

## Cable Giant Improves First Call Resolution with HardMetrics Call Center Performance Manager

**Cable giant increases customer satisfaction while decreasing 'Truck Rolls' by bridging information gaps in cable fault management**

### Profile

**Industry:** Communications  
**Key Business Processes:** Contact Center, Fault Management, Field Services

US top 10 cable operator, providing state-of-the-art entertainment and communication services to over a million customers.

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### Business Mandate

At cable companies, the customer service center is the first line of support for subscribers across broad geographical territories. When a customer calls, the customer service representative (CSR) is the "first responder" to the customer's crisis. In a perfect world, CSRs have the ability to resolve all problems on the first call. In the real world the problem may require field service staff to physically check the customer's on-site equipment. "We hang our hat on service," commented the VP of Field Services at this cable operator. "Customer satisfaction is our number one priority, so when in doubt we would roll a truck to resolve the reported fault quickly." However rolling trucks significantly increases the cost of servicing customers. Too often truck rolls result in hundreds of dollars spent to resolve ten dollar problems.

This cable company wanted to find out what percentage of complaints received resulted in truck rolls and how many of those on-site visits could be avoided, if front-line agents had better information at their finger tips to diagnose and resolve faults over the phone. "Sometimes all it takes is a reboot of a modem to do the trick, but better and more effective decisions require immediate access to information not just from the customer's call. We needed the ability to get to key information to make the right decision, but we did not have confidence in our spreadsheet-based reporting system."

The cable operator's former reporting system presented yet another challenge. It did not allow CSRs to consistently and accurately capture the right customer metrics. "We have 12 contact centers across the US and each had a different system, a different approach and different metrics," noted the company's VP of Customer Service. "We did not have a common set of metrics which we could use to drive, or even baseline, performance of our contact center, our most important customer interaction channel."

### Technology Challenge

Executives at the cable company also had concerns about the reliability of the Excel-worksheets that documented and tracked cable faults reported and the associated solution codes. Every week the company attempted to capture a snapshot of faults by product line. Customers would call in a complaint which would land in a specific 'fault bucket'. CSRs would have to figure out how to resolve each complaint. They needed a 'view' of what faults looked like coming in from the customers and then a 'view' of how to resolve the problem

correlated with appropriate solution codes. The VP of Field Services continued, “If we had 100 faults come in, there could be a top ten ranking of solution codes. We wanted to empower our agents with the ability to solve customer problems on the initial call but we first had to provide a system that allowed agents to map-to and prioritize solution codes in real time.”

While the cable operator’s previous reporting parameters were fairly sophisticated, spreadsheet reporting lacked reliability. If for some reason the worksheets were not locked down consistently every week details were lost. Managers who needed to do trend analysis were unable to do so because each change made to the worksheet would skew the data and render the analysis inaccurate. The VP of Customer Service continued, “None of the reports ever matched. In meetings we would receive different statistics from different people because the initial query logic used varied from one person to the next. We believed that there needed to be a standard way of producing information and recognized the need for ‘ONE WAY’ of analyzing, speaking about and measuring performance across all business lines.”

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## **HardMetrics Solution**

The cable giant explored the ‘traditional’ options of deploying a data warehouse and building a proprietary reporting system but decided against both alternatives because of the length of time involved in implementing a much needed solution for the business.

The implementation of the HardMetrics Call Center Performance Manager (CCPM) solution took less than a week to complete. The cable company’s investment in HardMetrics is one of the many ways the company demonstrates its commitment to customers for reliability, quality and service.

“HardMetrics allows us to do a better job of fault management, which results in a higher number of first call resolutions and fewer trucks being rolled,” noted the VP of Field Services. “We now have a better understanding of the customer detail coming into the contact center because HardMetrics gives us the ability to drill down, up or even sideways in order to understand if a reported complaint is isolated to the customer calling, to a specific product, or if it is part of a larger problem. HardMetrics has also opened up new ways for us to examine our business. We will use HardMetrics to analyze the Cumulative Leakage Index (CLI), which is important for ongoing FCC compliance but also is a great way for us to identify faults even before a customer calls in a complaint.”

The cable company is also using HardMetrics to assess the impact of changes they make on customer activity. “We are now able to see the other side of increased or decreased customer activity,” said the VP of Field Services. “For example, if we change a product or pricing, HardMetrics can show us any spike or decrease in customer complaints.”

The cable operator’s VP of Customer Service, who has been instrumental in driving the adoption of the HardMetrics technology to the CSR organization added, “I love HardMetrics’ page builder function which allows me to hone into a view of the business I am responsible for managing. I use it several times a week to see how we are doing with total contacts, customer complaints, new subscriptions and any other insight I need to trend our performance over the course of the day, week or month. HardMetrics also makes it easy for us to marry the total calls with the total work orders received to see if they tally accurately.”

“Prior to implementing HardMetrics, this was very difficult for us to measure because each call received did not necessarily result in a work order. For example, a question about billing would not be entered into the billing system as a work order. Therefore it was hard to tell if the customer got a satisfactory response to his/her billing question because it was impossible to map that level of call detail to other sources of data – like customer satisfaction polls or renewed subscriptions – because it existed in other systems that were difficult to tap into for deeper analysis. We can now put this level of detail in front of our contact center managers, supervisors and/or agents which allows them to use the ‘right information’ to drive the best possible customer outcome.”

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## Results

The HardMetrics solution has been in production at the cable operator for a year with active users in customer service and field services teams across the country. Some of the benefits the billion dollar cable company has experienced include:

- Increase in first call problem resolution, ultimately increasing customer satisfaction
- Significant decrease in trucks rolled
- Decrease in cost of servicing customers
- Proactive real-time business monitoring
- Ongoing discovery of valuable details buried in calls and disparate information systems that help drive customer satisfaction and better CSR performance.
- Instant analysis for real-time cable fault diagnosis and immediate resolution

With HardMetrics CCPM in place, the cable company is currently capturing: solution codes, problems/faults, CLI, calls received, calls queued, calls abandoned, average call handle time, average speed to answer call and many other metrics that are meaningful to the company’s business.

When asked if he could single out the most important benefit HardMetrics delivers, the company’s VP of Field Services responded, “A network analyst walked into my office frantic wanting to know how she could find out the top three solution codes for a certain time period. She was ESTATIC when I told her that I could give her an answer in minutes. With HardMetrics you can do analysis in an instant and have faith in the answers.”

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