Digging deep to get the whole truth revealed

Understand how a strategic new infrastructure for management information is generating a new level of insight about the customer's journey through Vodafone's 19 contact centre operations.

Summary

Vodafone proves how a holistic view of micro-level events in the customer journey builds a firm data foundation for an accurate view of traffic flows (including transfers and IVR), opening new dialogue about operational strategies and building trust in the MI function. One Truth integrates data from different technology providers and has been used to independently trouble-shoot a recent IT migration project. Put to the test when a large centre was closed for local emergencies, it enables the business to improve first contact resolution and optimise costs, by dynamically analysing and changing routing, IVR or resourcing plans. Analysts can also identify transfer or callback patterns and arrange to upskill agents where appropriate.

Key initiatives
A technology blueprint for MI integration

In 2009, Vodafone rolled out a significant IP telephony project across 13 of their 19 contact centres, including offshore and outsourced operations. To deliver the benefits, it was identified early on that the reporting function needed to be improved. Funded as part of the wider IP programme therefore, the Business Intelligence project has established a clear, consistent and robust infrastructure. The MIG server, from QPC, is at the heart of the new BI. This collects micro-level event information about the customer journey that never existed before. Vodafone (supported by TAH) has exploited this information using OLAP data cubes to access the data – allowing analysts massive flexibility to quickly drill up, down and into the information. At the front-end people use EXCEL – the familiar userfriendly and visual elements mean that most operational managers and agents do not need to be aware of the underlying technological revolution. "Viewed no matter where the call has come from" "Every single call is available and visible" "The power of this data has no boundaries".

Challenging the thinking and the metrics

With almost unlimited potential, an early decision was made to focus the rollout of this BI functionality and, at this stage, two cubes have been implemented: transfers/outbound calls and agent data. The latter offers insight into their skills and call types, the elements within their calls and use of 'hold'. These cubes offer huge power to analysts to dig beneath conventional metrics like Average Handling Time (AHT), understanding when outbound calls, offline activity or call transfers are generated. A whole new dialogue has opened up between planning and operations managers about what is really happening, radically changing views about the management of AHT, and a new measure of Customer Relationship Time (CRT) tracks the customer experience from entering the IVR until they hang-up. "Gives us a holistic experience" "An effective use of time through automation of certain processes" "The Cubes can genuinely support operational decision making".

"As people can see the MI, they can see the benefits. There is no stone to hide under."

Nicky Butler
Business Intelligence Business Partner Wholesale & Customer Experience

"It is a leap of faith, but it is worth it. The partners are very keen to know the 'why'."

Mark Hooper,
Head of Customer Contact Management, Vodafone

"It allows me to visualise what a problem looks like."

Peter Anderton,
Demand and Benefits Modelling Manager

Results

- **The combined communications across a total of 19 locations represents around 50 million calls, emails, web chats and letters every year**

"The cube allows us to go to a client with an answer as opposed to a question. You get a real advocacy. We are all one company."

Jim Findlay,
Head of Insight, Hero TSC

Changing the way planning decision are made

Near - time information about transfers and outbound calls can also be used operationally. For example, during a recent situation which invoked a close down of an off-shore centre and invoked business continuity actions, managers in the UK were able to quickly see what was happening – and when. Planners were able to rapidly change how the calls were flowed to alternative centres and drill down to the sites where the calls had been redirected. For the first time, planners and managers could see by skill and by centre which calls were being handled and what proportion were being transferred or called back. By drilling down to individual agents, local managers could also target rapid upskill training, so that more individual agents were able to resolve the calls that were now needing to head their way "We have got real time insight" "Now we can make informed decisions through business change" "The Cube becomes a very powerful tool in real time".

A new outsourcer relationship

A critical benefit of the new system is that all the event data at separate locations can be compared at the same time – and seen by anyone, whether they work in-house or for partners and wherever they are around the world. As part of a wider strategy, Vodafone encourages partners to work together directly on operational issues. The new transparent, holistic BI supports this by enabling partners to identify if a call results from an issue not resolved in another call. Already people do pick up the phone and speak directly to a centre run by another partner and a more informal, family-style communication is transforming Vodafone's multi-partner operations. "The partners are very keen to know the 'why'" "You get a real advocacy" "We are all one company" "Anybody can see everything".

What's to come?

In the future, Business Intelligence will underpin all of the transformation projects within Vodafone's contact centres over the next three years, by adding new data sources and improving its service in new ways. Phase 2 will look to blend back office and email with front end advisors. Phase 3 is about driving it to the wider audience by integrating with the CRM systems and driving the culture changes. Ultimately, the project will provide a single view of customer contact across all channels. "This allows us to be more focussed on picking out the individuals in need of support" "Many different impacts on strategy-wide processes".

"We are now seeing how we can make a change. People are getting the power of the MIG."

Mark Hooper,
Head of Customer Contact Management, Vodafone

"The cube can genuinely support operational decision making."

Nick Martin,
Senior Manager, Customer Operations Control & Forecasting

"There are less conversations about the data and more about the performance."

Nicky Butler,
Business Intelligence Business Partner Wholesale & Customer Experience

Vodafone Group Plc, is the world's leading mobile telecommunications company, with a significant presence in many markets. Vodafone UK has 19 locations which include outsource partner and offshore sites, around 5,000 agents in total. The Business intelligence infrastructures discussed within this case study are based on the MIG server from QPC, OLAP data cubes and an EXCEL front-end implemented by TAH – all integrated with an IP telephony platform from Avaya and other legacy switch products within the centres.