



# CustomerDirect

## *Case Study*

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## Hotel Guest Internet Support for Systems Integrator

### Background

This Systems Integrator is the market leader in guest room entertainment. They have deployed free TV and Video on Demand services to over 2,000,000 hotels across North America. As part of a Digital Convergence strategy, they moved aggressively to become the market leader in providing High Speed Internet Access (HSIA) to the Hospitality Industry. To do so, they executed on a series of acquisition and organic growth strategies.

For decades, this Systems Integrator grew its market position by providing world-class service and support to hoteliers. The nature of Video on Demand services did not require any direct support to the hotel guest that could not be provided by the hotel staff. This was not the case with HSIA. Guests bring a multitude of devices and configurations that often do not easily connect to a publicly available wired (or wireless) Internet service. As they executed their growth strategy in HSIA, it became apparent to them that the challenge of providing direct-to-guest technical support was beyond the scope of what fit with their organizational structure and direction. Just some of the challenges included:

- Lacking the processes and organizational structure to recruit and train large numbers of technical support agents
- Lacking a customer interaction system for troubleshooting that yielded a consistent guest experience, while servicing thousands of unique hotels
- In need of a ticketing platform that included management information reporting for process improvement and real-time support remediation such as network outages
- Not having the systems or staff to provide comprehensive data management of relevant hotel network topography
- Needed the ability to scale the technical support needs as the business and the technical support challenges grew and changed

In addition to the operational challenges listed above, they found themselves in a situation where support costs were escalating beyond expectations and the challenges of integrating organic and acquired businesses were creating shortfalls in customer satisfaction.

### The Strategy

Very quickly, they realized that it needed a partner that specialized in technical support for hotel guests. They set out to identify domestic call centers that had the systems, the experience, and the management talent to turn their challenges into opportunities. The requirements were stringent:

- Provide the flexible systems and customization necessary to deliver world-class technical support
- Do so with a domestic labor force
- Administer and organize the disparate network topography data from the hotels into a common system for easy access by technical support agents
- Go live with technical support within 6 weeks of contract signing
- Immediately improve service levels
- Reduce support costs by 30%

The Senior Vice President and General Manager of Broadband commented, ***“There was tremendous pressure to very quickly ramp up service, and Rob Nolan’s team worked hard to achieve an on-time launch as promised.”***

## **The Implementation**

The workforce management team at Customer Direct went into action immediately and successfully recruited, assessed, interviewed, hired and trained approximately 100 technical support reps in six weeks. At the same time, the Account Services and Information Systems team constructed the framework for administering and organizing the vast amount of hotel network information, as well as developing customized troubleshooting steps for property specific needs. Secure data sharing was put into place so that management had a transparent view of all customer interaction activities, including:

- Summary and Detail Phone Statistics
- Summary and Detail Ticket Disposition Reporting
- Live Data feeds of escalated tickets to their internal CRM
- Activity reports by Hotel
- Call Resolution reports
- Access to recorded calls (all calls are recorded)
- Property specific profiles with distinct workflows for Tier 1 and escalated calls

Struggling service levels were immediately restored upon implementation. The level of support was such that almost immediately after implementation, they asked Customer Direct to assume responsibility for the Hotelier support of its HSIA systems in addition to handling the guest support.

The Senior Vice President continued, ***“Throughout the relationship, Rob and his team demonstrated exemplary account management, and a true customer focus that is rare these days. They accommodated each of our many requests, and did so professionally, quickly, and at reasonable or even no cost in many instances.”***

## **The Results**

Almost immediately after program launch, Service Levels corrected, the troubleshooting and reporting systems were enhanced, and improved guest satisfaction quickly followed. Key Performance Indicators included:

- 80% of calls answered in less than 60 seconds, a 200% improvement over prior service levels
- 3% call abandon rate, a 300% improvement over prior abandon rates
- 97% first call resolution rate
- 15% reduction in average handle time
- 30% overall cost savings

The transparency of Customer Direct's services allowed both companies to work together in a process of continual improvement which helped them better understand the technical support aspects of Hospitality HSIA, significantly reduce the costs of providing these services, and prepare for their next strategic move in the HSIA market.

Again, the Senior Vice President commented, *"I found the technical capabilities of the Customer Direct team to be excellent. They raised our first call resolution to 97 percent and reduced both our talk time and our abandon rate, ensuring not only great efficiency, but also great cost benefit. They also worked closely with our own legacy call center and field service support staff to insure a seamless end user customer experience."*

### **The Bottom Line**

Customer Direct thrives on responding quickly and efficiently to meet any customer interaction challenge. Our efforts are focused on providing a customer experience that drives brand loyalty, helps our clients better understand their business, positions our clients for future success, and does so with an efficiency that delivers a positive impact to our clients' bottom line. In the case of this Systems Integrator, Customer Direct responded quickly and efficiently to:

- Improve service and increase guest satisfaction
- Provide management information to better understand the business
- Organize and administer large amounts of technical systems information
- Reduce Cost
- Position our client for the next step in their strategy to become the market leader in Hospitality HSIA

**Call us to learn more about how we can help you!**

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