STREAMLINED 800-CALL-NCR TO IMPROVE CUSTOMER EXPERIENCE

CHALLENGE

The phone tree for the 800-CALL-NCR number provided no live-person option for global HQ. Routing had not been updated in over a year and recordings were misleading. Customers were frustrated because they got lost in the Interactive Voice Response (IVR) and wanted to speak to a live person, but one was not available. The security desk at the HQ building in Atlanta had been playing the zero out role because in the phone tree they were identified as NCR global HQ. 160,000 plus calls were made annually to the phone number and almost 50% of callers terminated the call before being properly routed. Of the 50% that were routed correctly, 10% were being routed to the security desk. The security team was not trained to answer calls or provide a positive customer experience and over time began forwarding calls to the CEO's office. Also, the security team was managing customer complaints about the IVR and lack of a positive customer experience for NCR. IT provided oversight of the IVR system from a technical perspective but did not have a business owner to provide direction on behalf of all divisions. Marketing leadership was instructed to solve the problem and selected my team to lead the changes on behalf of the business working with IT and Division marketing and sales teams.

ACTIONS

- Audited all options in the phone tree as well as the associated greeting for each.
- Documented the customer experience during and after business hours.
- Identified the business owner for all options in the IVR as well as the front line supervisors responsible for the people answering the phones. Also identified shared email addresses for each group so that we would have an electronic means of communicating with those charged with answering phones.
- Discovered that many front line teams responsible for answering phones were equally frustrated by their lack of knowledge on how to direct callers to help them solve problems that were beyond their scope.
- Built out an easy to understand hierarchy of all the IVR options in PowerPoint along with the associated voiceover, direct dial number and business owner. Provided a searchable excel file that included additional depth of data to use as a job aid for training people who answer calls to assist them in providing a positive customer experience.
- Hired and trained two customer experience representatives to answer the calls directed to NCR global HQ in Q1 2015 while also establishing a system to measure call volumes using a Cisco reporting tool.
- Established a cross-divisional and cross-functional "council" for stakeholders to drive changes in business requirements while encouraging continued phone tree monitoring by business partners at least quarterly to ensure a positive customer experience.
- Facilitated updates to the phone tree and its documentation on a regular basis and created an intranet site to house all documentation on processes and procedures for the number.
- Provided reports on call volume to stakeholders on a quarterly basis.

RESULTS

- Took ownership of 1-800-CALL-NCR phone tree and streamlined process for changes between IT, Divisions and functional stakeholders. Also increased morale among front line service reps by providing training/process.
- Increased the number of calls completed by 20% year over year while eliminating the security desk as an option for handling calls on a "zero-out" basis and replacing them with trained customer experience reps.