



Telefónica O2 UK chooses Jacada Agent Scripting (JAS) Product Suite to enable its Gurus support team to deliver superior service

A *Telefonica* company



At a Glance

- Telefónica employs around 11,000 people in the UK and has 450 retail stores.
 - **40 seconds per call:** Reduction in Average Handling Time (AHT) for calls received by Gurus.
 - **50% reduction:** The time needed for Guru advisors to record notes.
 - **Nearly 50% reduction:** The number of faults escalating to second-tier support.
 - **25% Decrease:** In 'repeat calls' into the contact centre; serious improvement in First Call Resolution (FCR).
 - **Three weeks:** Guru advisors staff training time down from five weeks.
- Customer Experience has been improved through faster problem diagnosis and resolution.
 - Better resolution rates.
 - Improved FCR with a consistent level of service through refining best practice.
 - Complex interactions can now be simplified and standardized for use by a less technical, broader, Advisor community.

Introduction

Telefónica UK Ltd is a leading communications company for consumers and businesses in the UK, with more than 22 million mobile customers and over 700,000 fixed broadband customers. The company is part of Telefónica Europe plc, a business division of Telefónica S.A., which uses O2 as its commercial brand in the UK, Ireland, Slovakia, Germany and the Czech Republic, with more than 56 million customers across these markets.

O2 employs around 11,000 people in the UK and has 450 retail stores. Its Gurus business is described internally as “the home of all things technical” for O2, and thus covers a wide variety of products and services that may require support.

The broadband sector has become increasingly competitive in recent years, with the market now dominated by offers that are focused on price and speed. In the past three years, competition in this sector has become even more aggressive, with cable/fibre products now bringing a whole new speed category to the market (knocking ADSL2+ off the top spot), and with prices on offer from non-fibre solution providers continuing to drop.

O2 remains committed to launching and supporting innovative broadband products that will strengthen its brand and help to distinguish the company from its competitors. A key part of these business objectives relies upon O2's ability to sustain its market differentiation by offering a superior service in both its product and customer support. For all of these reasons, O2 looked to Jacada to help support these important initiatives, since Jacada was already a trusted IT partner.



The Challenge

O2 operates a number of UK call centers for any customers who are experiencing problems with their home broadband and fixed line services, so that the fault can be quickly diagnosed by one of the company's advisors.

"We are lucky to have an amazing team of very talented advisors who are really committed to delivering an exceptional customer experience," says Julia Murphy, Change Manager at O2 UK Ltd. "Unsurprisingly, IT plays a critical role in helping them to achieve this goal, since just about every touch point relies on technology to support it, from the core broadband service through to the customer service systems that support the calls coming into the customer service team."

O2's advisors had been using a sophisticated knowledge-based tool to diagnose any problems that customers were experiencing with their home broadband. This tool not only provided the advisor with information and guidance during a call, but also offered a lot of information about why certain steps were taken during the fault diagnosis. This level of detail had potential downsides too, however, since advisors could get bogged down in lengthy explanations, rather than moving swiftly on to the next step of the diagnosis and/or performing an accurate hand-off to second-tier support. In addition, this system relied upon a series of downloadable case templates that required advisors to enter "freeform" text manually as part of their diagnosis, both during the call and in their notes afterwards.

"Because our existing knowledge-based tool relied on a series of templates and freeform text entered by individual advisors, call records were not always consistent from one advisor to another, and the hand-offs being made to second-tier support risked being incomplete," Julia Murphy adds. "In addition, it was sometimes unclear to the advisor when (and if) the hand-off to second-tier support should be carried out, which meant that calls that should have been resolved at the first call were sometimes being passed to second-tier support unnecessarily."

O2 also wanted a greater level of control and flexibility in defining and managing its customer interactions from within the actual operation, as well as the ability to respond rapidly to changing business needs by "tweaking" the way in which its advisors were interacting with customers at any given time. Historically, changes like these would have involved complex and lengthy IT development cycles – even if the changes were very minor – which at times had made it difficult to adapt quickly to changing customer needs



and to model and enforce best practice.

Telefónica decided to explore how it could simplify the way in which it managed calls regarding faults and also get more consistency in the way that its advisors were dealing with customers, handling fault reports and documenting these interactions. In addition, the company wanted to eliminate interactions that were escalated to second tier support unnecessarily.

The Solution

Having already used Jacada's unified desktop solution extensively across the sales and service organization as its strategic advisor desktop, Telefónica decided to trial Jacada Agent Scripting (JAS) Product Suite as a way of addressing these issues for Gurus. For a start, JAS would make it possible to bring a dynamic element to customer interactions, based on real-time customer information, in order to ensure that each call could be handled exactly as intended by the business. One of the main benefits that JAS, as

part of the Jacada Solution, provides is speed, since advisors can now diagnose faults much more quickly, now that they are receiving consistent, correct information in an easy-to-follow series of scripts and process flows. Also, unlike freeform notes entered onto a template, JAS is able to record a wide variety of details from any of these customer interactions automatically, which means that advisors don't have to waste valuable time writing up their notes after the call has finished.

In addition to these improvements in efficiency, JAS has also reduced the inconsistencies between advisors and second-tier support by eliminating the need to input manual freeform text during and after each customer support call. Instead, JAS now leads advisors through a comprehensive step-by-step fault diagnosis process via on screen prompts and guides.

"JAS is great at presenting complex processes as a simple and easy to follow guide that can be used seamlessly by our advisors when they're on a call," says Mark Frowde, Head of Gurus Innovation and Incubation. "There are a number of knowledge management solutions out there, but the fact that JAS is so simple to create, update and enhance many of our key processes makes it different. JAS has helped us to put a little more structure around technical help, which in turn has helped us improve our fix rates, makes it easier to pick up a call if a customer does need to call back, and also really helps to reduce hand-offs. For all of these reasons, JAS is really helping us to create even more fans of O2."

With the Jacada Solution that includes JAS, a Telefónica contact center manager can now make changes to the information and process flows being used by advisors very quickly, and as often as required. Better still, the various steps involved with each customer interaction can also be automated to enforce best practices while also reducing the time needed for training.

"Training on JAS is now included as part of our standard induction for all new employees," Julia Murphy adds. "We provide a great deal of training for

our employees, but only need to allow 1.5 hours for JAS, since the product is so intuitive and easy to use. As a result, following the implementation of JAS, we were able to reduce our overall staff training times down from five weeks to just three."

In addition to these other benefits, the Jacada Solution including JAS has been able to improve consistency among the advisors significantly, and also make it much easier for them to diagnose a fault more quickly, and usually on the very first call. Better still, if a advisor does get led down a "blind alley" by mistake, JAS will notice and get them back on track very quickly.

"Because JAS takes our advisors through the diagnosis one logical step at a time – and records each step taken – it makes the diagnosis process more consistent and accurate," Julia Murphy adds. "It's also now much easier for anyone dealing with the matter to review the detailed case notes that JAS allows, regardless of who took the initial call."

The Benefits

One of the main benefits of JAS is that it has transformed a technical diagnostic procedure into something that can be handled easily by the wider advisor community," Mark Frowde adds. "At the same time, we've also seen a significant reduction in Average Handling Time, since JAS users have their interaction notes produced automatically during the diagnostic process, which saves time both during and after the call. Whereas before it would take Gurus advisors up to a minute to type up their interaction notes at the end of the call, it now takes just 25 seconds."

In addition, the number of faults escalating from level one to level two has dropped by nearly 50%, and fewer cases raised means less second line resources needed. Also, the ability to solve more problems at level one equates to a better customer experience and lower service costs for Telefónica.

"We can already see that far fewer cases are being passed to second line support unnecessarily," Julia Murphy says. "That means that second-tier support staff are freed up to do more advanced diagnostic work, since advisors are much better able to deal with standard queries now, and to do so in a smoother, more efficient and consistent way."

Also, because JAS reduces the typing that each advisor needs to do during a call, Gurus has already cut its support calls by 40 seconds per call, and has reduced the number of 'repeat calls' it receives by 25 per cent.

"JAS has made all of these improvements possible by really streamlining the way that our advisors tackle a fault," Julia Murphy adds. "For example, JAS is very good at telling the advisor when to pass the call to second-tier support. This has had a positive impact on everyone involved, since JAS makes this decision based on clear, factual criteria, which eliminates any subjective element,. As a result, a great deal of time is saved on every JAS call that's passed to second line support.

"Plus, because our second-tier support people were very involved in setting these parameters for JAS, we really had their buy-in from the beginning. As a result, there is a lot of trust on both sides. JAS always knows the exact right moment to pass on a call, and everyone involved in the process can now see and appreciate that, and that has really helped to make the team much more confident"

The Future

Following a successful trial period, Telefónica has implemented the Jacada Solution which includes JAS to support all of its home broadband users, and plans are already underway to use JAS for the company's business broadband customers as well.

JAS has helped O2 excel in the fixed-line broadband market. At the Broadband Genie Home Broadband

Awards 2011, the company picked up both the Best Broadband Provider and Best Broadband Support, the top two awards on offer.

JAS is now integrated within Jacada's desktop for customer advisers, known as Synergy, which includes an intelligent view of all customer data and the processes required to support various call types. This means that complex support calls can be answered by the Gurus team and simplified with JAS, and then handled by the much larger general adviser community.

Also, because JAS provides such an intuitive modeling environment, Telefónica will have the ability to create and model more advanced customer interactions based on genuine business insight.

"Our advisors have been very positive about JAS so far and we've really only just scratched the surface of what it can do," says Julia Murphy. "We've actively asked for feedback through the initial trial of the product, and have slightly reorganized some of the diagnostic steps and scripts involved as a result, and found that process very easy to manage."

"Overall, we're very pleased with what JAS has been able to achieve, even in the relatively short time since the full implementation went live," she adds. "We've built a strong relationship with Jacada over the years and have found them very easy to deal with. Whenever we've had a question or wanted to make a change, Jacada has always been very helpful."



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