



Fixing Customer Problems

A design research project
'e-care and beyond'

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power to you



Research objectives

- Conduct customer research to help us understand where and why Vodafone experiences are particularly lagging
- Identify inhibitors to the adoption and use of self-care
- Define how e-care capabilities should be designed and provided to meet and exceed customer expectations

Research activities

- Contextual enquiries: **11 Customers**
- **2 store visits** (Bondi Junction and Broadway), interviewed 3 staff
- Conference call with **Customer Care in Mumbai**, interviewed 3 staff
- Reviewed existing documentation
 - Research material
 - Call centre call type data
 - Omniture website traffic statistics
 - Social media reports
- Self-directed experience research
- 'Best of breed' opportunity analysis





Current customer journey 1: ***Diversions, distractions and disconnections***

Self-diagnosis: Setting up a diversion

Danni is going to visit her parents in the country. She knows there is no Vodafone reception where she is going, and tries to set up a diversion to her parents' landline for the duration of her trip...

Current customer journey 1

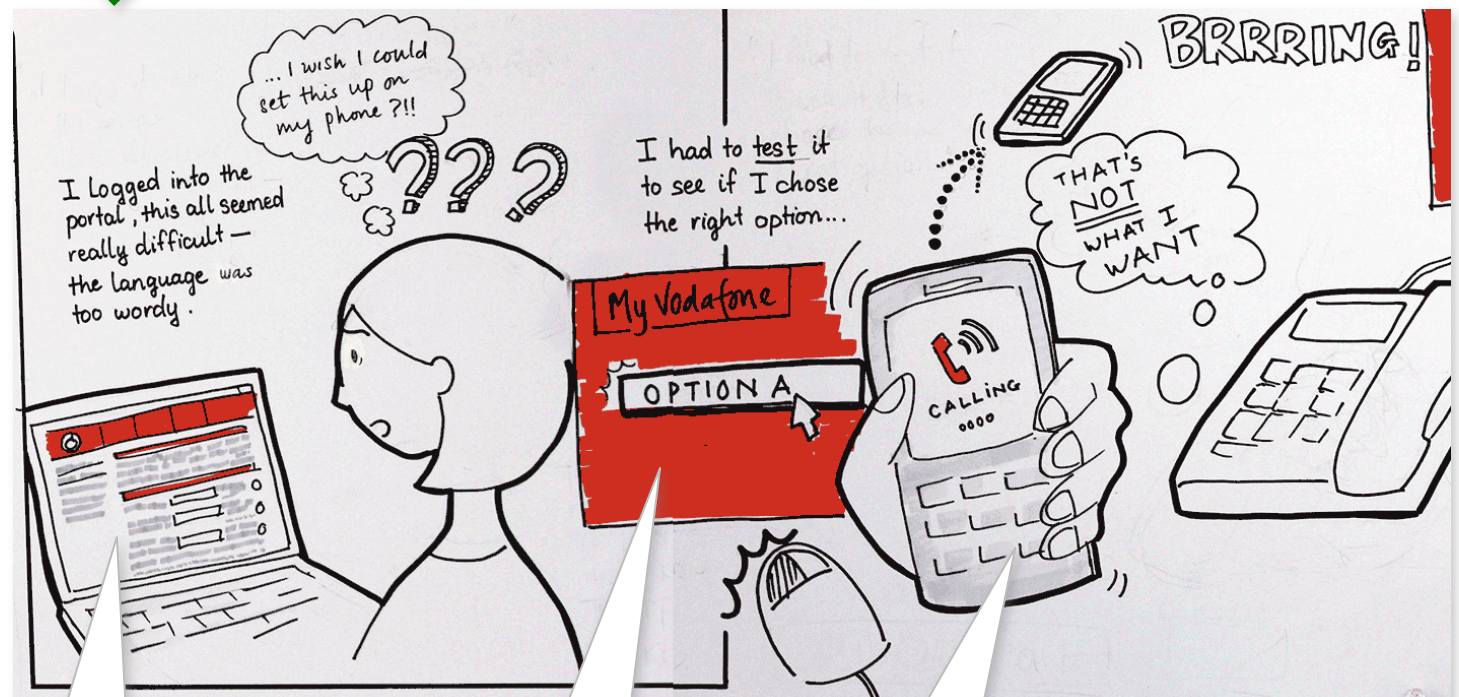
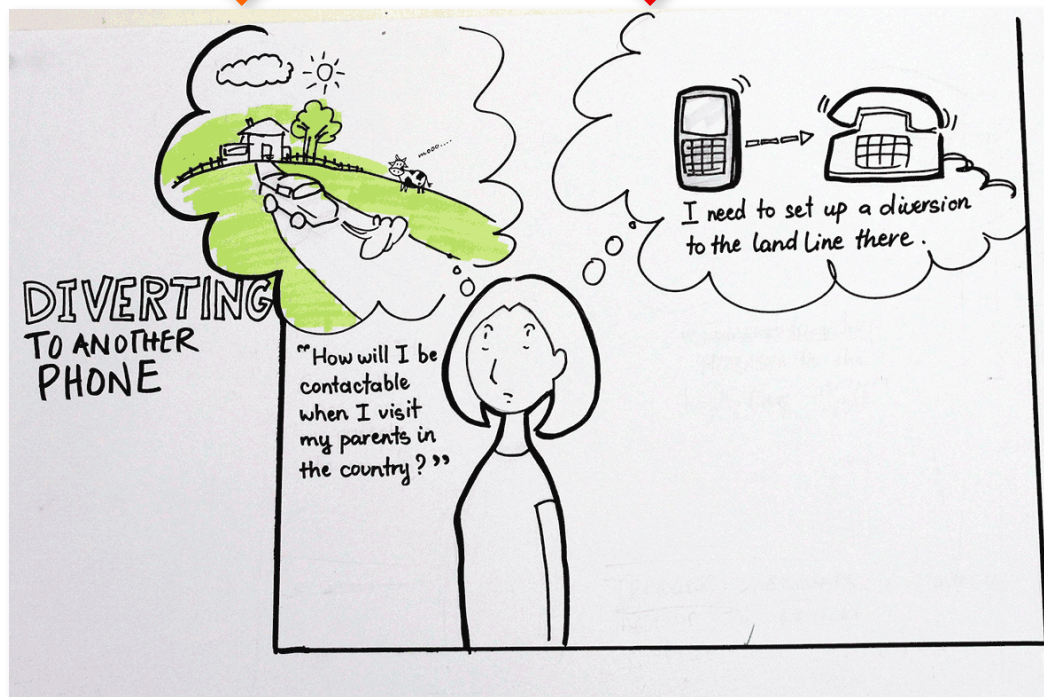
Self-diagnosis: Setting up a diversion



TRIGGER

DIAGNOSIS

ISSUE
RESOLUTION



Information provided is often theoretical and jargon-laden (pain point 7)

Little to no expectation management during issue resolution (pain point 5)

Customers are forced to 'self-diagnose' (pain point 2)



Current customer journey 1

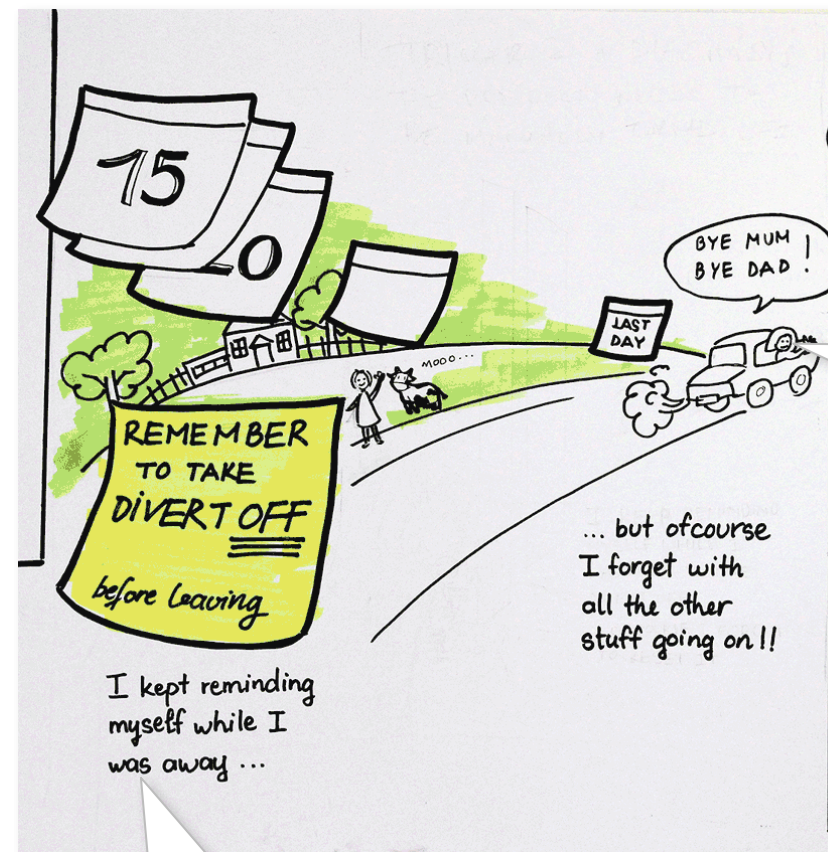
Self-diagnosis: Setting up a diversion



RESULT



Customers must persist to get a resolution (pain point 3)



Customers, not Vodafone, manage the issue-resolution process (pain point 1)

Processes and timeframes reflect internal machinations, not customer's needs (pain point 6)

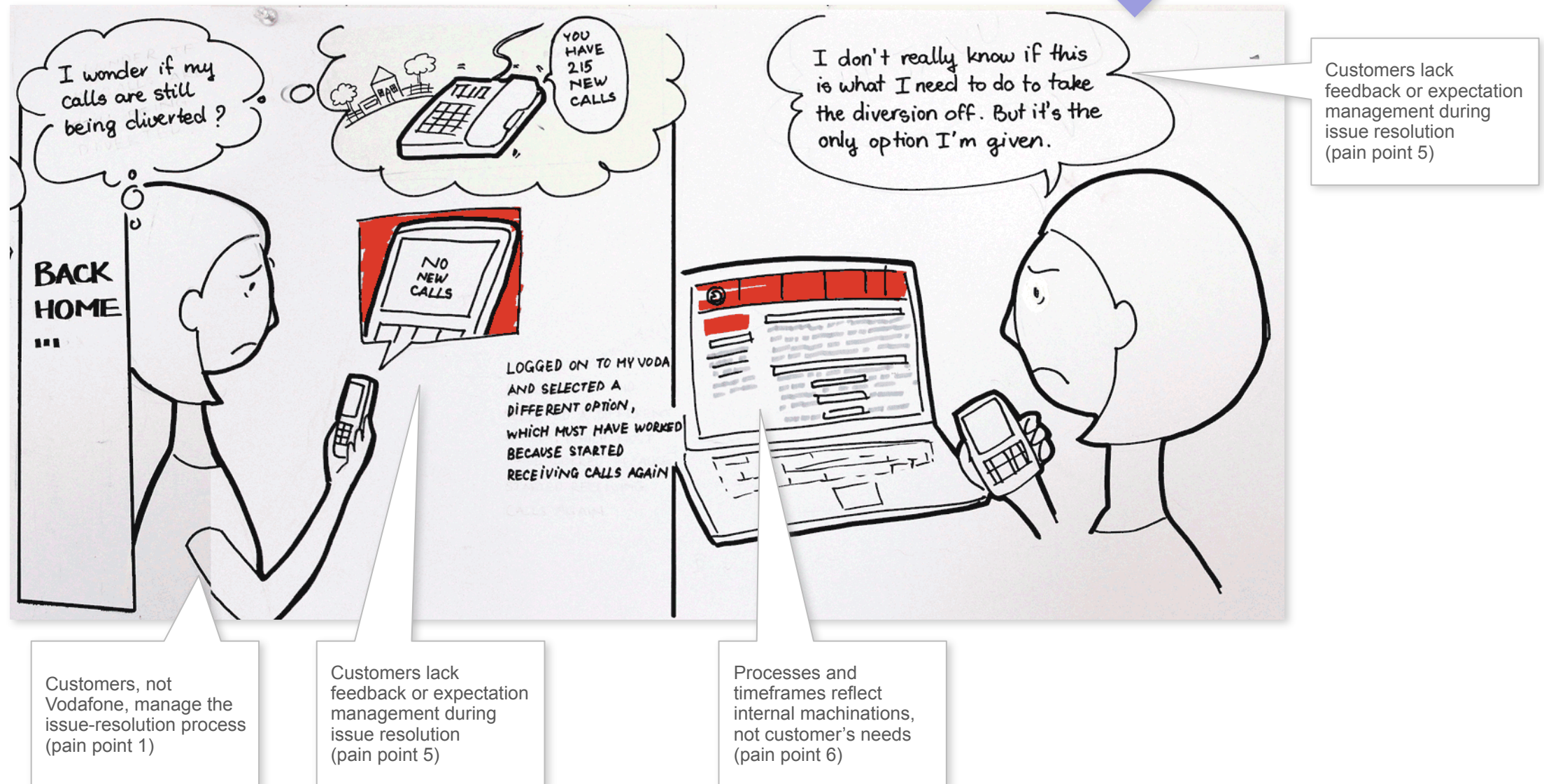


Current customer journey 1

Self-diagnosis: Setting up a diversion



REVIEW & REFLECT



Journey 1: *Diversions, distractions and disconnections*

Impacts of this experience

- **Lost confidence in online self-service:** Danni isn't confident in the My Vodafone functionality, or in her understanding of that functionality
- **Lost trust in Vodafone:** Danni doesn't trust that Vodafone will prevent her from making mistakes
- **Increased calls into the contact centre,** instead of on-device management
- **Missed opportunity to delight** by providing the right service, on the right device, at the right time





Journey 2: ***“Help me, Store Staff – you’re my only hope”***

Triage diagnosis: micro SIM not working

Raymond gets a new iPhone 4 and needs to do a SIM swap with a new (micro) SIM. He encounters problems and the new SIM doesn't work. He needs to talk to someone at Vodafone to help diagnose what the problem is, before he can go about fixing it...

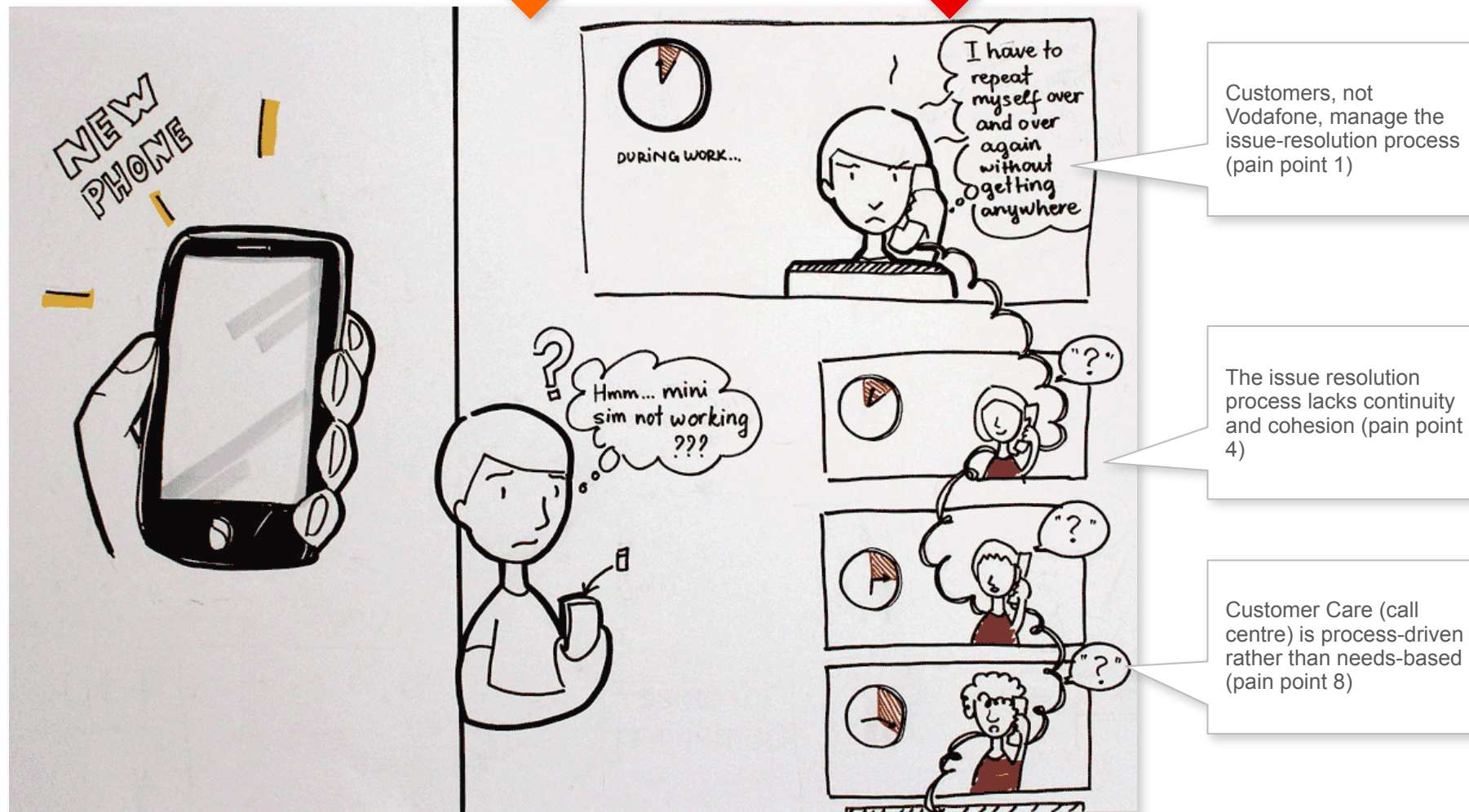
Current customer journey 2

Triage diagnosis: micro SIM not working



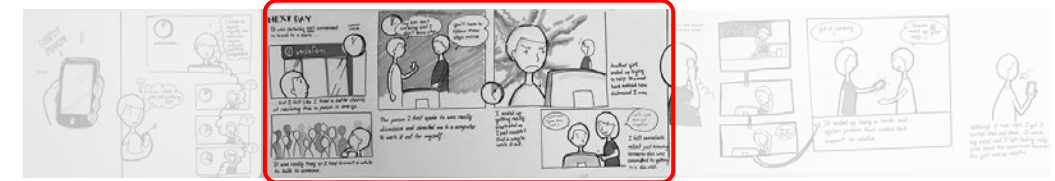
TRIGGER

DIAGNOSIS



Current customer journey 2

Triage diagnosis: micro SIM not working



DIAGNOSIS (con'd)

NEXT DAY
- It was certainly NOT convenient to travel to a store...
LUNCH HOUR.

... but I felt like I had a better chance of resolving this in person in **ONE** go.

It was really busy so I had to wait a while to talk to someone.

Customers, not Vodafone, manage the issue-resolution process (pain point 1)

my sim isn't working and I don't know why...

You'll have to follow these steps online

Customers must persist to get a resolution (pain point 3)

Information provided is often theoretical and jargon-laden (pain point 7)

The person I first spoke to was really dismissive and directed me to a computer to work it out for myself.

Processes and timeframes reflect internal machinations, not customer's needs (pain point 6)

I ended up getting really frustrated as I just couldn't find a way to work it out.

Customers are forced to 'self-diagnose' (pain point 2)

Another girl ended up trying to help. She must have noticed how distressed I was.

I just can't figure this out!

Let's work this out together

I felt immediate relief just knowing someone else was committed to getting this **SOLVED**.



Current customer journey 2

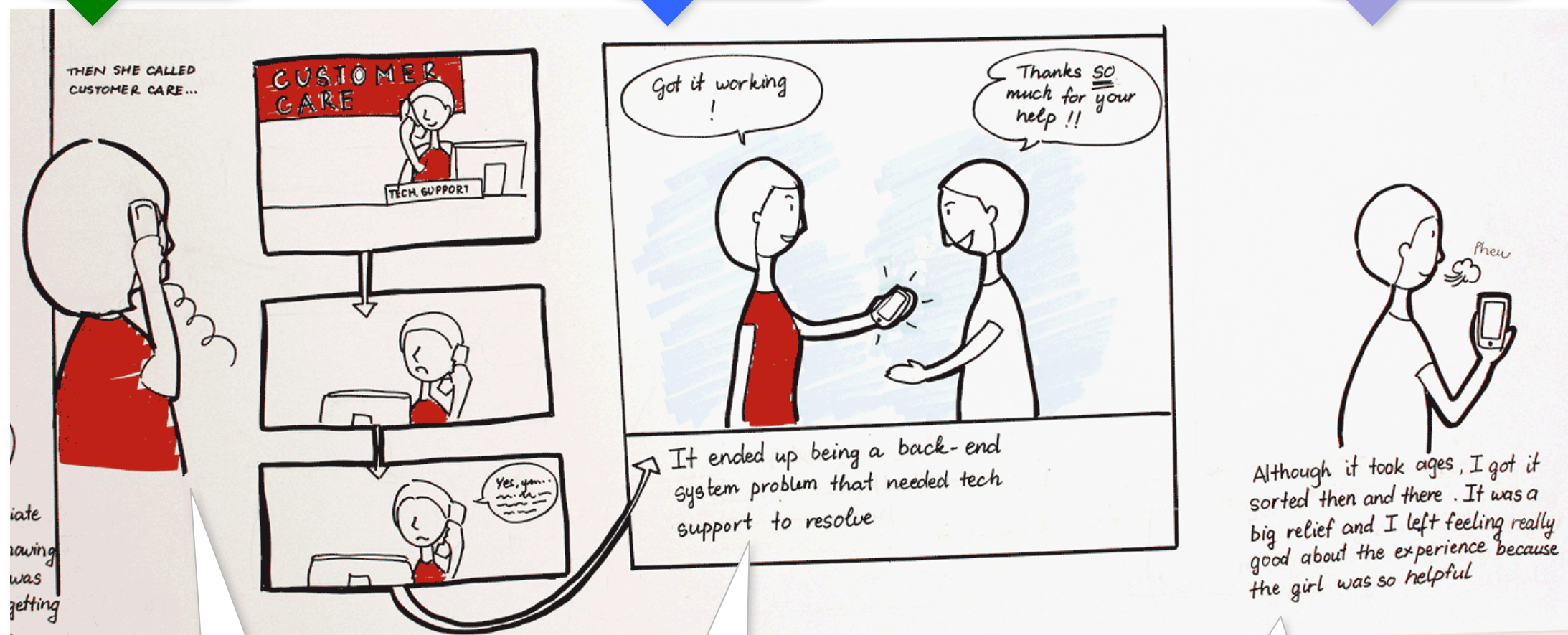
Triage diagnosis: micro SIM not working



ISSUE RESOLUTION

RESULT

REVIEW & REFLECT



Customers go to retail outlets for a better experience & result (pain point 9)

The issue resolution process lacks continuity and cohesion (pain point 4)

Customers must persist to get a resolution (pain point 3)



Journey 2: “*Help me, Store Staff – you’re my only hope*”

Impacts of this experience

- Raymond learns to **trust an individual salesperson**, NOT Vodafone
- Raymond **loses confidence** in the contact centre’s ability to diagnose problems
- Raymond **attributes the positive experience to the retail environment**, and it becomes the first port of call
- Customers learn that **extreme persistence** is the only way to get results with Vodafone
- Retail environments become **inundated with non-sales oriented enquiries**
- Retail staff become **frustrated with rewards programs** that don’t consider their true contributions





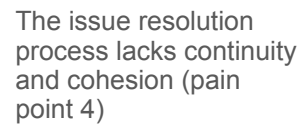
Journey 3: ***Hardware wearing the relationship thin***

Self diagnosis into triage: MBB hardware issue

Hannah cannot plug the power chord into her MacBook pro whilst MBB dongle is plugged in (the dongle is too wide and covers the power port). She goes to a store to find a solution, and the situation only gets worse...



ISSUE RESOLUTION



The issue resolution process lacks continuity and cohesion (pain point 4)

Customer Care (call centre) is process-driven rather than needs-based (pain point 8)

RESULT

REVIEW & REFLECT



Journey 3: *Hardware wearing the relationship thin*

Impacts of this experience

- Hannah feels she's getting **little value from Vodafone**
- Hannah **feels exasperated** by the experience and tells others
- Hannah **leaves Vodafone** after her contract expires



Current pain points - summary

1. Customers – not Vodafone must manage problems through to resolution
2. Customers are forced to 'self-diagnose'
3. Customers must persist to get a resolution
4. Customer interactions lack continuity and cohesion
5. Customers don't get feedback to manage their expectations during issue resolution
6. Processes and timeframes reflect internal machinations, not customers' needs
7. Information provided is often theoretical and jargon-laden (learning, then doing)
8. Customer Care (call centre) responses are often based on internal processes rather customer needs and situations
9. Multitude of plans, offers and 'specials' confuse customers and impact the experience and increase churn down the track
10. Customers 'learn' they must go to retail outlets for a better experience and result

NB: A detailed explanation of each pain point and supporting customer quotes can be found in full report, Appendix A.



Experience goals – summary

1. Deal with me in a consistent and coherent manner, regardless of channel
Vodafone works, You care about me
2. Be proactive in dealing with me
You care about me
3. Use language, terms and IA structures that make sense to me
Vodafone works
4. Provide a shared visible history of my actions, our conversations and resolutions
You keep your word
5. Give me flexible options that allow me to interact when and where it suits me
Vodafone works
6. Make self-care the easiest and quickest way to do simple things
Vodafone works, It's worth being with you, You create better things for me
7. Provide a better way for me to diagnose complex problems
You keep your word
8. Approach problem solving from my perspective, not internal systems and processes
You care about me





Desired customer journey: *“Support will be with you...always.”*

Performing a SIM swap and encountering an issue

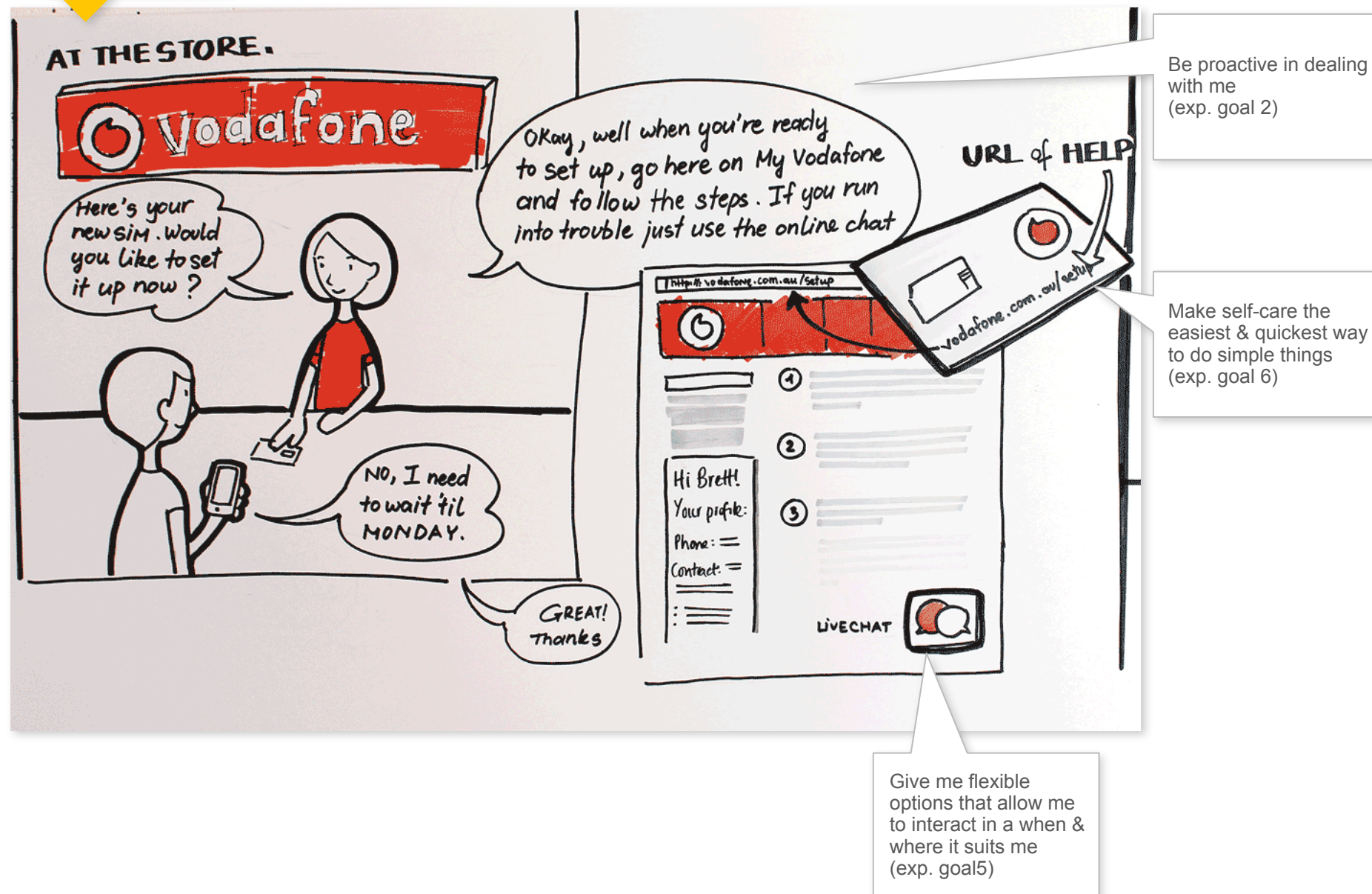
Raymond gets a new iPhone and needs to perform a SIM swap with a new micro SIM. He encounters some issues along the way, and looks to My Vodafone for help...

What customers want

Desired customer journey and the experience goals we need to aim for



SELF CARE EDUCATION



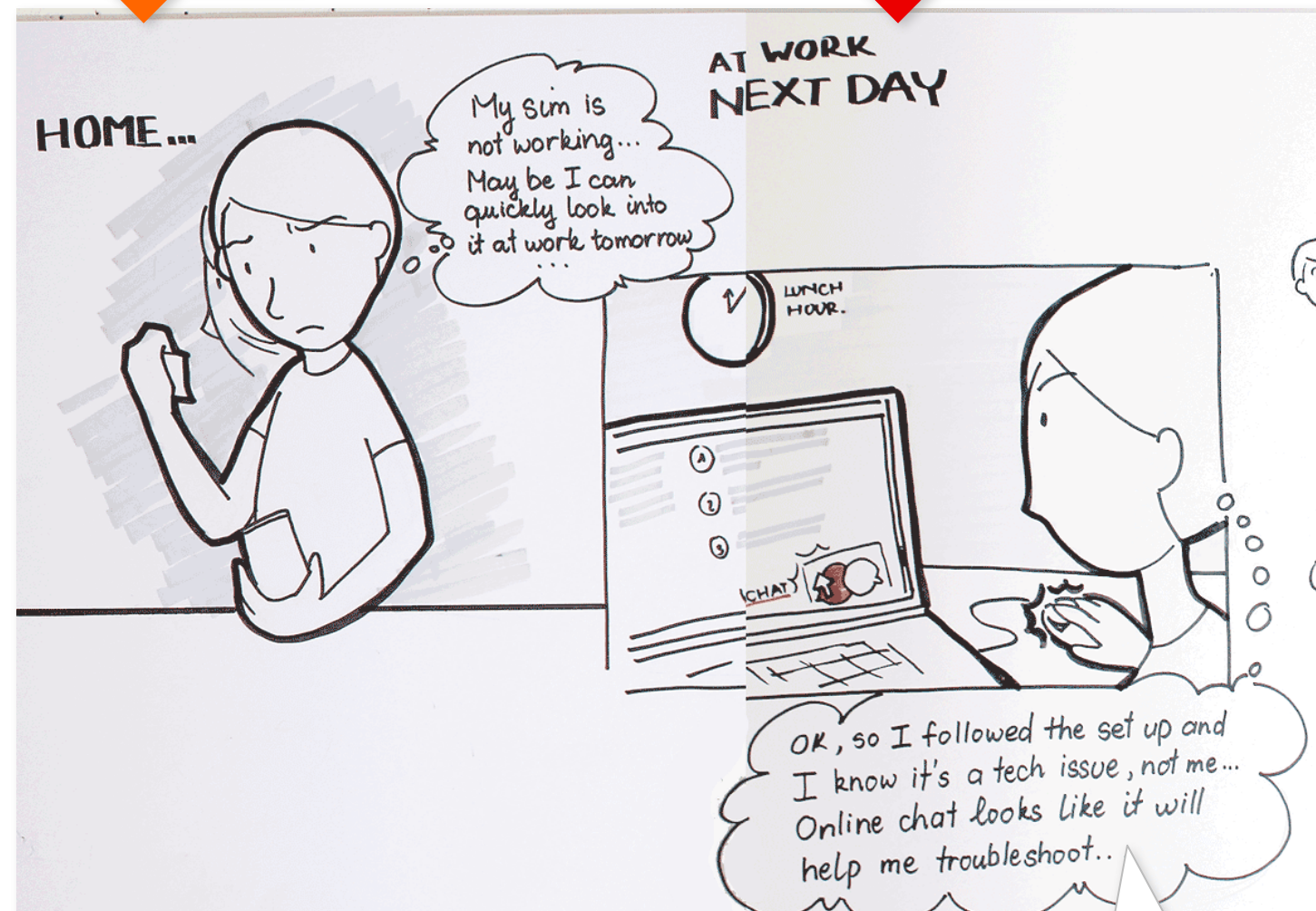
What customers want

Desired customer journey and the experience goals we need to aim for



TRIGGER

DIAGNOSIS

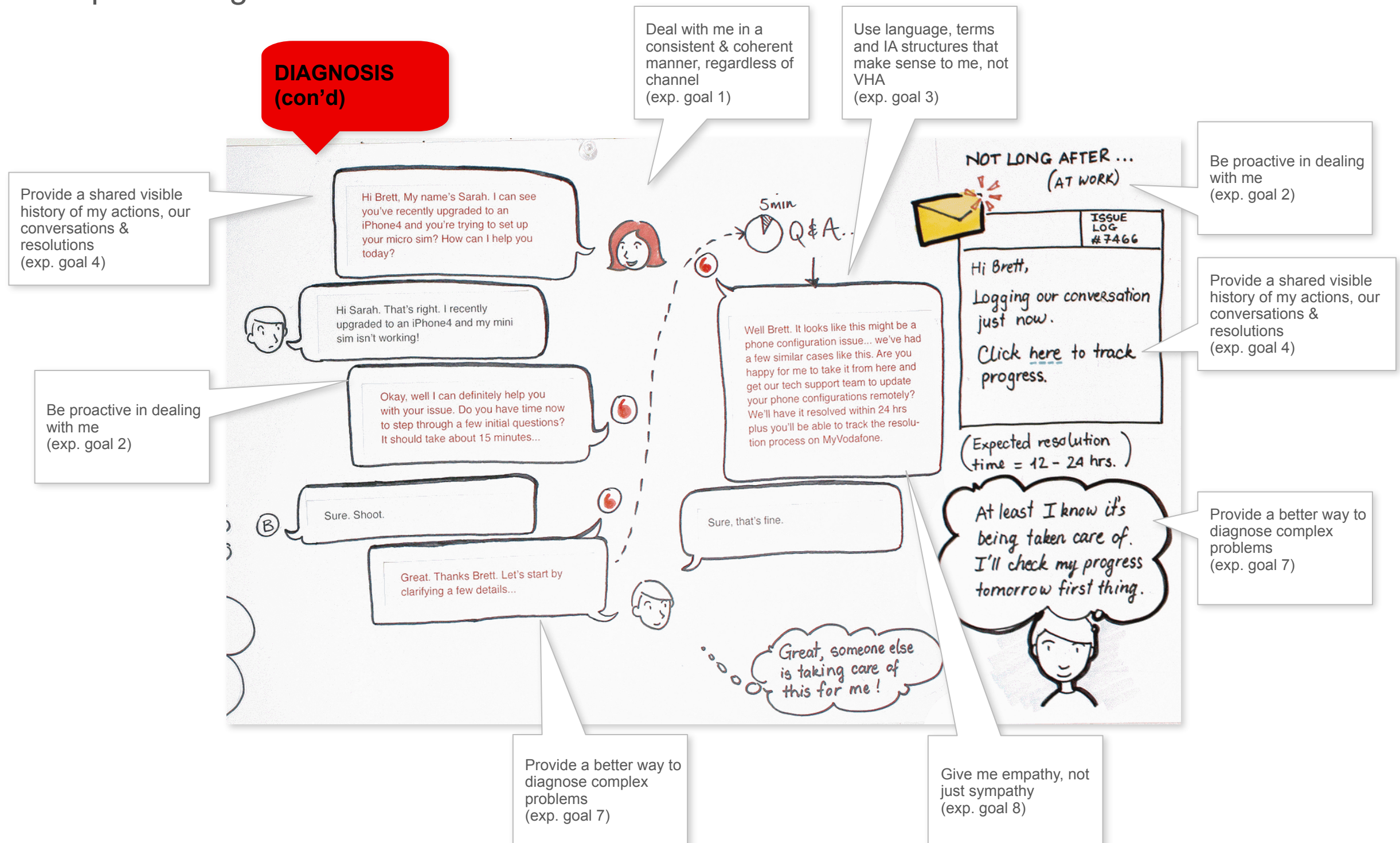


Provide a better way to diagnose complex problems (exp. goal 7)



What customers want

Desired customer journey and the experience goals we need to aim for



What customers want

Desired customer journey and the experience goals we need to aim for



ISSUE RESOLUTION

Provide a shared visible history of my actions, our conversations & resolutions (exp. Goal 4)

RESULT

Be proactive in dealing with me (exp. goal 2)

Provide a better way to diagnose complex problems (exp. goal 7)

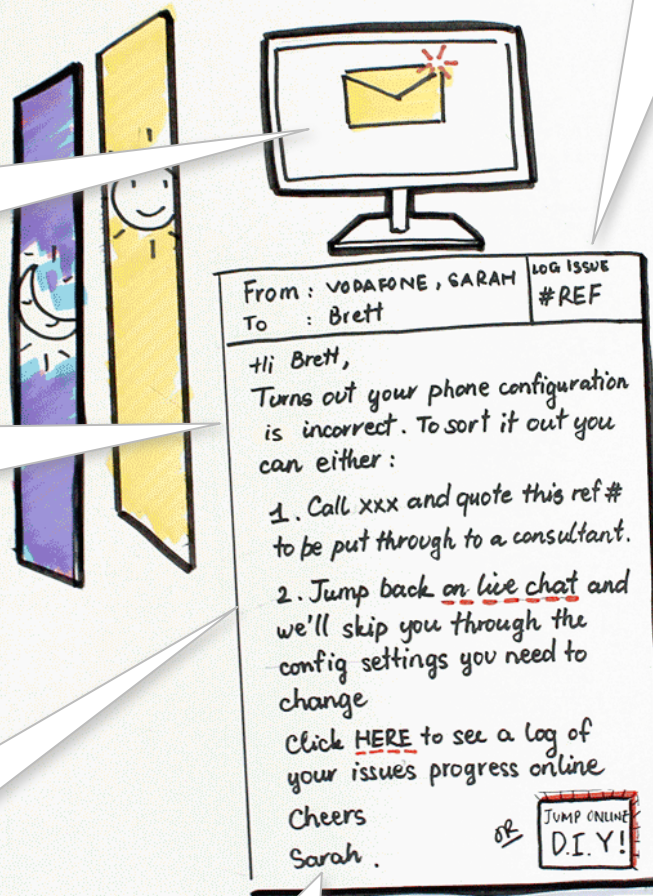
Give me flexible options that allow me to interact in a when & where it suits me (exp. goal 5)

Deal with me in a consistent & coherent manner, regardless of channel (exp. goal 1)

Give me empathy, not just sympathy (exp. goal 8)

Make self-care the easiest & quickest way to do simple things (exp. goal 6)

THE NEXT DAY (AT WORK)



What customers want

Desired customer journey and the experience goals we need to aim for

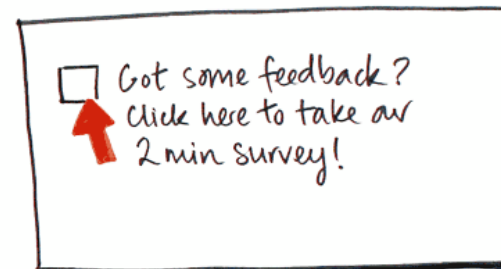
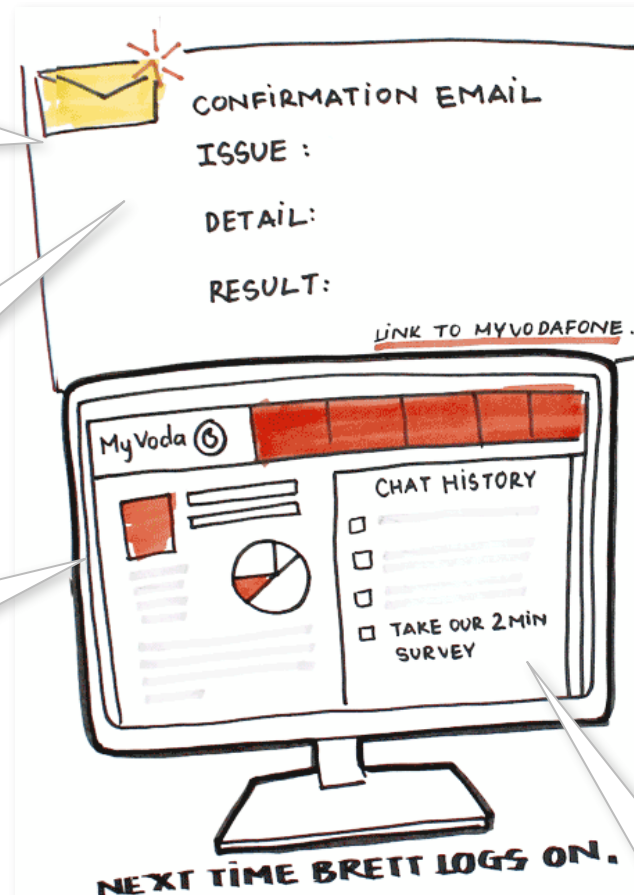


REVIEW & REFLECT

Be proactive in dealing with me (exp. goal 2)

Deal with me in a consistent & coherent manner, regardless of channel (exp. goal 1)

Use language, terms and IA structures that make sense to me, not VHA (exp. goal 3)



These guys are GREAT!!!



Provide a shared visible history of my actions, our conversations & resolutions (exp. goal 4)



Digital care: Inhibitors to adoption and use of e-care

- Current channels **don't provide clear pathways** (and benefits) of self-care
- Customers **don't have a positive Vodafone experience** on which to base the concept of 'care'
- **Presentation of support material** is convoluted and unclear
- Customers **don't see 'care' as their responsibility**
- Desktop/laptop channel for e-care is **limiting**
- Customers **lack confidence in the 'system'** due to lack of feedback and expectation management
- Customers perceive digital channels for **account management**, not self-directed issue diagnosis



Recommendations

Removing the pain points and inhibitors

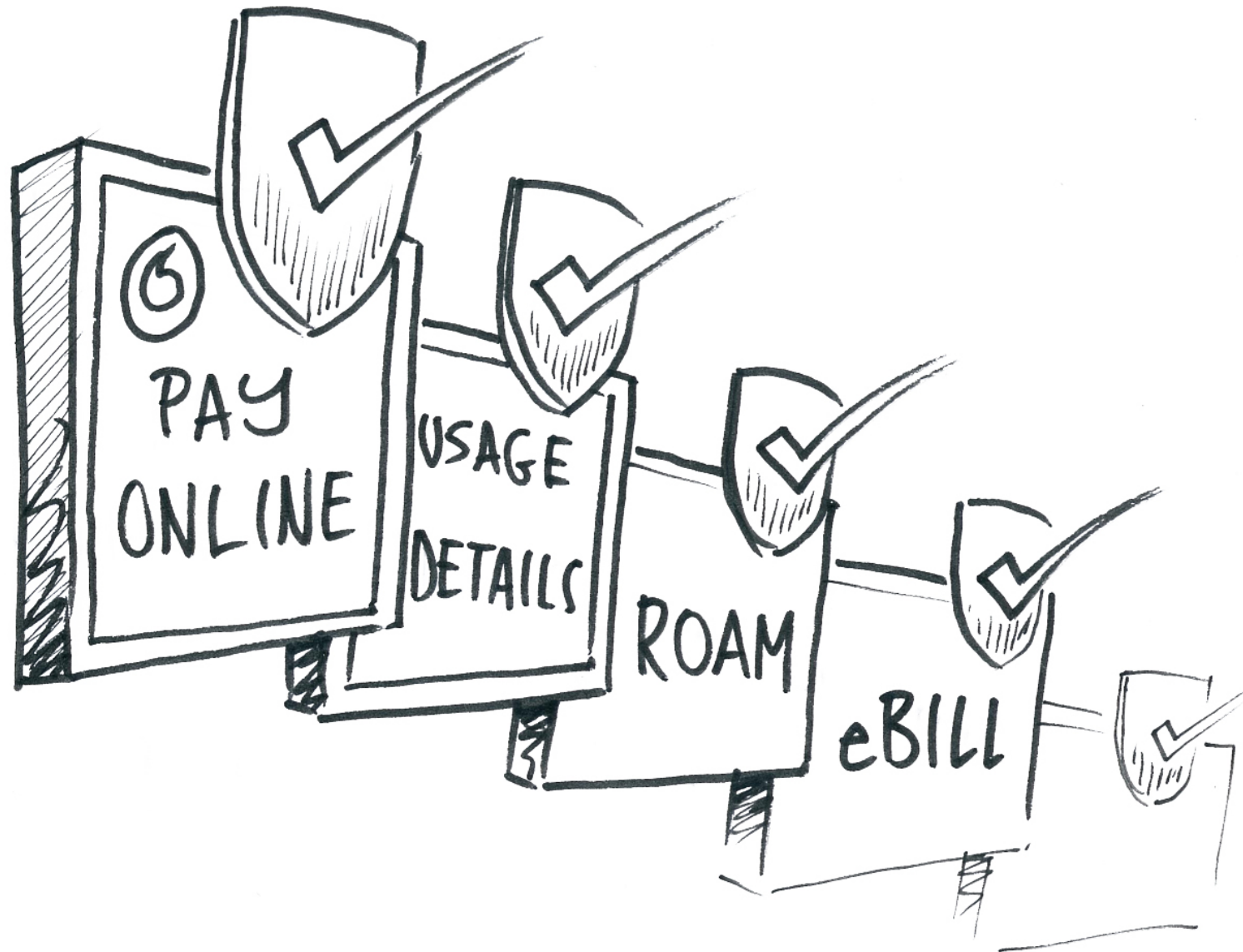
Integrate digital *into* care (not care into digital)

Customers want a robust, cohesive support and account management experience, regardless of channel



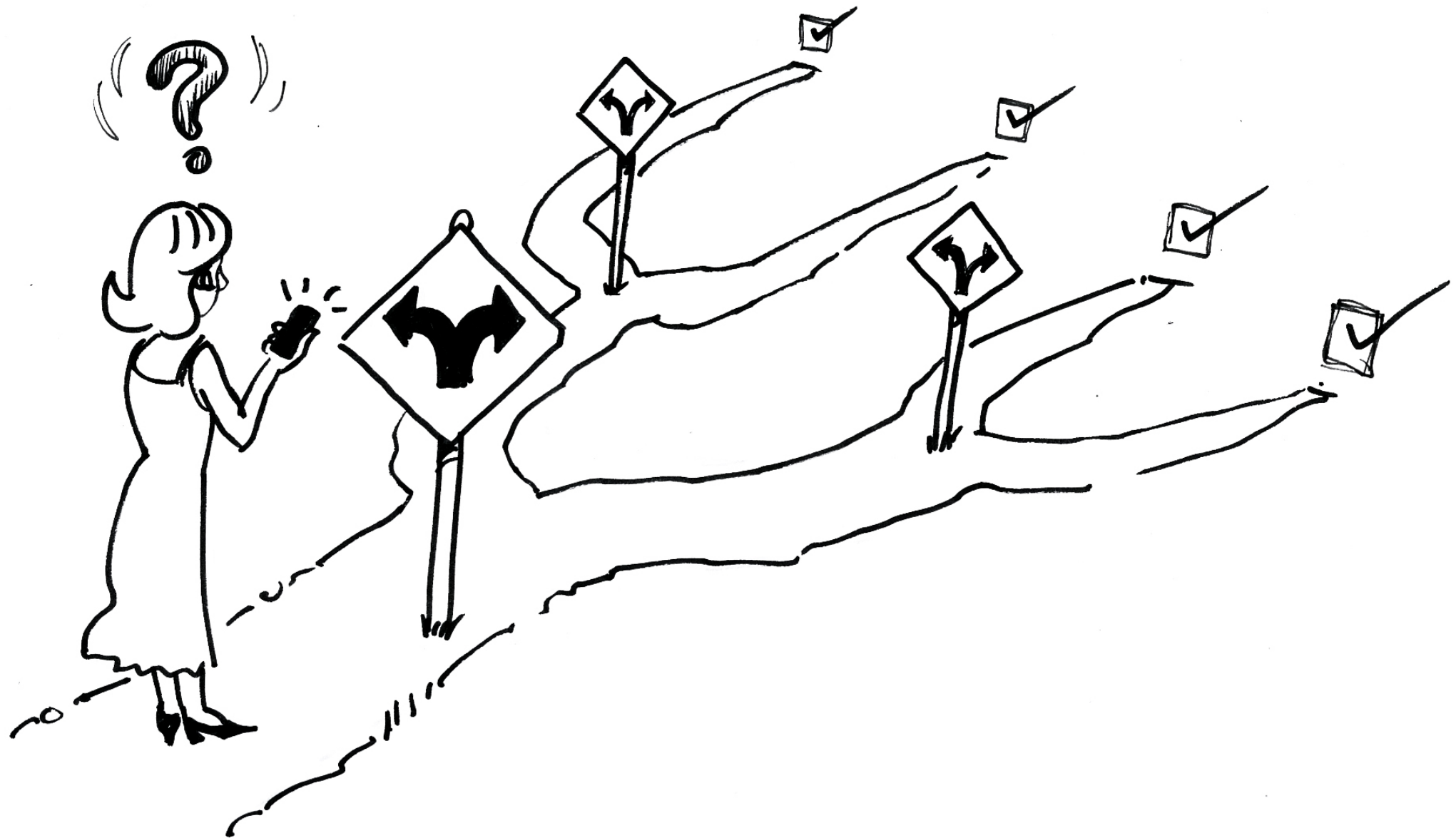
Build confidence in digital with simple tasks

Build trust and customer confidence by doing small things well, and promote digital as the most efficient way to do simple things.



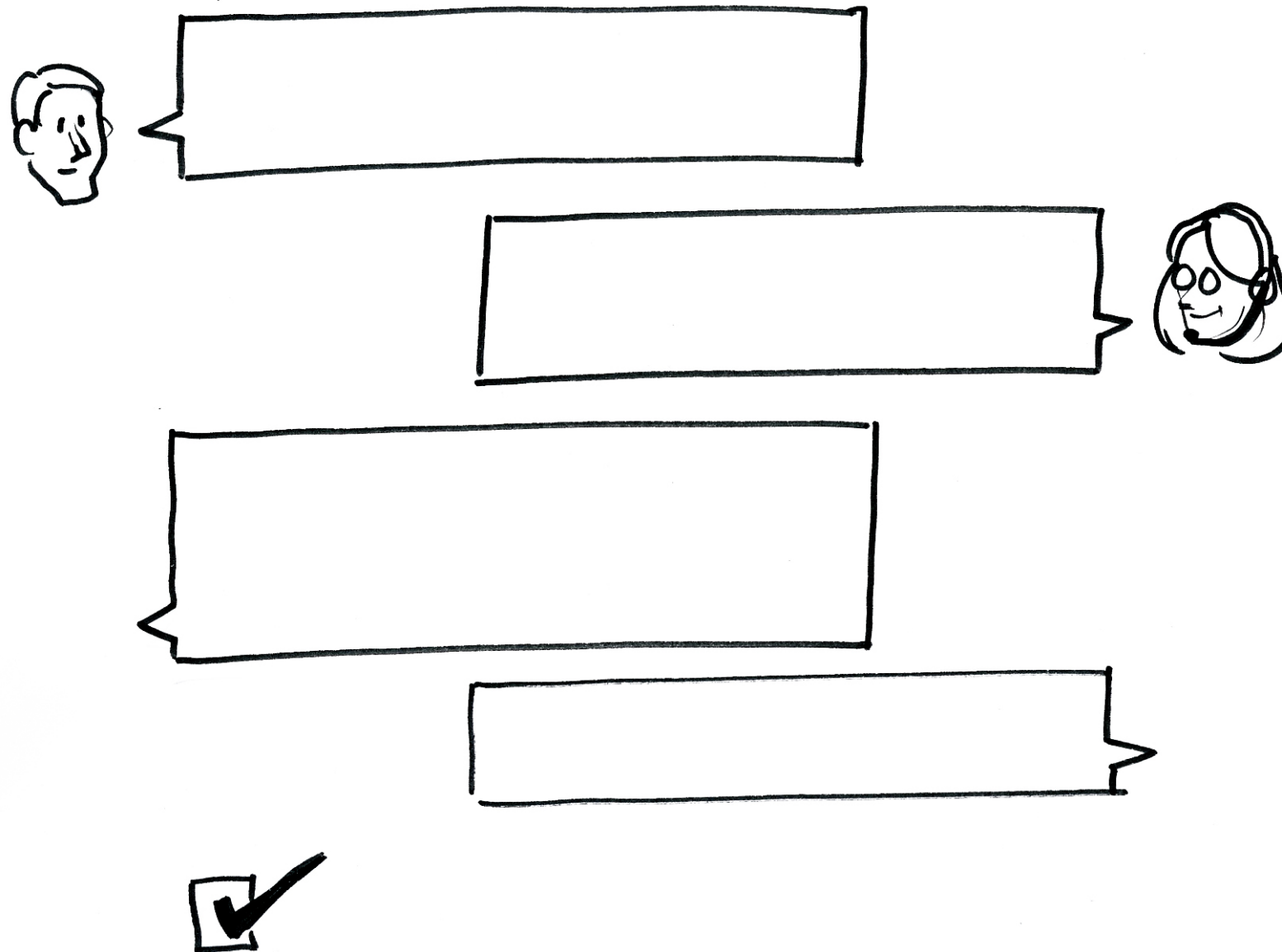
Use digital to facilitate customer's transition between tasks

Some issues still need human troubleshooting to identify the cause of problems, so provide an integrated (human and digital) experience across all channels.



Provide ways to have digital conversations to enable diagnosis, using the customer's preferred channel

Excite customers by providing convenience, choice and human contact



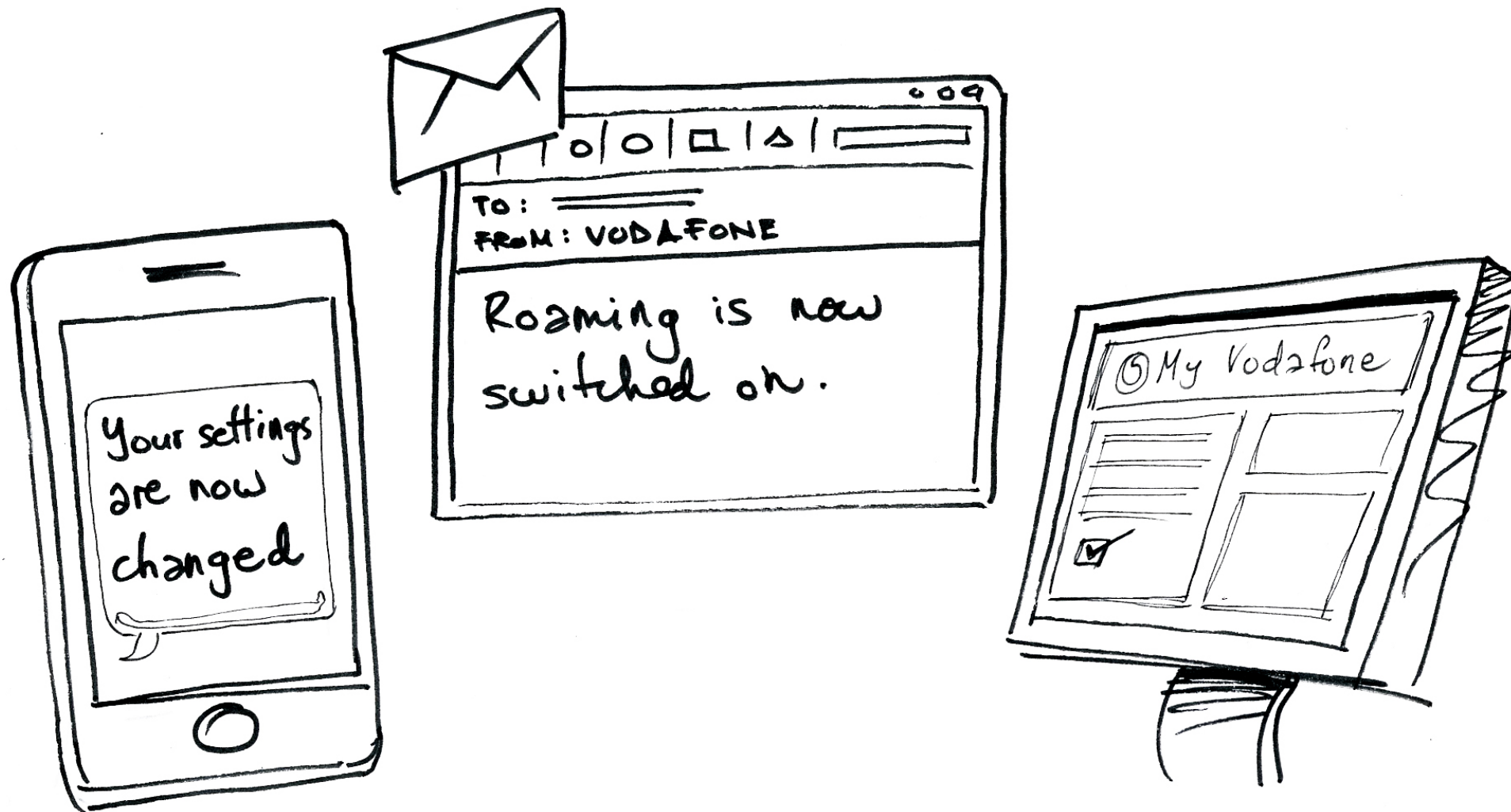
Use digital for a good care experience (not just self-care)

Use digital to holistically facilitate what a customer is trying to do.



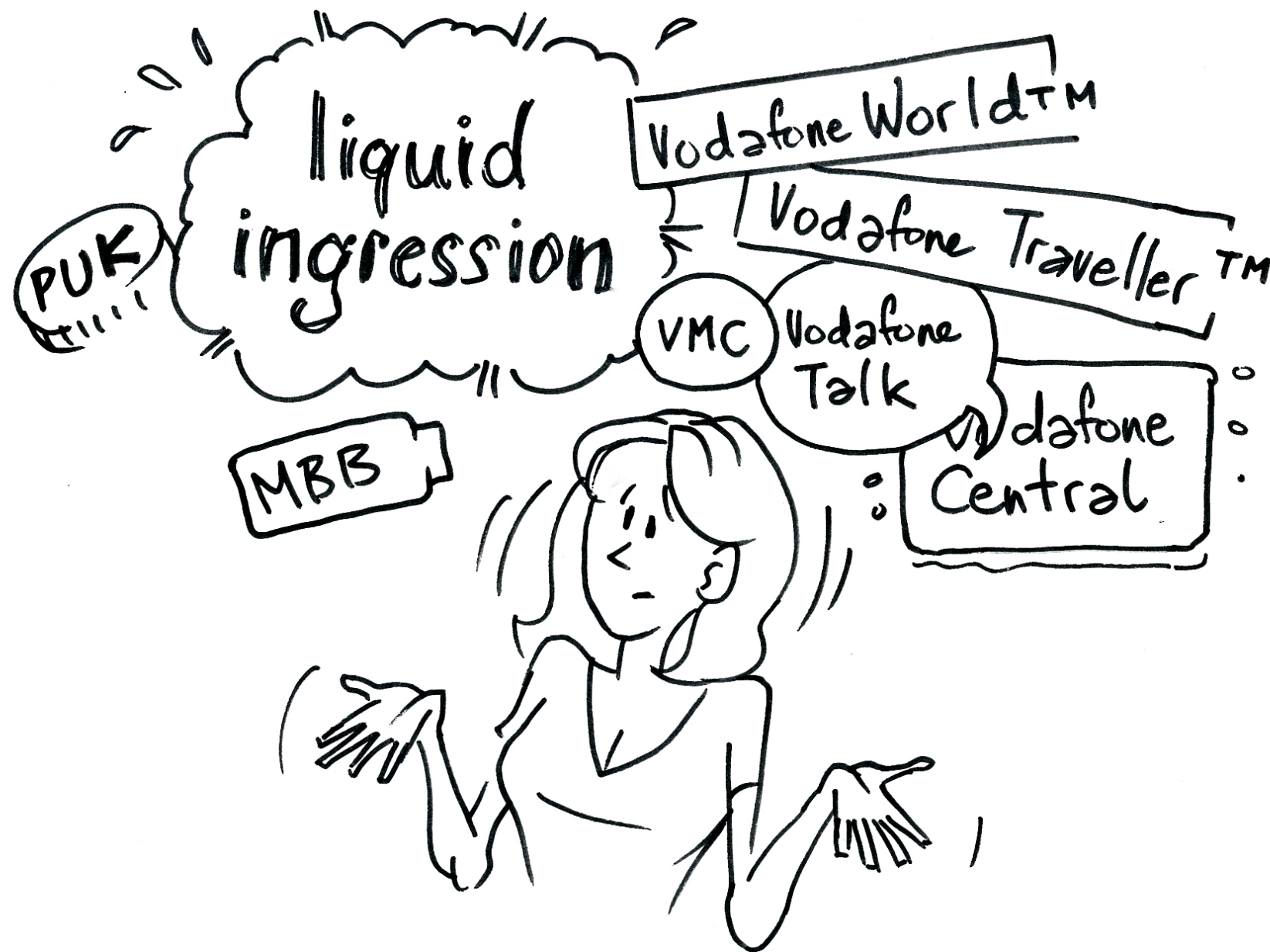
Give customers continuous feedback and one integrated view via multiple channels

Let customers know you've heard them. Build trust and encourage digital use by giving positive reinforcement.



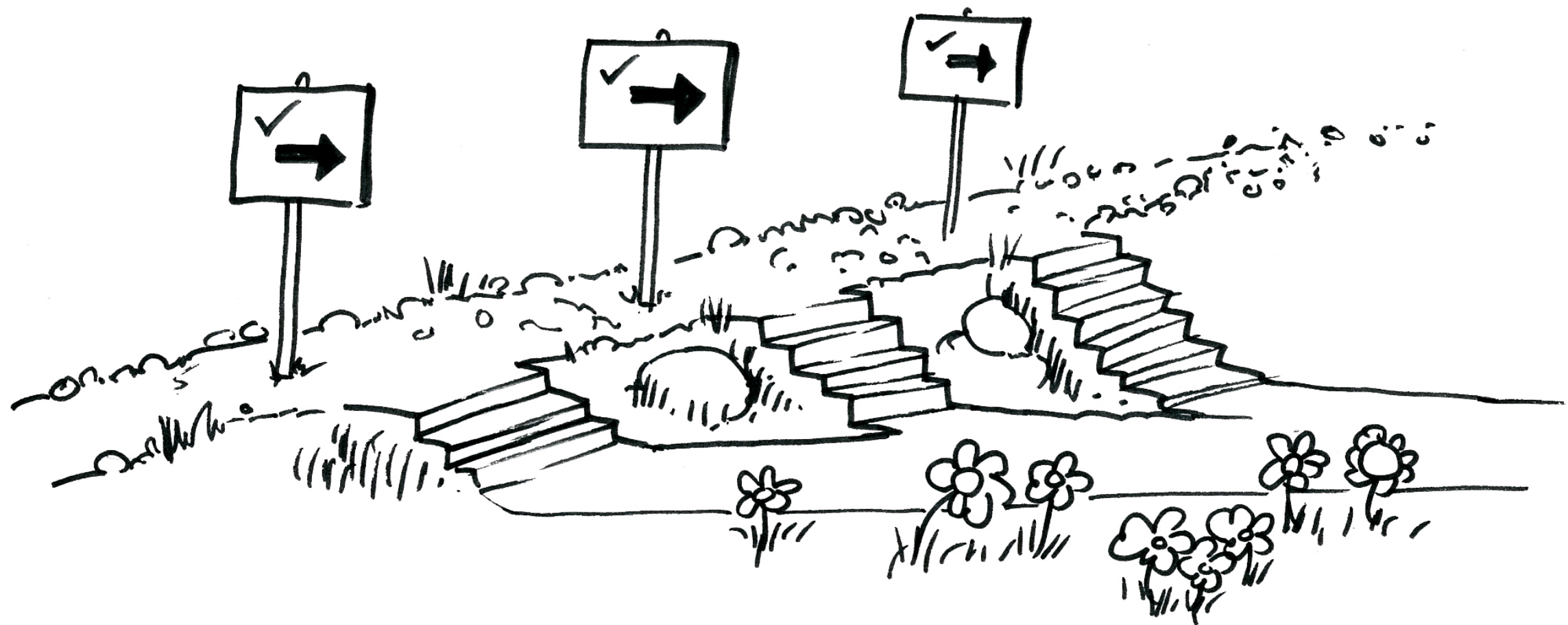
Use Information Architecture structure and language that's customer-focused (not Vodafone focused)

Use the language that customers use, not Vodafone-centric or technical terms



Change customers habits via continuous and proactive reinforcement of digital care offer

Education and raise awareness of digital care in a way that's genuine and subtle in order to build customer trust





Where to from here...

Using this research

- Inform eCare project 2012 planning
- Inform the design of self-care and self-service functions offered by Vodafone
 - *Pain points (experience insights)*
 - *Experience Goals*
 - *Digital Care inhibitors*
 - *Recommendations*