

## CASE STUDY: GLOBAL HOSPITALITY LEADER

### **Global hospitality leader sees gains in quality, service levels and flexibility by teaming with CRM powerhouse Transcom**

#### **Business Challenge**

A leading global hotel company active in a sector characterized by intense seasonality underwent a challenging summer in 2005. The company was handling all Swedish-market reservations and hotel transfers from its in-house contact centre located in Estonia.



A variety of factors, including difficulties in recruiting sufficient numbers of native Swedish speakers, led to less than optimal quality, capacity and flexibility in the hotel company's contact centre operations. That summer, with the corresponding peak in travel, the company experienced huge surges in reservation and transfer-related calls—and found itself unable to deal with the calls as successfully as it would have liked.

The company was eager to ensure higher quality and service levels in its inbound customer contact. Recognizing in Transcom a powerful CRM player with the unique flexibility and capacity to quickly ramp-up to handle volume peaks, the company decided to break new ground and commence an outsourcing partnership.

In spring 2006, the company turned to Transcom in order to address the following crucial issues:

- Improving quality and key performance indicators through the rapid recruitment and thorough training of native Swedish speakers
- Boosting service levels and customer satisfaction through increased capacity
- Gaining the flexibility to scale up fast in the face of seasonal volume peaks

#### **Transcom's solution**

The client originally contracted Transcom to absorb the overflow in main reservations calls during the summer of 2006. The objective was to bolster quality and service levels in the face of the volume surges that had overwhelmed the company the summer before.

Time was of the essence. Aware that the client's needs and the resulting solution had to be fully identified as soon as possible in order to begin implementation, multiple levels of Transcom management attended client



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meetings from the very beginning, bringing their vast, coordinated expertise to the table.

To overcome the recruitment challenges and augment the language quality, it was decided that the Swedish-market customer contact would be delivered from Transcom's facilities in Borås, Sweden. Moreover, Transcom recognized that a combination of the right Team Leader and careful training would be necessary to help the CSRs embody the client's culture and master its complex booking system. Here the client played a key role by sending in a product specialist to assist in the theoretical and hands-on training.

It took just three weeks—from putting the IT infrastructure in place to assigning the right Team Leader to recruiting and training the proper number of CSRs to answering the first day of calls. Thanks to Transcom's instant flexibility and huge capacity, the client saw the volume peaks that had overflowed its contact centre the summer before successfully absorbed this time around.

Over time, Transcom has increased the variety of services offered to this client. Today, Transcom's 150 FTEs offer services in 4 countries serving local markets and in one country serving a near-shore market. Transcom handles the toll-free main booking line number, Web navigation support, customer service via email, and the company's membership program.

### **Achieved Results**

The project enjoyed a smooth transition and start-up, thanks to Transcom's meticulous quality monitoring and daily follow-up with both the client and its own CSRs during the crucial first weeks of operations.

And the client, through its outsourced team of highly trained, personable CSRs, was able to attend more of its customers sooner—a decisive advantage in the summertime travel peak. The boosted service levels and native language skills resulted in both increased customer satisfaction and bookings for the hotel company.

What began as a seasonal overflow project has grown into a rich, ongoing outsourcing partnership. Originally concentrating on main reservations calls, Transcom now takes care of the client's cluster calls as well. In this second type of call, Transcom's renowned cross-selling skills come to the fore, as the CSRs persuasively transfer customers' bookings to the client's other hotels in the same "cluster", or large city.

Transcom consistently achieves higher sales conversion rates than the client does from its own in-house facilities. Moreover, mystery shopping and



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aftercall customer surveys consistently rank Transcom's call quality above that obtained by the client itself.

Transcom has provided a number of tangible benefits to the client, which has allowed the client the opportunity to grow significantly without heavy investment. Services are provided in languages locally by native speakers. The correct staffing levels properly respond to peaks and troughs in call volume based on seasonal activity. Attrition levels are low as services are covered in-country.

In Transcom, the hotel company has found an agile and robust CRM outsourcer capable of turning its challenges into successes. With the recent start-up of another project in Denmark, the two companies continue to deepen their synergetic partnership.

### **Facts: Client**

- The leading global hospitality company, with more than 2,800 hotels in more than 80 countries
- Includes 150,000 team members worldwide
- The company owns, manages or franchises a hotel portfolio of some of the best known and highly regarded brands
- Welcomes both business and leisure travelers
- Its portfolio features the leading Nordic hotel brand with over 130 hotels located in Scandinavia and the Baltic Region

### **Facts: Transcom**

- Established in 1995 by the Kinnevik group
- Europe's largest geographic CRM solution provider
- The services offered include inbound and outbound customer contact, Interactive Voice Response (IVR), Internet services, legal services, CRM consultancy and Credit Management Services
- More than 20,000 employees in 29 countries across Europe
- Delivers services in 33 languages to over 120 major clients

