



*“The ICMI instructor did an amazing job this week. ICMI has successfully changed attitudes and minds this week and has been able to show our CSRs that they can be productive and deliver high quality customer service. Thank you for all of your help in making this a success.”*

— **Jennifer Kiray**  
Training Manager,  
Duquesne Light  
Company, Jan 2017

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For more than a century, Duquesne Light Company has been working around the clock to deliver a safe and reliable supply of electricity to nearly 600,000 customers throughout southwestern Pennsylvania. As part of their commitment to stellar customer service, they’re investing more than \$2.6 billion in infrastructure and technology upgrades between 2010 and 2020.

## **Illuminating the Contact Center**

Part of their investment revolved around the contact center. Duquesne Light Company was experiencing challenges with both agent morale and call quality.

Struggles with agent empowerment are not uncommon. In fact, research shows that:

- 92% of customer service managers think their agent’s resources could be more efficient.
- 74% acknowledge that company procedures prevent their agents from providing the best customer service experience.

And the impact can spread throughout the organization, often resulting in excessive escalations and low customer satisfaction scores. So if they were going to make good on their promise of “not just powering your lights... powering the moments you call life,” they needed help. They needed ICMI.

## **Shining a Light on Customer Service**

Duquesne Light Company contracted with ICMI to provide the *Managing Customer Contacts with Quality* workshop to its agents and the *Supervisor Leadership Development Program* to its supervisors. ICMI also provided consulting services and facilitated the design and roll-out of a *Quality Assurance PILOT Program* which involved a multi-level collaborative team from Duquesne Light Company’s customer care center.

## **The Future is Bright**

As a result of the training and consulting delivered by ICMI, Duquesne Light Company contact center agents improved their abilities to listen to their customers and take control of calls by asking the right questions to deliver the best solution in the most efficient manner.

Supervisors received what they felt was “eye-opening” content and guidance on forecasting, scheduling, metrics, and workforce management. They felt rejuvenated and armed with the tools and knowledge to successfully coach, empower, and lead their team.

As for the quality assurance consulting, the staff appreciated that everyone was involved, not just the design team, but managers, supervisors

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and all CSRs. This resulted in a full 360-degree view of their contact center, emphasizing where they needed to improve processes from all perspectives. Based on the collective feedback and careful observation, ICMI was able to provide practical, actionable recommendations along with a simple implementation plan to improve Duquesne Light Company's quality assurance program.

Within the first 60 days, staff efficiency and morale skyrocketed, and most importantly, customer satisfaction increased. There was substantial improvement to handle times and first call resolution as well as a decrease in escalations.