

# Frontier Communications Corporation

Telecommunications

CASE STUDY

## VHT Products:



## January 2009 through April 2009

- 4.6 million minutes of hold time avoided
- 53% of callers choose Virtual Hold callback
- 38% improvement in service level during peaks
- 52% reduction in abandons during peaks
- 54% improvement in ASA during peaks



**“We don’t have a standard installation, and I was very impressed with the knowledge of the people from Virtual Hold”**

– Freddy Sjauw En Wa,  
Manager of Strategic Initiatives and Technology

One of the nation’s largest rural local exchange carriers, Frontier Communications Corporation is a full-service communications provider, operating in 24 states. Frontier’s services include local and long-distance telephone service, internet access, digital phone, and satellite television for 3 million subscribers worldwide.

Initially established in 1935, Frontier built its reputation on delivering the best communications products and services for residential and business customers. To provide the best customer experience, Frontier operates four contact centers with 1,100 to 1,200 customer service representatives (CSRs) assisting more than 360,000 callers each month. Frontier Communications is headquartered in Stamford, CT.

## Challenge

The customer experience is top priority for Kelly Morgan, Frontier’s director of strategic initiatives.

“We have an overarching strategy regarding the customer experience,” Morgan said. “We believe that customer loyalty is derived by reducing the amount of effort the customer must exert when doing business with us. Virtual Hold allows us to give our customer options, while showing them we value their time.”

Special promotions, unexpected service issues, and seasonal peaks push call volume higher than normal, which overloads the contact centers, frustrates callers, and hurts service level. Frontier aims for a 1-minute average speed of answer (ASA), a 7% abandon rate, and 80% of calls answered within 30 seconds.

“When we don’t meet our customer service goals, we know that we’re frustrating our customers, which is the last thing we want to do,” according to Freddy Sjauw En Wa, the manager of strategic initiatives and technology at Frontier.

Frontier executives looked at its current technology, and despite careful workforce management and call routing strategies, Frontier simply wasn’t meeting its customer service goals on a consistent basis. Hiring additional staff isn’t always an option, but implementing a technology that eliminates hold time is.

## Solution

While looking at Frontier’s customer experience strategy, Morgan came across a queue management solution from Virtual Hold Technology (VHT). VHT’s solutions educate and empower customers with options for managing hold time.

VHT’s project team worked with Frontier to design and implement the right solution for Frontier’s unique environment. “We don’t have a standard installation,” said Sjauw En Wa, “and I was very impressed with the knowledge of the people from Virtual Hold.”



continued >>>

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**Concierge™** is the core of the Virtual Hold solution that announces the wait time, saves a caller's place in line, and calls them back when it's their turn, in the time promised.



**Rendezvous™** supplies added functionality to the Virtual Hold solution through the ability for callers to schedule appointments for up to seven days in the future.



**Routing Connector** enables Frontier to integrate its Phoenix CTI with the Virtual Hold software to ensure continuity of CTI data.

## Results

Following implementation, Frontier was pleasantly surprised at how well the Virtual Hold solution worked.

"Virtual Hold has given us the opportunity to increase customer satisfaction," Sjawu En Wa said. "The software is robust, and we're pleased at how well it handles all of our transactions."

Virtual Hold monitors all of Frontier's contact centers. If hold time is more than two minutes, Virtual Hold intercepts the call and offers the customer a Virtual Hold callback. In January through April of 2009, more than 53% of Frontier's eligible customers accept the callback option.

"Two minutes seems to be the sweet spot as far as waiting on hold," Morgan said. "When hold time is longer than that, people are much more likely to choose a callback, and as customers become more comfortable with the Virtual Hold option, we expect a higher take rate."

The customers who have already experienced Virtual Hold are making life easier for Frontier CSRs. "We've reduced the number of people who are physically waiting on hold," Morgan said, "and our CSRs are definitely happier. Their customers are less frustrated and less likely to vent their frustrations on our reps. I'm certain that Virtual Hold is positively affecting our average handle times."

Providing such great customer service often comes at a price, but with Virtual Hold, Frontier has actually seen an improvement in operational efficiency. By reducing the number of people waiting on hold, Frontier has reduced the amount that it spends on customers' toll-free calls. Additionally, Virtual Hold helps balance out Frontier's workload through scheduled callbacks. While the operational savings are important to Frontier, the customer service benefits of Virtual Hold really stand out.

"We've given back 4.6 million minutes of hold time in just four months," Morgan said. "That's time our customers can spend doing what they want to do. Simply put, Virtual Hold makes it easier for our customers to do business with us." **VHT**

### COMPANY SYSTEM PROFILE:

**Aspect ACD and WFM**

**Phoenix CTI**

**Edify IVR**

**4 contact centers**

**4 queues**

**1,100-1,200 CSRs**

To learn more about opening new channels of communication into your contact center, contact your Sales Director.



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