



Merging Calls Centers To Achieve Customer Service Goals

Client

Adelphia,

Communications

One of the leading cable companies in the U.S. with more than 5.5 million residential customers nationwide. Adelphia offers digital television, high-speed internet access, long distance telephone service, and paging.

Business Challenge

Within an 18-month period, Adelphia Communications Corporation acquired several local offices and call centers from different telecommunication firms across the U.S. During this span, Adelphia grew from a local cable service provider to a national, full-service telecommunications company. With acquisitions occurring at a rapid pace, the company had to manage eight different new-hire training programs for their customer service representatives. Each program was delivered by the instructors of former companies with entirely different cultures and goals, that had now been merged under one corporate umbrella. The challenge? Consolidating an "Adelphia-wide" training curriculum that was consistent and exemplified the philosophy and skill sets necessary for all customer service and sales representatives succeed. This consolidation required that Adelphia:

- Prepare new hires for the highest level of sales and customer service support
- Combine all existing versions of training into a standardized structure with content that could consistently accommodate company-wide new hire training needs
- Complete this work while the company products, key accounts, billing systems, job

functions, processes and procedures were changing and becoming standardized as a result of multiple mergers.

Solution

Adelphia called on Gillespie Associates to reconcile the diverse training programs and design a single, universal training curriculum. Using existing content we designed and developed a six-to-seven week program that allowed local adjustments in the short term and overall standardization in the long term. Essential competencies and skills needed for all types of customer calls were identified through a company assessment. The design concept was to keep one variable constant – the nature and types of calls that sales and customer support representatives were likely to receive. At a high level the training incorporated call center competencies and followed the flow of customer calls. Lower level process flows (job aids) were developed for all types of incoming calls. Various selling strategies were reconciled into one. New hires were trained to utilize the changing external resources (computer user guides, local process information, QA guidelines) so that they could better cope with a changing environment and continue to

learn on the job. Gillespie created a certification process for the trainees which included written skill checks, online exercises and evaluated role plays. Gillespie led the one week Train-The-Trainer program for all in house Adelphia instructors.

Results

Gillespie was able to complete the curriculum on time and standardized all of the materials. Instructors were able to take ownership of new material and discard what "once worked" in their former companies, and adopt a more consistent approach in delivery. CSSRs who once were expected to only service calls were now able to sell services and enhancements with minor supervision, in some cases before the training was even completed. The new design taught, reinforced, and evaluated the transfer of training on the company's quality assurance guidelines. Trainees were satisfied with the program because it met their specific needs on only what they had to do to perform their jobs successfully. This led to a very satisfied client.

Services Provided

- Assessment
- Instructional Design
- Curriculum Development