



## AXONIFY CASE STUDY:

# MCAP achieves significant reduction in escalations by boosting call center agent knowledge and confidence.

**When Lisa Iles, Retention Agent in the Mortgage Solutions department at MCAP, takes a call from a customer, there's no question that she better know her stuff.**

As an employee of one of Canada's largest independent mortgage financing companies, her job is to provide the best-in-class customer service the company prides itself on. And, in a busy contact center environment where call volumes are high, this means quick and accurate responses are essential.

Lisa's customers are often individuals who have made the biggest purchase of their life — a home. This means they have high demands and expectations and can harbour a lot of anxiety. To make them feel comfortable and confident that their mortgage is in good hands, Lisa must be well-versed in everything from mortgage refinancing policies to renewal procedures to updating the mortgages themselves. Otherwise, she could risk losing their trust, or worse — provide misinformation that could fail to retain their business and cost the company thousands of dollars in lost revenue opportunities.



### Company:

MCAP is one of Canada's largest independent mortgage financing companies, with more than \$56 billion in assets under administration. The company operates in two key lines of business: residential mortgages and commercial mortgages & development finance.

### Industry:

Contact Center

### Key Challenges:

- Engage contact center agents ongoing
- Increase knowledge retention after onboarding
- Reduce manual processes and paperwork
- Obtain up-to-date metrics for continual coaching

### Solution:

Implemented Axonify to provide continuous training to more than 200 mortgage specialists and maintain its best-in-class customer service standards.

### Results:

- 94% employee participation on Axonify
- Knowledge lifts up to 21%
- 20% reduction in escalations
- 86% call quality rating

## Enriching MCAP's "gold standard" training initiatives

MCAP's leaders didn't need to be convinced of the important role their mortgage specialists played in representing the business. They knew it was critical for employees to know as much as possible about the company's products and services to respond immediately and accurately to customer inquiries. For this reason, the company had put in place a robust training offering that remains at the core of its program (including a 5-week comprehensive onboarding course, 6 weeks of on-the-job training, train the trainer initiatives, and regular coaching from team leaders).

**MCAP identified 4 key challenges it wanted to address in the near term to ensure continued success:**

### 1. Engaging contact center agents ongoing (most of whom were Millennials)

From day one on the job, it was clear MCAP's mortgage specialists were enthused. The difficulty was maintaining that momentum.

"They would come out of the initial training so passionate and enthusiastic, but it was difficult for our frontline coaches to preserve that same level of excitement and engagement throughout their journey in our contact center," said Shelly Woodley, Associate Director, Training & CC Projects at MCAP.

"We definitely saw some opportunity to offer ongoing learning, from a developmental side, that would appeal to a tech savvy group of 24 to 34-year-olds, without taking them off the phones," said Ian Tarrant, Director, Contact Center Single Family Operations.

### 2. Increasing knowledge retention after the initial onboarding process.

While agent knowledge retention was very high directly after a training session, the knowledge would begin to degrade. This was a huge concern because providing best-in-class customer service meant agents needed to be experts in the company's products and services.

"In some cases, employees only retained 15-20% of the material after receiving two weeks of introductory training," said Woodley. "What concerned me was that the baseline knowledge level was in the sixties. I knew we had to do something."

### 3. Reducing manual processes and paperwork

As a service provider organization, MCAP is required to undergo annual staff certification. The only way MCAP could meet this requirement was by performing manual, paper-based knowledge assessments, which involved taking staff off the phones for testing — a painful and costly process for both employees and the company.

"We couldn't afford to take our agents off the phone for in-class training, particularly during our peak seasons," said Woodley. "We needed a better way to conduct the assessment process that wasn't so resource intensive."

### 4. Obtaining up-to-date metrics for continual coaching

MCAP's strong, performance-based culture meant it was important to have a way to measure progress against key business targets continually. However, the company didn't have an efficient way to monitor employee knowledge ongoing to identify where employees might need extra support.

"Having information available in the moment is essential if you really want to start asking some great questions, open up new perspectives or recognize and get ahead of a problem," said Woodley. "We knew we needed to find a proactive way to address areas where employees were struggling to avoid issues that were resulting in escalations."



"If you quote the wrong rate, that could mean a loss of funds, so it can have a huge impact on the company," said Iles. "But, most importantly, not providing accurate information could lead to an unhappy customer, which is something we would never want!"

**Lisa Iles**

RETENTION AGENT AT MCAP

“We have exceptional training programs at MCAP. They’re gold standard, but we knew there was an opportunity to make them even better.”

**Ian Tarrant**

DIRECTOR, CONTACT CENTER SINGLE  
FAMILY OPERATIONS AT MCAP



**Focusing on continuous knowledge building to sustain high performance**

Although MCAP’s leaders knew they needed a way to overcome these challenges, they didn’t realize the solution was practically in the company’s backyard. When they met Axonify’s President & CEO, Carol Leaman, at Training Magazine’s 2014 Training Conference & Expo in California, they couldn’t believe Axonify was located about twenty minutes from MCAP’s contact centre. But, what excited them even more was that both companies shared the same philosophy — knowledge leads to better job performance.

“Our number one strength is our people,” said Tarrant. “Because we put our people at the forefront for training and development, this strongly contributes to the company’s success.”

In short, Axonify is an employee knowledge platform that helps build, sustain and share knowledge in a fun, engaging and gamified way. It personalizes learning to target and close individual knowledge gaps, giving employees the confidence to perform their role to the best of their ability. And this helps organizations achieve their potential because employees take the correct actions, which ultimately drive real business results.

“At MCAP, we truly talk the talk and walk the walk,” said Tarrant. “We have a performance-based culture that begins with training and development and continues to ensure we’re hitting the targets we set out to achieve. We wanted something that was new, something that was fresh, and something that was technology-based to support everyone from the top floor to the shop floor. Axonify fit the bill.”

**Achieving success in just 90 days**

It didn’t take long for MCAP to start seeing results. Within the first 90 days of Axonify’s implementation, the company achieved a 94% employee participation rate, along with knowledge lifts ranging from 6% to as high as 21% in key topic areas. MCAP also achieved call quality rating scores of 86% and decreased call escalations by 20%, resulting in significant time savings and improved customer satisfaction.

“Tracking knowledge and confidence levels has allowed us to address employee knowledge deficits before we get any complaints or unfavorable quality scores,” said Shawn Zwaryczuk, Manager, Mortgage Solutions at MCAP. “Axonify really helps us coach each agent to develop their skills and achieve a higher result.”

Axonify has also put an end to the company’s time-consuming manual processes. “Pulling our agents off the phone for scheduled training sessions was a nightmare,” said Woodley. “With the launch of Axonify, we’ve converted our paper world online. Now, we can track knowledge levels and growth automatically and efficiently. And we’re getting better results.”

For Lisa Iles, Axonify has meant that she not only knows her stuff, but can communicate with conviction.

**“I don’t think I would have been as confident. And this is important because as soon as clients have a hint that you’re unsure, you don’t have their buy-in.”**