

To: Dr. Erika Paterson

From: Lisa Liang

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Subject: Proposal for Reducing Commission for Complaints for Telecom-television (CCTS)
Complaints at the Telus Call Centre in Burnaby

Background Information of Readers

This proposal is intended for the directors of the business analysis team at Telus. Telus is a well-known telecommunication company in Canada. There is an independent agency called Commission for Complaints for Telecom-television (CCTS) who takes care of all customer complaints across various telecommunication companies, including Rogers, Bell, etc. The expenses required for CCTS to investigate each complaints comes straight out of each telecommunication company's cost. As there has been an increasing amount of complaints submitted to CCTS by Telus customers, I am proposing the follow report in hopes of reducing CCTS complaints.

Introduction

Over the past few years, Telus has received an increasing amount of filed complaints from the independent agency, Commission for Complaints for Telecom-television (CCTS). According to the CCTS mid-year reports, CCTS has accepted 511 valid complaints filed by customers within a short period of six months in 2018. While a percentage of the valid complaints are unavoidable due to the nature of the service industry, a huge portion of the complaints can be avoided by taking extra steps to resolve customer issues, before it gets escalated to CCTS.

Statement of Problem

If this increasing trend of CCTS complaint continues, Telus will lose their competitive edge against other service providers such as Rogers Communication, who has a total of complaint of just 3% more than that of Telus. The current system at the call centre only allows customers to be transferred to a manager when they explicitly request for a manager. This flawed system inhibits front line agents' ability to resolve complaints even if they were brought up during the call, which leads unhappy customers to go straight to CCTS.

Proposed Solution

As a direct combat to the increasing complaints, I suggest that Telus implement a CCTS prevention team in the call centre. This team will be trained to specialize in resolving customer issues and general complaints. By providing customers with the opportunity to resolve their issue with the CCTS prevention team, customers will feel less inclined to file complaints with CCTS.

When front line customer service agents are on the phone with a customer, they are to ask probing questions to gage customer satisfaction. If the comments fall under the categories below, they are required to actively offer to transfer the call to the CCTS prevention team.

- Threatening to file CCTS complaint
- Threatening to post on social media

- Repeat caller for the same unresolved issue

Methods

In order to provide the specialized CCTS prevention team with the skillsets they need, we must first understand the underlying reasons of CCTS complaints. This can be done analyzing data provided by the mid-year reports on the CCTS websites as well as collecting surveys from front line agents regarding general complaints they receive.

In addition to collecting surveys from both front line agents and managers, I will also be consulting the business analyst team at Telus to investigate the actions they have taken to combat this issue as well as the data they have collected.

After having a good understanding of cases that trigger CCTS complaints, we can then train the specialized CCTS prevention team on resolving escalation cases that agents encounter on a day to day basis.

My Qualifications

I have worked in multiple call centres for the past five years and I am very familiar with the issues both front line agents and customers are facing on a daily basis. With my years of experience in the customer service field, I am confident in conducting surveys directly from front line agents, examine the results of the surveys, and implement effective resolution to the increasing CCTS complaints.

Conclusion

Once we have the CCTS prevention team implemented into the call centre, we should see a decline in filed CCTS complaints. With each CCTS complaint Telus receive each year, every validated complaint that results in compensation comes at a cost of the company. By lowering the number of complaints, Telus will have an advantage over their competitors and as a result, this will lead to a decrease of churning customers.