

Real-time & insight: the beating heart of a connected business

See how an empowering leadership has released potential, building customer focus and enabling functions like real-time planning to innovate in analytics, technology and social media.

Summary

The merger of O₂ and Three succeeded by building a strong values-based culture. People are empowered to take the initiative in delivering great customer outcomes. Real-time planning, for instance, has taken on a new dimension. Fresh sources of insight, visual dashboards and automated alerts mean that the team can take the initiative and pinpoint the cause of issues. They now apply robust incident management, power continuous improvement and connect people across the business, with creative use of social media. Overall there's been a huge impact on customer and colleague engagement, with sales through service up €27m and €1.1m efficiencies. Above all it is a great place to work. People feel really valued; they are totally bought into delivering a great customer experience.



Key initiatives

Living values: focus on customers, go beyond the expected

Following the complex merger of the two organisations, networks and customer groups in Ireland during 2013, collaboration and customer focus is at the heart of everything. As a result, teams work across siloes with a shared purpose: if it works for the customer, get it done. This is empowering people to use their talent and giving them freedom to bring ideas to life. These values are living and breathing in the workplace. They were developed from staff feedback, but are lived by the leadership and integrated in objectives. Each director takes a value to bring it to life and the glue that brings it together is a culture of 'appreciation'. Over 3,000 'appreciates' were submitted in 2016 and there's a quarterly 'heroes' and annual 'legends' award for each value. "This is the way things work here" "We work as one team" "We take responsibility" "Even the IT director talks about the customer".

Real-time insight takes service to the next level

The real-time dashboard has been a real catalyst of change in the business, a key step enabled by 'living the values'. This was the vision of one real-time analyst; his team leader gave him freedom to pursue his idea and to collaborate with the Capability Transformation Team to drive the innovation beyond his own knowledge. The new dashboard consolidates 24 call queues onto a single screen and this is available to everyone across the business, not just real-time planners. Tagging calls, by location and reason, means that a 'heatmap', with visual RAG indicators, can be automatically updated, issuing automatic alerts. This makes risks visible and pinpoints the causes of contact spikes. Crucially, this is not just IT; vital to success are the skills and capability the team provide the business and the trust they have engendered. "This insight is instant and accessible" "It's visual and driving decisions" "People aspire to work in real-time now" "One idea can change the business".

Incident management: communicate & fix issues quicker!

Effective incident management is founded on this new insight, using a powerful approach from the IT sector (ITIL service management). The team identify and resolve technical issues faster and balance service across areas.

"People are our secret sauce."

Sinead Sheehan, Team Leader

"I wouldn't work anywhere else."

Hilda Leahy, Team Leader

"Real-time are our beating hearts in the centre ... It's all about teamwork. Three is like my second family."

Aine Kirby, Department Lead,
Consumer Blue Stack

"Being given the time to develop the dashboard was fantastic. People trusted that I knew which way to go. When I ran out of skill I took it to the Transformation Team who made it fly."

John Steele, Business Analyst

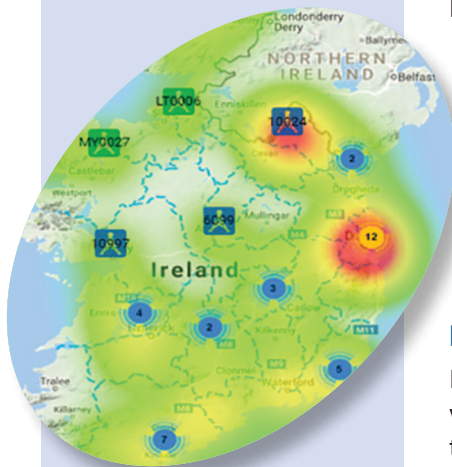
"We took something that looked complicated and made it simple. At a glance and with ease a user can now view the status of the call centre and its main departments."

David O'Brien, Capability Lead
Developer



Results

- Speed to fix – saved 551 hours in 2016
- €1.1 m cost efficiency
- 4,000 coaching hours
- Sales through service €27m, year-on-year
- €420k in IT cost avoidance + €25k pa (maintenance)
- Employee engagement 71% overall score
- Score for “we focus on the customer” 89%



“Coaching is critical for customer experience. We have to bring our A-game every day. People reach their potential by learning themselves.”

Yvonne Flanagan,
Revenue Manager

“Feedback from a customer ... is a way to improve ... nothing takes you by surprise on a call.”

Rebecca Culhane,
Customer Care Executive

“Incident management is a very slick, accurate process now. Real-time tell us the issue and impact. It helps put the story together.”

Jason Sheehan,
Service Delivery Manager

“We came together to be better – it wasn’t a merger.”

Jane Sexton,
Collections Manager

Furthermore, agents and customers are well informed up front and the new insight is used to focus coaching on the right behaviours, creating better customer conversations, higher cross-sales and a 39% drop in AHT. Crucially, the real-time team also ‘close the loop’. The heatmap data is used to drive better ‘forensic planning’. Analysis of the impact on customer contact and lost revenue supports corporate Six Sigma improvement projects and stakeholder management of issue owners across the business. “We can articulate issues clearly” “We fix faster” “We answer questions before they’re asked” “It’s breaking down siloes” “It’s become the norm”.

Use social media to connect business and customers

The Social Media Team use this insight to communicate with customers via social channels, throughout disruptive network experiences. This was a vital step in breaking down siloes. Customers appreciate it and unplanned contact was hugely reduced. What’s more, Yammer is used internally, across the business and really brings communication to life. Real-Time use it for incident updates, freeing up time to focus on insight. It is used to manage Directors’ expectations and share forecast deviations and service updates. SMS messaging includes infographics, reports and spreadsheets. Above all, access to the right information means that everyone has the same message and the same understanding, at the right time. This is how agents can be prepared; it’s all about the customer. “Nothing takes you by surprise on a call” “We help customers to help themselves”.

Leadership: invest in people to unleash their potential

Encouraging people to make the most of their skills and to develop their careers within Three is engrained in the culture and supported by a host of initiatives that include:

- Over 1,000 training opportunities available via an online portal.
- 12 Team Leaders graduates from the Dublin Institute of Technology’s Team Leader Academy.
- Managers targeted to be ‘up and out’ and learn from other companies.
- Technical support in-sourced; staff with strong customer skills were trained technically to form this team.
- ‘A day in the life’: experience another area and build your development.
- The chance for 2.5 days extra coaching for all agents in 2016, by re-investing AHT savings.

Consumer	Three FLS	Business	S Assist	Totals
Service Level	Service Level	Service Level	Service Level	Service Level
Offered 407 Handled 361 Abandoned 5.16	Offered 553 Handled 503 Abandoned 1.63	Offered 358 Handled 296 Abandoned 10.89	Offered 75 Handled 61 Abandoned 10.67	Offered 1393 Handled 1221 Abandoned 5.53
AHT: 374	AHT: 410	AHT: 380	AHT: 375	AHT: 414
Key Stats	Key Stats	Key Stats	Key Stats	Key Stats
Logged In: 29 Available: 4 Active In: 12 Not Ready: 0 Wrap: 7 Hold/Other: 0 / 6 Calls Waiting: 0 Longest Wait: 0:00:00	Logged In: 45 Available: 0 Active In: 31 Not Ready: 5 Wrap: 4 Hold/Other: 1 / 4 Calls Waiting: 4 Longest Wait: 0:00:22	Logged In: 38 Available: 8 Active In: 12 Not Ready: 7 Wrap: 6 Hold/Other: 3 / 2 Calls Waiting: 0 Longest Wait: 0:00:00	Logged In: 8 Available: 1 Active In: 3 Not Ready: 4 Wrap: 0 Hold/Other: 0 / 0 Calls Waiting: 0 Longest Wait: 0:00:00	Logged In: 120 Available: 13 Active In: 58 Not Ready: 16 Wrap: 17 Hold/Other: 4 / 12 Calls Waiting: 4 Longest Wait: 0:00:22
Forecast Deviation	Forecast Deviation	Forecast Deviation	Forecast Deviation	Forecast Deviation
SL: 89 / 73 Dev: 94 (+13%) AHT: 365 / 374 Dev: 9 (+2%) Calls: 365 / 407 Dev: 42 (+12%)	SL: 46 / 81 Dev: 35 (+76%) AHT: 456 / 470 Dev: 14 (+3%) Calls: 589 / 553 Dev: 36 (+6%)	SL: 94 / 47 Dev: 47 (+100%) AHT: 470 / 500 Dev: 30 (+6%) Calls: 309 / 358 Dev: 49 (+16%)	SL: 0 / 90 Dev: 90 (+100%) AHT: 0 / 175 Dev: 175 (+100%) Calls: 0 / 75 Dev: 75 (+100%)	SL: 183 / 16 Dev: 130 (+11%) AHT: 197 / 10 Dev: 168 (+16%) Calls: 138 / 8 Dev: 33 (+5%)
Reason Analysis	Reason Analysis	Reason Analysis	Reason Analysis	Reason Analysis

Three Ireland is the second largest mobile operator in Ireland with 35% market share, 2m customers and over 1,400 employees in Ireland. Customer Care Centres are in Limerick, Waterford and Mumbai, with 68 retail stores and a Dublin HQ. Systems used include Qualtrics, Salesforce, Liveperson, Lithium, TechM, Amdocs, Verint and Cisco.