



CASE STUDY

TRAVEL & LEISURE

A LEADING GLOBAL AIRLINE **IMPROVES REVENUE BY 15 PERCENT** WITH WNS' SALES CENTER OF EXCELLENCE

The reservations team of one of the world's 20 largest airlines caters to customers and general sales agents through a multi-channel customer contact center. WNS re-modeled and transformed the airline's service-oriented customer contact center into a strategic extension of its sales operations through its proprietary Sales Center of Excellence (CoE) framework. Through this framework, the airline converted service opportunities into revenue-generating avenues, thereby improving its sales revenue by 15 percent.

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The Client

The client is one of the world's 20 largest airlines.

WNS manages specific customer interactions – service calls and queries - through a multi-channel customer contact center for the airline's reservations team, which caters to customers and general sales agents, primarily in the UK, the Netherlands and Ireland.

The Opportunity

The set-up of the airline's contact center was predominantly catering to the incoming service requests and queries, and was viewed as a cost center. WNS proposed the usage of its proprietary Sales Center of Excellence (CoE) framework, established on the principle of 'sales through service channel', to transform the airline's service-led contact center into a revenue generating hub. WNS saw an opportunity for the client to cross-sell and up-sell in every new incoming service call, which could directly impact its revenues.

The WNS Solution

With no additional investments, WNS leveraged the existing infrastructure and resources of the airline's contact center and transformed it into a revenue generating hub.

Through the Sales CoE framework, WNS enabled the client to enhance

customer stickiness and maximize revenue per interaction.

The four-fold solution elements of the Sales CoE framework included:

- **Technology- and automation-led scheduling and prioritizing:**

- Introduced advanced workforce management solutions to forecast call peak times
- Deployed an automation-led intelligent call-routing technology to prioritize calls basis agent skill set and customer profiles

- **Deploying analytics for ensuring better insights:** Analyzed the data collected from the contact center through analytics and provided actionable insights on customer behavior, loyalty program membership and so on to service agents

- **Orienting existing workforce towards selling:** Created a strong sales training module for the client's service agents and sensitized them about effectively up-selling, cross-selling and promoting new products, thereby initiating a sale

- **Incentivization, monitoring and continuous learning:**

- Introduced a sales based incentive structure for the agents, which was built around high-margin

products, cross-selling of bundled products and revenue generated per transaction

- Introduced centralized governance and reporting systems to track opportunities, leads and deal closures
- Analyzed Customer Satisfaction (C-SAT) and Net Promoter Score (NPS) to improve quality of the customer feedback mechanism. Managed outliers, or exceptions, and established a culture of continued on-the-job learning

Benefits Delivered

Within a year of the partnership, WNS' framework transformed the client's service-led contact center to a revenue-generating profit center, by delivering the following benefits:

- Sales revenue increased by 15 percent as against the previous two-year average. Customer complaints reduced to zero (denoting enhanced customer experience)
- Call abandon rate reduced to less than one percent