

Sales Conversion turbocharged by HCL BPO to 400 percent

Client

Subsidiary of a global auto manufacturer, and India's largest passenger car company. After a five-year engagement with Incumbent Vendor the process transitioned to HCL in Nov 2005.

- Every second car sold in India wears their badge.
- Full range of cars – from entry level to Sports Utility vehicle.
- Sold over 7.5 million vehicles in India and exported over 0.5 million units.
- Turnover for the fiscal 2007-08 stood at Rs. 1,78,603 Million.
- Their customer engagement centre acts as the front face for all customer service related queries.
- HCL helps in creating information pool for the Client's CRM.

Areas of Engagement

HCL manages the complete contact centre for the Client.

The contact centre is divided into 5 broad LOBs:

1. Inbound
2. Outbound
3. Email
4. SMS
5. Complaint Management

Drivers for Outsourcing

A Contact centre is created and maintained by HCL primarily for:

- Access to information: Customers can access any product/company related information through a toll-free number
- Creation of a database of prospects which would include all car owners and prospective buyers
- Client can contact the potential buyers through the database generated by the contact centre
- Maintaining a consumer database for market research, telemarketing, after-sales service follow-up, CSAT & DSAT analysis, Data Analytics et al.

Reasons for moving out from previous vendor to HCL BPO:

- Basic drivers for outsourcing not met.
- No significant growth both at technology and Information Pool end.
- Lack of enhancements / Value-adds.
- HCL capabilities to offer better Infrastructure and Technology.
- Handle issues pertaining to bills undelivered to the customer's premises.
- Track occupancy status and update Customer records.

HCL Solution

The contact centre is divided into 5 broad LOBs:

1. Inbound

Core objective: Lead generation. HCL operates a 24x7 help desk to answer product and services related queries. Simultaneously Client's CRM department gets their customer pool updated. HCL routes the queries of customers as per defined matrix, which leads to customer delight and accurate classifications.

2. Outbound

HCL Operates an engagement centre to understand the Client's Customers better and retain them.

Following are the Services:

- **Prospecting:** Categorisation of prospective customer leads based on the data received.
- **Prospect Follow Up:** Calling identified leads to generate Sales.
- **Profiling & Survey:** Calling and building an extensive database of customers, conducting dip stick surveys, Brand Building, etc. Understanding customer needs and designing new products and services.
- **PSF:** Gauging post sales satisfaction level, analysing satisfaction and dissatisfaction drivers to increase customer satisfaction. This campaign directly impacts Sales Satisfaction Index (SSI).
- **Mystery Shopping:** Conducting comparative market analysis by evaluating competitor's product and evaluating USPs.

3. Email

Core objective: Lead generation. HCL runs an online help desk to answer product and services related queries.

4. Complaint Management

Dedicated escalation team engaged in registering and resolving complaints logged at the contact centre by the end users through follow-ups done with Dealers, Regional Office and Client's CRM.

Case Study

Retail

HCL's Value-Adds / Client Benefits

- **Dialler Strategy:** Devised customised strategies to generate more RPCs and augment Sales.
- **Multi-Lingual Support:** Deployed Customer Support Agents (CSAs) with specific regional language skill set for better end user rapport and wider market reach.
- **NRI Toll Free:** Suggested an international NRI toll free number for wider market reach.
- **CTI (Computer Telephony Integration) Facility:** Accurate data capturing using Phone number and City Identification for inbound calls.
- **CLI (Command Line Interface) Based Routing:** All the calls from a particular region are routed to CSAs who can converse in the native language to generate more leads and enhance customer satisfaction.
- **SMS Marketing:** Platform to promote schemes and New Launches and gauging customer satisfaction level. More than 5000 conversions / sales till date were achieved through the SMS platform resulting in USD 31 Million additional revenue to the Client in the last 5 years.
- **Dealer Warm Transfer Facility:** Devised process of conference between customer and the franchise in order to improve conversion of the interested leads.
- **Routing Abandon Calls:** Devised a mechanism to route all inbound abandoned calls to the dialler to tap the lost opportunity.
- **Microsoft Dynamic CRM:** Implemented MS CRM in order to integrate all the LOBs and eliminate isolation and repetition through one view customer approach. This has significantly improved the database management efficiency.
- **Data Analysis:** Proactively placed process of analytical approach on the performance and learning from each campaign. This was a paradigm shift from BPO to KPO. This provided strong learning lessons for subsequent campaigns in order to improve penetration percentage. This initiative was applauded by the top management of the Client.
- **Additional Revenue:** Generated USD 2 Million additional revenue, in the last 1 year by increasing lead band through proactive reference modelling in Outbound and Inbound Campaigns.
- **Knowledgebase Creation:** Provided quick access and process updates for CSAs resulting in improvement of efficiency by over 25% of AHT (Average Handling Time).
- **Dealer Wise Complaint Analysis and RCA:** Helped to narrow down resolution time and healthy implementation on Client shop floor. Average Closure Days reduced from 31 days to less than 4 days

Metrics

- From less than 25 employees for the initial 5 years with incumbent vendor to 120+ employees within a time span of 3 years in HCL.
- Improvement in basic SLAs:

Parameter	Before HCL	After HCL	Improvement
Total transactions	158,859	327,683	106.27%
Conversion	1,580	8,437	433.99%
Contact Ratio	79%	92%	15.98%
Dealer Contact Ratio	66%	87%	31.53%

- Manual reporting to detailed Data Analytics.
- Manual calling for outbound to increase productivity and efficiency.