

Consulting services increase ARPU and customer satisfaction

Problem. Solved.

Connected devices are booming as consumer electronics become an essential element of everyday living. To address this phenomenon, expert technical service and support businesses began to take root in the early to mid-1990s. What started as a small opportunity has grown into a very lucrative business.

More recently, expert support services have gained popularity in the telecommunications industry as operators discovered that providing support services is mutually beneficial to the company and its subscribers. Service providers have the opportunity to increase the average revenue per user (ARPU) and enhance the customer experience while speeding up customer adoption of an expanding, technology-driven product portfolio, and further establishing the company as the connected-life solution provider.



Trusted Advisors

- Increased challenge of providing superior support and solutions
- Missed opportunities to generate additional revenue.
- CommScope delivered custom, Trusted Advisor training
- Increased revenue per call by 32%
- Reduced churn

The problem: Early tenure churn & missed revenue opportunities

In order to gain market share in today's ultra-competitive telecommunication environment, a North American service provider supported a variety of marketing campaigns across multiple sales channels—online, in store, partner retail and direct mail. The success of these efforts led to an influx of new cost-sensitive customers with a wide range of demands and varying levels of technical experience. Often their initial service selection was cost focused, rather than well-matched to their needs. Subsequently, their first point of contact with the company after service activation was the customer technical support center. While successful in impacting the

presenting issue, the service provider was still challenged with a growing trend of early tenure customer churn. This rate of churn was driving up customer acquisition cost, eroding revenue gains, and driving up the average call handle time it took to address the customer's issue. The service provider presented CommScope with the challenge of improving Customer Satisfaction while minimizing negative impact on Average Handle Time and increasing Revenue per Call.

The cause: technical vs. customer focus

The company's technical support agent's focus was mainly on resolving the customer's technical issues with service delivery rather than providing a more customer-centric experience. As a result, when the presenting technical issue was solved, they were done.

The service provider sought to put greater emphasis on adding value with each customer interaction in order to provide more customer-focused solutions to drive customer satisfaction, reduce early tenure customer churn and generate additional revenue.

CommScope Solution: Trusted Advisor training

Let’s face it. The word “sales” makes most technical support agents cringe. Customer support agents enjoy solving their customers’ problems. Selling is not inherently in their skill set – or in their training curriculum, for that matter. However, if a customer can benefit from an additional product or service then an agent can provide an additional level of service without applying traditional selling techniques. This new agent is not a technical support agent or a sales agent; the agent is now a Trusted Advisor.

The transition from technical support agent to Trusted Advisor is easier said than done. To do this properly, Trusted Advisors must be able to bridge from support service trust to identify additional customer needs – leading to a sales opportunity.

Minimizing impact

Transforming their customer support agents into trusted advisors was certainly one barrier for this operator, but not the only obstacle. The technical support organization understood that introducing traditional sales training in a care environment is very difficult to implement. Incremental revenue was certainly welcome, but revenue typically comes with a cost. They were concerned that a sales focus within the support organization could negatively impact their cost structure and even erode customer satisfaction if not implemented

correctly. Additionally, higher handle times and lower customer satisfaction could quickly erode any revenue gains leading to higher churn rates. Therefore, it was vitally important to ensure revenues were increased, while maintaining cost control.

Trusted Advisor training

CommScope’s Trusted Advisor training began with an in-depth pre-training consultation, including on-site assessment focus groups. This consultation provided insight into the call center’s unique challenges and served as a foundation for the agent curriculum. In this instance, the custom curriculum included:

- The role of a Trusted Advisor—serves as an important foundation, creating agent buy-in.
- Product training—builds agent product knowledge and confidence.
- Trusted Advisor success factors—proven techniques to ensure long-term success.
- Consultative selling techniques—the process of assessing customer needs in order to build an intuitive, customer-centric offer.

The result: increased revenue per call and reduced call time

Trusted Advisor training resulted in customer conversations that easily transitioned from problem resolution, to identifying and addressing issues that the customer may not have even raised. The results was a more satisfied customer and higher ARPU. Table 1 highlights several examples.

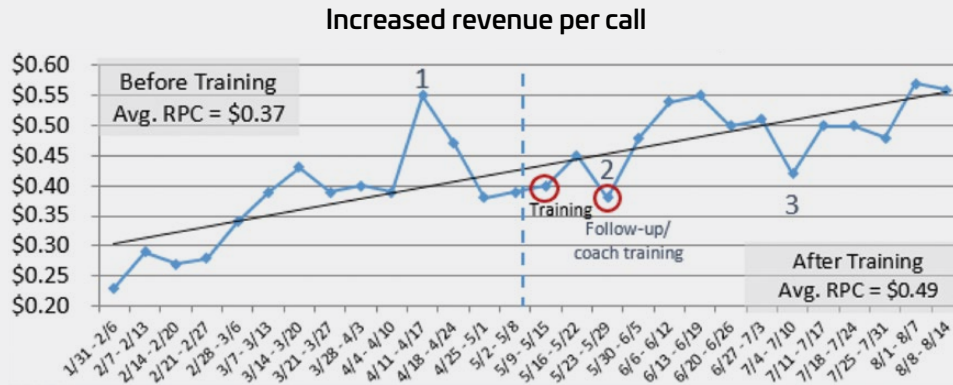
Presenting Issues	Bridging Question	New Solution
Slow Browse, No internet connection due to malware/virus	Have you had security issues in the past?	Security Suite
Troubles with peripherals, multiple devices, desire for one stop support solution	How many devices are you currently connecting to your network and who supports them?	24/7 Extended Device Support
Slow Browse , Multi-Users, Gamers/Power Users	Are you streaming (i.e. movies, TV shows and video) much content?	Broadband Speed Upgrade

Table 1

Revenue per call uplift

Revenue per call (RPC) measures total sales against the total number of calls to the call center. As illustrated in Figure 1, prior to Trusted Advisor training, average RPC was 37 cents. Following training, Trusted Advisors averaged 49 cents, representing a 32% increase.

In addition to immediate call center revenue, the service provider experienced incremental, recurring, service revenue for the life of the customer.



* Sales training model implemented into all new hire training as of 5/30

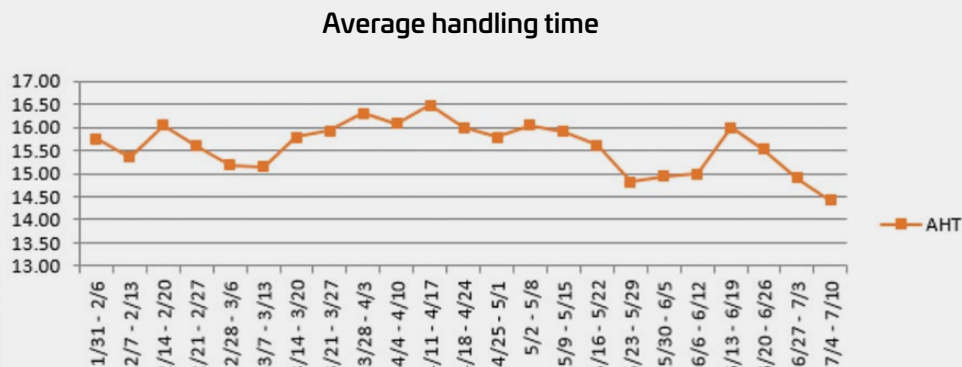
Notes:

1. 4/11 – 4/17 – Peak due to introduction of new product (usage insurance)
2. 5/23 – 5/29 – Minor decline due to outages - were unable to track all sales
3. 7/4 – 7/10 – Minor decline due to new hires - 2-3 weeks tech training before brought up to speed with sales training

Uplift without increased support cost

Call centers measure Average Handle Time (AHT) to ensure customers are happy and the center is operating efficiently. Customers are generally happy when agents solve their problem quickly and effectively. Conversely, longer call times often lead to a poor customer support experience and an operating

expense increase for the service provider. One would expect that average handle times increase when implementing the Trusted Advisor training program, but as you can see in Figure 2, AHT is maintained, and even slightly improved, when compared to pre-training metrics.



The Trusted Advisor program included additional product and technology training which drove agent confidence and therefore higher resolution rates while experiencing RPC uplift. By matching customers up with the right service for them, customer satisfaction was improved and churn was reduced.

CommScope—Problem. Solved.

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