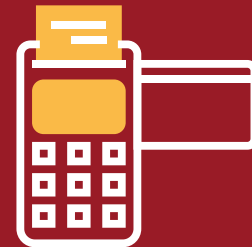


Case Study

Risk-Based QA for Global Financial Customer Services



Is your customer service team mitigating or increasing your risk profile?

Overview

A Scorebuddy premiere global Banking customer is utilizing QA scorecards as a central tool for managing the firm's credit card operations, customer service and credit risk. This innovative approach is being used by their QA teams in each of the areas of customer service operations, risk operations and fraud detection; as a way of monitoring agent adherence to, and compliance with, procedures that will mitigate the firm's credit card related financial loss. And to insure good customer outcomes are being delivered, which is equally as important to the Bank.

The journey of the firm's credit card customers; applying for credit, having their credit checked, being approved for credit, card activation, payment processing and customer service along with the underlying workflows, are scored for adherence to the Bank's guidelines, regulatory requirements and customer service outcomes. To that end, 40+ high level processes and 50+ compliance requirements have been built into their scorecards.

Our client has kindly agreed to share their original plans and objectives as well as the outcomes of their efforts, so that other financial services firms may benefit; specifically, those who offer credit products serviced by a call center with the bank's customer service agents as well as outsourced servicers.



Scorebuddy
QUALITY SCORING SYSTEM

Major Challenges being Addressed

The Bank had several major challenges they wanted to address. The overarching principles were to simplify the organization structure, to streamline processes and to utilize Scorebuddy's reporting and analytics to their fullest potential for Credit Card processing operations.

Some of the major challenges were:

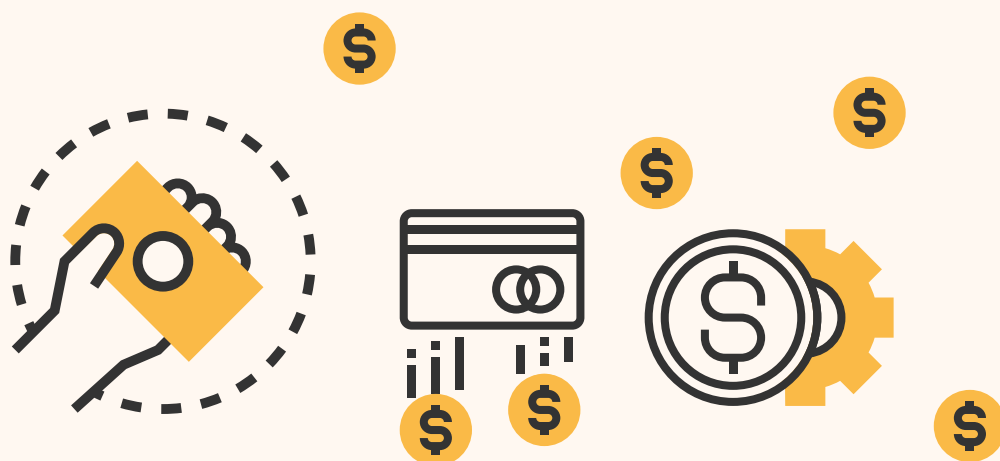
- They had an overly complicated organization structure
- Scorecards had been built with little consideration as to how scorecard data could be fully utilized, analyzed and reported; using Scorebuddy's Reporting and Analytics features
- Scorecards were previously used to isolate processes which led to more than 100 scorecards
- There was a lack of control in place regarding system access and access reviews

Major Goals and Objectives

The Bank's QA team embarked on this effort to determine if the application process and corresponding workflows for credit card operations were operating at their full potential. As a customer passed through each of their interactions with agents as well as being touched by the underlying workflows, did agent scores recorded at each point, meet or exceed expectations.

The objectives of this effort were to:

- Streamline and simplify the organization structure associated with Credit Card Operations QA
- Reduce the volume of Scorecards in use by the firm
- Provide associates with access to features that will aid in their respective roles by reviewing all Access Levels
- Utilize Scorebuddy Reporting and Analytics to drill down to the root causes of errors and customer service insufficiencies; to understand the top themes and trends for subsequent remediation through agent coaching



Improving the Credit Card Customer's Journey

The firm focused on those issues that would have the biggest impact and would substantially improve QA outcomes. Issues like data protection act failures, not enough detail being recorded by the agent and security interactions that were insufficient, were among the most important errors to be corrected. And there were soft skills like attention to, and depth of detail, that were identified as frequent reasons for inadequate customer service.

The customer's journey, from applying to credit to servicing was positively impacted by this effort.

Major improvements included:

- Scorecard volumes have been greatly reduced and now act as a separation between QA sample types
- Scorecard content is consistent across all departments allowing associates to move from area to area with ease
- The simplified approach to Scorecards has aided in the ease of Reporting
- The major stakeholders and recipients of the QA results can drill down to agent level performance for both voice-based customer service, as well as for back office related support.
- They were able to identify the top three issues that would 'move the customer service quality needle' and remediate accordingly
- They could accomplish these major improvements using native Scorebuddy analytics and dashboards versus having to download data to another analytics package

All of these improvements together allow front line operations managers to manage outside suppliers more effectively using a dashboard for a departmental view of performance. Reports and analytics will allow stakeholders to self-serve resulting in time and expense savings for the firm.

This approach has gathered momentum across the firm and has garnered support at the highest levels. The heads of the Bank's Risk Office, Operational Excellence are supporting this effort. As a result, QA is being viewed as a value add to the business. QA now provides positive reassurance, insights and recommendations to resulting in improvements to the business process.

Client testimonial

We asked our premiere global banking customer to summarize their experience with Scorebuddy and here is what they said:

“ From the agents on the front line of customer service being scored by their quality assurance teams, to the bank’s fraud units fielding customer calls when they suspect there has been a fraudulent transaction committed on their account, Scorebuddy is being used to capture and report on how agents are handling every type of transaction with the customer.

The main reason for selecting Scorebuddy is because of its flexibility as a stand-alone solution and the rich data and analytics provided by the system. Themes and trends can be obtained for calls that went well, and for those that did not meet the mark.

We partner with Scorebuddy by providing them with our QA roadmap to help us determine which things we would like to see in their next release. We are very pleased with the Scorebuddy team’s collaboration and responsiveness. ”

For more information on how your organization can take advantage of Risk-based QA for your credit operations please schedule a tour

[Schedule A Tour](#)

