

The supervisors in the client sales and service department were dedicated to developing their employees and delivering the best service possible. But they spent far too much time on live monitoring of customer interactions. Click2Coach® easily solved the problem with automated call monitoring and robust tools for positive, proactive agent coaching.



**PHILIPS**  
**sonicare**  
the sonic toothbrush

**WEB SITE**

[www.sonicare.com](http://www.sonicare.com)

**INDUSTRY**

Healthcare

**REVENUE**

Over \$200 million annually

**HEADQUARTERS**

Snoqualmie, Washington

**SITE OF DEPLOYMENT**

Snoqualmie, Washington

**PURCHASE DECISION FACTORS**

- Automated call monitoring
- Agent evaluations integrated with customer interaction records
- Coaching tools to give agents personalized training and objective feedback
- Intuitive interface, so people can be productive right away
- Easy maintenance

**RESULTS**

- 25% reduction in training costs
- Threefold increase in recorded customer interactions
- Over 50% increase in agent evaluations

**SYSTEM OVERVIEW**

Deployed: January 1999

Calls per month: 25,000

Telephone system: Avaya Definity G3

## With Click2Coach, Sonicare Agents Are All Smiles

Philips Oral Healthcare (formerly Optiva Corporation) is used to setting trends. As the maker of the revolutionary Sonicare® toothbrush, they challenged some of the biggest brands in the business and captured the number one dollar share (46%) of the U.S. market. To date, Sonicare toothbrushes are recommended by more U.S. dental professionals than any other power toothbrush. More than 10 million units have been sold worldwide. And in 1997, *Inc. Magazine* named the business the fastest-growing private company in the U.S.

It's no wonder that Philips Oral Healthcare's client sales and service group is also in the vanguard — for using positive methods to train, motivate and reward their agents. Their tool of choice? Click2Coach, an agent development solution that provides quality monitoring and on-demand, personalized training to help agents be more successful at everything they do.

"We've always been known for great customer service," said Kim Totten, manager of client sales and service. "Click2Coach takes us to the next level, giving our supervisors more time to provide our agents with the coaching they need to really excel."

### Giving live call monitoring the brush-off

Philips client sales and service isn't your average contact center. They handle all inbound calls for the company, including questions about products, promotions and, most commonly, how the toothbrushes work. The staff is unusually stable, with people averaging two to three years in their positions.

Monthly call volume for each agent ranges between 1,000 and 1,500, and getting a good sampling of interactions used to pose quite a problem. Supervisors formerly monitored calls live, and it was difficult to capture what they needed. As Supervisor Gail Burr noted, "I used to waste so much time monitoring calls. It was a real hit-and-miss proposition finding a good call. And once I did, I could easily be interrupted and would have to start all over again."

One of the chief reasons the team chose Click2Coach was because of its superior automated recording, which provides an easy, straightforward way for the supervisors to set a schedule for the capture of calls. Now they can listen to calls when and where it's convenient. And they can focus on what's really important — identifying trouble spots, monitoring trends, customizing training and rewarding good performance. Using Click2Coach, Kim estimates that the supervisors listen to more than three times more customer interactions than before, about 10 each week for each employee. And, in the event a supervisor or agent wants to capture a call in the moment, on-demand recording makes that possible.

**"Our agents love Click2Coach, because we use it to document what a great job they're doing."**

— Gail Burr  
CLIENT SALES AND SERVICE SUPERVISOR

## ...Agents Are All Smiles

### Evaluations that agents can sink their teeth into

With their newfound free time, supervisors are able to provide their employees with more than twice as many evaluations each month as before — three to five per agent instead of one or two. Kim finds that “increasing our agent evaluations by more than 50% gives us a better baseline for measuring performance.”

But evaluations aren't just a numbers game at Philips. The team equally values the ability to integrate evaluations with the customer interaction records and deliver them together to the agent desktop. This enables the agents to receive feedback and listen to their supervisors' comments in the context of an actual call. As Gail puts it, “Linking the evaluations with the calls eliminates the subjectivity of ‘he said, she said.’ And that helps ensure that we provide good, fair feedback.”

System Administrator Will Wiess can attest to the agents' receptivity to Click2Coach, because he was an agent when the product was first introduced. “When we first heard about Click2Coach, we had a little concern that it would be a Big Brother thing. But right away we saw that the supervisors weren't using it to spy on us. Instead, they were using it to give us better visibility.”

Another thing that Gail loves about Click2Coach is that it helps her give people personalized feedback, and neither she nor her agents ever have to leave their desks. “We really don't like to pull people off the phone. Whenever you have a meeting, you always end up waiting around, because people get off calls at different times, someone gets a cup of coffee, and so on. Click2Coach is so timesaving and efficient.”

### The buzz on Click2Coach training

Philips uses Click2Coach not only to provide a record of what agents have done, but also to improve agent performance along the way. To that end, the supervisors take advantage of the software's coaching tools in order to achieve top performance.

One of the supervisors' favorite features is the ability to capture agents' screen activity synchronized with audio, which makes it abundantly clear when someone doesn't follow a procedure or

forgets to wrap up a call. For Gail, this feature is especially valuable for new hires. “The reality is that, when the agents are in training, they can't possibly absorb everything. Click2Coach immediately finds the gaps, so I can address any training issues right away.”

The Philips approach to training is one of positive reinforcement. Although the supervisors address areas needing improvement, of course, they never neglect to point out what's working well. For example, they use Click2Coach evaluated calls and scores as the basis for merit increases, as well as recognition at Flower Power Hour, a quarterly meeting where individual successes are heralded. As Gail said, “Our agents love Click2Coach, because we use it to document what a great job they're doing. I can't tell you how many times someone has come to me and said, ‘Please tell me you were recording that call. It was great!’”

As a result of using the software, the department has been able to cut its overall training costs by 25%. “These results are significant,” said Kim, “and we fully expect additional savings as we explore other uses of Click2Coach.”

### They've only just begun

Client sales and service also plans to ramp up their use of Click2Coach Trainer to eliminate some weekly training sessions. This tool makes it easy to author video training and send it directly to agents at their desktops. Philips will use these videos to address specific call performance issues, explain procedures and system changes and augment classroom training.

In addition, the outbound sales group of Philips Oral Healthcare, dealer sales and service, will begin using Click2Coach in the near future. Kim sees equal opportunities on that side of the wall. “We've had such phenomenal success using Click2Coach to boost the quality and efficiency of our customer care. It's an investment that pays off over and over again.”



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