Atlantic Broadband Case Study

A Karomi Workflow Automation Case Study

Business Overview

Atlantic Broadband is a leading provider of entertainment, information and communications services covering Phone, High-Speed Internet and Digital Video. Atlantic Broadband is a privately held company with headquarters in Quincy, Massachusetts. The company has over 650 employees and 285,000 customers in four operating regions: Florida, Maryland/Delaware, South Carolina and Western Pennsylvania. It is ranked as a top 20 U.S. cable television operator in the United States. They service their customers through two call-centers based in WPA and Florida. Customers in the Florida region call the Miami call center and all customers can call the WPA call center.

Challenges

At ABB, inbound “Save Teams” in the call centers are used to attempt to retain customers who call to disconnect or downgrade their cable or high-speed Internet service. These teams are made up of Customer Service Representative (CSRs) who have received training in Customer Service retention tactics, and are armed with specific retention offers. These CAEs are sometimes also paid incentives (i.e.,commissions) for saving customers. In the call centers there were no automated systems available for tracking metrics regarding the performance and effectiveness of these teams. Reports could be run from the sales and billing systems on the number of customers who churned, and their disconnect reasons. However, there were no automated ways to capture information regarding customers who called in to cancel all or parts of their service, and the outcome of those calls. Therefore, many best practices were overlooked.

To fill the tracking void, Save Team CSRs were usually required to manually record information regarding every call they handled, and these individual reports had to be manually compiled and analyzed – an extremely time-consuming process. In addition, while the resulting reports provided metrics for individual teams, there was no basis of consistency for measuring the effectives of customer retention tools and programs used by Save Teams across the ABB footprint.

The Save Tool was developed to allow ABB to mine the many retention best practices, and automate retention data collection and reporting processes in the call centers. The resulting data is used to assess and develop customer retention strategies.

Objectives

The objectives of the Save Tool were as follows:

- Develop an automated tool for capturing and reporting information about cancellation and downgrade calls into ABB call centers.
- Ensure the tool was easily understandable and adaptable to virtually any ABB call center.
- Use the information collected through the database to determine the true reasons customers want to cancel service, and create programs and offers that are most effective in retaining customers.

The Karomi Solution

Using Karomi's eForm server, a simple form was developed to capture the parameters and metrics which define what happens during cancellation and downgrade calls. CSRs enter information for each of these metrics into the eForm every time they handle a call from a customer wishing to cancel all or part of their service.

Retention Types: Nine categories, or codes, were set up to categorize each call according to the services the customer was calling about (Video, DVR, WM, HSD, HD, VIP/TM, Phone, Premiums, EQ), the reason for their call (disconnect or downgrade service), and the outcome.

Disconnect Reasons: Categories were set up to capture reasons customers wanted to disconnect or downgrade, whether or not they ended up doing so. These reasons were divided into "controllable" and "non-controllable" groups, based on whether or not the CSR could impact the customer's decision to cancel. Examples of "Controllable" Disconnect Reasons: Price, Poor Customer Service, Programming, etc. Examples of "Non- Controllable" Disconnect Reasons: Customer Deceased, Moved Out Of Footprint, etc.

Save Tactics: Categories were set up to indicate the tactics or offers that were used by the CSR to change the customer's mind about canceling or downgrading their service. Examples: Customer Education (i.e., the CAE re-sells the customer on the value of the service they have), Free Pay Channel, Discounted Service, etc. A set of Save Codes have been set up to categorize the type of Save Tactic used.

Once the eForm in the Save Tool is filled in and submitted, if a service call needs to be done for the customer, a workflow process is kicked off to the service department in the customers region to attend to the customers account. Once the customer service department has done the job, the workflow ends.

Save Tool reports are now collected for each of the call centers. They are used to compare the performance of the various Save Teams and assess what retention programs are working.

Results

The following information is now reported by call centers on a daily basis:

- Number of "Saves", broken out by Services
- Number of disconnects
- Number of downgrades
- Overall Save Rate, broken out by "controllable" versus "non-controllable", and calculated as follows: Number of saves as a percentage of the number of disconnect and downgrade calls handled.
- Disconnect reasons for all customers who called to cancel service, broken out by those who were saved and those who disconnected
- Save tactics used for all customers who were saved.

As a result of software implementation, Marketing and Customer Service groups within various markets have been able to work together to develop effective customer offers in a highly competitive environment. Overall, the deployment of the Save Tool in call centers throughout the ABB footprint, combined with the Daily reporting, has helped increase the emphasis and focus on customer retention at ABB.