

Case Study: RetailClub.co.uk



Delighting customers means ensuring they have consistent, quality experiences. Service delivery must align with the brand promise – this is what differentiates companies in competitive markets.

So how does an organization managing hundreds of thousands of interactions every year – often through outsourced contact centers – know whether service levels are living up to that promise?

Challenge

Founded in 2001, RetailClub.co.uk¹ is the most popular online retailer in Europe, with 5 million visitors each week.

Beginning as a four-person start-up, the organization has been transformed into a global enterprise, employing 4,000 people and responsible for more than a dozen consumer retail brands. Consistent delivery of quality customer experiences has become both a priority and a critical function for a real-time business in a highly commoditized industry.

However, in recent years, this continued growth and expansion began to challenge the management team's ability to maintain these high standards.

"I wasn't hearing directly from customers anymore," said President and CEO Chris Brown. "I needed the ability to see what was and wasn't working, and I needed to be able to see it quickly. Understanding customers is critical in this business. We need to know what delights them so that we can keep them returning."

Further complicating the quality monitoring issue was the role of a third party in service delivery. RetailClub.co.uk outsourced a portion of its contact center functions to India, allowing Brown to keep prices low and remain competitive in a cost conscious consumer retail marketplace. But what if the outsourced contact center did not deliver experiences of the consistency and caliber expected by loyal RetailClub.co.uk customers? How would head office know?

¹Company name and some details have been changed due to non-disclosure requirements.

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And more importantly, what could be done to make the outsourcer perform?

The RetailClub.co.uk customer management challenge was:

- Hearing the voice of the customer and understanding their experiences in real-time
- Benchmarking and improving the performance of an outsourced contact center

Solution

RetailClub.co.uk selected ResponseTek Customer Experience Management (CEM) to address these challenges.

In order to create a single view of the customer experience that would consolidate customer-driven feedback from all customer touch points – the high-traffic retail websites, as well as the in-house and outsourced contact centers – ResponseTek provided two solutions.

ResponseTek:CEM Enterprise Feedback Management

A simple, powerful, 'always on' feedback solution designed for online retail portals, ResponseTek:CEM Enterprise Feedback Management (EFM) provided RetailClub.co.uk customers the ability provide feedback on their experiences with any of the company's branded websites.

Customer-driven, and covering all product, service and support categories, RetailClub.co.uk's EFM solution collected and distributed customer feedback, and structured it in a way that it would be both easily accessible in the ResponseTek:CEM Platform, and actionable.

Using Dashboards, Analytics, and Workflow tools configured to existing business processes, RetailClub.co.uk's EFM solution transformed the customer experience into actionable business intelligence, resulting in:

- **Issue Resolution:** Individual feedback sessions with 'red flag' content were routed to specific staff tasked with qualifying, prioritizing and resolving customer issues to existing service standards, using the alerting and action management tools within the ResponseTek:CEM Workflow capability.
- **Business Planning & Innovation:** Customer-driven feedback provided RetailClub.co.uk managers across all business lines the opportunity to understand the aggregate, global customer view on product offerings, service and transaction quality, pricing, and overall brand value. RetailClub.co.uk had the opportunity to base product and service innovation on direct customer feedback, allowing them to understand on a real time, daily, weekly, monthly and annual basis which offerings were most important to customers.

“One of our guiding principles is to delight our customers, and if we are not delighting our customers, we need to know that very quickly. With ResponseTek:CEM, we can identify why one of our brands is performing better in a particular country, and we can apply that knowledge to improve other brand and product performance.”

Chris Brown
President and CEO
RetailClub.co.uk



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ResponseTek:CEM for Contact Centers

Closing the loop on consistent customer experiences meant RetailClub.co.uk had to incorporate the voice of the customer into front-line service delivery. ResponseTek:CEM for Contact Centers provided RetailClub.co.uk the ability to solicit feedback from customers after service and support calls with contact center agents.

Consisting of a standardized web-based survey, and invitation management tools for emailing customers links to the surveys, RetailClub.co.uk's CEM for Contact Centers solution included sufficient automation to eliminate bias or influence from the agent. Upon survey completion by the customer, results become immediately available in the ResponseTek:CEM Platform, allowing RetailClub.co.uk management to use Dashboards and Analytics to understand the customer experience according to a broad set of business criteria.

Requiring minimal IT support or effort from RetailClub.co.uk, the India contact center was also included in the CEM solution, allowing RetailClub.co.uk to benchmark their in-house contact center agents against those of the outsourced vendor. In fact, ResponseTek was able to launch the CEM solution without the outsourcer's knowledge, ensuring objective monitoring and measurement of agent quality.

Results

Outsourced Contact Center Agent Quality

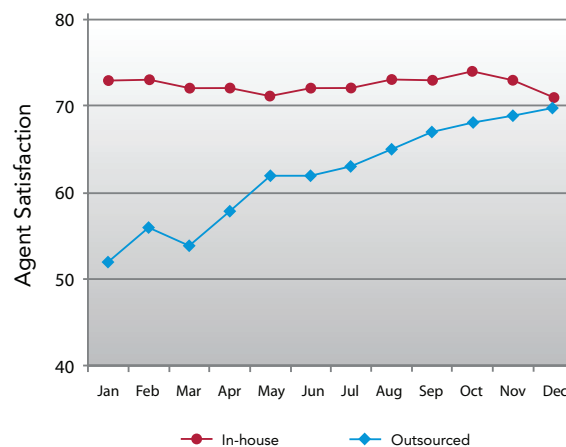
Perhaps the most unexpected result from RetailClub.co.uk's CEM program came from the India contact center over a relatively short timeframe.

Performance reports from the ResponseTek:CEM Dashboard on the post-call surveys showed early on that the India contact center was underperforming. Customer perceptions on the quality of service delivered by each agent – showed RetailClub.co.uk and its India-based managers exactly where improvements were needed, right down to the agent level and training gaps that existed.

Over the following several months the outsourcer and RetailClub.co.uk provided further coaching to specific agents on the RetailClub.co.uk brand, service standards, and operational processes, including, in some cases, extended product training.

Within eight months, the quality of service delivered out of the India contact center improved dramatically, pulling even with the RetailClub.co.uk contact center. According to the customer – and thanks to customer feedback – RetailClub.co.uk was delivering the same, high quality service it had become known for, regardless of where its contact center operations were based.

In-house Call Center vs. Outsourced



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According to Veronica Mason, head of operations for RetailClub.co.uk, "This is very important for us to do from a strategic perspective as it helps us identify skill sets and weaknesses of different partners. We use this information to support and train them to deliver on our expectations." Mason can compare service delivery between outsourced and in-house contact centers to ensure consistency and share best practices.

Customer-Driven Improvements

Overall, since the RetailClub.co.uk CEM solutions launched in 2003, contact center agents have received daily summaries of their interactions with customers, giving them and their managers insights into performance improvement opportunities. Over time, customer feedback has even allowed RetailClub.co.uk to evolve the CEM solution itself.

"We identified a number of key measures we wanted to track and they were built into the questions we asked," explains Mason. "By using ResponseTek to identify the relevant questions and experiences to test – such as satisfaction, repurchase intent, or where to improve – we made targeted changes."

The results of these changes:

- Increases in first call resolution, as well as broader process improvements.
- Improved service delivery, as indicated by a 50% reduction in negative feedback, and increases in customer satisfaction metrics.
- Internal strategic alignment on customer experience issues, with company executives conducting regular brainstorming sessions designed to address the top five company issues, as identified by customers.

With a 20% completion rate of post-call surveys, Mason says she is confident that the feedback they receive is representative of customer experiences, "We can assign action plans, timelines, and accountabilities because we know that customers support the changes."

Sustainable Program, Ongoing Results

As RetailClub.co.uk has expanded the solution across other brands and locations, the company has set company-wide benchmarks and identified best practices. And with each expansion to a new brand, RetailClub.co.uk realizes that delivering a quality customer experience is a constantly moving target. "Market conditions continually change, so customer expectations change too," explains Mason.

Looking ahead, the flexibility of ResponseTek:CEM enables RetailClub.co.uk to change the questions they ask customers to ensure they are consistently responsive, and remain relevant to their customers.

Find Out More

Attend a web seminar to see features of ResponseTek:CEM for Contact Centers, and find out how to operationalize CEM in the contact center.

responsetek.com/webinars

Download a case study to learn about CEM best practices, and ResponseTek:CEM success stories from industry leaders.

responsetek.com/resources

Request a custom demo of ResponseTek:CEM for Contact Centers

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