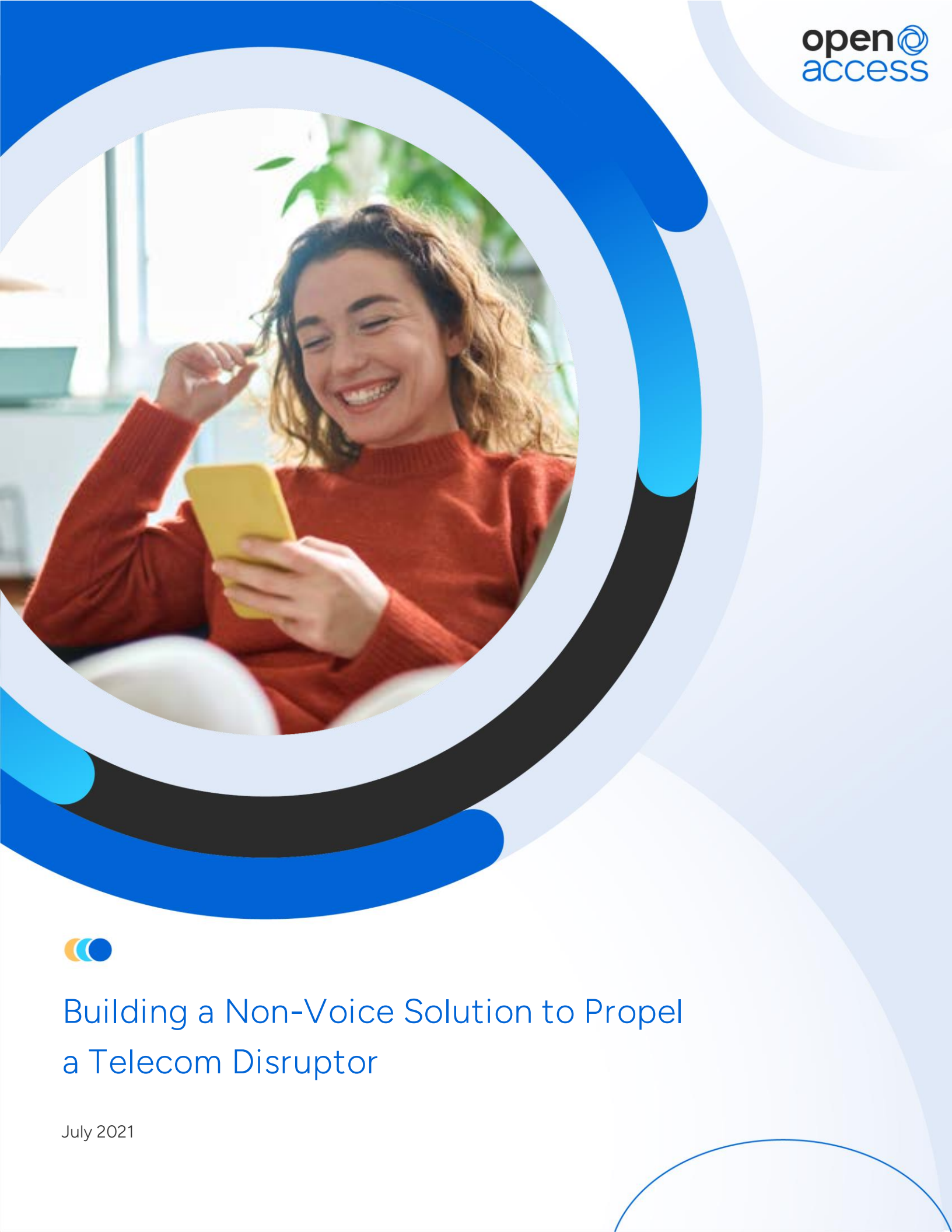




Building a Non-Voice Solution to Propel a Telecom Disruptor

July 2021

A new player in the Southeast Asian telecom industry needed help to support their rapidly growing subscriber base. Open Access BPO's non-voice multichannel program helped recover the brand's steadily tumbling customer satisfaction, redefine customer experience, and helped improve brand perception.

THE OBSTACLES

- The client's in-house customer service team was unable to keep up with the influx of service requests and inquiries they received over email and chat.
- Customer satisfaction was dropping as the backlog of unaddressed service tickets were already in the thousands and growing.
- The low service quality and resolution inefficiency were affecting brand perception.
- As this is the client's first time outsourcing, they had no framework for managing and monitoring an outsourced team's progress.
- Having no structure also means there was no way to measure, improve, and maintain productivity and quality.

THE RESULTS

- A customer support program was developed, along with standardized operational systems and processes.
- All backlogged service tickets were resolved, enabling and ensuring consistently efficient issue resolution from then on.
- The program recovered the client's declining customer satisfaction rate, even boosting it by 12% within the month's following the program launch
- Customer experience was significantly improved, as reflected by consistently positive impressions on customer surveys.



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THE CLIENT

Open Access BPO's client is a recognized disruptor in the highly competitive Southeast Asian telecom industry. This mobile network currently has over 195,000 subscribers and have also penetrated two countries in their aggressive regional expansion.

The client doesn't own telecom facilities, so their infrastructure is entirely cloud-based. This model enables them to lower the prices of their premium mobile plans even as they optimize their services, matching those from the region's big telecom players. All this without requiring their subscribers to commit to mobile contracts, which is a highly attractive feature for their demographic.

THE CHALLENGE

Like many high-growth startups, the client found themselves challenged by their accomplishments. New subscribers were piling into the new mobile network so fast that attending to each one of their concerns became increasingly daunting. This was negatively affecting customer satisfaction and was threatening their brand reputation and their budding relationship with their clientele.

To address these concerns, they sought Open Access BPO's help in providing support their rapidly growing subscriber base. They needed an outsourced telecom support program that focused on the following:

- **Scaling quality customer service**

A scalable non-voice customer care program was needed to provide proactive customer support for the client's expanding subscriber base without any adverse effects on customer experience.

- **Improving customer satisfaction**

The client is highly customer-centric but couldn't keep up with the sudden surge of customer care requests. With a backlog of service tickets piling up, the Customer Satisfaction (CSat) rating was at 75% and plummeting.

- **Ensuring business continuity**

The client needed a support unit to ensure continuous non-voice coverage impervious to any service outages, security intrusions, or even natural calamities.



OPEN ACCESS BPO'S NON-VOICE PROGRAM

Addressing the client's needs required the formation of a non-voice customer support program that focused on customer satisfaction. It was their first foray into outsourcing, however, so Open Access BPO had to devise a program framework from scratch.

The resulting program was launched in 2017, originally intended to merely augment the client's in-house team's email and chat support efforts. It has since grown to support a majority of their non-voice customer engagements.

PROGRAM HISTORY

Open Access BPO launched a customer support program for the client in August 2017. A team of nine Customer Support Agents jumpstarted the new non-voice program, resolving customer concerns via email 24/7. The Program Manager and Team Leader provide operational guidance and support.

A month of consistently positive customer feedback prompted the client to add live chat to the program's supported channels.

In March 2018, the program established the Level 2 team to handle escalations.

A year later, Email and Live Chat became separate lines of business, each one with their dedicated roster of Customer Support Agents.



As of writing, Open Access BPO's program is responsible for handling over 70% of the client's non-voice customer engagements. It has become a force in the client's mounting customer satisfaction, which is a significant contributing factor to their reputation as a trusted telecom brand.

PROGRAM STRUCTURE

The program's team was organized for optimized productivity, better management, and the efficient deployment of modifications to established processes.

Customer Support Agents

Level 1 Support

Level 1 Customer Support Agents use email and chat to assist customers. They respond to inquiries and concerns about products, services, and billing.

Level 2 Support

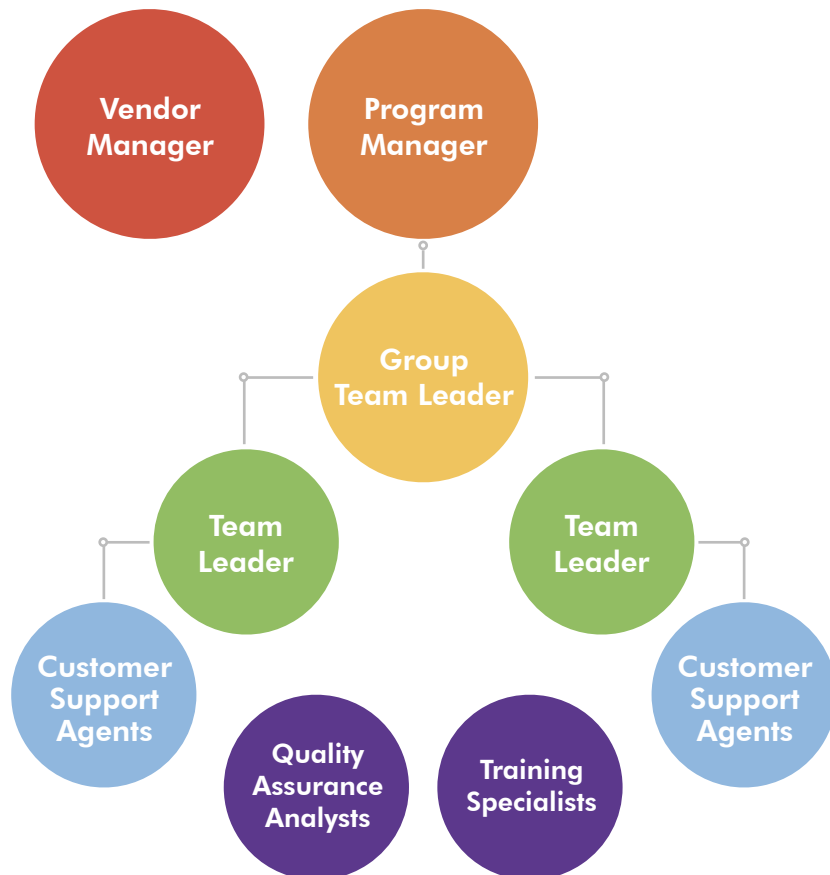
Serving as the next point of escalation is the Level Two team. Agents here respond to customers via outbound calls to help them with concerns too complicated for the Level One team to resolve.

Team Leaders

Team Leaders coordinate with the Program and Vendor Managers as they manage teams of Customer Support Agents. They also work with both Quality Assurance (QA) Analysts and Training Specialist to implement productivity- and performance-related strategies.

Program Management

The client's appointed Vendor Manager works with the Program Manager in overseeing the program's activities based on the client's directives. The Program Manager is also tasked to develop strategies for further enhancing productivity and service quality.



THE PROGRAM'S SOLUTION

With its extensive experience in multichannel customer care, Open Access BPO's program aims to help the client fully support their Singaporean customers' growing needs. The following strategies were formulated to address their challenges:

- Designed a quality assurance system
- Built a customer support unit
- Launched a customer callback initiative
- Established a performance improvement program

Designed a quality assurance system

An insight- and data-based QA system was baked into the program to ensure subscribers get a satisfying experience with every customer interaction. Performance is gauged by monitoring CSat, Productivity, and Average Handle Time to identify agent performance challenges and system flaws. These also let them implement relevant updates to training and coaching practices and the program's operational processes.

Below is a snippet from the program's QA Assessment sheet.

OPENING THE ENGAGEMENT WARMLY

Warmly began conversation

Politely offered assistance

ADDRESSING THE CUSTOMER

Asked qualifying questions to determine customer issue

Used tone and statements to express empathy

Repeated and rephrased customer concern to confirm customer issue

CUSTOMIZING THE RESOLUTION

Provided complete and accurate instructions to the best of the agent's abilities

Used a pleasant and positive tone at a pace sufficient for the customer

Used positive and courteous words while avoiding jargon

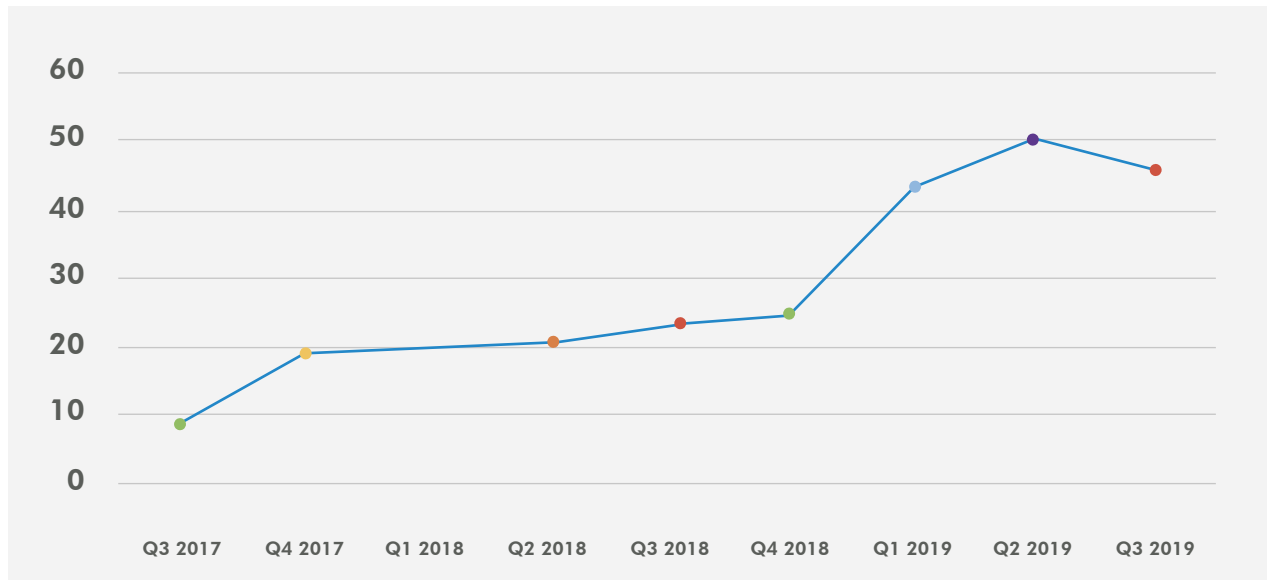
Asked permission to place customer on hold and thanked them for their patience

Properly used software tools to assist customer

Created tickets and updated customer information as needed

Built a customer support unit

Through a stringent recruitment screening, Open Access BPO formed a customer support unit made up of agents with the right skills and proficiencies for the job. They underwent an on-boarding program that honed their customer care skills and knowledge, equipping them with the tools they need to support the client's customers via non-voice channels.



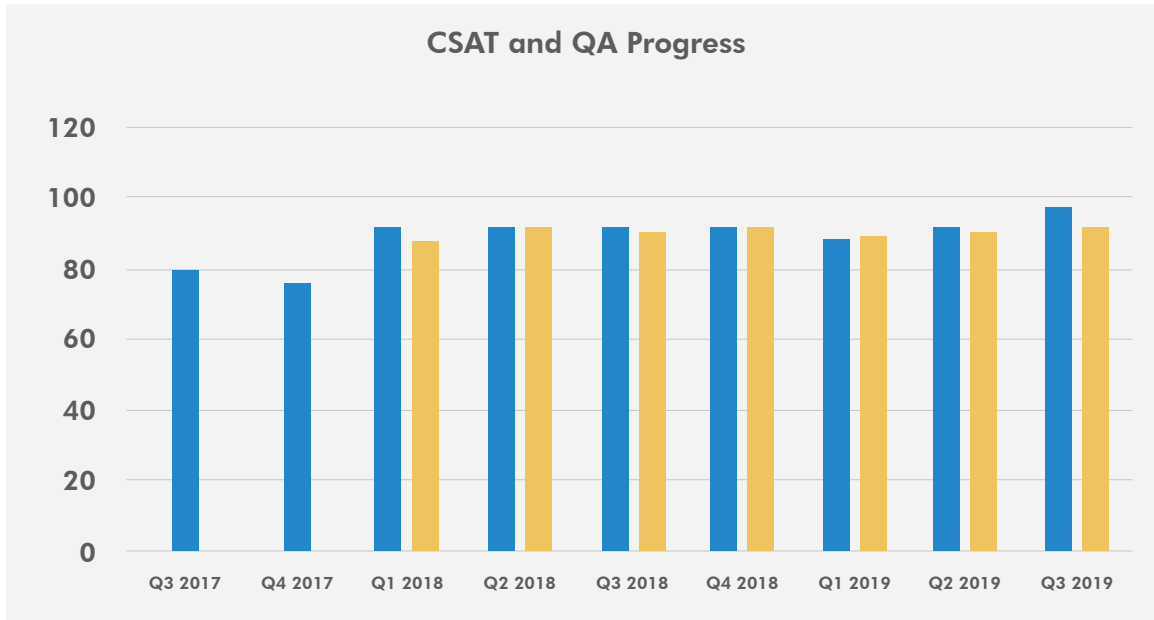
The program is scalable, seamlessly growing to meet the demands of the client's expanding consumer base. This graph shows staff growth as the client's consumer base expands, with the average number of full-time employees per month.

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Launched a customer callback initiative

The customer callback initiative is a feature unique to the program wherein Level 2 agents would call customers to further assist them. It offers a new opportunity to re-establish the brand-customer relationship. By taking the extra mile, the initiative elevates the customer experience.



A two-month pilot phase was put into place after the program's launch. While QA was not assessed during that period, efforts to raise pre-program CSat scores was already an established priority.

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Established a performance improvement program

Through a performance improvement initiative, Customer Support Agents continue to receive training even after they graduate from the new hire training course. Training Specialists and Team Leaders conduct:

- service-related updates as the client rolls out new products and promotions, and
- customized coaching sessions to target specific improvement areas of each underperforming agent.

A performance improvement loop was created to develop and implement initiatives that ensure outstanding program scores. It's a collaborative system that incorporates QA, Training and Coaching, Leadership, and Employee Engagement.

The program also created a knowledge base of all customer concerns the program has ever received along with their matching solutions. It serves as a guide that aims to make issue resolution more accurate and efficient, thus helping agents improve customer service quality. This knowledge base is updated as their agents encounter new product issues and inquiries.

THE PROGRAM'S RESULTS

The client didn't have a customer experience strategy when they partnered with Open Access BPO. With our help, a program was formed to prop up the client's non-voice customer efforts. This program was able to:

- resolved all backlogged service tickets
- ensuring consistently efficient issue resolution from then on
- recovered the client's tumbling customer satisfaction rate, even boosting it by 12% within the months following the program launch
- improved customer experience, as reflected by positive impressions on customer surveys

It has only been two years since we launched our multichannel non-voice program for the telecom client. What was initially meant to augment their in-house unit became the primary force that upholds the client's high-end customer experience.

Aside from ensuring customer satisfaction, the program's consistent performance is a significant contributor to the client's efforts as they grow as a trusted telecom brand in Southeast Asia.



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ABOUT OPEN ACCESS BPO

Open Access BPO is a multilingual outsourcing firm headquartered in Las Vegas, Nevada. Since its inception in 2006, it evolved from being a telemarketing company to a full-suite provider of scalable multichannel business solutions.

The company extends its expertise to both growing enterprises and established global brands from its operations facilities in Makati and Davao in the Philippines, Taipei, Taiwan, and Xiamen, China. Its multicultural workforce provides a wide range of outsourcing solutions, including multilingual customer support and content moderation in more than 30 languages.

