



Quality & performance management

Autonomy etalk quality monitoring & assessment solutions

Business background

British Sky Broadcasting (Sky) operates the largest digital television platform in the UK and Ireland and is a leading broadcaster of sports, movies, entertainment and news.

More than 380 channels are available and Sky Digital's viewers can choose from a range of innovative, interactive services that enable them to send emails, shop on-screen, play games, select their own camera angles, vote, place bets and manage their finances – all via their TV.

The company is one of the most dynamic in the UK media industry and, with over 8 million digital TV subscribers that provide around 80% of the company's income, Sky is constantly driven by the desire to keep the customer satisfied. To promote delivery of outstanding customer service to digital subscribers, new team members are put through a thorough training programme covering the entire range of Sky's products and services, as well as voice coaching and instruction in how to create and maintain positive relationships with subscribers.

The organisation employs around 6000 people in various internal and outsourced contact centre locations. Sky's centres play a major role in their operations because the contact centre staff have front-line responsibility for maintaining the vital

relationship between Sky and its digital TV customer base.

In recognition of the crucial role that the customer contact centres play, Sky has invested significantly to ensure that its own Dunfermline and Livingston centres are superbly equipped and provide the best possible working environment for staff. This investment has also been recognised by the contact centre industry, and Sky has won the Best Design category in the prestigious European Call Centre of the Year awards.

The challenge

Sky's contact centres are under high pressure, operating 24 hours a day and handling up to a million calls a week from customers throughout the UK and Ireland. With a mission to create an employee centric, customer-obsessed environment, they began to look at a wide variety of software and hardware solutions to improve the service offered to customers and boost operational efficiency.

One of the key business issues for Sky was the implementation of a quality and performance management system that would both enhance the customer experience and measure the resulting improvement in quality within the operation. For Sky it was to be a catalyst for change in the way that agents were assessed and managed, enabling true

Benefits for Sky

- Overall mystery shopper scores improved by 10%
- Understanding of customer queries increased by 7%
- Ability to resolve queries went up by 5%
- Team leaders have 80% more time to spend on skill development
- Resource required for quality monitoring reduced by 35 FTE who were redeployed



ownership of quality and performance by the individual.

To add to the challenge Sky also had the requirement to implement a quality system that would not only work with their own large enterprise sites in Scotland but could also work with 2 outsource facilities that are used to deal with overflow at peak times.

Choosing the right partner

Sky looked for a company to partner with that truly understood the company culture and who had a wealth of experience in the delivery and support of best-of-breed solutions. It was recognised that support was needed from people who knew what it was like to work in a contact centre and who understood the business and the scale of the operation. A solution was required that was simple to use across Sky's vast organisation and was also scalable to enable the inclusion of outsourcers.

After months of extensive research, Sky selected QPC and two of the etalk performance solutions.

Pat Mullane of Sky, explains "QPC was selected as the supplier of choice as they were able to demonstrate an understanding of our business objectives as well as provide the advanced etalk technological systems."

Sky was not looking for an out of the box system, a solution was required that guaranteed a high level of flexibility. The agent performance assessment and development part of the etalk suite was selected because of its user friendliness. It also ensures consistency in internal quality benchmarking helping to give fair and appropriate feedback to agents and build a firm foundation for meaningful quality scoring that could be linked to performance incentives. Selecting a comprehensive voice and screen recorder

from the etalk suite satisfied the need for a fully automated method of recording both voice calls and desktop activities for coaching and assessment purposes. The etalk solution also allows for the monitoring of customer-agent interactions to be managed efficiently with time schedule and CTI / business rules triggers plus a host of backup and retrieval options that were essential if Sky were to get the most from the solution.

A winning solution

The large size of the operation at Sky called for a tailored approach to the many diverse aspects of the solution. QPC's Professional Services team partnered Sky to create a comprehensive project plan that fully involved all the key stakeholders and covered both the technological aspects and the important, but frequently overlooked, human factors. This plan was developed during an innovative two-day workshop and resulted in the formation of a single project team that would be focused on a successful implementation. This approach helped to promote the solution and ensured buy-in from all those who would be affected by its use.

The first step in actually implementing the solution was to develop generic and tailored call-handling guidelines that would best meet the needs of the business. These guidelines would form the basis for the quality and performance program and would be used within the agent performance assessment and development part of the etalk suite. This would in turn help automate the task of scoring and assessment, saving considerable time and management effort.

The flexible architecture that the etalk systems provided enabled Sky to complete voice and screen recordings at their own 2 sites as well as voice

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recordings from their 2 outsourcers. As multiple etalk servers can be controlled from a single location this also meant that the quality monitoring function could be carried out in a single place. This makes management and scheduling easier and rationalises the resources required for this. In addition, both outsource partners could also gain access to recordings using Remote Audio Playback (RAP) allowing them to use these for assessment and development purposes as well.

Using the etalk systems to centralise the quality and performance teams also ensured consistency in the scoring approach for both the Sky sites and the outsourced centres alike. Consequently, individual, team and site quality / performance information was accurate, related agent development could be targeted appropriately and any performance incentive scheme employed could be seen to be both fair and equitable.

CTI and Business Rules recording was essential for Sky if they were to be able to target and control monitoring precisely. The etalk recording solution allowed Sky to make sure that they always captured the entire call of specific individuals, or the call journey, by using start / stop events and agent ID numbers from the Automatic Call Distributor (ACD).

The Business Rules facility of the solution also allowed Sky to monitor groups of agents that were working on special projects, like promotions for instance, through ACD Vector Directory Numbers (VDN) and Calling Number Identification (CNI). What's more, as calls to Sky are controlled through common ACDs, all the functionality that their own sites enjoy could also be extended to their outsource business partners as well.

Part of the rationale for choosing QPC was the recognition that the 'human element' plays such a crucial role in delivering success. Sky understood that for the program to be successful over 6000 people at different levels throughout the organisation would have to not only be trained in system use, but also understand the reasons why the quality / performance scheme was so important. The aim was simply to get true 'buy in' from all individuals across the enterprise.

The requirement for training was satisfied in part by bespoke eLearning modules that were delivered through an agent eLearning performance development platform also provided by QPC. The eLearning solution can manage, target and deliver training at times when call volumes permit. In an industry first, eLearning was used to train Sky's agents and team leaders on how to use the etalk suite enabling them to gain access to their recording, coaching and quality scores. A virtual tutor 'VT' character was used to provide a more accessible way to guide the large number of system users and made sure that everyone got the training they required to ensure solution success. To add a personal dimension, the VT character was based on the appearance of one of the QPC Professional Services team, who had been working with Sky throughout the project.

To promote understanding of the project objectives QPC's creative services team produced video, printed collaterals, competitions and giveaways for a coordinated launch event. The video was relayed within the call centres using the closed circuit narrowcast system that Sky uses for promotional purposes. The event collateral was combined with branded exhibition stands positioned within the foyers of both the Sky contact centre sites. Working with members of Sky's own quality and performance

Client profile:

- Company:
British Sky Broadcasting
- Sector:
Entertainment
- Autonomy etalk sites:
2 plus additional
outsource locations
- Autonomy etalk agents:
6000
- Contact types:
Voice
- Locations:
Dunfermline and
Livingston Scotland,
additional outsource
locations
- Web site:
www.sky.com



development team, the week long launch events provided a tangible start to the program creating a 'buzz' and also giving agents the facility to ask questions about the new scheme.

By rollout time the target levels of awareness and buy-in had been reached and so the stage was set for success.

Results justify the solution

The results achieved fully confirm Sky's faith in the ability of the etalk solutions to enhance the customer experience and enthuse the contact centre staff. Real ownership of quality at all levels of Sky's business is now evident, coupled with a dramatic shift in attitude from a focus solely on numbers towards that of offering customers truly excellent service.

The contribution that the solution has made was highlighted in a customer research survey that showed the overall call performance rating, four months after launch, to be 5% higher than before launch and 10% higher than the average of the last two years. It is also steadily increasing. This advance is matched by the improvement in the rating for resolving queries: a key indicator that has also improved by 5% since launch. Marked improvements are also evident in other ratings that are increasingly important to customers. For example, the ability of agents to understand customers' queries have improved by 7%; agent professionalism is 4% better than before and product knowledge is up 1%.

These figures are matched by improvements in more subtle aspects of the customer / agent interactions

that are hard to measure but which, nevertheless, are crucial to customer care. These are typified by significant improvements in agents' questioning skills, and the tone and manner used by agents during a call. Agents are also better at setting caller expectations during a call by explaining resolution procedures more fully and making callers aware of any escalation that might be needed with their query.

Now that Sky has the etalk recording, assessment and development solutions Team Leaders have found that they are able to spend a lot more time - as much as 80% - on their core function of agent skill development. The etalk recording system has made it easy for them to evaluate customer / agent interactions and spot potential problems quickly, make adjustments and ensure optimum customer satisfaction. Efficiency and financial gains were also substantial, allowing around 80 members of the performance development team to be redeployed with a net saving, overall, of 35 positions.

Finally, on the logistics side, it was found that the quality management systems were able to seamlessly integrate and conveniently scale with Sky's existing telephony and IT infrastructure.

The bottom line is that since implementing the etalk solutions, Sky has significantly increased its lead over the competition in the UK market in terms of customer care. Sky knows its success depends on achieving maximum lifetime value from existing customers. Now, with the etalk solutions active subscribers are even more likely to stay with the market leader.

For more information on how etalk could benefit your contact centre, or to arrange a demonstration, call 0845 850 0486

General enquiry contact information

t 0845 850 0486
e info@baceone.com
w baceone.com

Bace One
Priestley Wharf
Aston Science Park
20 Holt Street
Birmingham B7 4BZ