

## Vodafone TRACCS



Vodafone turns contact centre thinking on its head to improve customer satisfaction



In an increasingly competitive mobile phone market, customer satisfaction is key. Vodafone engaged with Simpl to revamp its contact centres, focusing on meeting expected customer service levels and enhancing its capacity to offer differentiated levels of service to each customer segment.

The Real Advanced Contact Centre Solution (Traccs) gives Vodafone the base to retain and grow market share through increased customer satisfaction.

### Background

Vodafone New Zealand (Vodafone) has four contact centres; Business Services, Consumer Services' Second Tier Solutions Support and Channel Support. Altogether it has over 500 contact centre agents over two sites and aims to offer a consistent customer experience irrespective of contact medium.

Vodafone has 56.3% of New Zealand's mobile market, growing from a customer base of 138,000 in November 1998 when it acquired BellSouth New Zealand to 1.757 million customers at September 2004. This rapid growth and the continually evolving mobile space, require flexible systems to cater to the changing future needs of its customers.

To meet the service levels set out for each customer segment, Vodafone needed to upgrade its contact centres. It enlisted Simpl as its lead technology partner to provide technical expertise and knowledge and to deliver The Real Advanced Contact Centre Solution (Traccs) project. At its peak,

a team of over 80 people from Vodafone, Simpl and other third parties worked together to deliver the Traccs project, all led and managed by Simpl.

### Client Issue

Vodafone offers different service levels to each customer segment, so, for example, a call from a customer identified as a business customer would be routed in the first instance to a customer care specialist with the skills and experience necessary to support a business to business interaction. Customers selecting 'billing' through an interactive voice response (IVR) system would be routed to a billing specialist.

The system needed to be intelligent enough to identify the individual customer service representative (CSR) best able to deal with the enquiry in real-time under a very wide set of differing circumstances.

Vodafone also needed to be able to monitor the performance of its contact centres and be able to adjust service accordingly within minutes to handle unforeseen circumstances such as increased call volume.

### Simpl Solution

While on the face of it routing calls may seem simple, Traccs required a whole range of changes to be made internally, at both a technical and a business level. Simpl worked with many groups within Vodafone, providing technical expertise, contact centre management consulting and project management services to ensure Traccs delivered on its goals.

"A strong partnership approach is very important to us," says Kevin Emery, General Manager of Vodafone's Contact Centre Operations. "We relied heavily on Simpl to provide the technical expertise and really work with us to uncover the possibilities for our operation."

The breadth of the project enabled Simpl to develop solutions including project leadership and strategic direction that would deliver on Vodafone's business goals. "Upgrading our contact centres in stages gave us the opportunity to refine the process," says Emery. "Simpl brought some great thought leadership to the project and we're still getting the benefit of that today."

CASE STUDY



In order to provide quality service consistently, Vodafone is evolving from the traditional contact centre staffing model of 24x7 shifts to a skills-based contact centre. Simpl helped Vodafone establish skills templates identifying the expertise required on any given shift. The Genesys Work Force Management application then optimises the schedule staffing based on historical statistics.

Another key component delivered as part of the Traccs project was Touchpoint Quality Management (TQM). This provided Vodafone the means to monitor performance quality and pinpoint areas for improvement. "TQM was really a great step forward in terms of staff development and improving the customer experience," says Emery. TQM monitors and records every call that comes into the contact centres. CSR team leaders review a random selection of calls each month as a way of monitoring performance, improving quality and helping to identify training opportunities for contact centre staff.

Another important tool in improving the performance of Vodafone's contact centre was Simpl's WebCCA, a unique business-oriented tool that unlocks the wealth of data generated by Genesys's Contact Centre Analyser. Emery says WebCCA was a wonderful injection to the Traccs project. "It gives us greater visibility of our team and really improved our reporting, an area which has always been difficult. WebCCA opened a lot of possibilities to us."

#### The Technology Used

- Genesys Enterprise Routing Suite
- Genesys Outbound
- Genesys Work Force Management
- WebCCA
- "Nice" Touchpoint Quality Management
- Avaya G3 switches

#### Results

Vodafone's Business Services Contact Centre went live in November 2003. The Consumer Services Contact Centre followed in March 2004. The entire Traccs project was delivered on time and on budget.

While it is too early to say conclusively to what extent Traccs has transformed Vodafone's contact centres, Emery says without Traccs Vodafone would not be able to offer the types of services and experiences it currently has to its customers. "I know for a fact we could not have done what we are doing now without Traccs."

The Business Services Contact Centre in particular has taken off as Traccs enables Vodafone to provide the differentiated support standards necessary in this important and competitive segment of the market. "In our previous environment, we would have had great difficulty providing the level of support Traccs enables us to today. We've seen the level of customer satisfaction in the business area really improve.

"The Traccs project has equipped us with the ability to offer great customer service and to continue to improve what we offer to the market."



# CASE STUDY