

Case Study 1

Situation

UK Mobile telecommunications network facing major changes in customer demands for technical support resulting from increasingly sophisticated, multi-functional devices as opposed to 'speech only'.

Need to recognise different technical support requirements from different customer types against different products and services and spend profiles BUT providing service from multiple units in a disparate and inconsistent fashion.

Action

- Established customer views, opinions and needs by segments including SME (Small and Medium Enterprise), Corporate, Consumer and 3rd Parties – through a series of qualitative and quantitative research methods including customer focus groups.
- Reviewed current operational infrastructure & contact centre performance and assessed internal hierarchy of technical support tiers through multiple business owners.
- Designed a segmentation strategy – providing for different levels of support against product portfolio, spend and size of customer.
- Defined and implemented an 'incubation' or test process for a selected group of the main segments of customers – to trial new methodologies and processes.
- Rationalised points of contact for customers to one central team during the incubation process (6 months).
- Trained (and subsequently line managed) the incubation team in root cause analysis and first time fix processes; equipped the team with various technologies and systems to enable their deliverables.
- Engaged Directorates and functions across the business in the new working methods and recommended changes to organisation.
- Evaluated and recommended incremental self-service capabilities for end customers.
- Implemented a knowledge management system enabler for the incubation/innovation team.

Result

- Significant buy-in from test customer who hitherto had been frustrated at their inability to talk to a knowledgeable technical resource or to a single person responsible for delivering a promise)
- Major improvements in management information and reporting.
- Increased first time fix capability, case logging and case continuity (one contact, one responsibility),
- Reduction in multiple contacts and hand-offs.
- Considerable positive feedback from trial customers regarding the ability of the business to diagnose and solve customers technical issues.
- Improved customer satisfaction index across the segments.
- Considerable 'gelling' of previously disparate teams under one team structure.