SUCCESS STORY: STERICYCLE

Stericycle uses workload management to win customer loyalty

As a leader in medical waste disposal and safety compliance, Stericycle is committed to helping its customers protect their employees and patients. Founded in response to the US Medical Waste Tracking Act of 1989, Stericycle serves hospitals and the many healthcare professionals and practices that handle syringes, needles and other medical waste, both in the United States and internationally. Today the company serves more than half a million customers worldwide.

Stericycle has always focused on its relationship with its customers. Through education in waste segregation and management practices, Stericycle helps its customers maintain OSHA compliance and protect their employees, but maintaining customer relationships became challenging as the growing company expanded the range of services offered.

Stericycle knew that managing the customer experience was essential to the company’s continued growth and success and created a new position, Vice President of Customer Experience to address this need. When Dale Parchois joined the company in this role she learned through detailed customer loyalty research that when customers’ problems were not resolved quickly and effectively, their loyalty dropped by 48 percent. For a company the size of Stericycle, a single percentage of customer attrition can affect millions of dollars in annual revenue.

Challenges

Customers used multiple toll-free lines to contact different customer service centers, and 60 percent of incoming calls had to be transferred. There were 240 possible ways to route the top 30 customer inquiries. Ten different contact centers without call routing and workforce management capabilities made it difficult to route calls between them. In addition, the company had little visibility into case work distributed to employees—so they could not easily discover if customer cases were being resolved quickly and efficiently or where there were delays and problems.

Challenges:

- Customer loyalty directly tied to success with problem resolution
- Problem resolution delayed by redirecting and transferring customer interactions
- Lack of visibility into service fulfillment processes beyond the contact center
- Customer expectations for self-service capabilities

Customer: Stericycle
Industry: Medical Waste Management
Revenues: $1.9 billion
Employees: >11,000

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Stericycle knew that a broad, renewed focus on the customer experience was critical, and that it would take both cultural and technological change to get what was required. There was strong executive support and a long history of customer focus.

Stericycle started a major customer experience initiative to achieve the following four objectives:

- Driving broad cultural shift by providing a “Customer First” focus to provide exceptional customer service across all parts of the organization
- Improving problem resolution by making sure customers were routed to the best resource the first time
- Gaining visibility into the entire service fulfillment process and correcting any problems or delays
- Tracking customer experience metrics and measuring changes to customer loyalty through extensive customer research

Redesigning the contact center technology was a starting point for this initiative. However, the scope of the project reached beyond the contact center to the broader processes involved in service fulfillment, including back-office functions and resources outside of the normal customer service chain. This was truly an organization-wide effort.

Using technology to route, track and manage calls and workload

Stericycle engaged with Genesys and its partner Aria Solutions to create the new customer service and workload management environment, tightly integrated with Salesforce. This system replaced disparate systems serving different regional centers and the manual processes used to route customer service tasks within the contact center and beyond.

Specifically, Aria Solutions worked with Stericycle to implement the following foundational capabilities via Genesys technology:

- Advanced interaction routing to route calls, interactions and cases to the right person based on the customer needs and agent skills and availability
- Enterprise workload management to route and track the different tasks involved in service fulfillment in the back office
- Integration with existing case management in Salesforce

Today all regional contact centers use the same integrated systems as the central contact center, making it much simpler to route calls or interactions to the right person, regardless of their location. This system gives Stericycle centralized visibility into customer experience across the entire organization with centralized reporting and metrics. Agents use Aria CIMplicity Desktops to work in the integrated Salesforce and Genesys environment.

Improving the customer experience with workload management

Stericycle uses Genesys Enterprise Workload Management integrated with its Salesforce environment for distributing work and tracking customer cases. The Genesys software automatically routes cases to the right people based on business priority, employee availability and skills required.

For example, a customer might call or email to get a refund for a missed medical waste pickup. If the refund is small, a contact center agent can approve it and close the case quickly. For larger amounts, the system can escalate the task or route it to someone else, so the customer’s request is timed, tracked, and does not go unresolved.

If a task requires different employees in multiple steps, Genesys interacts with Salesforce to understand the resource requirement and locate the best available resource to streamline task completion. The customer experiences a fast resolution of their case, while within Stericycle the work distribution and case management is more efficient.

According to Jacques Sredni, Customer Experience Technology Director at Stericycle, “Genesys Enterprise Workload Management streamlines processes, adds visibility to what’s happening to customer service fulfillment and makes employees’ lives easier.”

Supporting a B2C experience for the B2B customer

Today, more B2B companies are looking to provide what consumers enjoy every day: the ability to accomplish almost any function on a Web site or self-service. Stericycle is a leader in extending new experiences a fast resolution of their case, while within Stericycle the work distribution and case management is more efficient.

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Solutions

- Genesys Contact Center
- Genesys Enterprise Workload Management
- Aria Solutions CIMplicity™ Desktop

“What’s the dollar value of reducing customer attrition by half a percent? One percent? This is where you find the real ROI upside of your customer experience investment.”

Dale Parchois, VP Of Customer Experience
“Genesys Enterprise Workload Management streamlines processes, adds visibility to what’s happening to customer service fulfillment, and makes employees’ lives easier. While we started with only a few processes in workload management, we’ve been adding them by request because it’s popular.”

Jacques Sredni, Experience Technology Director

“The visibility and reporting capabilities in the Genesys solution give us the insight we need to make measurable improvements in customer service, and therefore loyalty. We measure almost everything, and the workload management environment makes that possible,” says Jacques Sredni.

Realizing the benefits of improved customer experience

While the new environment makes the company more efficient, for Stericycle success is measured in customer satisfaction and loyalty. In the first three quarters of operation, the new system delivered statistically significant improvements in customer service as perceived by the customer:

- Overall evaluation of customer service rose four and a half percent.
- Speed to resolve service problems also rose four and a half percent.
- Customer loyalty scores overall improved two percent.

The customer loyalty score points to larger financial returns. Says Parchois, "What’s the dollar value of reducing customer attrition by half a percent? One percent? This is where you find the real ROI upside of your customer experience investment.”

While the concept of applying work distribution rules outside the contact center is new to many businesses, it has the potential to deliver tremendous improvements in customer experience and, therefore, loyalty and retention. Says Parchois, “Workload management is transformational to your business because you can route things by business rules, the way they need to be routed. You can utilize a tool set to make your business more responsive to your customers.”

Business partner

Aria Solutions provides customer service applications for contact centers and back offices. Aria applications are based on Genesys and Salesforce—both leading platform providers in the customer service market. Aria offers complete solutions including consulting services, professional services, and support. Aria Solutions is a Genesys Gold Certified Suite Partner, Resellers, and OEM Developer. They are also a Salesforce AppExchange and Consulting partner. www.ariasolutions.com

RESULTS

Loyalty
Improved customer loyalty ratings

Resolution
Faster problem resolution

Efficiency
Improved efficiency and reduced costs

ABOUT GENESYS

Genesys® powers more than 25 billion of the world’s best customer experiences each year. Our success comes from connecting employee and customer conversations on any channel, every day. Over 10,000 companies in more than 100 countries trust our #1 customer experience platform to drive great business outcomes. Genesys on-premise and cloud solutions are built to be fluid, instinctive and profoundly empowering. Combining the best of technology and human ingenuity, we work the way you think.

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