

# Case Study: Unifying a Disjointed Customer Experience

## At a Glance:

### The Problem:

- Inconsistent customer experience

### The Solution:

- Contact Center Roadmap
- Mapped Inconsistencies
- Developed Plan to Unify Strategy

### The Results:

- 18 Month Roadmap Plan

One of the most important aspects of the customer experience is consistency. A consistent service offering and brand identity help a customer understand and remember who they are working with. In the Age of the Customer, this has only become more important. Consumers today regularly interact with websites, Interactive Voice Responses (IVRs), and social media accounts far more than with live personnel in brick-and-mortar locations. Maintaining a consistent customer service approach lets the customer know what to expect and goes a long way in establishing trust.

In the autumn of 2015, a local community-based healthcare organization was experiencing problems with their phone systems. Our client's customer experience had become disjointed and fragmented after a period of rapid growth, and Mindsight was asked to step in and unify their strategy.

## The Problem

In total, the organization was comprised of 36 separate health centers throughout Cook and DuPage counties, and many of those facilities had been gathered through corporate buyouts and acquisitions. As the organization grew over the years, the company inherited a number of disparate phone systems from those facilities, and unfortunately, the company did not standardize its voice strategy along the way.

Only a handful of its branches, along with the centralized contact center, were actually connected to the Cisco Unified Call Manager phone system. The rest of the branches were forced to use the standard PSTN to contact other offices. This lack of continuity between health centers was extremely inefficient as agents often had to look up the numbers for various branches before making or transferring calls. Furthermore, the lack of uniformity created an inconsistent customer experience. A patient could contact two health centers and encounter completely different responses. Worst of all, patients regularly experienced long hold times, multiple transfers, and sometimes their calls were even left unanswered.

To address this issue, Mindsight scheduled the client for a Contact Center Roadmap and sent one of our senior consultants to their offices to provide his professional recommendation and analysis.

## The Roadmap Service

Our senior consultant traveled to their central office to map out the contact center inconsistencies and find ways to leverage technology to solve the company's challenges. The consultant shadowed two or three

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agents per department, studied how the business functioned, analyzed their key performance indicators (KPIs), and charted their call flow. From there, the consultant sat down with department managers to learn their opinions of the existing contact center operation and find out how it can better serve their needs.

The consultant found that every branch conducted business in their own way. For some, all calls would be routed to the centralized contact center. For others, the clinic itself handled each and every call. The differences even went as deep as the IVR. Some IVRs were five-option prompts, while others only had a greeting. These differences were noted and tracked.

With the entire contact center strategy documented and mapped-out, our consultant could provide his recommendation on how to unify and streamline the strategy.

### The Results

In the end, Mindsight provided our strategic recommendations and an 18 month roadmap to address the issues. The plan called for a unified approach across each health center, and the report detailed how to best accomplish this task.

Currently, Mindsight teams are working directly with our client to enact this plan and drastically improve their customer experience.

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