Business Process Intelligence (BPI) drives performance improvement and cost savings for clients

At TELUS International, we take pride in our high levels of customer satisfaction emerging from our Customers First culture. Employing Lean Six Sigma methodologies ensures that we remain focused on desired customer outcomes. Our dedicated BPI practice seeks to improve the quality of process outputs by using data to identify and remove defects and minimize variability in business processes.

Our BPI practice enables our Operations and Support teams to achieve the best Customer Experience results for our clients through continuous process improvement, knowledge management and best practice sharing. The practice is also responsible for training, external consulting, and driving internal projects for TELUS International.

The majority of our operational team leaders are trained in Lean Six Sigma, arming them with problem solving tools and techniques for employee development while fostering an environment, and related systems, for engagement and motivation. We also engage the larger workforce, especially frontline team members working closely with customers, to ensure that we deliver value to each customer project.

In nearly every case, our BPI and Lean Six Sigma engagements result in KPI improvements like Customer Satisfaction (CSAT), Likelihood to Recommend (L2R), First Call Resolution (FCR) and Sales Conversion Rates, as well as cost savings and cycle time improvements. Here are two examples:

Lean Six Sigma improves chat handle time and decreases costs for consumer electronics client

**Client challenge:** The client’s product was experiencing impressive revenue growth resulting in order backlogs with customers generating additional contacts and longer waits times. This created negative experiences along with customer churn and lost revenue. Escalations were at an all-time high, averaging 783 tickets per day, with forced provisioned tickets at 198 per day.

**Solution:** The BPI practice identified top pain points and devised ways to improve the operational performance. With increasing program growth and complexity, the main root causes were identified as 1) confusion among team members around ticket responsibility and 2) lack of process understanding.

The BPI practice worked closely with the client to address issues, eventually implementing the following:

- Defined and instituted a process for handling tickets, with clear roles and responsibilities
- Revamped training to include new and difficult scenarios
- Introduced new KPIs to measure team member productivity
- Implemented an automated notification system to notify individual team members of overall team performance and queue level updates
Results:
- 80% improvement on the escalations, down to less than 155 tickets per day, with an SLA performance improvement of 91% (previously 73%) in 24 hours
- 85% improvement of the forced provisioned tickets, down to 29 tickets per day
- Annual cost savings of over $79,000 (US) and greatly improved customer satisfaction

Lean Six Sigma improves CSAT by 39% and FCR by 21% for national telecom client

Client challenge: The client’s program had just completed ramp with TELUS International using the client’s same internal operational procedures. Several months into the service, Tier I technical support reported low customer satisfaction (CSAT) scores and first call resolution (FCR) rates due to 1) poor coordination between client departments on customer issues, resulting in transfers and customer call backs before resolution and 2) inadequate support for agents to achieve resolution.

Solution: The BPI practice engaged with cross-functional partners, using Voice of Customer and Pareto analyses to solve the following issues:

1) Poor coordination between client departments on customer escalation issues
- Documented an escalation and transfer process; created an escalation matrix; and granted access to knowledge base and other tools, without the need to transfer
- Re-designed the escalation process where there was transfer of ticket ownership
- Instituted a policy to keep customers informed with a zero missed call back commitment

2) Agents lacked adequate support
- Created and enhanced a probing tool to determine customer root cause, troubleshoot and resolve issues
- Re-trained the team on the most important repeat topics with continuous coaching based on weekly reports
- Revised the QA Audit to include attributes that correlate with Quality metrics

Results:
- CSAT score increased by 39%, exceeding client goals by the 3rd month
- FCR increased by 21%, with new reporting that focused more closely on outliers
- Average Customer Satisfaction Rating (CSR) improved from 76% to 82%
- Annual cost savings to client of $68,000 (US) with greatly improved customer satisfaction

Consulting engagements
Our BPI practice has experience conducting fast-path process mapping, documentation, and data gathering that involve assessing the key business processes through side-by-side client observation, data analysis, management validations and debriefs. We follow a Six Sigma DMAIC approach, assessing the call center environment and offering recommendations for streamlining processes and improving the customer experience.

Connect with us to speak to one of our BPI practice leads.

About TELUS International
With locations throughout North America, Central America, Asia and Europe, TELUS International delivers integrated customer service outsourcing, BPO and ITO solutions to some of the world’s top brands. Visit telusinternational.com for more information.