

VIA Rail Canada

Revenue Optimization Model



CLIENT

VIA Rail operates Canada's national passenger rail service on the behalf of the Government of Canada and provides a safe, cost effective, and environmentally responsible service. With more than 500 trains weekly on 12,500 kilometres of track, connecting over 450 Canadian communities, VIA trains carried close to 4 million passengers in 2015.

CHALLENGE

Due to evolving consumer habits and the expanding use of new distribution channels, VIA Rail was looking to improve its two call centre's revenue generating opportunities while simultaneously enhancing the customer experience and improving efficiencies. One of the main opportunities was to assess VIA Rail's strategic positioning in terms of contact centre business performance relative to best practices and industry KPIs.

APPROACH

TMG outlined a tailored approach to help optimize the contact centre revenue potential through a review of the current call management process, the development of a standardized call structure, and the development of a revenue coaching program to support the implementation of an enhanced call structure. Weekly coaching and strategy sessions with contact centre management helped embed the program at all levels of the contact centre.

"TMG was instrumental in making us realize the missed opportunities that we had. We agreed we would work on optimizing revenue potential through a change process that targeted our front-line employees." – Jean Lemyre, Director VIA Customer Centres and Customer Relations

The implementation of the revenue optimization model consisted of the following activities:

Assessment – By assessing the business performance of the contact centre through the lens of TMG's proprietary customer centre framework, TMG was able to develop a set of recommendations and implementation plans based on the current state (products, call drivers, call management process, key gaps, opportunities) to drive success and performance.

Build –Based on the assessment, TMG managed to standardize the call management structure and develop a performance management and coaching model. Utilizing the revenue opportunities, a training program enhancing sales and customer service was created. To support the implementation phase, a reporting framework catered to VIA Rail's needs was developed.

Highlights

CHALLENGE

Transition the contact centre from a transactional model to a revenue optimization model

KEY INSIGHTS

- Better positioning by redefining the vision, mission and guiding principles
- In-depth understanding of how various organizational functions can relate to improved customer experience
- Significant and obtainable revenues through customized customer-focused coaching programs

IMPACT

- Contact centre annual sales increased by 21.5% over the 2013-2015 period
- Improved net financial contribution by 26.4% over the 2013-2015 period
- Increased employee engagement in the contact centre by 34%
- Enhanced service levels aligned with industry best practices including abandoned call rate and customer satisfaction

Implementation –TMG implemented a training program which supported the revised call structure process in combination with product knowledge, agent coaching, and enhanced customer expertise training leading to additional sales opportunities.

Coaching and Support Services – By assessing the coaching and development needs of team leads and managers, TMG was able to provide a support plan for the upcoming years. This was done through a combination of coaching sessions, agent focus groups, surveys and observations.

KEY INSIGHTS

TMG's analysis and assessment uncovered the following key strategic insights:

- A strategically better positioning in the marketplace by redefining the vision, mission and guiding principles
- An in-depth understanding of how current people, processes and technology enhancements can relate to improved customer experience
- Significant and obtainable revenue opportunities through customized customer-focused coaching programs
- Using a 3rd party to facilitate the planning process ensured that business issues were addressed fully and objectively while protecting intra-company relationships

SOLUTION

Efforts were successfully made in transforming VIA's Contact Centers from a transactional model into a revenue optimization model focusing on providing stellar service. The transformation was realized through the development and implementation of a strategic plan focusing on revenues, customer experience, efficiency, and employee engagement.

"TMG for us was high value. I can't say enough about the help and support provided at every step, from the designing and implementation plan to applying it and the support." – Jean Lemyre, Director VIA Customer Centres and Customer Relations

In addition to implementing the Revenue Optimization model, TMG provided ongoing coaching and advice as appropriate, to ensure that the plan was successfully executed or modified based on early results.

IMPACT

As a result of TMG's proven methodology, VIA has been able to optimize the contact centre's revenue potential. By supporting the implemented revenue model, VIA has managed to further reduce costs, increase revenues and improve customer experience simultaneously.

The transformation has resulted in significant financial improvements and employee satisfaction:

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ABOUT TMG

TMG International Inc. is a consulting firm focused on driving results that enhance customer experience. TMG delivers realistic, actionable, customer-focused strategies tied to strong execution, consistently leaving clients more aligned, committed and enabled. TMG is comprised of seasoned business executives with diverse industry backgrounds and years of "in the trenches" experience. For more information on TMG visit tmginternationalinc.com.