



Cable Operator

UPC broadband's award-winning Dutch call centre chooses ViewsCast real time survey solutions to improve customer satisfaction levels while optimizing their call centres.



UPC Key Facts, as of June 30 2007

- ❖ Provides video, broadband, high-speed Internet and traditional, digital (VoIP) and mobile telephony services
- ❖ Active in 10 European countries under the brands UPC and Cablecom (Switzerland)
- ❖ Revenue : \$3.8 billion 2007 annualized, based on the 6 months ended June 30, 2007, \$3.3 billion for the 12 months ended December 31, 2006, 13.4 million homes subscribed
- ❖ 9.2 million video subscribers, of which 1.0 million are digital cable subscribers
- ❖ 2.4 million broadband Internet subscribers
- ❖ 1.3 million telephony subscribers
- ❖ Digital Telephony (VoIP) launched in all countries
- ❖ Digital TV: via cable and direct-to-home (DTH) satellite

The Challenge

UPC, the largest cable company in Europe, was experiencing average service levels and increased waiting times within their call centres. In the Fall of 2005, the company made the decision to continuously monitor all call centers within the Netherlands with the explicit goal of becoming one of the top brands within the market and to later roll out a pan-European initiative.

UPC needed a full-service solution provider which could not only monitor customer feedback but make sense of it so that the findings could be turned into an actionable plan for improvement. In the end it chose global marketing research firm Synovate because of its years of experience in the call centre arena combined with its full-service research and analytic capabilities.

The Solution

As part of a larger change management initiative, UPC NL implemented a customer satisfaction program using Synovate's ViewsCast platform.

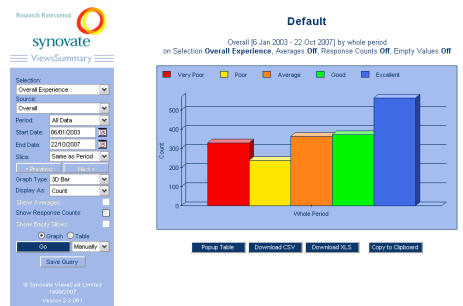
ViewsCast is an automated IVR (interactive voice response) feedback solution. Customers were randomly selected and invited by the VP of customer operations (NL) within their own IVR greeting as customers called into the centers.

After opting in to the survey, customers were automatically transferred at the end of their call to the ViewsCast solution; no agent involvement was needed for the transfer to take place.

Using ViewsCast, customers responded to the automated survey through the use of their telephone keypad.

The survey gathers customers' feedback on aspects such as overall satisfaction, first time fix, call reasons and willingness to recommend. At the end of the survey, customers were also given the opportunity to leave voice comments to explain their issues in more detail (Voice of the Customer comments).

The results of each survey were captured and made available, in real-time, using a standard web browser through the ViewsSummary web reporting solution. In addition to seeing their ratings, UPC could even hear their Voice of the Customer comments from this reporting site. Within this easy to use dashboard, UPC Netherlands could monitor their outsourced call centers, specific business lines, and market segments -- all in a single reporting system.



The results from the survey were put through rigorous analyses to uncover the most important key drivers, detractors, and call reasons that impact a customer's perception of UPC.

These key drivers formed the basis for operational change within the organization with the goal of increasing efficiency, customer loyalty, and reducing costs.



Fig A. The ViewsCast Process

To provide further insights into their customer experiences, UPC Netherlands has started to use ViewsCast for monitoring other customer touch points such as their online support, engineering, and outbound telephone contact support.

The Result

Capturing customer feedback using ViewsCast has provided UPC Netherlands with valuable tools to monitor and improve customer satisfaction and loyalty.

UPC increased their call centre efficiency (increasing first time fix thereby significantly reducing call volume) and, as a result, achieved a high level of customer satisfaction across all touch points in several markets.

In recognition of their achievements in the call centre space, UPC won the National Contact Centre Award for 2006 and 2007.

UPC is also nominated for the 2007 CRM association award with their Pan European transformation case in which ViewsCast is a key component.

UPC NL has also incorporated the results of the surveys into the SLA's of the outsource parties, translating the quality of the delivered service as perceived by their customers into financial consequences.

UPC broadband is currently monitoring in the Netherlands and Poland and is rolling out ViewsCast in more of its country organisations in 2008.

UPC is a great demonstration of the power of monitoring customer feedback using ViewsCast and the impact that can be made within the organisation when the feedback is turned into actionable improvements.



"ViewsCast has enabled UPC's broadband's Customer Care to make the shift from quantity to quality. ViewsCast is the thermometer in our operation that tells us every day what our customers think of the service we provide. It delivers us the kind of input we need to improve where it really matters to our customers. And it tells us if our improvement actions are the right ones. In other words, it's customer satisfaction turned from a more abstract phenomenon into an actionable tool. And what's more, our customer service staff love it too, because finally they receive feedback on the job they do from the people they do it for, on a daily basis. As a result, our cost levels decreased, our employee and customer satisfaction increased, and the loyalty of both our customer base and our employees has started to significantly increase. ViewsCast is a crucial component in our paradigm shift from managing Customer Care for cost containment only, to also include its contribution to profitable growth."

- Nicolette Wuring, VP Customer Care UPC Europe