

# Service Transformation: make it easy

Listen to customer & colleagues, then fix what they say is broken. See how this led to huge increases in customer & colleague NPS at EE, while involving 38 technology implementations in 3 years.

## Summary

Learn how EE became a greatly improved mobile provider, with customers' propensity to contact dropping 88% & complaints 40%. Customer NPS is up 21 points. The simplicity of the strategy was key and the new operating model, established by the Strategy & Planning team after EE brought together Orange & T-Mobile brands in the UK, also raised employee satisfaction (eNPS) to 46 points. It's massive for frontline teams. Among 38 major IT changes were: Knowledge Management, Analytics, WFM & a Single Routing Platform. Cost per customer dropped 18%, with 14m fewer calls in a year work was brought back on-shore at no additional cost. These changes involved clear ownership & collaboration across the business, with amazingly granular insight on contact reasons that enabled faster decision making. Progress is tracked weekly, linked to reward.

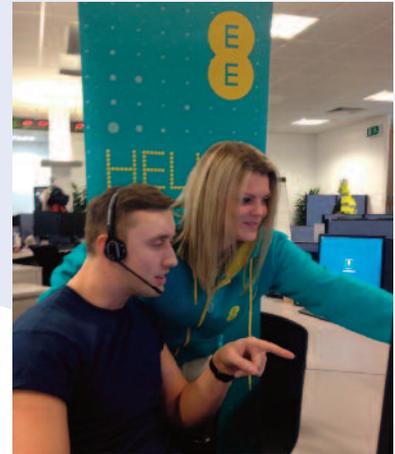
## Key initiatives

### 3 metrics: Customer NPS, Employee NPS & Propensity to Contact

Strategy for the mobile business at EE is deceptively simple: fix what customers & colleagues say is broken, this reduces the need for contact. The goals match the metrics: listen to our customers, listen to the frontline & fix the issues. 'Propensity to contact' is calculated as contacts per customer in a 12 month period. This dropped by a staggering 88%, with 14m fewer calls a year, without major online wins. EE's offshore footprint is now less than 22% of overall headcount, repatriating roles to the UK at no extra cost. The transformation was owned by Nick Lane, then Director of Strategy & Planning, and his team. It's been an immense commitment, with up to 137 changes a month, 14 major systems replacements a year & new integrated MI. Significantly, trust has grown in the business. Changes in senior team behaviour, from CEO down, gave confidence. Advisors and customers feel listened to. They see the difference in day-to-day life. "It's simple" "You listen" "Consistent from top to bottom".

### Deliver for the frontline: 38 technology implementations in 3 years

With control of the change agenda across the business, including technology, the Strategy & Planning team prioritise initiatives, communicate and ensure that everything comes together. They established accountability, visibility of progress and a rigorous process of weekly review. At the EE main board 60 mins is set aside to drive accountability for propensity to contact. Every change impacting frontline/customers occurs overnight before a 'Change Thursday'. The 'hard work' is managed behind the scenes, nothing left to chance, so changes are no longer disruptive on the frontline. Eg, when dual-screens came in, everything worked from the start. There was a clear blueprint for technology transformation, using best in class solutions yet getting the systems to work together as a suite. No-one expects it all to be perfect, but everybody buys in, seeing how their issues are being fixed. This has built up trust. At face-to-face SKIP sessions with agents, the team explain what change is coming, when. If the change is local, people have autonomy to make it happen. If the change is wider, accountability goes up to where that can be affected. "Incredibly rapid" "The most ambitious approach I've seen" "Making IT Heroes".



*"This is our strategy: we listen to our customers, we listen to the frontline and we fix the issues they are telling us about. We made it easy to understand for everyone ... service problems are transparent."*

**Nick Lane,**  
Managing Director EE Service

*"In agent focus groups I ask them one question: what stops you delivering a great service and what can we do to fix it? There has been a whole cultural change, the agents came up with solutions."*

**Amber Jobling,**  
Director of B2B Operations

*"I love the dynamic atmosphere, there is always something new. This is the best place I have worked by far."*

**Ben Cleaver,**  
Customer Services

*"The transition was seamless. It IS a great place to work."*

**Phil Gosling,**  
Team Manager

## Results

- 81% of issues raised by agents have been fixed
- 88% drop in propensity to call over two years
- +21pt increase in NPS Jan 13 to Dec 15 (+230%)
- +46% rise in eNPS (-11 in Feb 12 to +46 Dec 15)
- 38 IT implementations in the last 3 years



*“What I’m most proud of and get most feedback on is giving agents access to their own call recordings. The other key thing is that all data can now be linked together by contact & customer. This builds awareness and delivers better performance.”*

**Martin Duffield,**  
Head of Reporting & Analysis

*“Albert is designed and written by our agents, it’s in their language which is easier for them to understand.”*

**Louise Urwin,**  
Senior HR Business Partner

*“Training has increased, Albert has empowered people to learn & develop. We could take people off the street and get them online straight away.”*

**Mark Branning,**  
Team Manager

## Easy for customers: knowledge, confidence & ownership

First call resolution is up 23%, through making the frontline teams accountable & self-managing and delivering changes that benefit them, day-to-day. Every leader at all levels has had training: to understand performance and the data that drives change (Licence to Lead). A new culture, which brings data to the desktop every morning, means that teams review their own calls, book time off & focus on improvement without having to ask a Team Leader (My Performance). Albert, the new Knowledge Management system from eGain, has been crucial to the rate of change. It’s how agents feel confident, with 90%+ adherence to using it on every call and 22 agents on secondment keeping it up-to-date. Induction is down from 14 to 8 days; speed to competency has halved. From the outset, the team looked at best practice, such as the triage system in the NHS: “what do people do, who don’t want to get it wrong?”. They engaged people, integrated Albert into the CRM, created a single log-on/landing page and provided dual screens, so it was in front of agents at all times. Albert tracks product knowledge & changes. It automatically categorises contact reasons & collects colleague feedback. It’s used by 10,000+ agents & in 500 retail stores. “Deep trust” “Really passionate” “No worries” “I know what to do”.

## Planning & Insight: simplicity made transformation deliverable

Data has been fundamental. One version of the truth is always available, decisions can be made quickly and people don’t wait for reports. Based on contact reasons and linked back to the 3 strategic metrics, you can drill down whenever it’s needed, across all lines of business, whatever drives contact. The ‘hard work’ of collecting & analysing data is done behind the scenes, for example, speech analytics is now automating the capture of call reasons and a business owner has been allocated for each category. This insight drives prioritisation of improvement activity by the team and is used to manage performance throughout the operation, to look for best practice, share and identify gaps. Workforce Management (WFM), for 6,000 agents in 6 in-house sites, was upgraded to NICE IEX from 2 different WFM systems, each with legacy processes. Reduction in Admin time within planning reduced headcount by 15%, the experience transformed for frontline teams and new reporting capacity means decisions can be made quicker. For instance, agents can arrange shift swaps & time off through personal mobiles, tablets, PC’s from home, in real-time, without the need to ring or authorise. Significantly, team leaders are scheduled, by the planning team, for 60% of their time, so coaching happens. “They love it” “Minimal input” “Add value”.

*“If I transfer a call both of us get judged on the result. It’s in my interest to take ownership & resolve it. Albert allows me to do that.”*

**Adam Cleaver,**  
Customer Services Agent

*“If it makes our lives easier and our customers; then we roll with it.”*

**Lindsay Wallace,**  
Operations Manager

*“Licence to Lead had a really big effect and the bonus is fair, people feel in control of it.”*

**Julie Darling,**  
Head of Site, North Tynside

*“We had to take a really pragmatic approach. Automating administration was key.”*

**Andy Johnson,**  
Head of Resource Management

*“We have delivered way beyond what we thought was possible. Everyone was engaged from the outset.”*

**Nicola Black,**  
Acting Director of Strategy & Planning

*“We got backing from the board, they never turned us away. We’ve replaced 14 major systems each year.”*

**David Walker,**  
Head of Technology & Innovation

EE is a major Telecomms operator, with 30m+ UK connections, bringing together Orange & T-Mobile brands in the UK in 2010. EE Service handles 60m contacts a year, across multiple channels, with 6,000 agents, 500 TMs in 6 sites, with 4 outsource partners & 500 retail stores. EE use NICE WFM, call recording & analytics, Genesys telephone & eGain Knowledge Management, with Liveperson & Lithium for social media and Clickfox for journey analytics. The NPS survey was developed in-house