uninterrupted operation, and comprehensive reporting provides business intelligence to optimize your contact center. Cisco UCCE empowers you with:

- Delivery of each contact to the most appropriate resource anywhere in the enterprise
- Comprehensive customer profiles using contact-related data
- Segmentation of customers and monitoring of resource availability
- Routing to the most appropriate resource to meet customer needs and conditions
- Presence integration to increase caller satisfaction through improved agent performance.

By deploying Cisco UCCE, your organization can smoothly integrate inbound and outbound voice applications with Internet applications. These include real-time chat, web collaboration, email, and social media. This integration helps single agents support multiple interactions simultaneously, regardless of which communications channel the customer has chosen. Each interaction is unique, and may require individualized service. For this reason, Cisco provides contact center solutions to manage customer interactions based on almost any contact attribute. UCCE takes each contact to the most appropriate resource anywhere in the enterprise. In addition, it provides:

- Built-in email and chat
- Web-based agent desktop that makes it easy to provide customer information to agents
- Support for video interactions
- Powerful application programming interfaces for integrating task and outbound routing
- Presence integration to increase caller satisfaction through improved agent performance
- An included management portal.

Plus, with Cisco Unified Contact Center Enterprise, you can also easily integrate inbound and outbound applications with back-office and Internet events - providing a superior customer experience.



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