

The Service Net contact center encountered a challenge that only highly successful companies face — how to maintain service and quality standards while the business grows exponentially. Using Click2Coach®, the team quickly and significantly improved agent performance and streamlined outdated processes.



WEB SITE

www.servicenet.com

INDUSTRY

Service management

REVENUE

\$30 million (2001, projected)

HEADQUARTERS

Jeffersonville, Indiana

SITE OF DEPLOYMENT

Jeffersonville, Indiana

PURCHASE DECISION FACTORS

- Per-seat licensing, which offers great flexibility and cost savings
- Automated call monitoring
- Training videos that can be instantly created and distributed
- Pre-sales consultative approach of Envision Telephony representatives

RESULTS

- 33% increase in quality scores
- Fourfold increase in number of calls captured for evaluation
- Three trainers now do the work of four
- Monthly savings of \$3,900 due to the use of training videos
- Reduction in mishandled calls from 30 to one or two per week

SYSTEM OVERVIEW

Deployed: August 2001
Calls per month: 70,000
Telephone system: Mitel 2000



SERVICE NET

Get the Nearest Thing to a Quality Guarantee

In an era when many businesses are shutting down, Service Net Solutions LLC, an affiliate of the Kemper Insurance Companies, is going gangbusters. Since its founding in 1996, the company has experienced a growth rate of more than 300%. It has been named among the fastest-growing private companies in its region for two years running, and it was honored with an Ernst & Young Entrepreneur of the Year award.

Service Net creates, markets and administers warranties and service contracts for blue-chip companies like Office Depot, Philips, Maytag and Amana. The phenomenal success of the business poses some challenges for its 24-hour, seven-day-a-week contact center. Jennifer Holland is general manager of customer experience, the group that handles everything related to claims administration. “Service Net is growing by leaps and bounds. There are always new clients, new programs and new software. And we often have little advance notice of changes.”

The 135 agents on her team must have a fair degree of product knowledge, because they support an ever-increasing group of clients — currently 48 — each with multiple products. They also need to exercise a high degree of judgment about how customer requests are handled. Jennifer explains why Click2Coach is so valuable in preparing agents to do their jobs well. “We like to hire people who don’t have contact center experience. Click2Coach makes it easy to bring new agents up to speed quickly, so they perform at high levels right away.”

What is happening on the calls?

Prior to adopting Click2Coach, it was difficult for the Service Net contact center managers to ascertain how well their agents were doing. This was because call monitoring was done manually with tape recorders. Because of system restraints, managers and trainers could record only one call at a time, so the total number of interactions captured was small. In fact, agents were evaluated only once a month and only on three calls.

Manual call monitoring was problematic in another way, too. As Jennifer comments, “I employed 1½ people just to set and man the tape recorder. And if the trainers had any spare time, they were stuck recording calls. It was really a waste of resources.”

It’s about time

Click2Coach automatically captures customer interactions according to a schedule set by supervisors. This helps Service Net manage growth, because it enables managers to get more done in less time. Where they formerly spent an hour on a single call, they can now, in the same amount of time, provide evaluations and feedback on five calls. This was critical because the manager/employee ratio increased over the year from 1/10 to 1/15, and the call volume jumped from 45,000 to 70,000.

“With Click2Coach,
our quality scores
have improved
by 33%.”

— Jennifer Holland
GENERAL MANAGER
CUSTOMER EXPERIENCE

...Remarkable Results in Record Time

The time saved also greatly benefited the department's trainers. Where they used to focus almost exclusively on call monitoring, they are now free to do what they do best — provide one-to-one training, develop training manuals and conduct classroom training. Further, like the managers, the trainers are able to accomplish more training than ever before. "In the past year," Jennifer says, "we reduced our staff from four to three trainers. Yet we continue to increase our output without any hiccups."

Coaching for improved quality and satisfaction

Jennifer explains how automated call monitoring paved the way for effective coaching. "Click2Coach greatly boosts the amount of attention and feedback we give to people on the phone. As a result, we now have a pulse on our agents and can focus our energies on aggressively coaching them and catching any mistakes."

Thanks to Click2Coach, agents receive four times as many evaluations as they did before, for a total of twelve per month. By providing the evaluations in the context of actual calls and increasing the frequency of the coaching, agent performance has improved significantly. "Our quality scores are challenging," says Jennifer. "We intentionally set the bar high, so people always have something to learn. In 2001, the average score was 67 out of 100; now it's 87. With Click2Coach, our quality scores have improved by 33%."

Making the grade in other areas

While quality scores have increased, other metrics have decreased in a positive way. Prior to the use of Click2Coach, the customer service group had a weekly record of 30 misentitlements, which are calls in which clerical errors occur. Because of Click2Coach, the team now has only one or two misentitlements each week.

Another measure of success relates to the center's service escalation reports, which identify how many calls come back into the contact center for rework. At one point, the ratio for escalations to dispatch had gone up to 7%. Using Click2Coach, the team has reduced that number to 1%.

Training videos delivered direct to the agent desktop

Click2Coach lets trainers easily author and distribute video training, and Service Net makes great use of the feature. Jennifer explains the advantage of using videos instead of classroom training. "We used to huddle everyone together to explain things like updates to procedures or policies. But we lost valuable time with our customers whenever we

dragged 120 people into a room." And with change so rampant at Service Net, "it got so that people were in training more than they were on the floor."

While Service Net continues to conduct classroom training when appropriate, they've starting replacing some sessions with Click2Coach videos. This has produced average monthly savings of \$3,900.

Typical Cost Savings of Click2Coach Videos vs. Classroom Training		
	Classroom Training 15-min. session, (45 min. away from phones)	Click2Coach Video 5-min. length, (5 min. away from phones)
Receiving the training 120 agents @ \$8.50/hr.	\$765	\$85
Conducting the training 1 trainer @ \$12.50/hr. for 11 sessions	\$103	n/a
Total cost	\$868	\$85
	Click2Coach savings	\$783 per video
	Average no. training videos per month	5
	Average monthly savings	\$3,915

Reaping the return on investment

Part of the reason that Jennifer chose Click2Coach was because of the consultative approach of the sales team. "Envision Telephony approached the endeavor as a partnership. They took the time to understand how Click2Coach would work in our arena and offered many suggestions that we followed."

One key area where the sales team assisted Jennifer was in developing an ROI forecast for the solution. Jennifer is very proud to report the results. "We made ROI on Click2Coach four months earlier than we'd forecasted. This was my first major purchase, and our executives now trust that my decisions will result in good solutions for the business."

Of course, being wildly successful is par for the course for a company like Service Net. Jennifer attributes the company's good fortune to strong leadership, great vision and a commitment to innovation. And Click2Coach fits right in with these values. "Click2Coach is a terrific solution that makes it easy to achieve efficiency and quality in a climate where things are always changing."



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Envision Telephony, Inc. is a leading provider of contact center software solutions that empower businesses to maximize every contact with their customers. The company's patented solutions offer integrated quality monitoring, performance evaluation and eLearning, providing easy-to-use tools for scheduling and recording customer interactions, evaluating agent skills and producing personalized training content. For more information, please visit www.envisiontelephony.com.