

The customer service team at Borders Group was very skilled at practical matters like processing orders and answering questions. But they wanted to achieve a whole new level of service by fulfilling the business needs of their customers. Click2Coach's robust coaching, evaluation and agent delivery tools helped make this possible.

BORDERS[®]

CORPORATE WEB SITE

www.bordersgroupinc.com

INDUSTRY

Retail books, music, videos

REVENUE

\$3.3 billion (2000)

HEADQUARTERS

Ann Arbor, Michigan

SITE OF DEPLOYMENT

La Vergne, Tennessee

PURCHASE DECISION FACTORS

- Ongoing, cost-effective training
- Agent desktop delivery
- Superb quality monitoring
- Single-server solution on Windows NT

RESULTS

- 15% boost in evaluation scores
- 17% reduction in call duration
- 22% decrease in cost per call

SYSTEM OVERVIEW

Deployed: March 2001

Calls per week: 12,000 – 18,000

Telephone system: Avaya Definity G3

Borders Group Writes the Book on Agent Effectiveness

“We used to spend a lot of training time on practical skills like providing information and solving problems,” said Borders Group Customer Service Director Charlie Moore. “That was great, but we wanted to raise the bar by teaching our agents how to deliver a consistently pleasant, satisfying experience. We wanted to create loyal customers.”

Borders Group is a Fortune 500 company operating more than 360 Borders domestic superstores, 22 international Borders stores, 33 Books etc. locations and approximately 860 Waldenbooks stores, as well as the *borders.com* e-commerce site. The Borders Group contact center handles customer service for Borders domestic superstores, Waldenbooks stores and *bordersstores.com*.

To develop top-notch agents who could continually exceed customer expectations, Borders Group turned to Envision's Click2Coach, an integrated contact center solution offering robust training, quality monitoring and evaluation tools. The results have been measurable and extraordinary, reports Moore. “With Click2Coach, our biggest challenges — service quality, agent effectiveness and cost per call — have become wins.”

Special delivery — direct to the agent desktop

One reason why Click2Coach was ideal for Borders Group is that the software delivers a host of training and related information to agents' desktops via a customizable browser-based window. Thus Borders Group agents review training videos, evaluated customer interactions and contact center statistics in the privacy of their workstations. Supervisors also push information about incentive programs like the Employee of the Month and up-sell opportunities to agents via Click2Coach. Moore explains why this is so important. “In our business, it's a tremendous plus when agents can learn how to improve their performance without leaving their workstations. No product came close to Click2Coach in terms of the agent desktop.”

Training in record time

Although Borders Group excelled at teaching practical skills, *how* they conducted that training was less than ideal. To keep people abreast of constant changes, supervisors relied on one-on-one sessions and distribution of printed handouts.

Click2Coach changed all that. Its desktop video authoring tool makes it easy to create “quick take” videos that synchronize a voice recording with screen activity of any application, Web page or document. Easy to create and view, these training videos are perfect for disseminating information rapidly.

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...Borders Writes the Book

For example, when the company re-launched the *bordersstores.com* Web site, they used training videos to demonstrate new functionality. Moore declares that this use of Click2Coach is not only time-saving, but also more effective. “When agents can see it and hear it in a training video, they retain the information much more quickly and easily.”

Fair, consistent feedback with automated call monitoring

Before using Click2Coach, as Moore puts it, “we were riding blind on what agents were saying.” Silent monitoring was the policy of the day, which meant that supervisors weren’t able to hear the entire call. Second, they weren’t able to monitor with any regularity. And when supervisors used their notes in evaluations, it sometimes appeared subjective.

Click2Coach enables automated scheduling and live recording of voice and screen activity, so Borders Group supervisors now have an objective basis on which to grade agents. Further, they can forward the evaluated records to the desktop, so agents receive their supervisors’ feedback in the context of an actual call.

Exceeding standards through coaching

Click2Coach makes it easy to provide ongoing coaching for skills development, as well as to evaluate performance on the basis of quality, productivity and efficiency. “Within the first six months of using Click2Coach,” Moore proudly states, “our evaluation scores went up 10 to 15%. And by year-end we anticipate a total improvement of 15 to 20%.”

At the same time, Moore reports, they experienced a significant boost in agent effectiveness. “With Click2Coach, our agents have reduced their call handling time by 17%, to just under two minutes, while simultaneously improving the customer interaction. Both of these accomplishments result directly from coaching and show that you can improve quality and efficiency at the same time.”

Borders Group has also seen a 22% decrease in cost per call based on direct labor expenses. “With the Click2Coach solution, we have realized improved effectiveness in that our agents are able to handle more calls more quickly. At the same time, we’ve increased our evaluation scores. Click2Coach helps us strike the right balance between the quality we know our customers expect and the productivity we want to achieve.”

Envision Telephony, Inc., a privately held company based in Seattle, develops software solutions for customer contact centers, focusing on the critical need for ensuring successful customer interactions. The company offers Click2Coach™, an innovative approach to improving the effectiveness of contact center operations. It delivers everything needed to develop, motivate and retain the best agents. Much more than a quality monitoring solution, Click2Coach also provides on-demand, personalized training to help agents be more successful at everything they do. Envision Telephony products are used by some of the world’s most customer-focused companies, including First Union, Holland America, Nordstrom and Getty Images.

For more information, please visit www.envisiontelephony.com.

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