



A telecommunications industry case study

CLEVVA Digital Co-workers navigate contact centre agents through optimal customer service conversations

A large South African telecommunication company's Contact Centre offers support for a broad range of client sales and support queries, from account queries to product and technical support. To service the wide range of possible queries, specialised teams were established and the IVR system ensures upfront query categorisation so that calls are channeled to the right agents.

For risk mitigation two different Business Process Outsource (BPO) units were commissioned to run the company contact centre.

The challenge

- The varying call volumes across different query categories resulted in sub-optimal workforce utilisation, with certain specialist teams being idle while other teams were overwhelmed. Given the specialised nature of the calls, agents could not easily be transferred across teams.
- It took approximately six weeks to formally train new agents, with many agents taking a further three to six months to be deemed competent on the floor.
- This lead time reduced the Contact Centre's reaction time when responding to changing customer demands.
- Product, technical and procedure changes are relatively frequent, and keeping agents up to date was problematic.
- Given the complex nature of most calls, a sizable percentage was being sent to the experts (second tiered). This was influenced by the agents' fear of making mistakes as well as the pressure to close calls quickly because they were measured by average handling times.
- Free-text call reports varied dramatically in detail and quality, making follow ups and reporting very difficult.
- Consistency was sorely lacking as the customer experience depended on which agent answered their call.
- Each BPO unit functioned

The requirement

- + Create multi-skilled teams, capable of handling any call category
- + Increase first-call resolutions
- + Improve call consistency and quality
- + Improve client service ratings
- Reduce the time needed to get a new agent performing effectively
- Reduce call volumes as a result of improved digital self-service



The solution

After an extensive global review, the Call Centre selected CLEVVA to build a team of digital workers to augment the staff and deliver an improved self-service offering. A small team of automation engineers worked with the Call Centre service team to capture all the rule-based decisioning logic that the few experts were applying to resolve all known query types. The team initially leveraged the detailed documentation available on the knowledge base, but found that much of the implied logic was missing. This was then filled in during workshops with key subject-matter experts within the business.

To offer the agents real-time access to a CLEVVA Digital Co-worker, a web front end was deployed. The logic enabled agents to handle any customer call as if they were an expert, with the CLEVVA Digital Co-worker guiding them dynamically to ask the right

questions, offer the right answers and take the right actions at the right time, while providing a detailed call report to prove it.

The solution was initially rolled out across 60 agents, and then to the remaining 1 200. After a few months of validating logic accuracy, CLEVVA Digital Specialists were deployed across the digital self-service channels. The different interfaces included web, mobile app and social media channels.

To further improve the customer experience and drive end-to-end process automation, the company aims to have CLEVVA digital workers working with unattended RPA system processing bots by early 2020. This will mean that the decisions made by the CLEVVA digital workers can be executed immediately in the back office.

The results



More consistent average handling times (both BPOs showed an increase of 4%)



Improved talk time (BPO 1 improved by 1%, BPO 2 improved by 4%)



Improved net promoter scores (BPO 1 improved by 7%, BPO 2 improved by 9%)



Customer dissatisfaction mentions were significantly reduced (both BPOs showed a decrease of 50%)



Improved first-call resolution (BPO 1 improved by 8%, BPO 2 improved by 10%)

In addition to the impact shown within the Contact Centre, the power of offering customers access to the same digital workers via both web and mobile has been impressive.

Up to 65 000 customer-support queries per month are being handled by CLEVVA digital workers, with the numbers continuing to rise.

The benefits

CLEVVA enabled the Contact Centre team to deliver a consistent, compliant level of service to all customers without the historic risk of varying agent knowledge and experience. No matter who answers the call, the customer will be asked the same questions, be offered the same answers, and experience the same outcomes.

The deployment of CLEVVA Digital Specialists as the 'brain' to drive digital customer self-service has fundamentally changed the Call Centre's call volumes. It has also improved their ability to deliver a cost-effective service across a growing customer base.

In addition, agents now answer all calls instead of only specific calls, and the Contact Centre can recruit conversation specialists instead of technical specialists.

By capturing all prescriptive customer-engagement logic in a single digital 'brain', CLEVVA therefore gives both agents and customers a consistent, compliant and differentiating sales and service experience.

