Communications case study

Enabling faster, personalized customer service experiences

Driven by digital transformation, a private broadband company modernizes its contact center with omnichannel and self-service capabilities.

The challenge

Our client is one of the largest private broadband companies in the US, serving residential and commercial customers. The company receives 84 million customer service calls annually. With over 25 North American call centers—all working with outdated technology—our client needed a digital transformation strategy to streamline its customer service and modernize call center processes.

In this digital era, customers expect personalized and seamless experiences, especially in the highly competitive broadband service industry. To gain market share, the company required exceptional customer service that integrated digital technologies and self-service capabilities.

Business challenges included:

- High capital expenditure (CapEx) costs and high annual maintenance costs due to fragmented on-premises technology stack

- Complex interactive voice response (IVR) application, leading to customer journey abandonment

- Lengthy caller authentication with multiple inputs and many data lookups

At a glance

Industry
Communications

Location
US

Challenges
- High volume of customer service calls
- Call center processes running on outdated technology
- High cost of technology upgrades and maintenance

Products and Services
- Consolidated call center processes and IVR call flows into Avaya
- Enabled digital customer engagements with chat and email channels
- Introduced AI-enabled self-service solutions with Genesys DX

Success Highlights
- Saved $800k in OPEX costs
- Reached a self-service containment rate of 44.6%
- Increased CSAT score by 15%
- Deflected 8% of voice calls to digital channels

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- Complex call flow involving third-party applications that resulted in difficulty tracing the call from end to end

- High average handle and wait times for calls

- Limited self-service options which negatively impacted customer satisfaction (CSAT) scores

- Limited features on agent platform, leading to reduced agent productivity

Digital transformation goals

The company needed to minimize its contact center costs while improving productivity for more than 8,000 agents. In addition to delivering better customer service via phone calls, our client wanted to introduce digital channels and use next-gen technology such as AI and machine learning (ML) for personalized experiences. An increase in the use of self-service capabilities would help reduce the demand for contact center staff and increase member satisfaction with chatbots and voicebots.

Our client also wanted to shorten its customer authentication process, streamline IVR processes and increase call deflection to boost the use of digital channels. These goals would drive improvements in business metrics such as average handling time, average wait time, CSAT scores, and self-service containment.

The approach

Along with our preexisting long-term partnership with the company, the following strengths solidified Cognizant as the best partner for the digital transformation initiative:

- Step-by-step approach to customer service transformation

- Expertise across multiple services and platforms, providing the client with a one-stop shop for all its business needs

- Ability to learn new technologies and domains on the go, enabling our client to explore solutions before finalization

- 24/7 support for critical business and technology operations, integrated with next-gen technologies for automation and continuous improvements

To accomplish our client's goals, we performed a discovery and due diligence process to understand its pain points, benchmark contact center maturity and identify future opportunities for growth. Then, we consolidated the company's fragmented set of technologies, processes and IVR call flows into one single platform—Avaya—and performed a version upgrade for better digital readiness.

Enabling self-service capabilities

To introduce customer self-servicing and reduce call volume, we enabled conversational AI-based voicebots and chatbots using Genesys DX. These self-service options handled routine customer requests such as viewing and paying bills, rebooting modems, setting up cable boxes at any time and viewing data usage. The integration of chat and email channels deflected voice calls by 8% and improved digital member engagement. Cognizant also enhanced IVR journeys by streamlining and
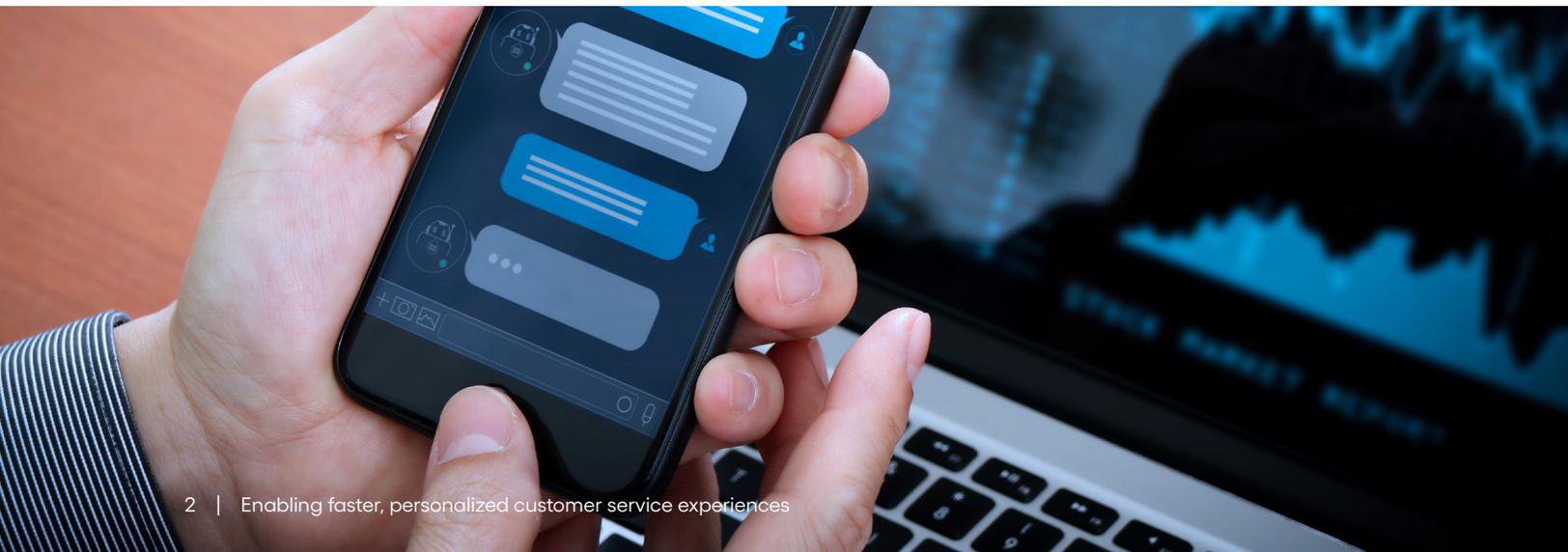
optimizing them to provide personalized self-service experiences for customers. In addition, we used end-to-end managed services and application support driven by strong service-level agreements (SLAs), governance and key performance indicator (KPI) reporting.

Business outcomes

Our client's digital transformation initiative enabled previously lengthy processes—such as customer authentication—to be completed using faster, more efficient digital channels (SMS and email). Due to streamlined IVR and self-service options, call volumes decreased, resulting in elimination of multiple infrastructure and licenses, which reduced maintenance costs by 45%. Additionally, agents had more time to focus on complex issues such as improving customer loyalty as they were handling a lesser number of calls.

Business benefits included:

- Saved $800k in annual operating expense (OPEX) costs with IVR and call deflection
- Reached a self-service containment rate of 44.6%—an all-time high for the company
- Increased CSAT score by 15%
- Deflected 8% of voice calls to digital channels

Our digital expertise enabled us to address the client's challenges with the right solution tenets, integrate platforms within complex landscapes and ensure stakeholder engagement to drive ROI for its investments. With our flexible operating models, data-driven insights, and industry knowledge, we enabled our client to get ahead—and stay ahead—of the competition with more intuitive customer service processes.

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