

RCN

RCN is a top ten provider of bundled telephone, cable television, and broadband internet services in the United States



The Organization

RCN provides U.S. based customer service and industry-leading High-Speed Internet, all-Digital TV and Phone services for residential, small/medium and Enterprise business customers. RCN's advanced digital services are delivered through proprietary, state-of-the-art fiber-rich network and supported by 100% U.S.-based customer service. RCN's primary service areas include Boston, Chicago, New York City, the Lehigh Valley, Philadelphia and Washington, D.C.

Motivation for Change

To better serve their customers, RCN's contact center shifted focus from being a process-based environment to focusing more on the customer experience and the productivity and efficiency of their front line employees, RCN's contact center agents. Key to this initiative was measuring and monitoring agent and contact center performance.

Inability to effectively aggregate performance data however, was preventing RCN from achieving this objective. While the data was readily available, it couldn't be collected together in a consistent, cohesive manner or be communicated properly. Previously data was housed in a half dozen data bases and organized manually on spreadsheets. The format of the reports was difficult to understand and distribute to the contact center team and supervisors frequently misinterpreted the reports or found material errors rendering the quality of the information inaccurate and inconsistent. In addition, RCN wanted a strong emphasis on agent quality control by evaluating agent performance and capturing real-time customer feedback to provide insight on both business issues and contact quality.

Desired Solution

RCN wanted one system that could bring all the contact center information together so they could effectively manage their agents and empower them to deliver exceptional customer experiences. They desired near real-time analytics on their key performance indicators to speed decision making and improve their target performance goals.

Why Aspect

RCN selected the Aspect EQ™ Workforce Optimization™ Suite, Aspect EQ™ Performance Management™ (APM) and Aspect EQ™ Quality Management™ (AQM). APM aggregates all the contact center data enabling RCN to view and understand employee achievement then take immediate action if necessary and AQM monitors and improves interaction quality. RCN knew Aspect APM and AQM could consolidate contact center data from their interaction management environment, their Aspect EQ™ Workforce Management™ solution and other back office optimization systems, to create a comprehensive scorecard.



The Results

The RCN contact center can now fully embrace the new agent-centric culture of the company and focus on the customer experience with the insights they get from Aspect WFO. Today, all contact center personnel have APM and AQM quality results on their desktop with near real-time reporting of key performance indicators. Metrics are available in a dashboard for every member of the contact center to view. Nearly every agent metric has improved since the Aspect WFO deployment:



Productivity up 3% / Wrap up and Hold time down 25 seconds



Transactional sales up 11%



Quality up 15%



Agent attrition down by 50% / Saving \$500,000 annually

Although RCN tracks many metrics with APM, not all are communicated to the agents as to not inundate them with non-vital information other than what is best for the customer and what the agent can control. For example, RCN tracks average handle times but only communicates that metric to supervisors so that agents don't feel rushed to get off the phone.

“Aspect Performance Management is the centerpiece of improving the customer experience because you're not able to determine the effectiveness of your changes if you can't accurately measure the results.”

– Bill Sievers, Senior Vice President Customer Care at RCN

Other areas where APM has helped RCN include measuring and tracking customer retention rates. RCN can see the impact that rate increases have on the customers and they can compare those numbers to previous rate increases to monitor the impact. In addition, due to the increased accuracy of the reports with APM, RCN's finance team went from doing 85-90% adjustments in agent commissions every week to now doing only 5%, decreasing their weekly workload by 20%.

“With Performance Management we track what drives revenue for the company almost in real-time and if we spot any discrepancies, we can make adjustments on the spot so there is little impact to the customer experience or our bottom line. Company-wide, there is total confidence in Aspect Performance Management.”

– Bill Sievers

AQM has allowed RCN to view what areas of the call need to be improved upon by identifying common deficiencies among most of the call center agents. As a result recurrent training efforts are more effective and are focused on driving quality.

The investment in Aspect WFO made RCN agents more accountable and responsible and instilled a competitive nature within the contact center ultimately helping RCN improve its NPS scores (customer satisfaction) by 41 points in just three years.

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About Aspect

Aspect's fully-integrated solution unifies the three most important facets of modern consumer engagement strategy: customer interaction management, workforce optimization, and back-office. Through a full suite of cloud, hosted and hybrid deployment options, we help the world's most demanding contact centers and back offices seamlessly align their people, processes and touch points to deliver remarkable customer experiences. For more information, visit www.aspect.com.

