

Case Study

Telecommunications

BT deployed ViewsCast to rapidly identify weaknesses and strengths in its massive call centre operation.



Just identifying areas of customer dissatisfaction was a major logistics exercise for BT. It would take days, and even weeks, to pinpoint problems in call centres. To raise customer satisfaction levels, the ability to rapidly identify and address problems was essential.

The Solution

BT implemented ViewsCast Customer Satisfaction Measurement (CSM) technology to measure customer feedback on individual call centre agents in real time. After interacting with a call centre, the caller was invited to participate in an automated ViewsCast survey. This survey allows the customer to rate the quality of their encounter with the call centre by responding to a series of questions with their telephone keypad. Customers also had the option to leave voice comments. The results of the surveys were available instantly via the Internet, enabling call centre managers to identify problems as soon as they arose.

The Project

In addition to BT's three primary UK call centres, ViewsCast was also applied to sales and marketing operations. Not only were customers encouraged to respond to ViewsCast surveys, employees too were invited to express concerns and opinions via telephone or via the web.

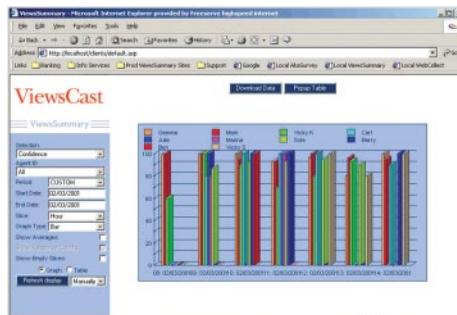
ViewsCast data was also used to underpin the bonus schemes that motivate BT's call centre agents, with individual bonuses calculated to reflect the level of positive feedback captured by ViewsCast.

The Challenge

The CEO of BT identified "customer satisfaction" as the central goal of all the company's processes. With five thousand staff at three call centres serving twenty million customers, that placed a big responsibility on the shoulders of BT's call centre managers.

Mark Dunsire, BT's E-Channel Futures and Programme Delivery Manager stated, "When dealing with a customer base of millions, a tiny percentage of dissatisfied customers can add up to several thousand people."

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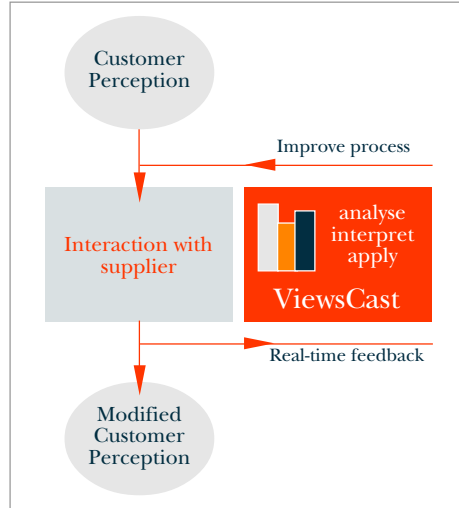


ViewsCast survey results are available instantly on the web.

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The Result

“ViewsCast feedback allows us to understand the needs of both satisfied and dissatisfied customers and helps us rapidly identify when these customer needs are not being met,” reported Mark. “Training and development for individual agents can be administered without delay, enabling us to rectify problem areas immediately and significantly reduce the number of customers who remain unsatisfied after their call.”



Customer data captured by ViewsCast can be used as an integral part of a feedback loop and drive your continuous improvement strategy.

Not only are BT’s call centre managers benefiting from ViewsCast. Customer service desks, HR and managerial staff also use the system. ViewsCast material also supplements employee appraisals, training schemes, incentive programmes and staff and team meetings.

“The combination of employee and customer feedback is an extremely powerful way of enhancing our internal operations as well as our customer satisfaction management,” added Mark.

The Future

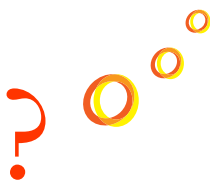
ViewsCast has armed BT with the capability to work more closely with each of its 5,000 call centre staff. The system provides BT with a deep insight into customer needs and feelings. BT is planning to apply ViewsCast surveys to other aspects of its operations.

About BT

BT is one of Europe's leading providers of telecommunications services. Its principal activities include local, national and international telecommunications services, higher-value broadband and internet products and services, and IT solutions. In the UK, BT serves over 20 million business and residential customers with more than 29 million exchange lines, as well as providing network services to other licensed operators.

<http://www.bt.com>

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