Tele2

Opportunity

Many consumers across Europe use telecommunications provider Tele2 for their internet and mobile services. In the Netherlands, Tele2's customer care team handles a wide range of customer queries related to the company's television, internet, telephony, and mobile 4G services on a daily basis.

Since Tele2 has such a large number of employees advising customers on the use of its products, it is imperative that the company ensures employees effectively communicate the correct information to customers on a consistent basis. This is particularly important given that Tele2's customer care staff is spread across several Dutch offices, an external call centre, and a range of retail stores.

"If your staff provides customers with the wrong information, it can lead to customer dissatisfaction – no matter how good your products are," notes Ingrid van der Fits, customer service experience manager at Tele2. "We wanted to implement a knowledge management system to give employees access to the relevant information needed to service customers effectively and consistently. At the same time, we wanted to equip our staff to resolve queries on the first call, helping us reduce and prevent repeat calls."

Solution

After evaluating a number of solutions, Tele2's Swedish headquarters decided to implement Verint® Knowledge Management™ across its Tele2 branches in Europe. "The most important criteria for us was that knowledge content be stored in a viable way," explains Sebastian Gerrits, knowledge manager at Tele2. To achieve this, Tele2 structured and categorised information about each of its products. The categories were then mapped to recurring, common customer issues gleaned from customer calls.

"Imagine that a customer has a mobile telephone contract and calls with a question about an invoice," Gerrits adds. "Our customer care representative can immediately locate the relevant information pertaining to the query, as it is now categorised and structured the same way for each of our products."

It took Tele2 around four months to set up its knowledge management content and system. "A good deal of content was already present in our existing KANA® IQ knowledge management system," explains van der Fits. "The majority of work revolved around adapting and migrating the content so that it met our new requirements. The implementation of Verint Knowledge Management itself took place relatively quickly."

VERINT®

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– Ingrid van der Fits, Customer Service Experience Manager at Tele2

Adapting the knowledge content meant also adapting the structure of the content, as well as its layout and the way it was written. "For agents on the phone, we had to make it easy for them to find the right information while effectively continuing conversations with customers," explains Gerrits. "We took this into account by writing the knowledge content in a specific way. For example, we used bullet points and short sentences to make content easier to find, digestible, and actionable."

To help ensure that content was easy for agents to find, team leaders from across departments were included in the implementation process, since they are closest to the pulse of the workplace. On top of this, feedback was gathered from other Tele2 branches in other countries.

Results

"In the beginning, employees were a little skeptical about the introduction of the new knowledge management system," recalls Gerrits. "However, once they understood and saw the benefits, they quickly became fans. It is now much easier for them to find the information they need, which, in turn, helps them resolve customer calls quicker. In addition, because we took the time to implement the knowledge content and system in phases, we encountered very few issues in terms of adoption."

"Verint Knowledge Management has become the backbone of our operations," adds van der Fits. "With the solution, all employees who are tasked with answering questions correctly can find the information they need. They also have the ability to provide feedback on information, as well as indicate when

and where they lack specific information. Based on the feedback, we can modify the content to further help improve processes, employee performance, and customer satisfaction."

In addition to the implementation of Verint Knowledge Management, Tele2 has adapted the knowledge management processes to ensure that the content is always up-to-date, and also deployed training around the usage and benefits of the system. "I can also say with certainty that employee satisfaction has increased," says Van der Fits.

Today, Verint Knowledge Management occupies an increasingly central position in Tele2's organisation. Not only are employees better prepared to provide high-quality service to customers, but they are better prepared to do so even in the face of change. For example, when Tele2 introduced its 4G network, the knowledge management system enabled employees to answer customer questions effectively and consistently despite the fact that the 4G network was a completely new topic to them.

Since Tele2 employees can now find a wealth of information on their own, the company has to spend less time on knowledge transfer during training sessions. This translates to the company being able to focus more on skills training.

All of these benefits are attracting attention from a growing number of departments across Tele2's business, van der Fits concludes. "More and more departments want access to the knowledge management system — even those with no direct customer contact."

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