



Customer Profile:

Retail

Website:

www.nbrown.co.uk

Locations:

2 sites in Manchester, England

Business Need:

- Improve customer experience
- Optimize processes
- Reduce analytics costs
- Enhance employee engagement
- Ensure regulatory compliance

NICE Solutions:

- Interaction Analytics
- Voice of the Customer

The Impact:

- 5 times more calls analyzed, in 1/3 of the time
- 20% customer survey response rate
- Reduction in delivery times
- 37-point increase in NPS
- 19-point increase in CSAT
- Scored 86.4 in UKCSI ranking
- 75% Engagement Index score

On The NICE Solution

"With NICE solutions, we can now convert what we 'think' to what we 'know' and see what we wouldn't otherwise."

- Jane Taylor-Jones for N Brown Group

About N Brown Group

N Brown Group is a leading digital fashion retailer, with demand generated online and small brick-and-mortar stores in key shopping areas. With 140 years of retailing experience, the company offers an extensive range of products, principally clothing, footwear and homewares.

As part of the company's online and telephone sales and customer support, N Brown operates 2 sites in the United Kingdom, with its 1,200 agents handling approximately 750,000 contacts each month.

The Challenge

Traditionally a mail order business, N Brown adjusted to the overwhelming majority of its business by moving online. With an underlying commitment to understanding their customers' shopping habits and preferences, the company faced a challenge in obtaining accurate, holistic information on the end-to-end customer experience. Rather, the only reliable metric available was related to financial information regarding sales successes.

The understanding N Brown had of its customers' views of the company's service came from isolated and anecdotal reviews of the customer experience. Only 2,000 interactions were being analyzed each month, approximately 0.27 percent of all calls, in a subjective process dependent on frontline advisors. Moreover, the contacts analyzed were usually selected at random, which led to wasted resources and time spent listening to calls that provided no insight or required no action. Thus, an analysis report took approximately six to nine weeks to complete.

The sample size for analysis was not representative, nor did it take into account other vital customer feedback. Due to this, N Brown was unable to identify churn risk among its customers or systematic weaknesses in the customer journey. Any useful information gleaned was shared predominantly only in the customer services area, making little-to-no impact on other activities. Coaching and training was very broad, due to the lack of precision data, and aimed at whole departments using coarse sales metrics.

This lack of precision also meant that N Brown had no infrastructure to support risk-based analysis, particularly important in a regulated environment. Among the adherence issues the company faced were FCA regulations, mandatory script compliance, arrears payment arrangements, conversion rates, Payment Protection Insurance availability, and the like.



The Solution

The N Brown Group identified the need for a better system to analyze customer behavior and support business growth. With the company's general preference for time- and resource-saving simplicity, the solution selected included two key customer intelligence tools:

- NICE Interaction Analytics – to gain actionable insights from unstructured customer interactions, including real-time risk analysis.
- NICE customer survey solution – to solicit, collect, analyze and act upon detailed first-person feedback.

Incorporating the Voice of the Customer

In applying the NICE solutions, N Brown rapidly changed its business culture to include greater shared accountability and focus on the voice of the customer. Key to this transition was the capability to simultaneously capture, analyze and categorize approximately 600,000 interactions each month (i.e., about 80 percent of all calls).

The second new source of N Brown's voice of the customer insights is the NICE solution for managing the voice of the customer, which provides and manages customer satisfaction surveys. The company saw a very high 20 percent response rate, an average of 4,100 customers responding every week. The survey data also led to the establishment of a new team to contact detractors and meet their expressed needs.

For an integrated view of performance metrics, survey data and interaction analytics, N Brown implemented a dedicated NICE dashboard and Qlikview. All levels of stakeholders - from team coaches, team managers, operational managers, heads of departments, and even outsourcer partners - have role-tailored access to this comprehensive dashboard.

Similarly, N Brown's Quality and Insight Team leverages the NICE solutions for enterprise-wide reporting on the customer experience. Weekly and monthly feeds to the board drive change at the highest level, while root cause analysis reports go to Logistics, Marketing, Product, Financial Services, and Customer Services.

The Impact of Enhanced Customer Insights

With NICE Interaction Analytics, N Brown quickly identifies repeat calls and trends, focusing attention on potential opportunities for improvement. These can be on the level of the individual agent, the team or the entire customer journey, including, for example, rates of conversion and regulatory compliance. As such analysis happens in real time, team managers are automatically alerted to adherence or churn risks, which can then be quickly addressed.

The in-depth insights have also improved coaching at N Brown. More targeted, modular training focuses on individual needs and promotes identified best practices, based on both the voice of the customer and performance metrics.

Alongside coaching, N Brown leverages NICE solutions to increase employee engagement and motivation. Survey responses, for example, are used to recognize agents praised by satisfied customers. Moreover, service agents are requested to complete a periodic internal employee engagement survey, adding their own "voice of the employee".

The NICE higher-level analytics and feedback revealed certain operational weaknesses in several areas, such as poor instructional wording, customer frustration with a payment method, understaffing that impacted delivery times, and return policies. In each case, the detailed NICE-driven insights allowed N Brown to address the issue directly, saving time, money and effort for both the customers and the business.

By the Numbers

- 80% of all calls analyzed and categorized
- 20% customer survey response rate
- Reduction in standard delivery times by up to 1.2 days
- 37-point increase in Net Promotor Score (NPS)
- 19-point increase in Customer Satisfaction score
- 5-point increase in Quality Interaction Score
- Scored 86.4 on the UK Customer Satisfaction Index (above the average retail score)
- 75% Engagement Index (Colleague Engagement Survey)

With Confidence to Invest in the Future

Continuous insights into customer behavior, shared widely and regularly, have enabled N Brown to invest in development with greater confidence. The entire enterprise adapts and reacts quickly with evidence-based initiatives and up-to-date information, rather than assumptions. With NICE, that will continue to be the way N Brown puts the customer first.

About NICE

NICE (Nasdaq: NICE) is the worldwide leading provider of both cloud and on-premise enterprise software solutions that empower organizations to make smarter decisions based on advanced analytics of structured and unstructured data. NICE helps organizations of all sizes deliver better customer service, ensure compliance, combat fraud and safeguard citizens. Over 22,000 organizations in more than 150 countries, including over 80 of the Fortune 100 companies, are using NICE solutions. www.nice.com