

**Enhancing publisher experience
(CSAT) for a global hi-tech digital
advertising leader**



Our client is a global technology company that offers a suite of cloud computing, productivity and collaboration tools with a prominent offering in the digital advertising space. It serves advertisers and publishers through various ad-serving products and platforms.

HCLTech offers technical troubleshooting assistance to global publishers who use our client's Ad Serving product. The service spans channels such as email, chat, display, video, mobile InApp and other related technologies like Streaming, Real-Time Bidding and more. The engagement provides 24X7 support across 9 global delivery locations supporting 31 languages. The delivery structure demands skilled personnel proficient in Ad Serving domains and technologies, including HTML and Java CSS.

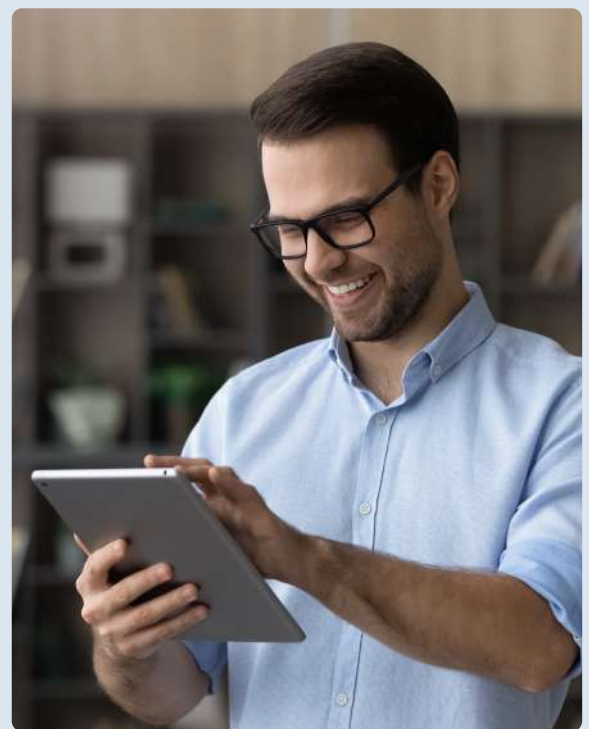
Challenge

Augmenting publisher experience

Technology evolution demanded an agile workforce and processes to address the growth in publisher usage and support complexity. Hence, the resources needed to skill progressively over many months of query handling.

The technology's evolution and growth also created a high demand for tenured talent in the ever-changing Ad Technology space.

During the Great Resignation of 2021, over 50% of HCLTech's skilled workforce churned, undermining the program's stability to deliver an effortless customer experience to the publishers.



Objective

Enhancing publisher satisfaction across different channels and product categories.

Given the circumstances, it was necessary to devise novel methods of hiring, training, and upskilling newly hired and rehired resources to restabilize the program. Redesigning process workflows and employee progression programs was an essential requirement, which HCLTech could achieve

through re-engineering, diligent delivery, and strong governance. It also required a fine balance between cost and service quality, leading to unconventional decisions in the interest of program sustenance.

Solution

Redesign the operating model, transform the road to proficiency and increase the capability to handle complex Ad tech publisher queries.

1

Re-engineering Operating methods

Unlike traditional recruiting methods, HCLTech modified the talent sourcing process, revising skill requirements to bring in "right fit" talent to manage the product-driven complexity. Customer Journey Mapping led to identifying gaps and opportunities to meet these new business requirements.

SMEs and Project Managers were recruited to reinforce operational stability with identified deliverables, including building domain and effective case management. The increased cost of hiring was offset by increased productivity driven by process re-engineering and optimized staffing levels.

3

Faster resolution through better knowledge management

HCLTech introduced intelligent decision trees to manage complex and dynamic product changes. This method aided in narrowing down the best solution for capturing the implicit/explicit publisher questions, troubleshooting guides, and knowledge articles. The framework helps in seamless case management across the support tiers.

5

Performance Management tool

Employees are equipped with real-time performance visibility dashboards & governance mechanisms to monitor and improve individual performance.

7

Investing in automation and analytics

The customer journey mapping also identified key areas which warranted investments in Chatbots, RPA and predictive analytics. These technologies have simplified triaging, queue management and performance monitoring, resulting in sustainable CSAT & efficiency outcomes. HCLTech introduced specific projects to govern artifacts on process compliance and generate lead indicator management protocols to keep performance variation within permissible limits.

2

Improved lead time to proficiency

HCLTech designed new simulation scenarios to aid in accelerated knowledge ramp-up during new hire product training by reinforcing product features as well as providing the necessary practical exposure.

Dedicated product training modules were designed and delivered by subject matter experts from HCLTech and the client. Further calibration was done to create mini CoEs for specialized product and channel asks.

4

Employee first approach

To equip employees with the necessary skills & knowledge, HCLTech tasked SMEs with hand-holding new employees with a strong coaching and feedback mechanism tailored to the latest business needs. The coaching approach focussed on managing behaviors that apply cognitive methods of transaction handling instead of repetitive / routine transaction management.

6

Revamping the quality framework

To meet the new business needs, HCLTech developed a quality management system that included customized process documentation, adherence audit & channel conversion audit framework. We also introduced an improved sampling strategy to address key drivers of publisher dissatisfaction, such as aging support tickets, troubled market sentiments and more.

Impact

Investments made in process transformation, changes in the operating model, a reimagined automation and analytics framework and focused employee talent build interventions have fundamentally transformed the business to achieve higher publisher satisfaction, improved process quality, faster turnaround times and high employee satisfaction.

- Publisher satisfaction above 95% for the last **6 months**
- **11% improvement** observed in turnaround time
- **5% reduction** in client servicing cost
- Improved employee satisfaction by **20%**

