



CASE STUDY

BANKING & FINANCIAL SERVICES

**FIRST-CLASS
CX DOMAIN
EXPERTISE**

Root Analysis & Best Practices to Uplift Low C-SAT in 4 Months

The client is one of Egypt's largest banks in terms of assets, deposits, loans, bank-capital, number of total branches, and employees. It was founded in 1920 and owns and operates more than 500 electronically connected local branches, including 5 branches in the United Arab Emirates, one in France, in addition to regional and global existence in Lebanon, Germany, and a worldwide network of correspondents.

Since RAYA Contact Center is offering a wide range of banking services, the fruitful partnership resulted in providing the bank with credit card processing services, payment services, collections & debt management, acquisition services, fraud monitoring, risk management & compliance, and commercial banking services.



**Credit Card
Processing
Services**



**Payment
Services**



**Collections
& Debt
Management**



**Acquisition
Services**



**Fraud
Monitoring**



**Risk
Management
& Compliance**



**Commercial
Banking Services**

THE CHALLENGES

The client was beaten by low C-SAT results due to high AHTs; this struggle is the main reason behind approaching RAYA Contact Center, as well as wanting to boost up-selling and cross-selling conversion rates.

To increase the efficiency of its contact center operations while improving the quality of the services provided, the bank had to reach out for help to fix its operations and processes accordingly.

THE APPROACH

After RAYA Contact Center had taken a closer look into the challenges the bank is facing, it was a-given to start working on a robust approach to address the pain points accordingly.

Also, it was decided to apply the DMAIC process improvement methodology. This Six Sigma project is used for improving, optimizing, and stabilizing business processes. It also helps with end-to-end identification, resolution, and proper outcome for the client.

A. High AHT Leading to Low C-SAT:

When working with customers, it is critical to listen to their feedback and consider them when adjusting the processes and operations. The poor feedback the bank was getting showed high levels of non-satisfaction, misunderstanding, and customer churns.

On the surface, the high AHT of calls causes low C-SAT results. This would result in repeated calls that the bank mainly pays for, so when conducting cost-analysis, it was shown that this was hurting their revenue.

B. Poor Results of Marketing Campaigns:

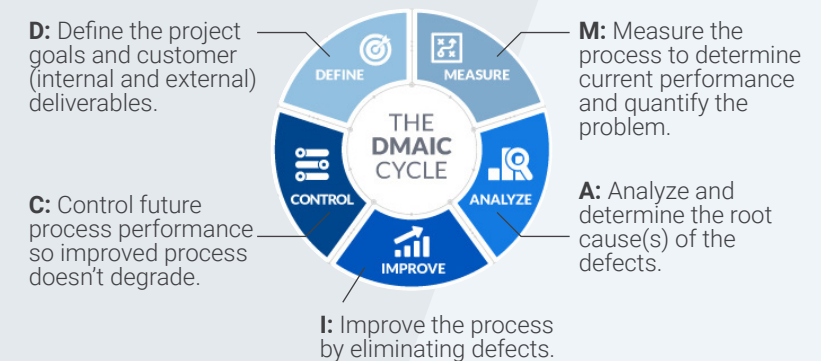
The bank had numerous high-quality, costly campaigns; however, the Return on Advertising (ROA) was still very low. At this stage, the bank used to launch outbound campaigns targeting random customers in the hopes of selling additional banking services.

There was no targeting strategy in place, and no demographic data to rely on when launching these campaigns, which hurt the overall up-selling and cross-selling conversion rates.

Defining the possible causes of the high AHT resulting in low C-SAT was the most crucial step. Also, defining the weak points of the customer service operations was the cornerstone for pointing out the reasons behind having low up-selling and cross-selling conversion rates. Both of these pain points affected sales activities and the ROA.

The AHT at this point stood at a high **10 min** while the benchmark was **4:45 min**, which resulted in not achieving the C-SAT target that was set to be **8**. Instead, the average C-SAT was **4.5**. Considering these measurements, the up-selling and cross-selling conversion rate was less than **2%** at the time.

THE SIX SIGMA DMAIC IMPROVEMENT PROCESS



ROOT CAUSES

The root cause analysis showed:

- Major deficiencies in soft skills and using outdated scripts when talking to customers and lack of information.
- Repeated calls either because of the long hold or for mishandling the transaction.
- Long hold over the IVR or during the transaction itself.
- When it came to the English language proficiency, only 40% of agents were between A2 and B1 levels.
- The Quality Assurance process didn't cover AHT flow for all call types.
- Essential attributes were missing from the AHT's Quality Score Sheet.
- Team Leaders managed outliers monthly.
- Some CS Agents' performances weren't improving for 3 months in a row.
- No existing customers' information about their demographics.
- No categorization of the verified customers to match them with relevant products.

IMPACT

Longer AHT than average, which is reflected on CSAT and on the queue waiting time. Wasting a lot of effort and time targeting wrong customers with irrelevant products.

To get to the bottom of the high AHT and low C-SAT correlation, analyzing the agents' calls was an essential step to be taken with the Quality Assurance data. After thorough analysis, and listening to various call types, flows, and problems that needed to be solved, the common complaints all revolved around bluntly bad testimonials from the customers over the phone.

The feedback received in reports from their customers included: "I felt that the advisor was very robotic and scripted," "I had to ask for a supervisor as I couldn't understand the advisor," and "I had to wait on hold for 10 minutes to get help."

THE SOLUTION

The conducted analysis and the findings gave RAYA a clear-cut vision on how to best move forward to resolve the issues and problems revealed.

The most basic level of improvements had to go to the agents' soft skills, scripts, and the verbatim they used over the phone. To provide a good customer experience, the agents' soft skills were revamped with the 'I'm Human' project, daily verbatim sessions with their Team



Leaders to keep them engaged with the customers' pulse and not sound robotic, and applied updates to the scripts used for all call types to handle the call accordingly.

Team Leaders were encouraged to manage outliers weekly instead of monthly. Ensuring that the Quality Assurance process covers all call types, as well as including the essential attributes that were missing from the AHT's Quality Score Sheet, contributed to adjusting the AHT. When taking a look at the track records of agents' KPIs, filtering and letting go of the bottom 10% of agents who weren't improving for 3 months in a row took place. Simultaneously,

the existing hiring processes were updated to include A2-B1 English language proficiency tests.

To improve the processes and operations even further, an outbound campaign was launched to verify existing customers and acquire information about their gender, cars, age, and social class. The verified customers were categorized based on certain criteria to match them with the relevant bank-products they are more likely to need, like credit cards, loans, etc.

In the same vein, to control future processes and adhere to the newly

established standards, continuous tracking to ensure implementing new people-oriented projects to teach any needed skill to fulfill their job roles was put in place.

To avoid sounding robotic, regular updates to the verbatim sessions' content were scheduled accordingly depending on the target audience and the product being sold. The Quality Assurance team is to track current calls and include any new call types into the AHT scripts, as well as updating the scripts regularly, depending on the season and business need.

Now that the AHT's Quality Score Sheet includes essential attributes, like customer effort and satisfaction, Team Leaders and Agents are always reminded to consider these. Continuous tracking of CS Agents' KPIs to be conducted to filter the 10% bottom once regularly is to be scheduled accordingly, in alignment with ensuring that the hiring process measures all the needed skills for the vacant jobs.

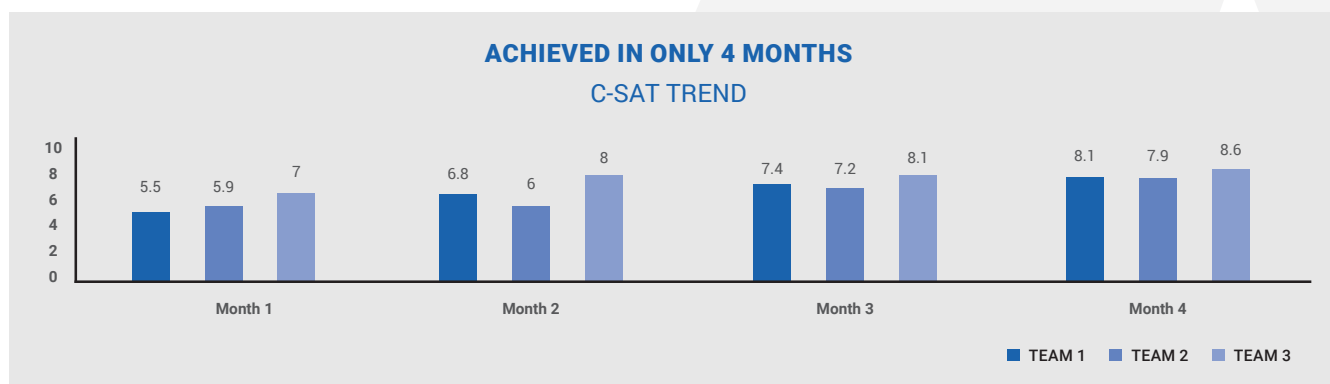
Last, regular outbound campaigns schedules creation aiming at verifying existing customers and categorizing them accordingly for future seasonal campaigns.

THE RESULTS

C-SAT Trends were measured from 3 different teams and each was responsible for a particular service area. Each team's KPIs were measured to monitor and track the implementation of the solutions.

AHT quality results were improved and a new target was met. The AHT dropped from 10 min to 190 sec and got improved to 170 sec.

The up-selling and cross-selling conversion rates improved reaching a 10% increase, which reflected positively on C-SAT attrition.



8+ C-SAT
RESULTS
ACHIEVED

95% QUALITY
OF THE SERVICES
PROVIDED

190 SEC TO 170 SEC
AVERAGE HANDLING TIME
(AHT) DROP

10% INCREASE
IN CONVERSION
RATE



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RAYA Contact Center provides next-generation customer support on behalf of clients across many verticals. RAYA has been the customer experience partner and global services provider for fortune 1000 brands in North America, Europe, the Middle East, and Africa since 2001. Delivering from the most competitive and highly skilled labor markets, RAYA provides an array of integrated business process outsourcing solutions supported by robust strategies, continuous improvement, and innovation.