

GETRONICS PROVIDES CUSTOMER STRATEGY THAT FOCUSES ON CLIENT NEEDS, NOT TECHNOLOGY



TRUSTMARQUE SOLUTIONS IS ONE OF MICROSOFT'S BIGGEST UK LARGE ACCOUNT RESELLERS INTO THE PUBLIC AND PRIVATE SECTOR, WITH A 2008 TURNOVER OF £117M. THE COMPANY'S MANY CLIENTS INCLUDE THE NHS, LOCAL AND CENTRAL UK GOVERNMENT.

TRUSTMARQUE SOLUTIONS

Trustmarque employs about 120 people, with most staff in customer-facing sales and product advisory positions. Customer contact is vital, with 45 staff dedicated to the task across five business teams, each with a sales team leader.

In July 2008 alone, the customer contact staff took 13,100 inbound calls and made 15,600 outbound calls. Trustmarque differentiates itself in the market through its customer focus, in-depth solutions expertise and value-add service offerings backed by good management systems.

'BY QUESTIONING OUR ORIGINAL ASSUMPTIONS AND ASKING SEARCHING QUESTIONS OF THE RIGHT PEOPLE, GETRONICS HAS ENABLED US TO DEVELOP AN IMPROVED CONTACT STRATEGY AND WE CAN NOW ENSURE IT WILL BE UNDERPINNED BY THE ACQUISITION OF THE RIGHT TECHNOLOGY.'

MARK GODLIMAN, IT DIRECTOR, TRUSTMARQUE SOLUTIONS

A NEW PHONE SYSTEM OR A NEW APPROACH TO CRM?

In 2008 Trustmarque realised it needed to review its customer contact strategy in light of the evolving requirements of its customer base. This led to a requirement to understand the ways in which customers wished to interact with Trustmarque. It was also felt that existing telephony and contact centre systems would not be capable of supporting the future needs of the business.


However, before the strategy could be set Trustmarque required a detailed understanding of their customer's needs and expectations, to ensure their strategy and processes are aligned to best satisfy the changing demands of its mainly large corporate customer base.

A THREE-POINT APPROACH

Getronics' suggested approach involved three stages:

- To undertake a customer contact survey of a sample of approximately 90 of Trustmarque's clients to understand their service expectations and perceptions of the current service delivered.

- An operational review of how customer contacts are managed and the effectiveness of supporting back-office processes.
- A system review looking at what technology could best be used to achieve the desired levels of service.

Clientname → Trustmarque Solutions Ltd  SOFTWARE LICENSING EXPERTS

Challenge

- Understanding the end customer's attitudes around service delivery needs
- Identifying the requirements to support the future vision and direction for the customer contact strategy
- Reviewing the suitability of the existing systems to deliver the customer contact strategy at the level of quality required and recommend options for the future.

Solution

Consultative exercise to:

- Understand and then document Trustmarque's customer's needs
- Investigate call handling, contact management and front office activity
- Recommend the requirements for improved customers handling
- Advise on technology solutions to manage the important contact channels
- Recommend how to optimise the CRM system.

Benefits

Appreciation of the needs and expectations of their customers to effectively:

- Improve customer service in areas that are important to their customers
- Improve staff efficiency
- Increase effective business management
- A top level road map for customer service strategy development.

CUSTOMER CASE: TRUSTMARQUE SOLUTIONS LTD

ASKING THE IMPORTANT QUESTIONS

A customer survey team contacted a representative sample of existing Trustmarque customers over a two-week period in order to understand how the company performed against the service quality drivers:

- Understanding of customer needs
- Ease of access
- Reliability
- Responsiveness
- Competence
- Communication

The survey found that front-line staff performed their roles accurately and dependably, and were consistently able to help customers, who in turn were most satisfied when they were able to deal with a specific individual on a regular basis.

The survey also highlighted the increasing propensity of customers to use multiple means of communication during the different stages of interaction with Trustmarque. With customer interactions typically being initiated through contacting their account manager via the contact centre. The interaction then by and large being conducted via email. This highlighted the need for Trustmarque to adopt a multi-channel strategy where consistency of service and traceability across channels was paramount in being able to deliver the quality of service customers expected.

AN OPERATIONAL REVIEW

An operational review used interviews and workshops with key stakeholders within the operational and support staff. Through these activities, Getronics gained an appreciation of the organisational structures, working procedures and control mechanisms affecting the customer experience.

The operational review allowed Getronics to:

- Understand any gaps that existed between the internal perception of the service delivered and the service actually experienced by the surveyed customers.
- Investigate the management of resource availability within teams to balance the demands of calls in, calls out and email responses.
- Analyse the effectiveness of management information in giving the business managers the appropriate levels of relevant information.

CRITIQUING THE CURRENT SYSTEM

As Trustmarque's telephony system was seven years old the design of call management distribution was due for upgrade and re-design. A significant issue was the system's inability to handle the complex skills based routing that was needed to meet the needs of the business.

ABOUT GETRONICS UK & IRELAND

Getronics UK & Ireland is one of the leading Information and Communication Technology (ICT) companies in the UK. As experts in Workspace Management, Connectivity, Infrastructure and Consultancy services, Getronics enables people of large organisations to move forward by releasing the power of information. Getronics is part of KPN, one of the world's largest international telecommunications companies. For more information, please visit: www.getronics.co.uk.

An interesting output revealed that approximately 90% of customers contacted Trustmarque by phone and email often using both mediums within the same enquiry. This highlighted the need to develop a more rounded contact handling capability to ensure that seamless customer service was delivered.

Having ascertained Trustmarque's business needs, Getronics was in a position to make a considered technical recommendation to the client. The principle suggestions were as follows:

- **A converged voice/data network and voice-over-IP platform**, cutting maintenance costs, allowing other offices to be easily connected onto the network and facilitating home working.
- **Advanced call routing** to route inbound calls by providing options for the caller to select various destinations, and to connect the caller to the most appropriate account manager once it had been confirmed that the first choice was not immediately available.
- **Computer telephony integration with the CRM system**, linking the telephony system to information held in the CRM database about the caller.
- **A voicemail or callback** option for inbound customer calls, allowing a customer to leave a message for their allocated account manager.

CONCLUSIONS AND RECOMMENDATIONS

Getronics' study provided greater clarity and direction in the development of Trustmarque's customer contact strategy to improve customer service by:

- Ensuring that calls are delivered to the right person at the outset.
- Providing consistent quality of service across all contact channels.
- Accelerating the work to integrate voice telephone calls and other contact methods like e-mail
- Using the survey findings and operational review to enhance the customer handling process
- Improving caller information to allow Trustmarque to supply better service.
- Providing appropriate controls to managers to help them improve the responsiveness of their teams.
- Integrating all contact methods to give one view of the customer.

Additionally, Getronics recommended:

- Phased approach to the business transformation to deliver an early ROI.
- Implement any "quick wins" identified during the analysis.
- Providing account managers with more information on calling customers to offer a more tailored service to these customers.
- Improving reporting to help inform management decisions on customer demands, resource utilisation and resource planning.
- Getronics was also able to advise on the key technology components needed, and provided input into the resulting tender process.