



Telefónica Spain

Challenges

Telefónica Spain wanted to be able to:

- > Ensure consistent delivery of customer care
- > Route calls based on customer value
- > Manage and control back-office operations
- > Increase agent productivity

Telefónica Spain Resolved their Enterprise-wide Integrated Customer Care Challenges with Genesys Business Solutions

Telefónica Spain was founded in 1924 and now has more than 22 million customers. The company is the leading telecommunications operator in the Spanish and Portuguese-speaking world, and the second-largest in Europe.

With rapid growth came concern about the consistent delivery of customer care. “It became necessary to look at how best to maintain, and surpass, the special treatment we give our clients,” said Alberto Llauradó, Manager CRM Architecture at Telefónica Spain. Due to the continuous increase in the number of customers, and the soaring agent activity load and back-office tasks, Telefónica decided to begin a project with Genesys to optimise its contact centre operations.

Focusing on customer value and agent productivity

Telefónica’s distribution/sales channel had many customer interactions via fax, e-mail, and especially phone that were piled up and manually distributed to agents. “We wanted a flexible solution that allows us to route calls by customer value to the most relevant agent in the call centre, each and every time.”

Another main corporate objective for improvement was to completely manage and control its back-office operations in a quest to increase agent productivity. “It was key for us to deploy tools to supervise and manage the operations in alignment with those used to manage inbound/outbound calls,” states Mr. Llauradó.

Additionally, Telefónica wanted to implement a platform with a simple user-interface, since it had to be deployed at hundreds/thousands of agent positions.

Personalised routing for greater customer satisfaction

The collaboration between Telefónica and Genesys started with the implementation of the Genesys routing solutions (Enterprise Routing). The aim was the integration of call management within Telefónica’s customer care operations — an important step to boost the productivity and contribution of each business unit to reach the best customer service outcomes.

Thanks to the Genesys solution, Telefónica Spain now handles its calls via routing strategies based on the customer’s address, type of business, company size, and distribution channel. The fact that call routing can be done based on so many variables has resulted in the complete personalisation of the customer experience.

“If we had to make a list of all the variables included in these routing strategies, it would now contain more than 250 different combinations,” says Mr. Llauradó. “Genesys was the most versatile solution, as it enabled us to reach such a high level of sophistication. Before, call routing was much more static, using primarily basic ACD features.

“The Genesys suite helps us resolve customers’ requests upon their first contact and, therefore, increase their level of satisfaction,” he adds. “In addition, large companies get assigned a specific agent who establishes a closer relationship with them and is able to better manage the interaction volumes. But we are still paying attention to the medium-size companies which have more complex terminals requiring a wider range of services.”



Simplifying, streamlining, and optimising workload distribution

Telefónica next evaluated existing market offerings to help them extend and optimise customer service delivery beyond the contact centre.

Telefónica had a dedicated group of 250 mainly outsourced agents working with shops/dealers in the field, and the group was further split into smaller teams by process type (complaints, new contracts, and so on). The challenge was that all tasks were manually distributed to the agents with no transparency as to quantity or quality of work. Agents were able to selectively choose tasks in a “pull” mechanism, which consequently left many tasks unfulfilled and uncompleted, and service level agreements (SLAs) slipped.

Mr. Llauradó notes: “We have always liked Genesys’ openness, flexibility, and integration capabilities. Since we already had Genesys for call routing, we fully understood the vision and the value of the proposal for their intelligent Workload Distribution (iWD) solution. This was reinforced by the technical consultancy we did for two months prior to selecting the solution and starting the implementation project.” Telefónica’s technological partner, Datapoint Spain, Genesys Professional Services and a specialised group of people from Telefónica Spain were in charge of delivering the project.

With the choice of the Genesys iWD solution, the company was able to achieve transparency across all processes, teams, and outsourcers. For example, a “push” mechanism was implemented which automatically ensured that tasks were delivered to the best available agent/expert within specified SLAs, whilst the solution also provided full transparency on SLAs, resource utilisation, and performance.

“In the past, the agents were accessing long lists/queues of faxes and e-mails from different distributed folders,” says Mr. Llauradó. “This situation changed radically after the project was completed. Now, thanks to the Genesys solution, the agent logs into the fax or e-mail queue and receives each interaction according to routing strategies and priorities defined by the business manager, and Telefónica can manage and track each interaction between the end customer, its sales channel, and the agent involved.”

Results

- > Increased agent productivity by 20% for the distribution channel
- > Significantly reduced operating costs
- > Optimised back-office workload
- > Provided a fast return on investment (estimated by Telefónica to be less than six months)
- > Ensures complete personalisation of the customer experience
- > Resolves customers’ requests upon first contact, and increased their level of satisfaction

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Alberto Llauradó
Manager CRM Architecture
at Telefónica Spain



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They've also been able to simplify, streamline, and optimise the back-office work load, which significantly increased agent productivity, reduced operating costs, and provided a fast return on investment (estimated by Telefónica to be less than six months). What's more, Telefónica Spain estimates having increased agent productivity for their distribution channel by at least 20%. "We have achieved great results in record time," says Mr. Llauradó.

"As the Genesys iWD project evolves, and our knowledge and understanding about the solution increases, the company identifies new operational features and potential improvements, not just from the technical point of view, but also related to the optimisation of the existing business processes that can be performed in a better way. This is the basis of a continuous improvement program," concludes Mr. Llauradó.

Meeting future business objectives

Apart from managing the back office of the distribution channel, Telefónica Spain runs contact centres with thousands of agent positions. A relevant portion of these agents are dedicated to selling Telefónica's products and services. The next phases for this project, therefore, are focused on integrating all channels within the contact centre so that Telefónica is able to blend interactions based on business strategies that flexibly manage the overall activity.

In the long term, the initial number of agents working with the Genesys iWD solution for the distribution support centre will increase to include those agents working with all the integrated channels. As a result, these agents will no longer be involved in just answering phone calls or in responding to e-mails or faxes separately, but the platform will drive the activities in accordance with evolving business objectives.

Solutions

- > Genesys Enterprise Routing
- > Genesys intelligent Workload Distribution

Genesys Worldwide

Genesys, an Alcatel-Lucent company, is the world's leading provider of contact center and customer service management software — with more than 4,000 customers in 80 countries. Genesys software directs more than 100 million interactions every day, dynamically connecting customers with the right resources — self-service or assisted-service — to fulfill customer requests, optimize customer care goals and efficiently use agent resources. Genesys helps organizations drive contact center efficiency, stop customer frustration and accelerate business innovation.

For more information visit: www.genesyslab.com, or call +1 888 GENESYS or 1-650-466-1100.

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