

## 2.6 Case study Cybertartan Software

## Discussion

## 1 What annoys you most as a customer?

waiting for service products that don't do what they claim high prices hidden costs  
 planned obsolescence deadlines not respected incompetent service  
 poorly translated instructions being put on hold other?

With a partner, discuss what you as a customer can do about these problems.

## Scan reading

## 2 Read the email from Hamish Hamilton, CEO of Cybertartan Software and answer the questions.

- 1 What are his four problems?
- 2 How are the problems linked?

really pleased with the solutions you recommended.

For your next project, I need you to take a look at our Kirkcaldy contact centre. Our Q4 customer satisfaction survey is disastrous (see charts and report extract attached) and this represents a major risk to our corporate image and future sales. We have serious recruitment problems and a high staff turnover. These two problems are obviously linked. I suggest you talk to Laurie McAllister, our HR Manager there. I'd like you to come up with some proposals but without significantly increasing costs, which are another problem. Currently we estimate that on average a customer call costs us £4.50. We cover this from the call charge (currently £0.50 per minute), which is why we keep customers on hold for around six minutes. They spend about the same time with an adviser, although if possible we need to reduce this because at the moment we can't take enough calls. Obviously, we can't afford to increase salaries. I'm counting on you to come up with some creative ideas: get back to me as soon as you can.

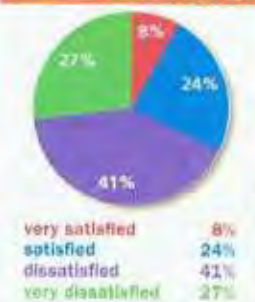
Best regards,  
 Hamish



## TOP FIVE REASONS FOR CUSTOMER DISSATISFACTION

1 Difficult to get through to customer adviser	76%
2 Time spent on hold	65%
3 Several calls needed to solve problem	53%
4 Cost of calls	49%
5 Can't get help by email	32%

## Customer satisfaction Q4



## Reading for detail


## 3 Mark these statements T (true), F (false) or D (it depends).

- 1 Hamish Hamilton is probably writing to an external consulting group.
- 2 The Kirkcaldy contact centre has satisfied employees and dissatisfied customers.
- 3 The contact centre is losing money at the moment.
- 4 If the centre employs more advisers, its income will increase.
- 5 More than two thirds of customers were satisfied or very satisfied in Q1.
- 6 The number of both dissatisfied and very dissatisfied customers tripled in Q4.
- 7 About half of their customers would be prepared to pay for support if their problems were solved quickly.

## Internet research

What is the FLSA? What are employees' rights on bathroom and meal breaks in the USA? Are they similar to those in your country? Search for the keywords "meal rest breaks" to find out.

## Listening for detail

**4**  1:27 Listen to part of an interview with Laurie McAllister, HR Manager at the Kirkcaldy contact centre. In her opinion, what is the biggest problem for advisers?

**5** Listen again. What are the effects on the contact centre of the following?

- 1 Employees have poor working conditions and low job satisfaction.
- 2 The workload is heavier than before.
- 3 The bus service is inadequate.
- 4 Desks are shared with colleagues on other shifts.
- 5 Software products have become very complex.
- 6 Advisers don't get enough training.
- 7 The shift system is inflexible.



## Solving problems

**6** Work in small groups. You are the consultants that Hamish Hamilton wrote to in 2. Hold a meeting to discuss the agenda below.

### Kirkcaldy Contact Centre

#### AGENDA FOR CONSULTANTS' MEETING

##### The situation

Isolate the problems and prioritize them as:

- a) important and urgent
- b) important but not urgent
- c) not important.

##### Solutions

Brainstorm solutions to the problems prioritized as a) and b) above.

- Review company policy on customer services?
- Review company policy on working conditions for advisers?

##### Recommendations

Define recommendations for short- and long-term policy.

## Writing presentation slides

**7** Prepare slides to present to Cybertartan Software summarizing your recommendations. For each problem, make recommendations, give reasons for these and outline the expected results.

## Presentations

**8** In your groups, present your recommendations and take questions from the class.

