



CLIENT SUCCESS STORY | TELECOM

In-depth Voice of Customer Analytics and Increased Conversion Rate for a Major Indian Telecom Giant

Objective

There are numerous telecom service providers in India, and each player offers competitive packages to attract customers. But with the increasing competition, reduced market pricing, and the proliferation of competitive offers, telecom companies are finding it harder to retain customers.

In 2008, a regional telecom giant approached HGS to provide customer service support specifically focused on customer retention efforts. This required staffing a team with experienced, empathetic agents who have specialized customer engagement skills.

The client wanted HGS to focus on customer retention and analyzing the voice of the customer (VoC) through in-depth analytics. These analytics aim to:

- Improve customer contact rate
- Enhance the customer retention rate
- Reduce re-churn (retained customers moving out) measured at 30-, 60-, 90-day intervals
- Reduce number of attempts taken to contact and retain customers
- Improve customer service quality rate
- Capture and glean actionable insights from the voice of the customer

Additionally, the client asked HGS to publish the key takeaways from the VoC analytics, understand the exact reasons due to which churn is happening, study competitor offers due to which customers are leaving the client, and study highlights from each circle (state). In the long term, the client wanted HGS to help develop competitor-/circle-based retention plans, recommend plans/components on the basis of the VoC, and enable an Average Revenue Per User (ARPU) based approach to retention.

Our Solution

1. Applied in-depth analytics on client VoC data

How We Do It

HGS ran detailed analytics on the VoC data captured during customer interactions. Using a customised analytics tool built by HGS, we conducted a deep dive analysis of VoC data. The analytics tool captures details of customers during interactions. We extract reports on a daily basis and analyse the reasons due to which customers wanted to move out (especially after the Mobile Number Portability (MNP) law was passed). This valuable insight is shared with the client so that they can improvise on those aspects and be more successful in retaining existing customers. VoC analytics gives us first-hand knowledge about competitor offers and we use that information to design our counter offers to retain customers. The client’s marketing team depends on us for this information to learn about competitor offers.

Retention of

87%

customers who wanted to move to another telecom provider versus earlier percentage of

45-50%

retention

AT A GLANCE

Client since
2005

226 FTEs

Pan-India support

Delivery centre:
Bangalore, India

Channel:
Inbound Voice

Languages supported:
English, Hindi, Gujarati, Marathi, Kannada, Tamil, Telugu, Malayalam, Bengali, and Assamese

Services offered:
Retention desk
outbound calling



Business Result

Capturing the VoC data gave us a lot of insights into customer needs and behavior. We found that customers wanted special benefits for when they are travelling outside their state circle included in their plan as the same was being offered by the competition; they wanted SMS benefits within the plan since the same was available in competitor plans, and customers were happy with certain offers and wanted increased validity. HGS retains 87% of the customers who wanted to move to another telecom provider.

2. Customised client's competitor data tracker

Retention of
92%
customers who wanted
to move to other
competitors

How We Do It

The client maintained a detailed tracker to capture the details of all competitor offers, tariffs, customer churn reasons, customer segment, and the product/s they are using.

When a new telecom operator entered the fray and launched services at highly competitive rates, it led to a spike in volumes and a fresh requirement in data capture as all operators launched counter plans. The entry of this competitor impacted the telecom market significantly and all other operators had to take extra measures to counter the impact including our client. To help our client withstand this impact and retain their customers, we captured complete details of the competitor offers in terms of denomination and benefits to understand the impact of the competitor offers on our client's customer base.

Business Result

Our efforts to capture details of the new competitor's offers provided the client with valuable and timely insight into developing their plans to counter the benefits offered by the competitor and retain customers. HGS efforts to retain customers when facing stiff market competition led to retention of 92% of customers who wanted to move to that particular competitor.

3. Established specialized desk to handle network-related issues

Retention of
85%
customers who wanted to
end their association with
the client company due to
network-related issues

How We Do It

Customer retention rate was impacted when customers who have network signal concerns raise a Service Request (SR). However, when those SRs were not resolved appropriately customer dissatisfaction occurred again. The SR resolutions received from the backend team were ambiguous or futuristic and agents were not raising the SRs under the relevant subtypes. HGS put in place a dedicated SR recovery desk for network signal related SR resolution. This desk streamlines resolution and logging of network-related SRs. This desk also checks and re-raises the SR in case of ambiguous or unsatisfactory resolution by contacting the back-end team and/or customer as required, brief agents on the correct method to raise SRs and evaluate previous SRs to arrive at resolutions and reach customers through a 'health check' call where we confirm if their concerns have been resolved to validate the resolution.

Business Result

The setting up of a dedicated resolution desk improved customer retention rate on network-related issues and we are able to provide more appropriate and accurate resolution to customers. We are retaining 85% customers who want to end their association with the client's company due to network-related issues.

4. Reduced 'UPC generation-to-connect' time

Reduced average time
taken to connect with
customers after UPC
generation to
~17
minutes with a conversion
rate of
~85%

How We Do It

In 2013, the Telecom Regulatory Authority of India (TRAI) passed the Mobile Number Portability (MNP) law, which allows users to retain their mobile numbers and move to another telecom provider. This led to a flurry of user movement from their current mobile operator to a new one, with each mobile operator doubling their efforts to retain their customers. Users needed to generate a Unique Port Code (UPC) before moving to a new service provider. Once generated, the UPC reaches the TRAI and then the service provider.

In the case of our client, we observed that the average time taken to connect with customers in the pre-online campaign was at approximately 90 minutes, with a conversion rate of about 43%. This delay in contacting customers was due to the time consuming manual procedure of uploading the customer details on to the dialer. We noticed that the probability of retention was higher with a quicker contact post UPC generation.



To solve this issue, HGS started using a client-designed interface between the TRAI gateway (that registers the customer request to leave a telecom provider) and our outbound dialer. This interface enabled the dialer to fetch the customer details and dial customers who want to terminate their relationship with the client within a 15-minute interval. We receive the list of customers who generate a UPC from the client and then get in touch with these customers to understand why they want to terminate their relationship with the client’s company (we find out if they are not happy with the plan, offers provided, or the network signal) and which operator they want to move to.

Business Result

Post implementation of the interface, the average time taken to connect with customers reduced to about 17 minutes with a conversion rate of approximately 85%. This also increased the advisor level productivity. After studying the volume trend, separate campaigns are designed to accommodate specific circle volumes and the process of reaching out to the customers became much faster. We try to address the issues the customer has and retain the customer.

5. Set up exclusive desk for handling escalations

Achieved drop in escalations to
5%
from the earlier
31%

How We Do It

There were multiple issues customers were escalating such as: delay in retention plan/retention benefits/ booster provisioning, Temporary Disconnection (TD) not done as per the turnaround time, bill charges dispute, incorrect or incomplete information provided by agents, wrong commitment by customer care and waiver not being provisioned on time. To tackle this problem, HGS set up a separate desk with a dedicated workflow that directs agents towards the right way of handling customer escalations.

Business Result

The escalation desk receives escalations via e-mail and then identifies and classifies the issue post which the issue is resolved, closed, and documented. We also undertake corrective/ preventive action implementation and monitoring for escalations which led to a considerable drop in escalations to 5% from the earlier 31%.

6. Enhanced learning experience to agents

Achieved
100%
agent post training
certification

How We Do It

HGS believes in experiential training and the training plan for this client included providing agents with hands-on learning experiences, mock calls using the dialer, ‘teach back’ and presentation sessions by participants, scenario-based training (including module-based training), training videos and side-by-side call listening.

Business Result

As a result of this organised, hands-on training approach, the agents were well trained, empathetic and capable of handling the crucial retention calls which are sensitive in nature since the customers are on the verge on terminating their relationship with the client when they are contacted by agents. Another great result of this training approach is that the percentage of agents getting their post-training certification (done by an external vendor) went up to 100%.

About HGS

A global leader in business process management (BPM) and optimizing the customer experience lifecycle, HGS is helping make its clients more competitive every day. HGS combines technology-powered services in automation, analytics and digital with domain expertise focusing on back office processing, contact centers and HRO solutions to deliver transformational impact to clients. Part of the multi-billion dollar conglomerate Hinduja Group, HGS takes a true “globally local” approach, with over 44,528 employees across 75 delivery centers in seven countries making a difference to some of the world’s leading brands across nine key verticals. For the year ended 31st March 2018, HGS had revenues of Rs. 38,494 million (US\$ 597 million).

Log in to www.teamhgs.com to know how we can help make you more competitive.

Contact us at:

- 1-888-747-7911**
- marketing@teamhgs.com**
- @TeamHGS**
- www.teamhgs.com**