



eCare Customer needs and requirements



Document Notes

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Executive summary

Issues

- > Current eCare inefficient to the tune of \$6m worth of deflections
- > 3CA eCare completely neglected (3m customers with a higher eCare propensity)
- > 27 seats shorts (on VF) for email handling on current budgets

Required

- > Decide on the eCare scope (3&Vodafone)
- > Dedicated small team responsible for customer eCare content
 - > 2-to-3 FTEs (depending on commitment to 3 and Service requirements)
- > Funds for increased sessions and additional email seats (costs TBC)

Support needed for

- > Clear objectives and performance targets for the unit
 - > Usage
 - > Resolution
- > Set up processes with proactive and reactive triggers
- > Link the performance targets to the online roadmap (ensure support)

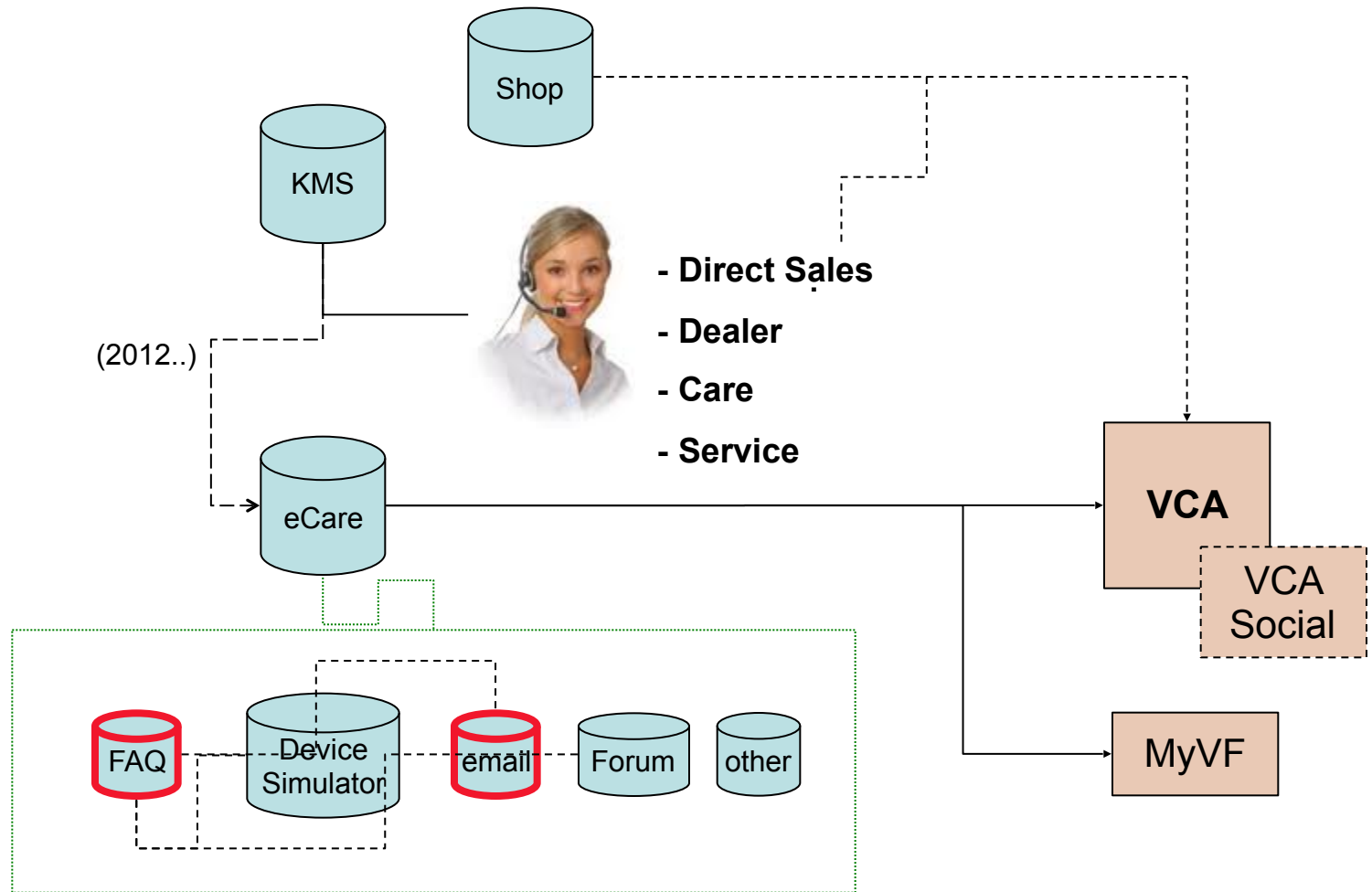
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- > FAQs & email overview
- > VHA performance 100% off the mark
- > eCare moving towards call parity
- > eCare must be based on resolution
- > Commercial implication - \$6m behind where we should be
- > What are the program requirements?
- > What are the system requirements?
- > What are the operational requirements?
- > What are the FTE & process requirements?
- > Next steps

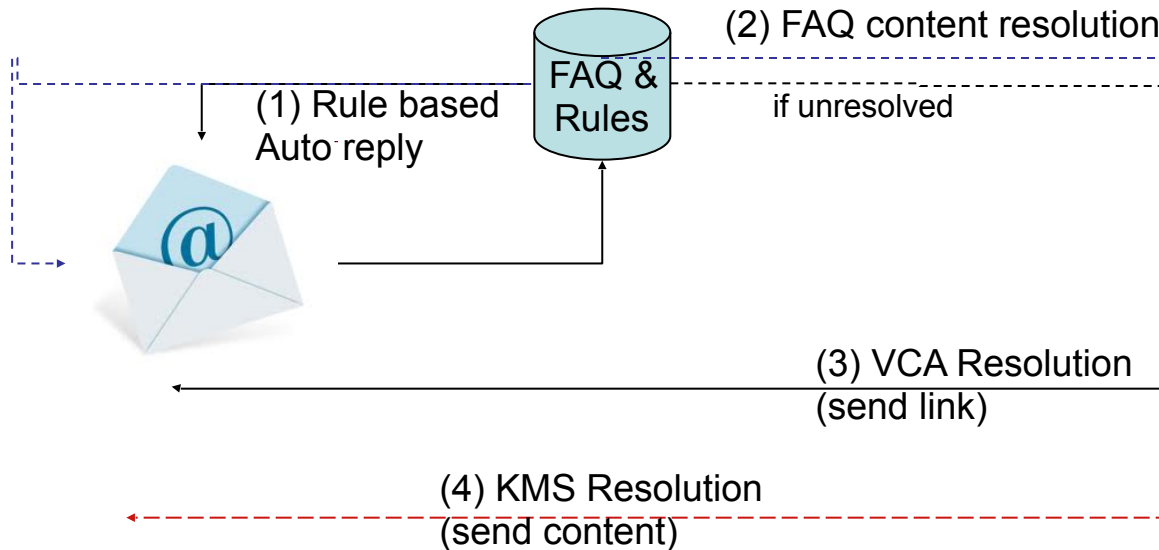
Summary

- > VHA currently operating at less than ¼ of its eCare potential
- > We currently have no quality framework for resolution
- > No eCare optimisation or review process
- > Inadequately staffed
- > Poor contextualisation of care content
- > We're inefficient to the tune of \$6m

FAQ & email in eCare - context



FAQ and email overview*



VHA Customer Care

(1 FTE seconded)



Underperforming FAQ on VCA (\$180K pa commitment)

Severely underperforming FAQ on 3CA

Currently only support 23 seats of 50 required for email

VHA performance 100% off the mark

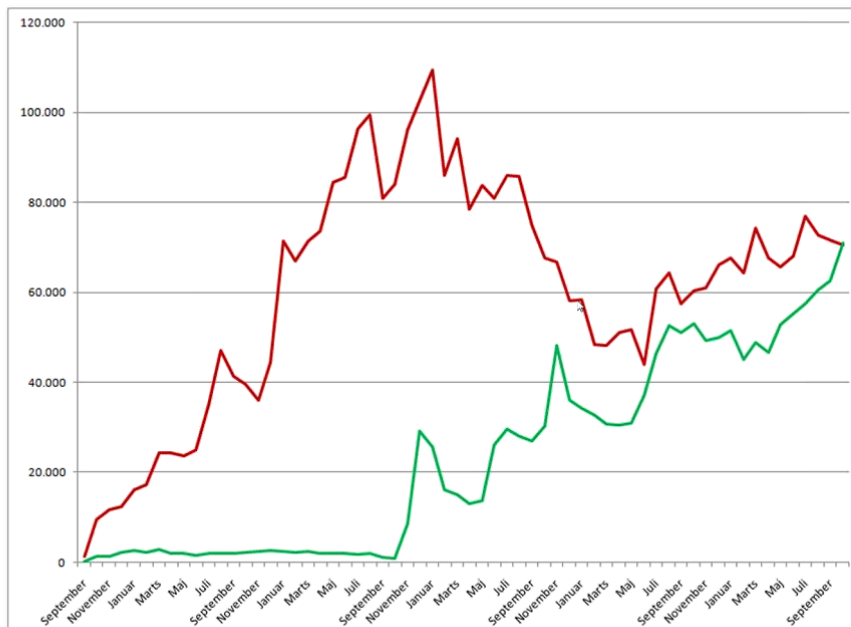
- > We don't manage volumes or quality with goals or accuracy

What	VCA/3CA	VF Portugal	
Home	100%	100%	volume
Help & Support as part of total traffic	6%	13%	
Help & Support > 1 hour	<100	150,000	
FAQ sessions to web visits	10%	18%	
FAQ Per customer	2.7%	5.2%	
FAQ sessions to service calls	11%	20%	
Purpose of online visit = <u>Question</u>	N/A	60%	quality
<u>Question</u> solved by online visit?	N/A	80%	
Answer - <u>Easy</u> or <u>very easy</u>	N/A	74% (52/22)	



eCare moving towards call parity

- > Portugal eCare sessions (per customer) 2010 growth 65%
 - > At current rate PT will achieve parity with calls in less than 18 months
 - > Integrations focus (SSO, Search, Bot, device simulator integration)



Technical Calls

Online

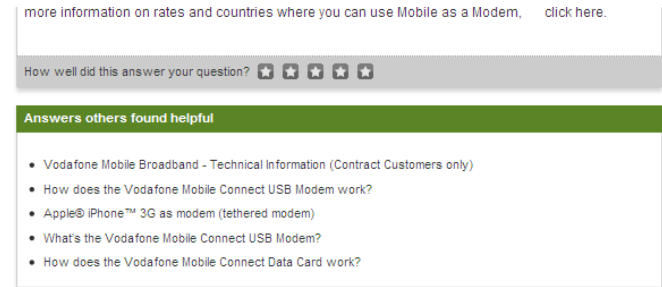
eCare must be run based on resolution

- We do not monitor or manage the quality in the funnel

- Right Now Rating introduced Q3 2010
- Not complete, not consistent

- We do not currently survey customers*

- Are we doing right by the customer?



What areas did you visited www.vodafone.pt	
Online Help	13%
Online shop/cathalogue	62%
My Vodafone	60%
Enterprise	10%
Others	8%



<u>Question</u>	<u>60%</u>
Request	23%
Complaint	8%
Other	9%



How easy was to get an answer;	
Very easy	22%
Easy	52%
Neutrall	22%
Hard	3%
Very hardl	0%

*PT does 2000 surveys/month
Confirming 80% resolution

eCare cost & benefit benchmark

We currently do not quality control –
50% is a generous guess

Holland and Portugal
are already at 20%

	2010	2011	2012	2013	2014
Rate	10.0%	12.0%	15.0%	20.0%	25.0%
Resolution	50.0%	60.0%	70.0%	80.0%	80.0%
Care calls	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000
Technical calls	80,000	90,000	100,000	110,000	120,000
Technical calls deflected	3200	8640	12000	17600	24000
Technical call savings \$15	\$ 48,000	\$ 129,600	\$ 180,000	\$ 264,000	\$ 360,000
General call deflection	850,000	1,224,000	1,785,000	2,720,000	3,400,000
General call savings \$3.5	\$2,975,000.00	\$ 4,284,000.00	\$ 6,247,500.00	\$ 9,520,000.00	\$ 11,900,000.00
Total eCare savings	\$ 3,023,000	\$ 4,413,600	\$ 6,427,500	\$ 9,784,000	\$ 12,260,000
eCare Program cost	\$ 800,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000
ROI	\$ 2,223,000	\$ 3,763,600	\$ 5,777,500	\$ 9,134,000	\$ 11,610,000

vodafone

What are the program requirements?

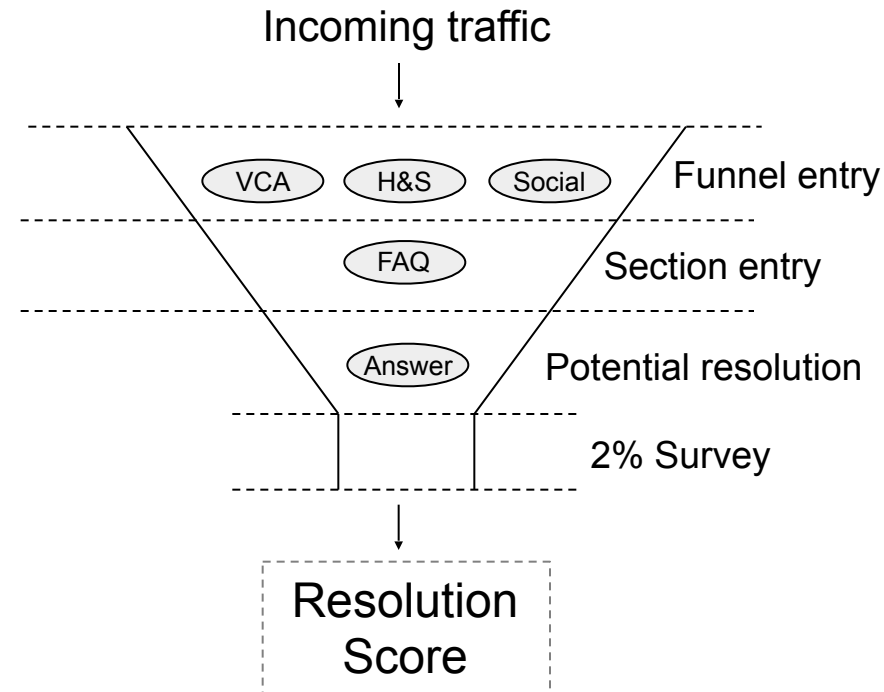
1. Tools 2. People 3. Process 4. Targets 5. Roadmap

- > Have a well functioning FAQ/email tool
 - > FAQ with rules
- > Have dedicated FTEs
- > Have a clear purpose
- > Have explicit targets
- > Have good processes
 - > Create, maintain and score content

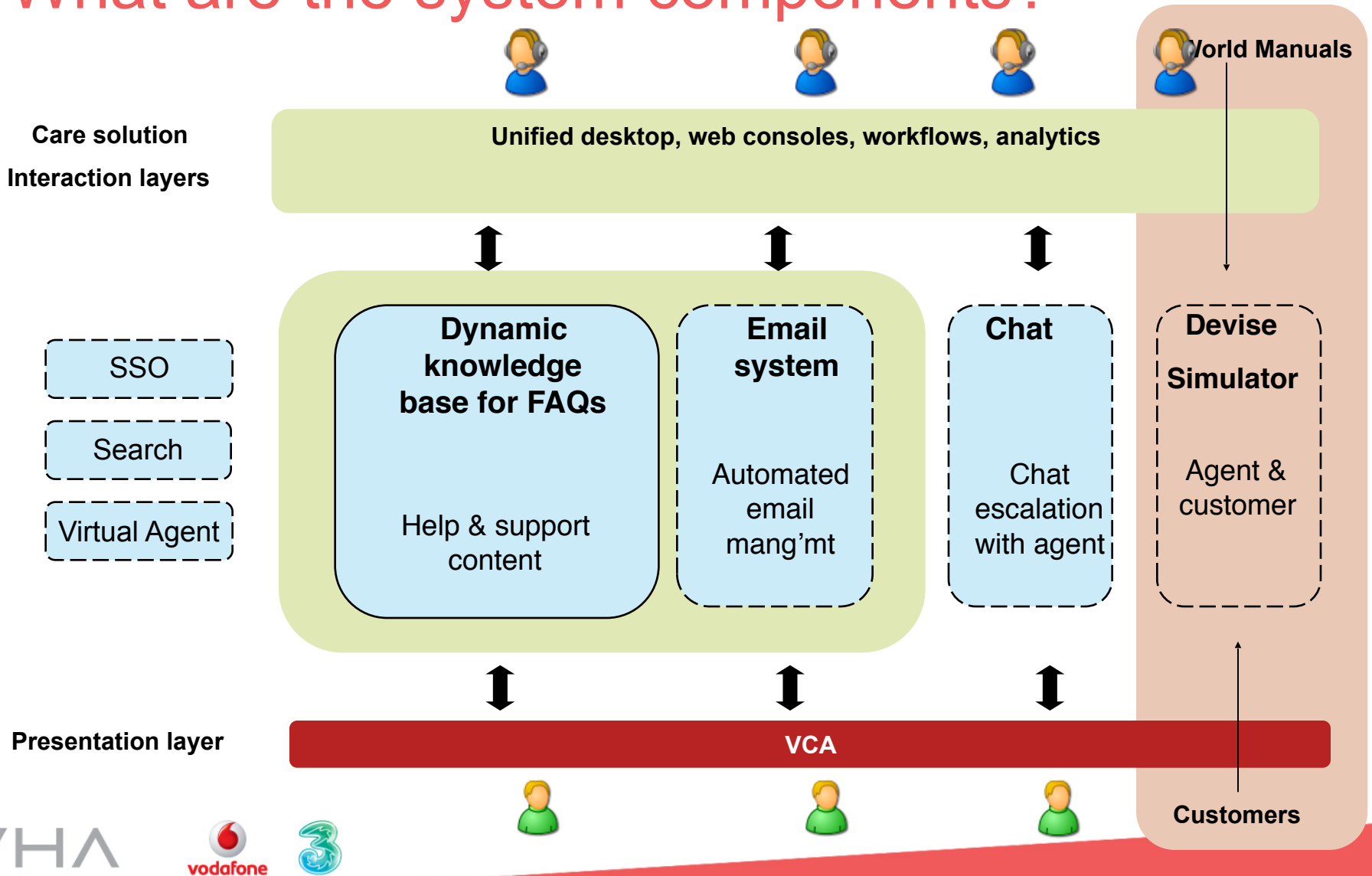
Basic - 2011

- > Integration with search
- > Integration with SSO
- > Integrate with device simulators

Advanced - 2012

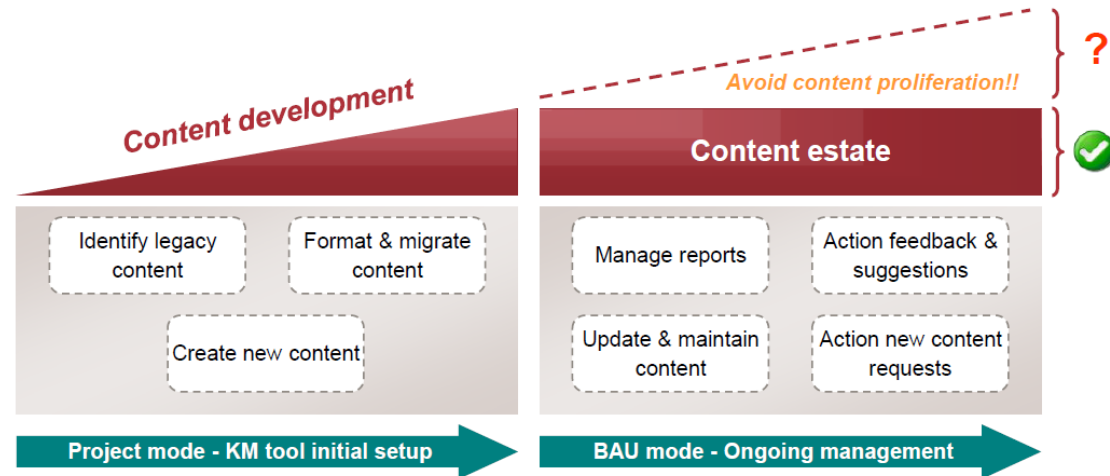


What are the system components?



FAQ process & FTE requirements

1. Dedicated staff required to juggle create and manage **200 articles** with high-turnover and maintenance of rules
2. FAQ structure (VF, 3, Servicing) will determine FTE allocation.
3. If change of FAQ tool – interim support required to manage migration



High Level Responsibilities	FTE	High Level Responsibilities	FTE
Migrate Legacy FAQ	1	Manage customer FAQs	2
Create New Customer FAQs	2	KM Super User	1
Guided help definition	1		

What next?

Cormac/Ben/Jobie

- > Decide our level of commitment to eCare in 2011 given that it is broken
 - > 3, VF and email
- > Review feasibility of Mumbai team
- > Review process and target suggestions

Commitment will determine:

- FTE allocation
- Process development
- Roadmap
- System will be reviewed depending on commitment and cost requirements
 - (Erik, Lee & Andrew will solve this)



Appendix



Knowledge management information approach

- >What makes a good article?
 - >How should articles be grouped together?
 - >How much detail is required in an article?
 - >How broad should our knowledge base be?
-
- >How much information should be presented to a customer or CSR?
 - >How can I maintain brand consistency and tone of voice within —HelpII?
 - >How best can knowledgebase content be re-used in other channels?

Content drivers

	Reactive Trigger	Proactive Trigger
Marketing / Prod manager	> Identifying mistakes or improvements in current content on the website	>New product / service information >Suggestions from Marketing
Customer facing stakeholder	> Customer complaint about existing information >Use of content proves there are some gaps	>Experience of dealing directly with customers suggests new content should be included
Online editor	> Customer complaint about existing information eg via voice of customer > Article has expired or is out-of date	>Respond to suggestions >Reporting insight on article usage and article ranking
Cust Ops editor	> Customer complaint about existing information eg via voice of customer >Article has expired or is out-of date	>Respond to suggestions >Reporting insight on article usage and / or article ranking
Forums / Social networks	>Hot topics or large activity >Direct customer feedback or suggestion	>N/A

FAQ groupings should be heavily influenced by customer perspectives. Keep local customers continuously involved

Customers given set of index cards with terms already written on them.

>Customer puts the terms into logical groupings
>This process is repeated across a population of customers.

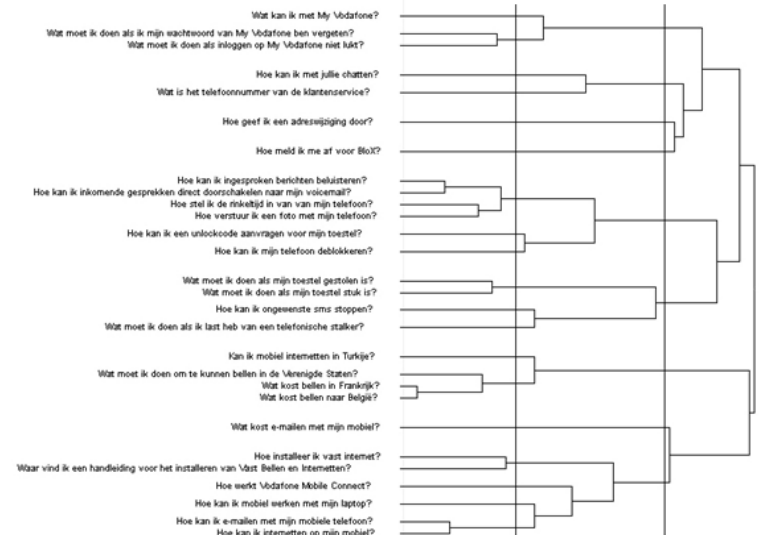
>In an **open card sort**, customers create own names for groups

>Open sorting is **generative** and typically used to discover patterns which in turn helps generate ideas for organizing information.

>In a **closed card sort**, customers are provided with a predetermined set of category names.

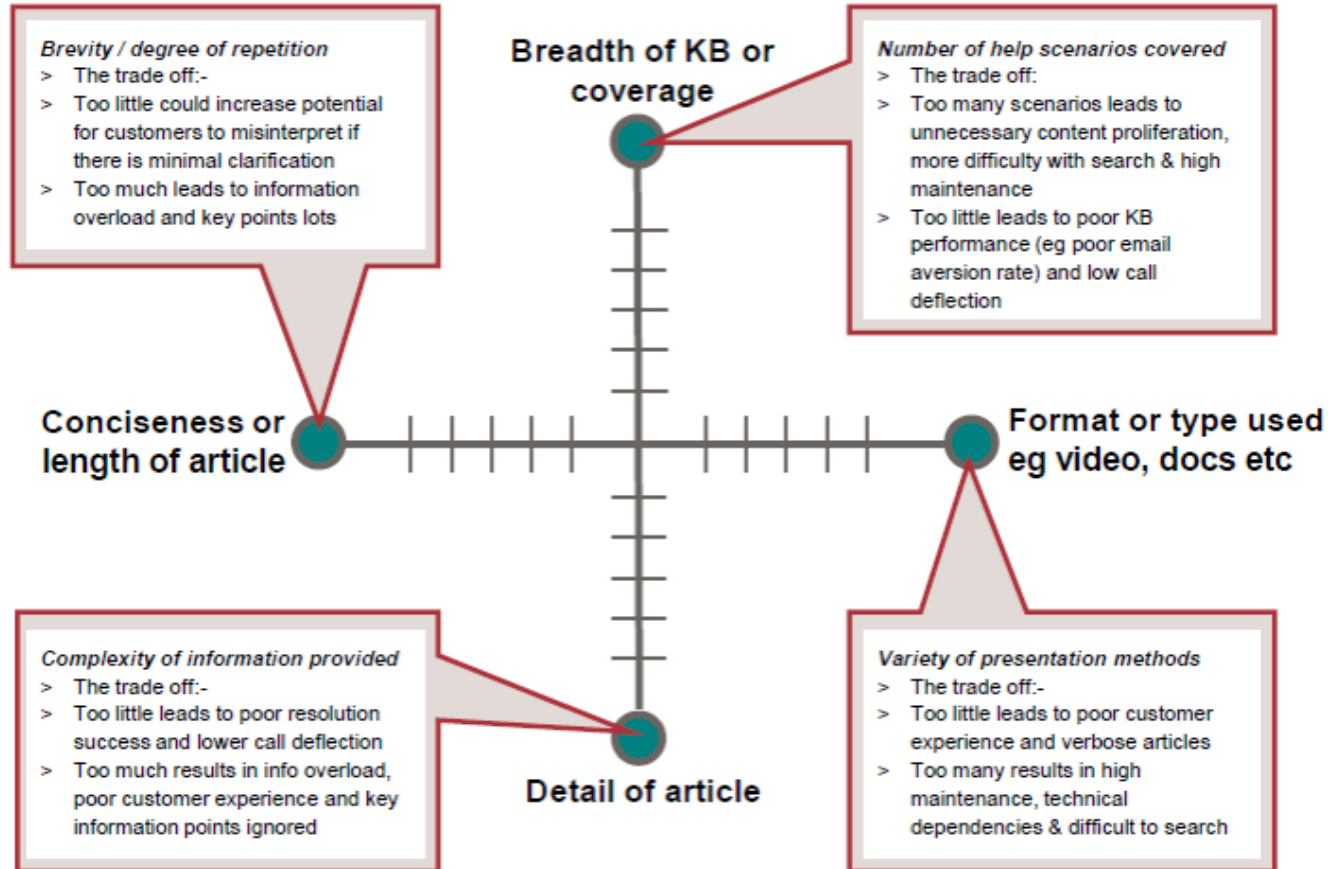
>Closed sorting is **evaluative**; it is typically used to judge whether a given set of groupings are effective

Correlation model: dendrogram



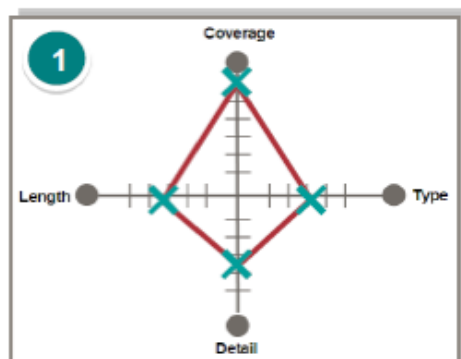
The dimensions of content

Finding the right balance across 4 key content dimensions

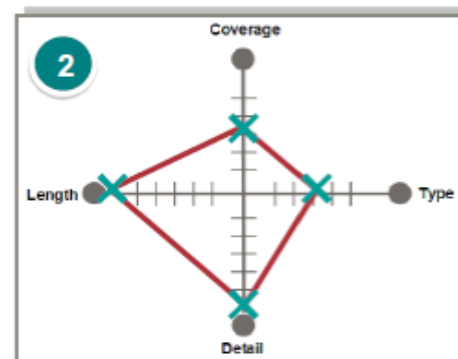


Examples of “unbalanced” KBs

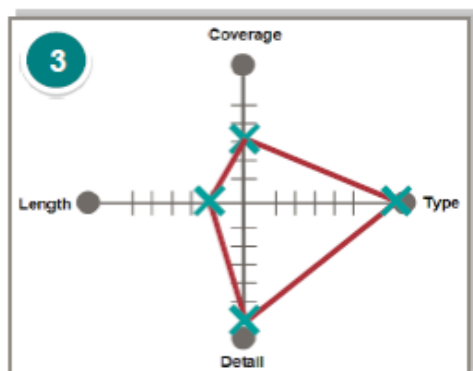
- > **Symptom 1:** Poor article review cycles leading content proliferation



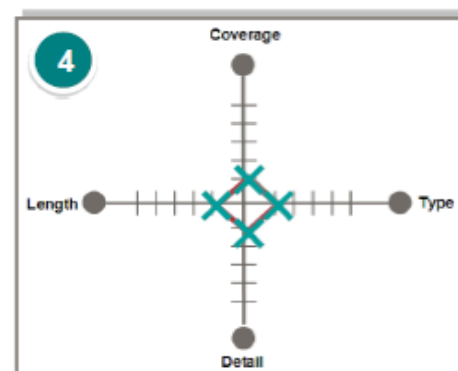
- > **Symptom 2:** Too driven by internal facing resources (CSRs)



- > **Symptom 3:** Many different formats leading to search problems

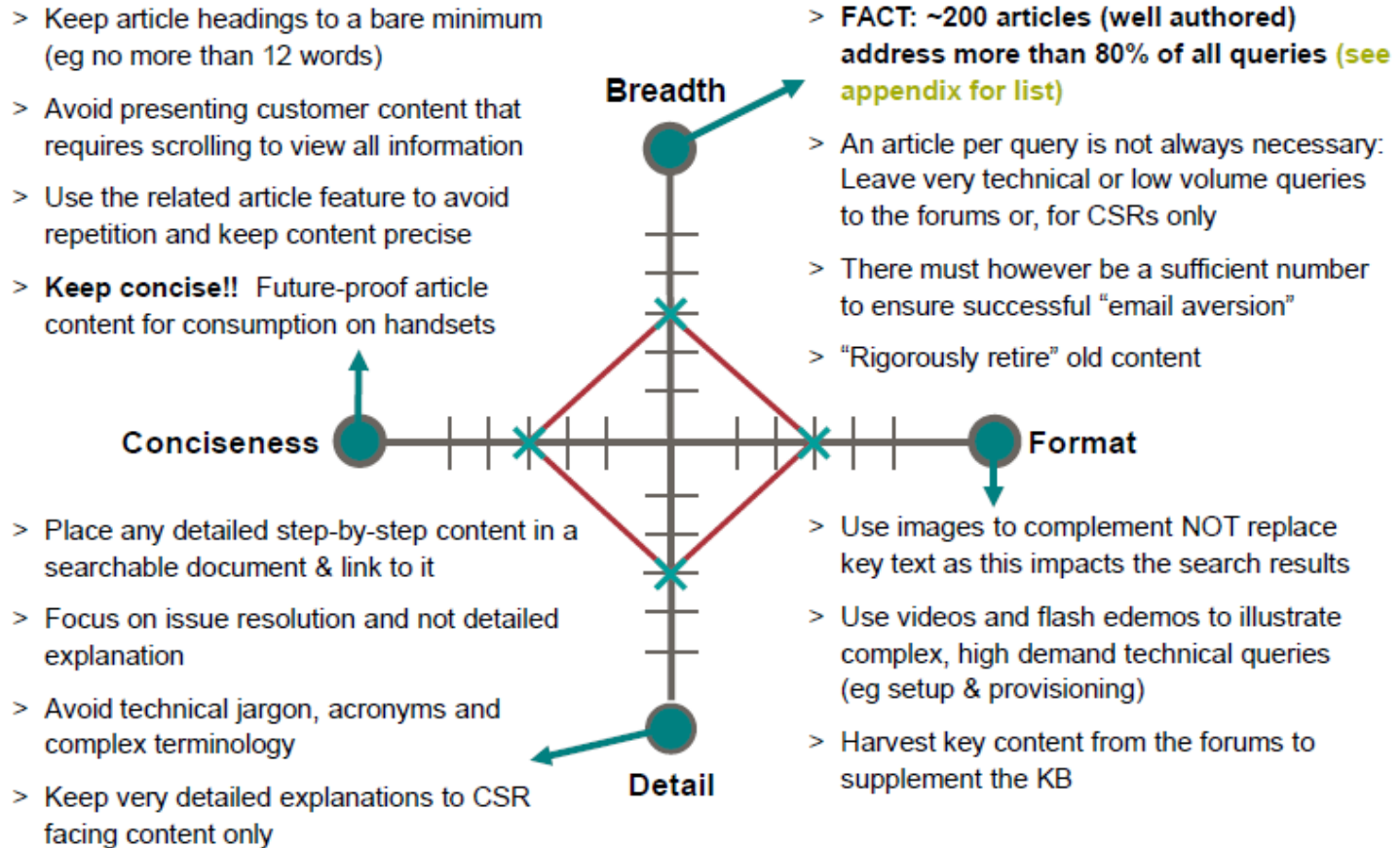


- > **Symptom 4:** Out-of-date and unused, disregarded

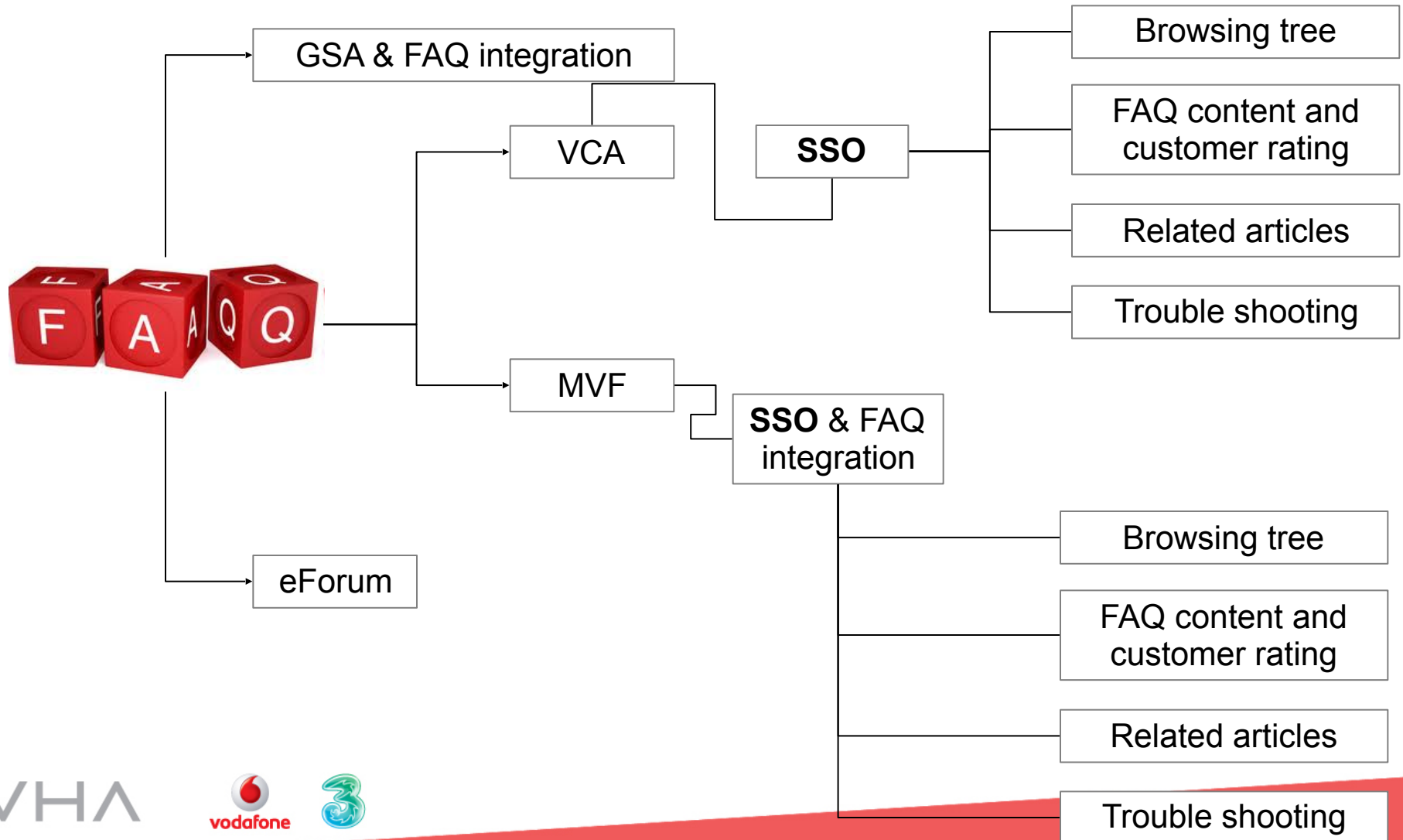


The “perfect” balance across the 4 dimensions

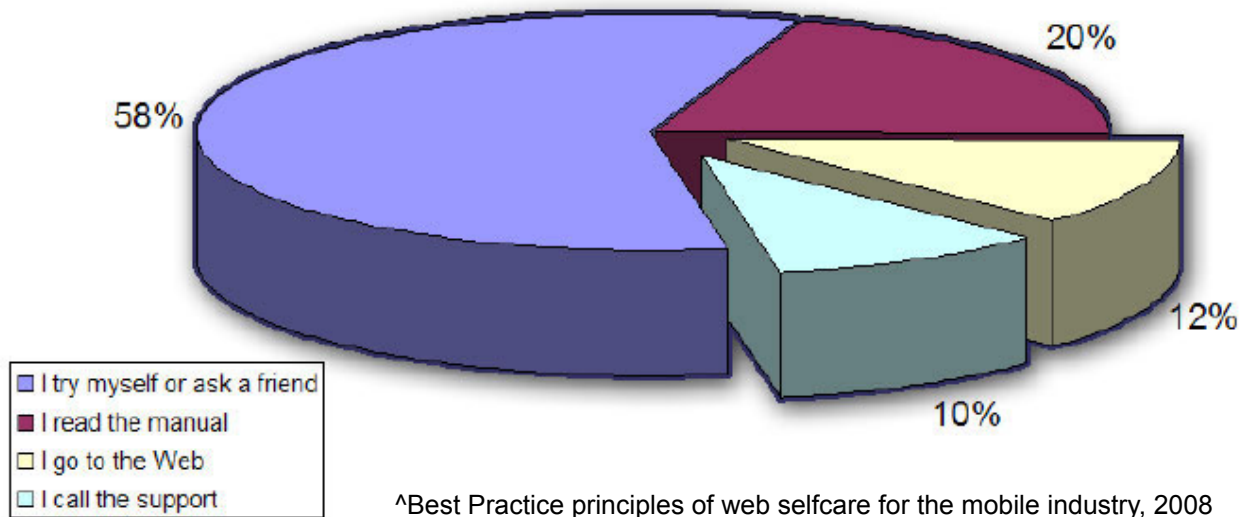
FAQ groupings should be heavily influenced by customer perspectives. User preferences vary between customer types, therefore get all your customers involved!



FAQ future (as part of eCare and KMS)



Why it matters



Why the quality of reference material matter

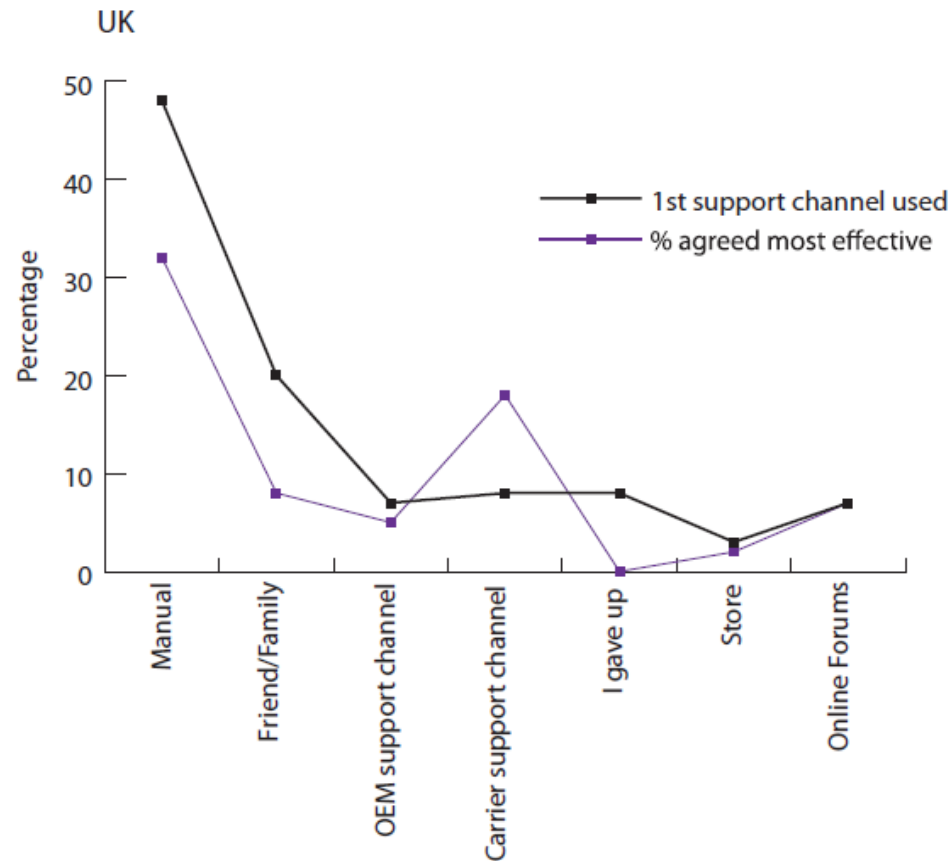


Fig 15. Preferred support channel vs most effective support