



Contact Center Case Study

U.S. Mortgage

U.S. Mortgage selects InStranet's Contact Centers In-Line™ as the only solution on the market to drive contextualized knowledge to its 2,500 agents

Company
"U.S. Mortgage"

Key Business Figures

- 2,500 agents
- 7 call centers
- 1.5 million customers
- Over 1 million annual calls
- \$100 billion in 2003 mortgage originations

Challenges

- Frequently updated policies and procedures
- Numerous agent profiles
- Cumbersome process to deliver appropriate content to agents

The Solution

InStranet's **Contact Centers In-Line™**

The Results

	Agent seek time reduced by 65%
	Home Equity Line of Credit sales up 28%
	Average call times reduced by 5%
	FTE reductions
	Savings of over \$4.2 million a year

Background

"U.S. Mortgage" is one of the top 10 largest residential mortgage companies in the United States with over \$100 billion in 2003 mortgage originations.

The Challenges

U.S. Mortgage's Senior Vice President of Retail Mortgage Sales realized he had a significant challenge. His 2,500 mortgage consultants and customer service representatives were struggling to keep up with the complex, frequently updated policies and procedures relevant to the wide-ranging mortgage products they offered. To complicate matters, the agents were segmented according to their responsibilities (sales, service, corporate relocation, etc.), which required them to access different content based on their roles and tasks. Furthermore, customers were receiving incomplete or outdated information, and average call times were increasing, as agents searched for answers through cumbersome PDF manuals, intranets, or worse, by escalating calls to other departments.

U.S. Mortgage's SVP realized he needed a knowledge delivery vehicle that improved first call resolution rates and minimized call escalations in order to deliver a better quality of service to his clients.

The Situation

After exploring various solutions, including internal resources, U.S. Mortgage turned to InStranet. After an analysis of their existing processes, InStranet identified the following issues:

- 1) Much of the content agents needed to access, oftentimes over 500 page PDF documents, was too lengthy to navigate. Text searches provided too many responses and still did not supply the correct answer, resulting in longer call times.
- 2) Unable to immediately find the right information, agents often escalated calls by asking colleagues and managers for help in answering questions.
- 3) Content creators never knew if agents were using particular content or if it was useful. Nor did they have any way of notifying agents of changes or updates, thereby ensuring all agents were up-to-date on the latest information.
- 4) Little up-sell or cross-sell revenue was generated since there was no system in place that presented agents with appropriate recommendations.
- 5) Managers had no visibility on agent productivity since no formalized dashboard provided them a way to understand which content or documents were the most effective in resolving calls. Nor did they know which agents or call centers were aware of new content such as special offers or changed policies.

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The Solution

Within six weeks, a pilot of InStranet's knowledge-based application, **Contact Centers In-Line™ (CCIL)** was in place for 300 agents. The results were impressive.

The Results

As part of the pilot, agents were asked a series of questions that they needed to answer using their existing systems as well as with **Contact Centers In-Line™**. On average, agents using **CCIL** found the right answers to questions 65% faster. Based on the pilot's success, U.S. Mortgage decided to roll out **Contact Centers In-Line™** to its 2,500 agents in order to greatly improve productivity and quality of service.

The first step involved integrating **Contact Centers In-Line™** with U.S. Mortgage's telephony and CRM systems. Based on the information collected from those systems, **CCIL** presents agents with automated real-time filtered content and offers that match the context of the call. Thanks to **CCIL**, agents no longer search through different systems and screens, and escalation rates have been virtually eliminated.

CCIL also enables management to publish reminders about special promotions, issue alerts about critical new procedures and test agents' knowledge about recent offers.

In addition, because **CCIL** is connected to the entire enterprise, other U.S. Mortgage



CCIL presents agents with automated real time filtered content and offers that match the context of the call.

departments (such as operations or marketing) can easily publish content to **CCIL's** knowledge base.

Business Impact

With **CCIL**, U.S. Mortgage's average call times have been reduced by 5%, and therefore, FTE reductions have been made possible.

Moreover, since **CCIL** instantly presents agents with proper up-sell recommendations based on U.S. Mortgage's business rules and the call profile, Home Equity Lines of Credit sales have increased by 28%. Overall, thanks to **Contact Centers In-Line™**, U.S. Mortgage predicts a savings of over \$4.2 million a year.

About InStranet's Contact Centers In-Line™

Contact Centers In-Line™ is designed to help agents with the most important parts of any call: solving and selling. To achieve these goals, **CCIL** uses patent-pending technology to drive relevant product, marketing and support information to agents according to their role, skill set, day-to-day objectives and the call context.