



“eQuality opened our eyes to new things. With the software, we were able to see areas where we needed to make improvements, and those changes have had a positive impact on our operations enterprise wide. Over time, we increased our customer satisfaction rating from 45 percent to 93 percent, partially as a result of eQuality.”

Margaret Flink, Director of CS Operations, CCH INCORPORATED

Overview

CCH INCORPORATED, a wholly owned subsidiary of Wolters Kluwer North America, is known for its authority and accuracy in analyzing and reporting tax and business law. Founded in the Chicago area in 1913 – the same year the U.S. federal income tax was created – the company has served five generations of legal and business professionals and their clients by providing tax and business law information and software. CCH produces approximately 700 print and electronic products for the securities, tax, legal, banking, securities, human resources, health care and small business markets. The company uses Witness Systems’ eQuality™ software to support its call center’s operations. Since implementing the recording and performance analysis solution, CCH has increased customer satisfaction by almost 50 percent and gathered the necessary business intelligence to improve processes for greater productivity.

Improving performance through random monitoring

“When your customer service representatives (CSRs) have to answer tax and legal questions, the demands on your service organization are heightened. Our customers require service that is more urgent and complex,” explains Margaret Flink, director of CS operations for CCH INCORPORATED. “Our customers are trying to resolve tax and business issues for their clients. We have to help them maximize their time by providing accurate information as efficiently as possible.”

CCH increased its customer satisfaction rating from 45 percent to 93 percent in part by instituting a quality assurance program that includes the eQuality Balance voice and data recording solution. The call center’s average call-handling time has decreased from 9:34 to 4:42 with queue times falling from 2.5 minutes to 19 seconds. Additionally, the 97-agent call center’s abandonment rate has dropped from nine percent to one percent.

“Our priority is making sure calls get through quickly so customers get the service they deserve,” Flink says. “eQuality has proved itself as a reliable tool for capturing customer interactions so we can assess our performance. No doubt, it’s a part of why we’ve seen so much improvement.” And lessened the taxing nature of call center operations.

Before eQuality’s implementation, CCH conducted “side-by-side” live monitoring with quarterly peer evaluations. According to Flink, this process “unnerved” some agents; furthermore, it was time consuming and only told one side of the story. CCH needed to automate its quality assurance process and, more important, record both sides of CSR-customer

conversations. In comparing the old system to eQuality, Flink states, “It’s memory versus reality.” Additionally, Flink says random monitoring with eQuality saves time and promotes “fairness and objectivity.”

“Random is the key word,” notes Flink. “I can’t stress enough the importance of random recording over time because it gives you true perspective.” Supervisors as well as CSRs appreciate the realism provided by eQuality. “We’ve removed the anxiety agents used to associate with monitoring and given our supervisors a tool for consistent coaching that stresses better call control.” Flink says CSRs are eager to receive feedback, which takes place once per month and is based on a minimum standard of five customer contacts.

Re-engineering business processes for maximum efficiency

CCH chose eQuality as its quality assurance technology in large part because of its ability to simultaneously capture voice conversations and the corresponding desktop activities of agents as they respond to customers’ needs. “Now we can see where agents encounter trouble or where time is being wasted,” Flink says. “We then can take immediate steps to increase the CSR’s comfort level and improve the situation.”

Through eQuality recordings of complete customer interactions from both a voice and data perspective, CCH has been able to collect important information that translated into process improvements, which have contributed to an increase in productivity. For instance, CCH realized its host system wasn’t easy to navigate. So the company combined the information from three screens into one to give agents “one-stop shopping” so



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Success Story:

CCH INCORPORATED

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to speak. CCH also realized it had a tool management issue. Therefore, it took steps to build a Web interface so CSRs could locate the information they needed from some 20 databases more quickly and easily. Since these and other enhancements have been enacted, agents no longer have to work overtime to handle post-call processing.

And because customer satisfaction is such a key metric in analyzing its call center's performance, CCH uses eQuality's business-driven recording (BDR) feature to record the interactions of customers who agree to participate in a customer satisfaction survey. Through the IVR system, each customer is asked at the beginning of a call if he/she would like to take part in a survey at the call's close. A "yes" response triggers eQuality to record that customer contact. The BDR capability allows CCH to reconcile any issues that could negatively affect its customer satisfaction rating over the long term.

CCH's training program also has benefited from the use of eQuality. "We can more easily identify training needs, which saves time," Flink says. "eQuality has definitely contributed to our

standardizing a logical training path and given the agents a better sense of professional development." In addition, Flink reports eQuality has improved collaboration between her customer service organization and other departments within the company. "For example, we can identify postal issues and involve our Fulfillment group quickly," she explains.

In fact, the company has moved to establish a new department – one dedicated solely to quality assurance. Two quality assurance specialists now are responsible for monitoring customer interactions within the customer service organization as well as the order transaction group. "This was the next step in further assuring the integrity of all customer contacts," says Flink. "These team members will look carefully at our performance metrics and make sure we react to the right things in the right way."

Flink compliments Witness Systems for its similar focus. "Witness Systems has retained its customer focus and responded to industry needs in the same way its products enable us to respond to our customers." No loop holes there.

Customer Profile
CCH INCORPORATED

Industry
Professional Services

Witness Systems Applications
eQuality Balance

- Benefits**
- Helped raise customer satisfaction rating from 45 percent to 93 percent
 - Decreased average handle time from 9:34 to 4:42 and average queue times from 2.5 minutes to 19 seconds
 - Lowered abandonment rate from 9 percent to 1 percent

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