

CONTEXTUAL INQUIRY FINDINGS

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DEFINITION

Contextual Inquiry is a qualitative, user-centered, social, field research method designed to identify and understand users' needs and is utilized for collecting, interpreting, and aggregating in-detail aspects of work.



OBJECTIVES

- Comprehensive understanding of the (BEAM/IPCC) **Customer Relationship Management** portal and the related contact center.
- Observation of **the Customer Service Representative** (Agent) workflow and identify the root cause of issues documented during stakeholder discovery.
- Assess, identify, and recommend key areas that will enhance usability of the **CRM portal** and refine contact center workflows.



METHODOLOGY



32 Agents



6 Team Leads



Live call observation



Observation of CRM &
related Tools

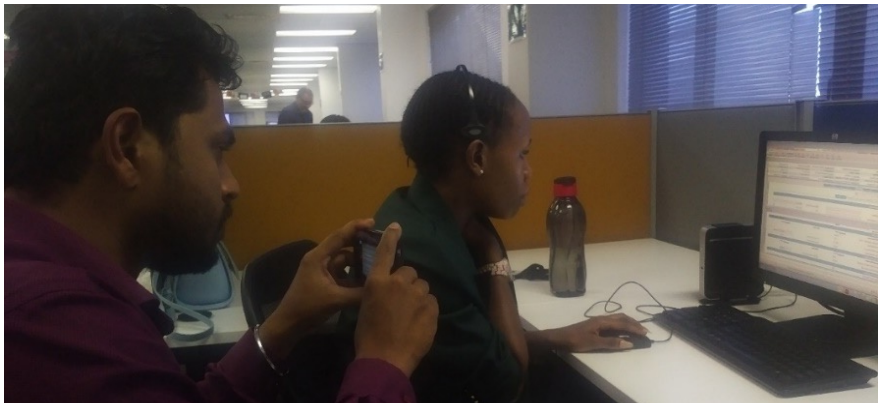
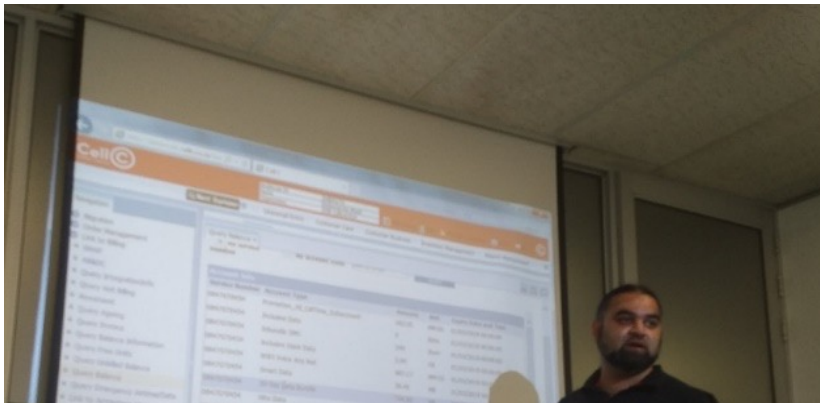


60 minutes of semi
moderated sessions



Workspace Tour

OBSERVING USERS



OBSERVATIONS



Call Type

Normal bill enquiry



of clicks

15 to 32



Call Handling Time

3 min
MIN

26 min



of Tabs visited

6 to 8



Agents

8

We have implemented the Key Stroke Level Model for Task efficiency, through this method we measured the various clicks in relation to the time taken for a task



What's happening at ground level ?

ISSUE BUCKETS & WISH LIST

Our research has revealed **4 major 'Issue Buckets'**, that impact call volume and efficient handling of customer issues. These areas are:-



Avoidable Call Generators:

What are the calls that can partially or completely be avoided?



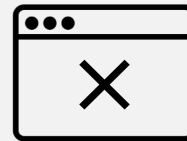
Repetitive Time Wasters:

What are the reasons for maximum call duration and repetitive activities within the system?



Workflow Mismatch:

What are the mismatches in the system that hamper the daily workflow?



UI Issues:

What are the interface level issues that cause hindrances in completing everyday tasks?



Agent Wish List

What would the agents want

The following slides would contain the various issues identified and placed in these 4 Issue bucket areas

Electronic Fund Transfer payment takes 24 hours to update in the system



Repetitive Time Wasters:

Findings :

1

It takes a minimum of 24 hours for a Cash/EFT payment made by a customer to update in the system



2

The customer also needs to mail a proof of payment

3

Customer is fined for defaults in payment leading to a bill dispute



Denotes a **breakpoint**:
Inability to complete the task, OR Slowing down of process OR
Issue being highlighted



The Way Forward :
Digitization & Push Notifications
for payments

Duplication of the cases, create confusion and increases unnecessary efforts



Repetitive Time Wasters:

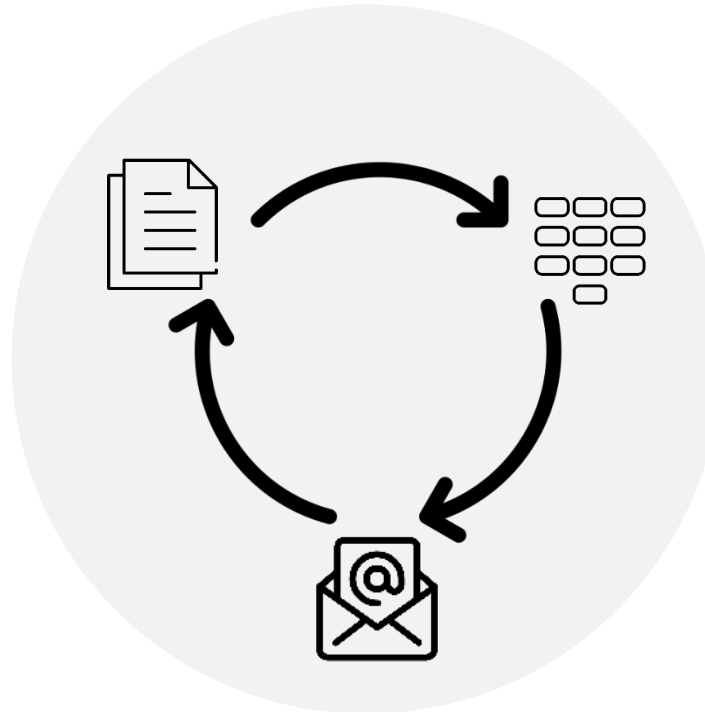
Findings :

1

The same case being logged in from multiple sources – email, social media or the application leads to creation of duplicate case numbers

2

Mobile Number not entered properly in the case from the store team, creates duplication of the case number to Vetting Department



3

Emails from store creates a new case number every time



The Way Forward :
Detection of duplications and suggested solutions

Network Investigations are multi system dependent

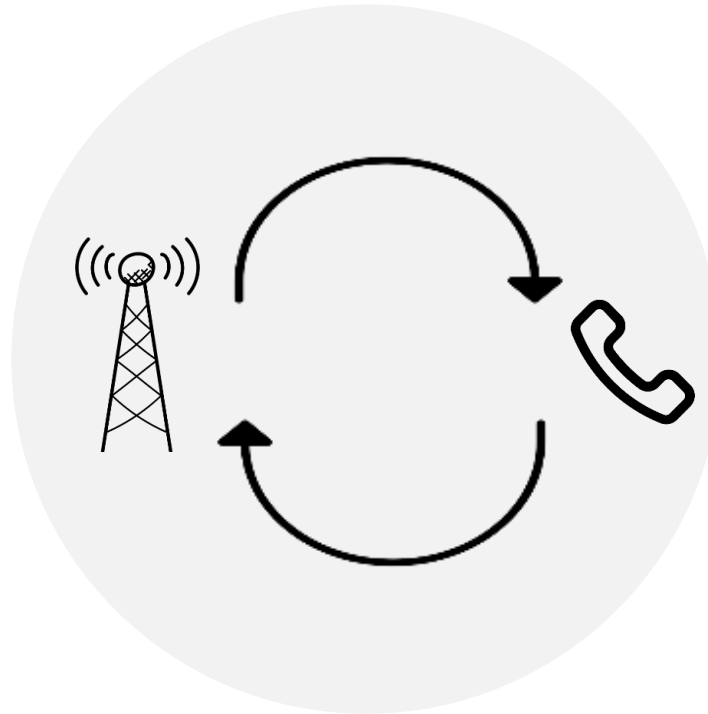


Workflow
Mismatch

Findings :

1

The agent currently uses multiple systems for making a detailed network investigation prolonging the overall investigation duration



2

The Systems are:

- Quantia for Phone and Data Connectivity
- Google Earth for user distance and terrain type from nearest Cell C Tower
- HP Service Manager for logging Network Investigation Tickets
- BEAM/IPCC for Customer Information and contacting the customer



The Way Forward :
System integration would reduce redressal time for Network Issue Investigation

Unnecessary manual efforts for duplicate data entries

Findings :

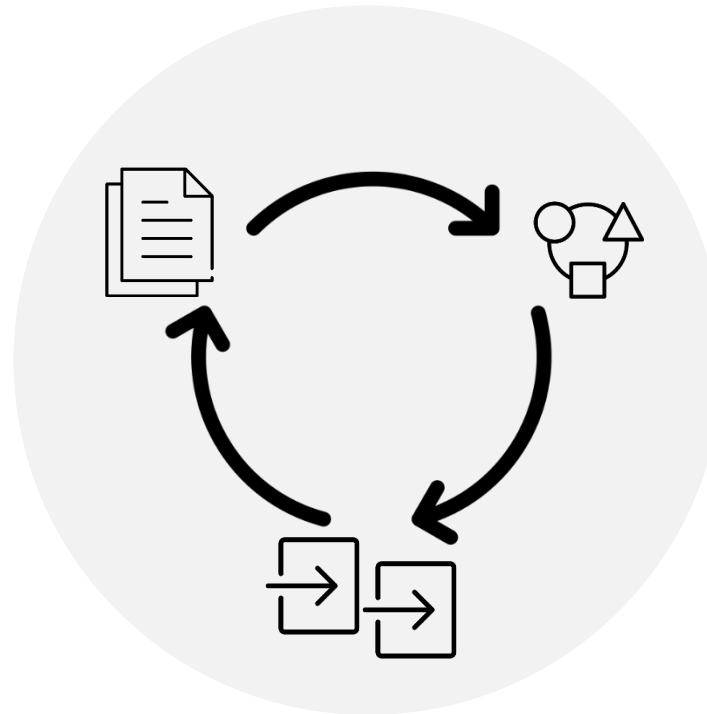
1

Form fields are not capable enough to fetch already entered customer details leading to repetition of manual entries

- The agent copy pastes multiple information repeatedly
- FE Department agents manually copy paste data from Beam in their Oracle System for credit refunds leading to double work

2

Lack of system integration leads to repeat effort for data entries



3

Agents have multiple login credentials for the various systems used



The Way Forward :
Form optimization



UI Issues

Inter Departmental Dependency should not be a hurdle for walk-in customers



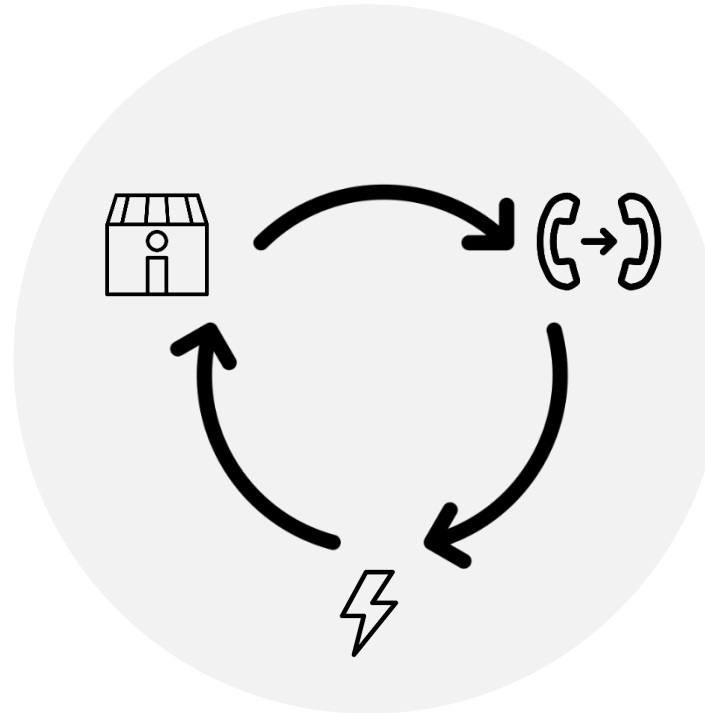
Workflow
Mismatch

Findings :

1

Inter Departmental Dependency delays walk-in customer query resolution who generally believe that their query would be solved on a single store visit.

"If you ask a customer who has walked into your store to come back again the next day because you are unable to resolve their query, they are not going to come back"
- Store Agent



2

Customers are being re-routed to an internal channel post a store visit instead of an in-store face to face experience.

3

Delays and request for revisits due to inter departmental dependencies creates frustration



Denotes a **breakpoint**:
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Issue being highlighted



The Way Forward :

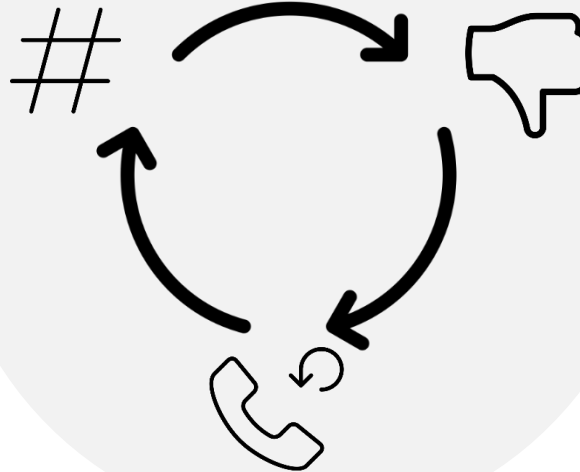
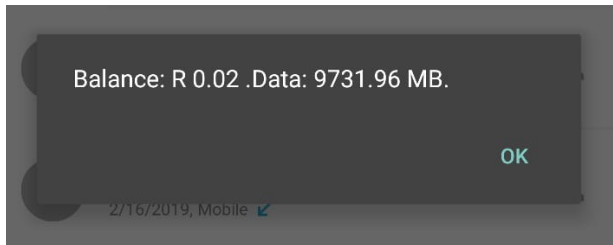
Multi skilled agent deployment at Cell C owned stores for same day customer query redressal.
Autonomy to Cell C owned stores
Reduction in inter departmental dependencies for walk in customer queries

Balance Query Status request does not provide details

Findings :

1

Balance query through USSD Code *101# leads to incomplete information



3

This adds to unnecessary calls to contact center for Balance Inquiry

2

Currently the USSD Code shows Rand Value but not the minutes remaining



Avoidable call generators



The Way Forward :
Empowerment through Self Help

External dependency for 'store detail' search by an agent



Repetitive Time Wasters

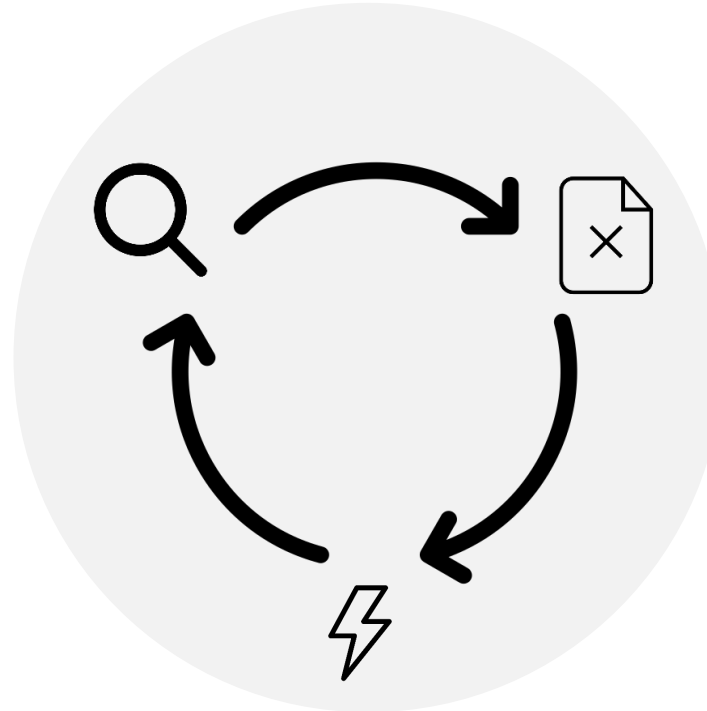
Findings :



Denotes a **breakpoint**:
Inability to complete the task, OR
Slowing down of process OR
Issue being highlighted

1

Agent often uses third party websites to search Cell C store contact information



2

The third party websites may or may not be updated

3

This incorrect information leads to frustration for customer as well as an agent



Denotes a **breakpoint**:
Inability to complete the task, OR Slowing down of process OR
Issue being highlighted



The Way Forward :
System enhancements and push notifications during call

Electronic Fund Transfer payment takes 24 hours to update in the system



Avoidable call generators

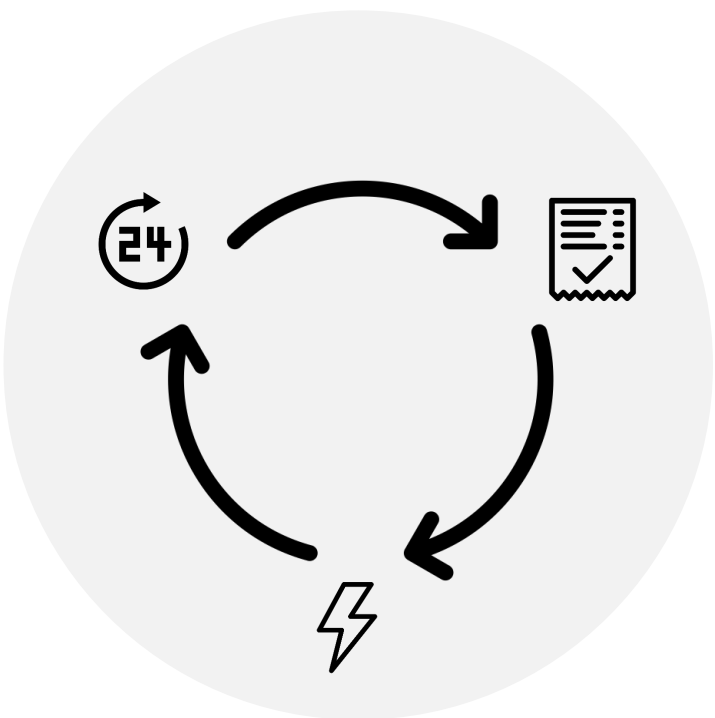
Findings :



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Denotes a **breakpoint**:
Inability to complete the task, OR Slowing down of process OR
Issue being highlighted



The Way Forward :
Digitization & push notifications for payments

Strict implementation of rules for prepaid SIM sales will reduce call volume



Avoidable call generators

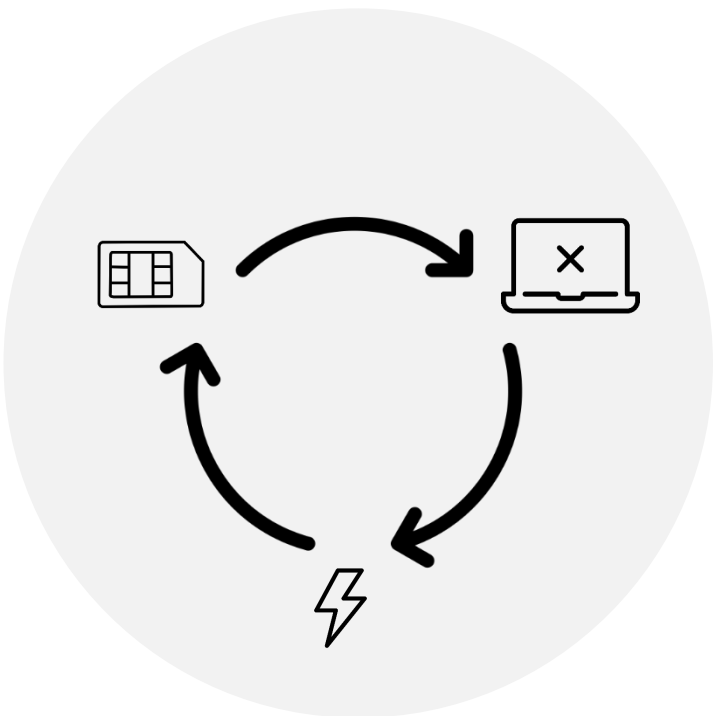
Findings :



Denotes a **breakpoint**:
Inability to complete the task, OR
Slowing down of process OR
Issue being highlighted

1

Vendors RICA SIM cards on own names and sell to customer who do not have required documents



2

Agents find it difficult to authenticate these customers

3

Customers are redirected to the store for further support



Denotes a **breakpoint**:
Inability to complete the task, OR Slowing down of process OR
Issue being highlighted



The Way Forward :
Customer Awareness on RICA

Reading 'Terms & Conditions' is lengthy, tedious and frustrating



Repetitive Time Wasters

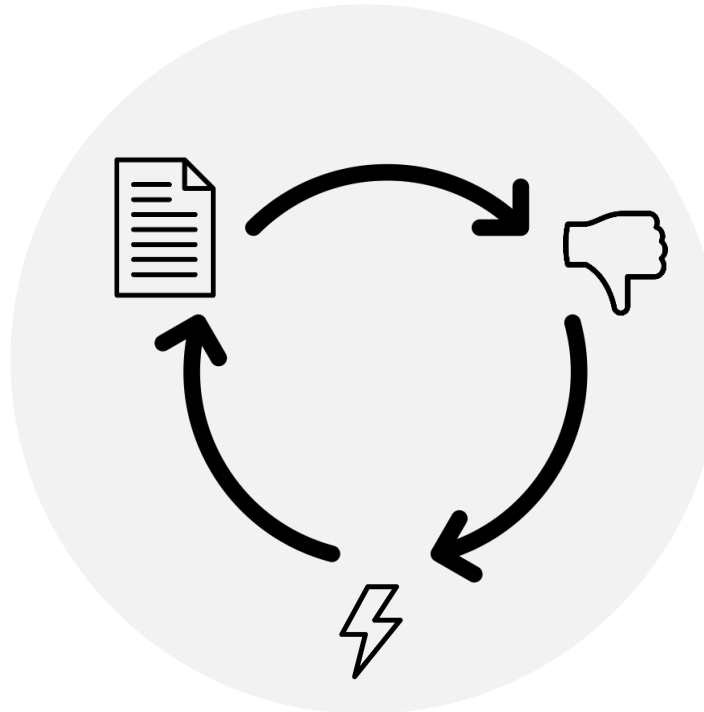
Findings :



Denotes a **breakpoint**:
Inability to complete the task, OR
Slowing down of process OR
Issue being highlighted

1

Once an upgradation process is completed the agent has to read out the complete 'Terms & Conditions' which takes around more than 2 minutes



2

The Terms & Conditions are difficult to comprehend over the call

3

The Terms & Conditions are not available in the system, agent refers to a printed material. The T&C is one of the reasons for elongating an already lengthy process



Denotes a **breakpoint**:
Inability to complete the task, OR Slowing down of process OR
Issue being highlighted



The Way Forward :
Alternative methods for relaying T&C

Basic troubleshooting should be more efficient

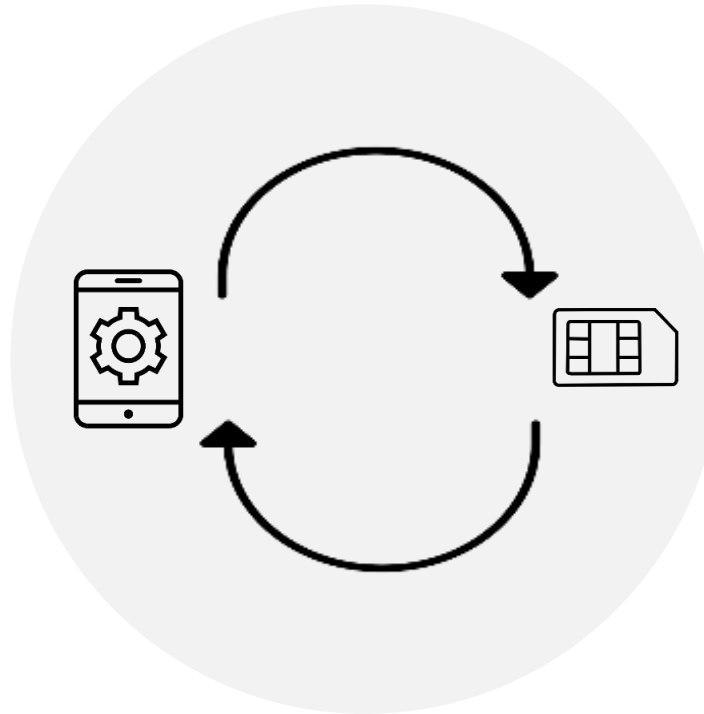


Repetitive Time
Wasters

Findings :

1

Individual settings will only be known to the user therefore the first level troubleshooting is crucial



2

A full fledged Network investigation is initiated due to customer requests only to be found that the issue was with the handset troubleshooting or outdated SIM Card



The Way Forward :
Thorough troubleshooting before forwarding front end network complaints to backend
System should reflect SIM Card status (Age and type)

Call status 'whether transferred' or a 'fresh call' required in system

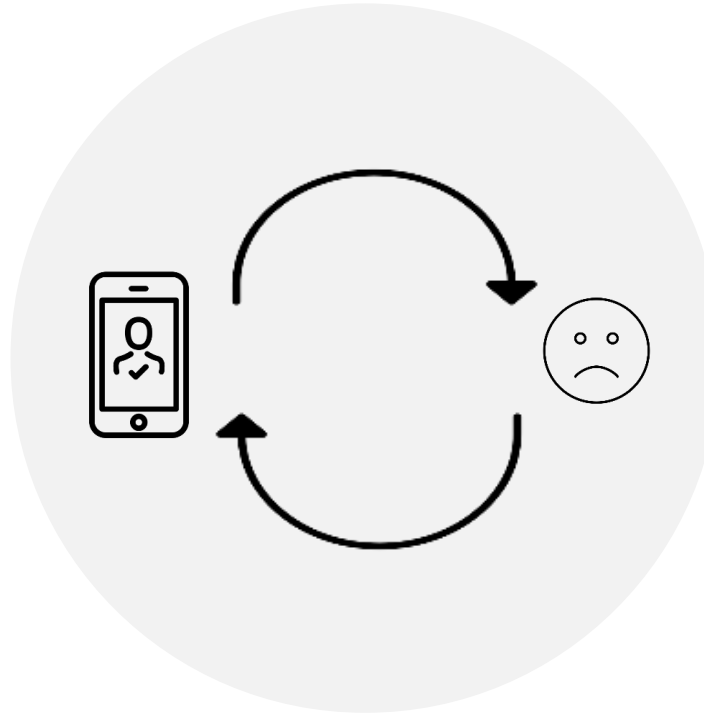


Workflow
Mismatch

Findings :

1

As per security protocols agents need to authenticate every call whether they are transferred or fresh calls.



2

Customer already authenticated do not prefer being authenticated again in case of transfers.



The Way Forward :
System should show caller status

Turning down walk in customers over regulatory issues is painful



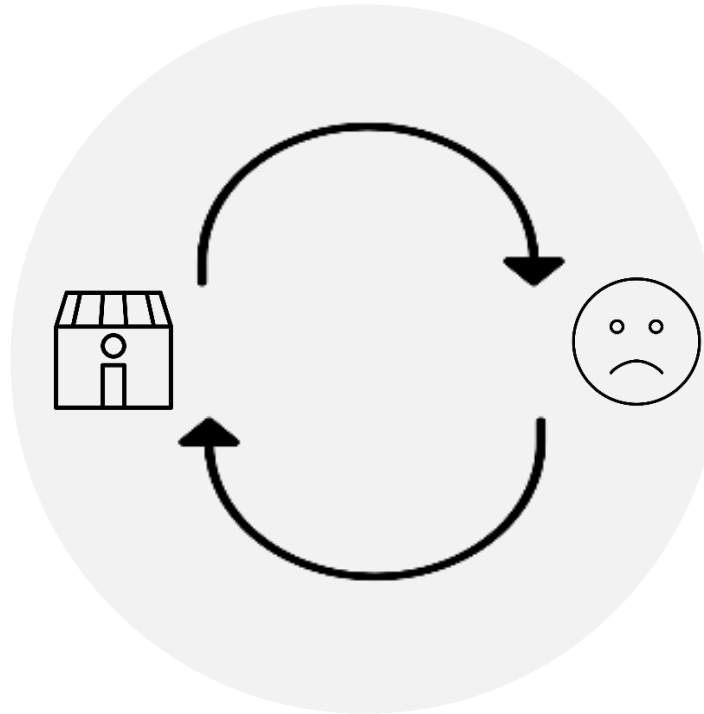
Workflow
Mismatch

Findings :

1

Walk in customers being turned down for insufficient documents not only leads to loss of revenue but a negative brand image.

“Approximately 20 walk in customers are turned away per day because they don’t have required documents”
- Exclusive Store Agent



2

There is a negative perception for the Prepaid SIM Card acquisition from exclusive stores, in context of lengthy documentation therefore customers prefer the Pre RICA SIMs more from roadside vendors



The Way Forward :
Awareness & Support System

'Deals' are unavailable in the system

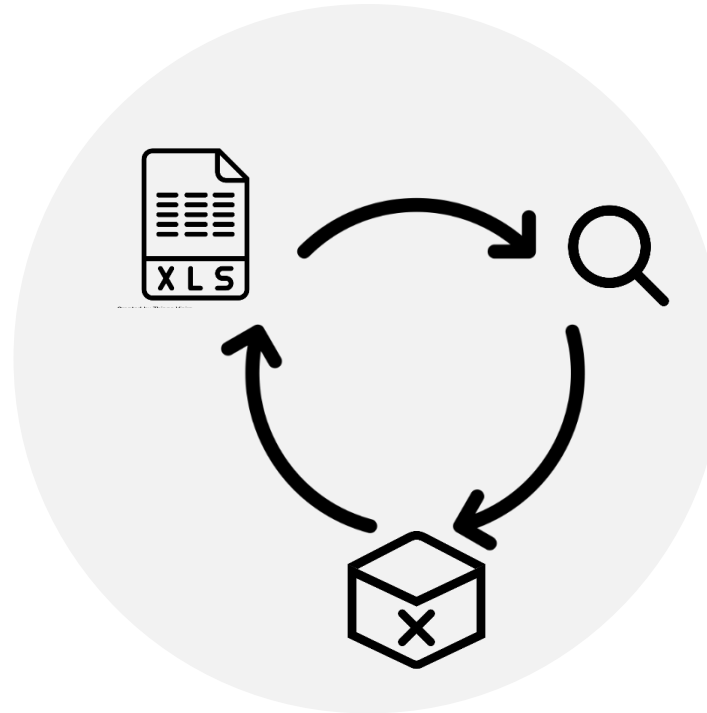
Findings :



Workflow
Mismatch

1

The data is not up to date and is in not sync with the inventory. The Stock data too is not available in the system and is communicated through an excel sheet



2

Agents have to explain description/specification of the phone by referring third party websites and the deals through the excel sheet which leads to consumption of more time and confusion among customers.

3

Agent manually refers to an excel sheet to verify the existing deals.



The Way Forward :

The deal data should be updated in the system in sync with the inventory

The deal should be supported with related images and specifications in case of phones

Access to existing and eligible 'deals and devices' to the customer for better decision making and reducing agent effort on call

Interdepartmental system viewing privileges would speed up investigation process

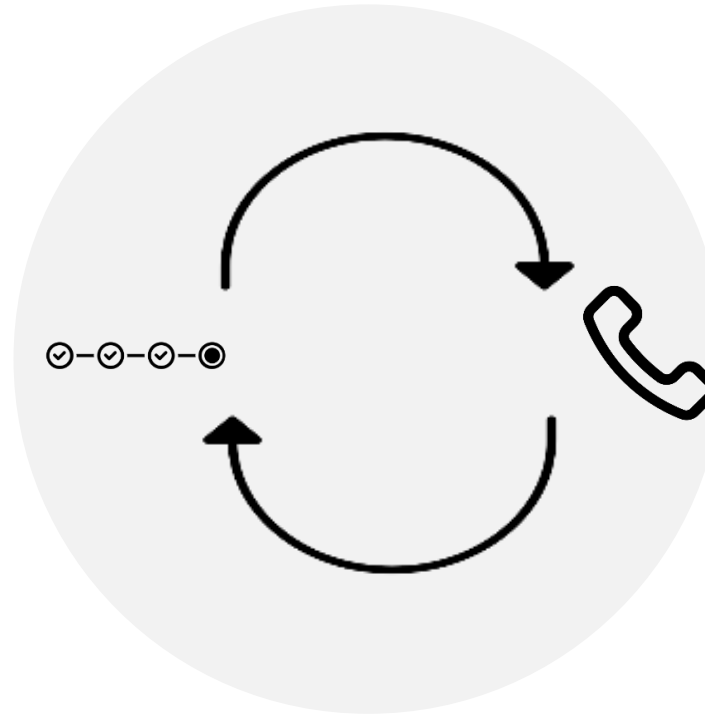


Workflow
Mismatch

Findings :

1

For a contract related investigation purpose agent requires to see the query progress



2

Notes provided by front end department are not sufficient to aid an investigation, making the investigating agent call the department personnel from where the query was redirected for further investigation



The Way Forward :

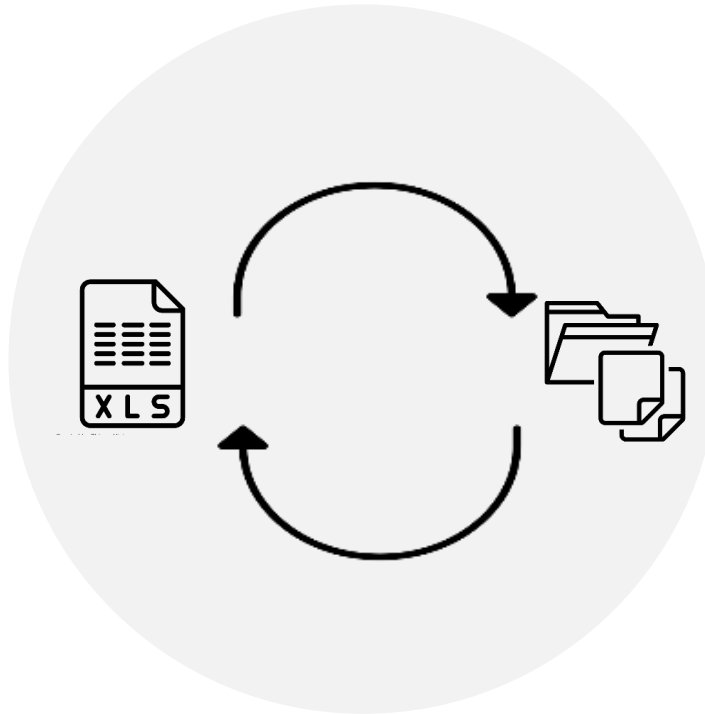
Interdepartmental system viewing privileges would reduce efforts for the investigating agent and also the investigation time
Query journey progress status should be available in the system along with details

No lead management assistance and incentive tracker

Findings :

1

Agent maintain manual database of the leads generated and incentives earned



2

It increases the hassle of multiple files



UI Issues



The Way Forward :
Personalized dashboard

Unable to see real time Stock updates

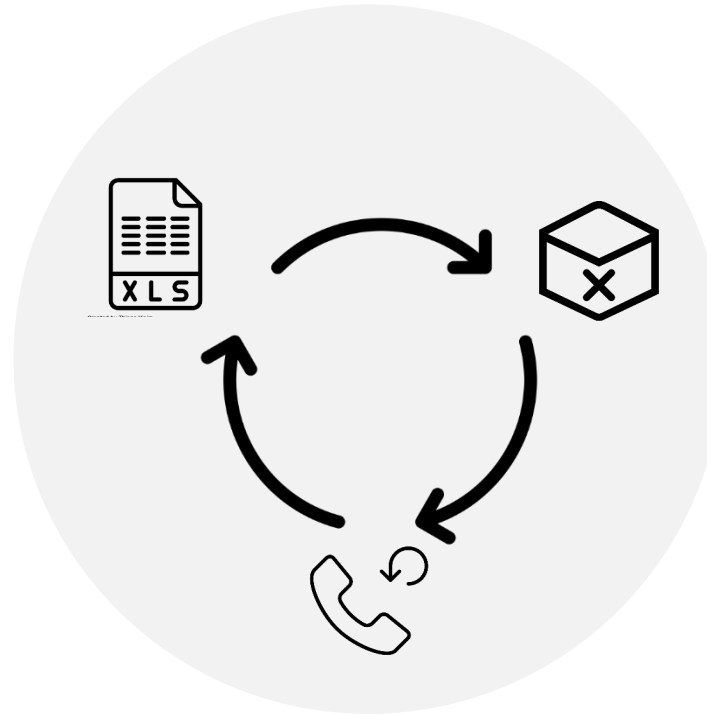
Findings :



Workflow
Mismatch

1

Stock inventory is not integrated within the system
Manual stock reports sent on daily basis



2

Selling Team unable to see available stock in the system

3

Incase of unavailability agents have to reach back to the customer to re-sell the available stock



The Way Forward :
Real time Stock Inventory updates

Incorrect IMEI numbers available in the system

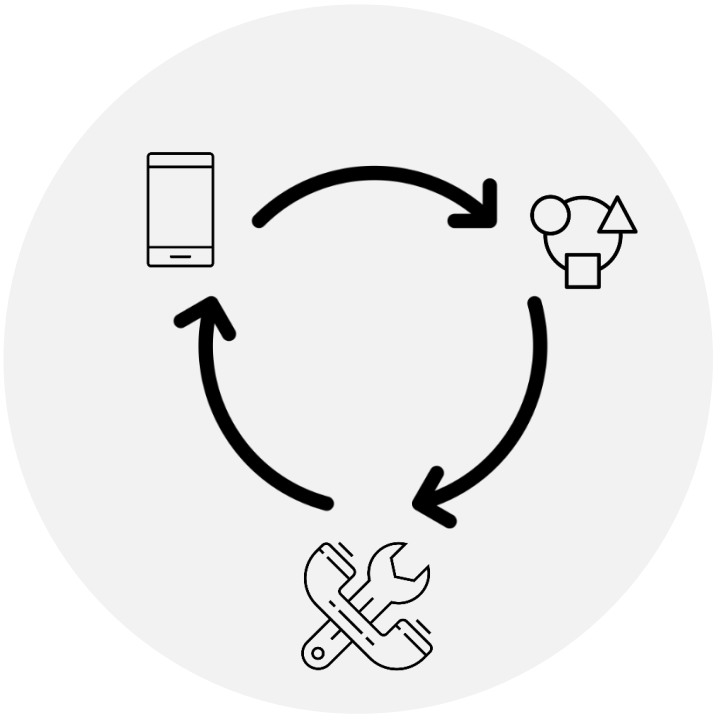
Findings :



UI Issues

1

IMEI number is fed into the system on device sale
Incase of returns, system doesn't allow updations of old IMEI



2

This creates issues in inventory management

3

Roadblock for future technical queries



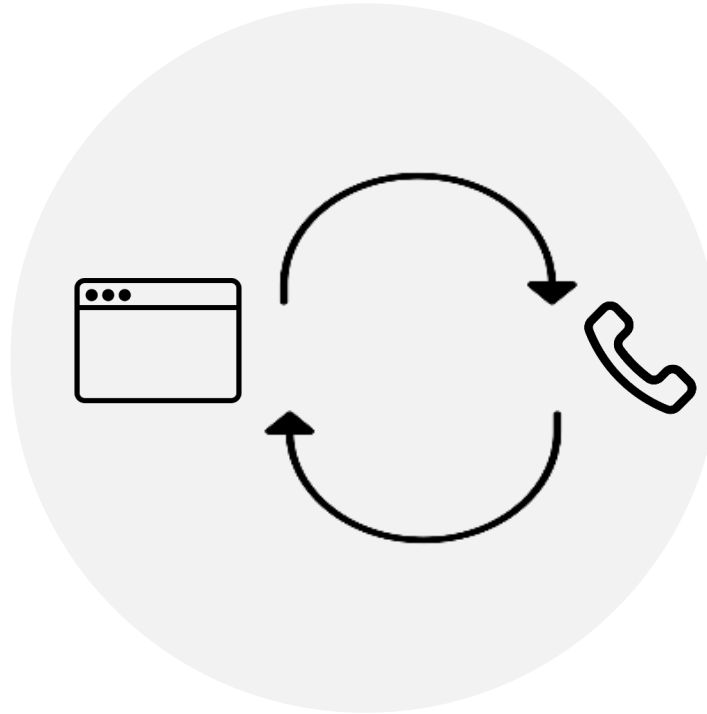
The Way Forward :
IMEI number updations

Third party dependency for order tracking

Findings :

1

Agent relies on third party sources to track customer order



2

Customer unable to track order, leading to unnecessary calls for order status



UI Issues



The Way Forward :
Order progress visibility

Self service PIN usage is low

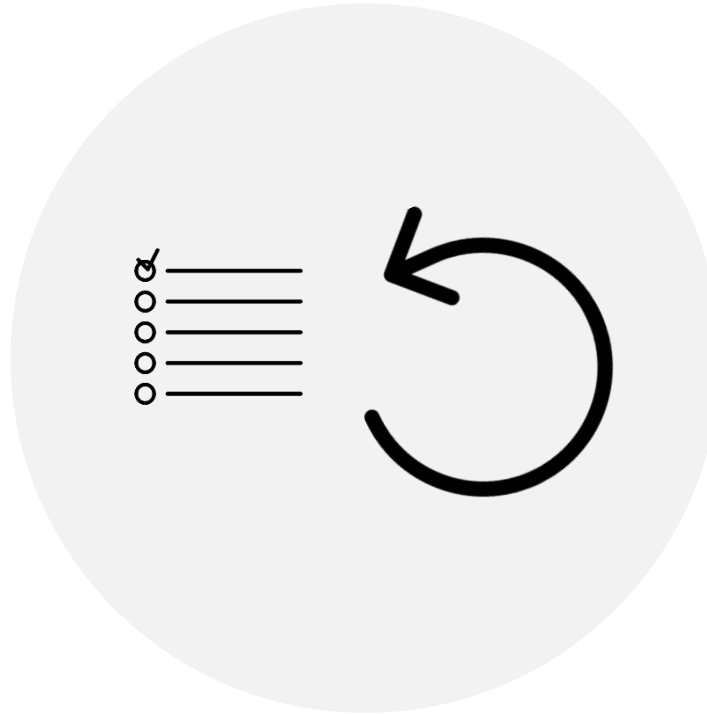


Repetitive Time
Wasters

Findings :

1

For authentication purposes
customers go through a mandatory
first level of 5 point security check



The Way Forward :
Communicating the benefits of a Self Service PIN
Prompt on calls about self service PIN

Interdepartmental communication barrier

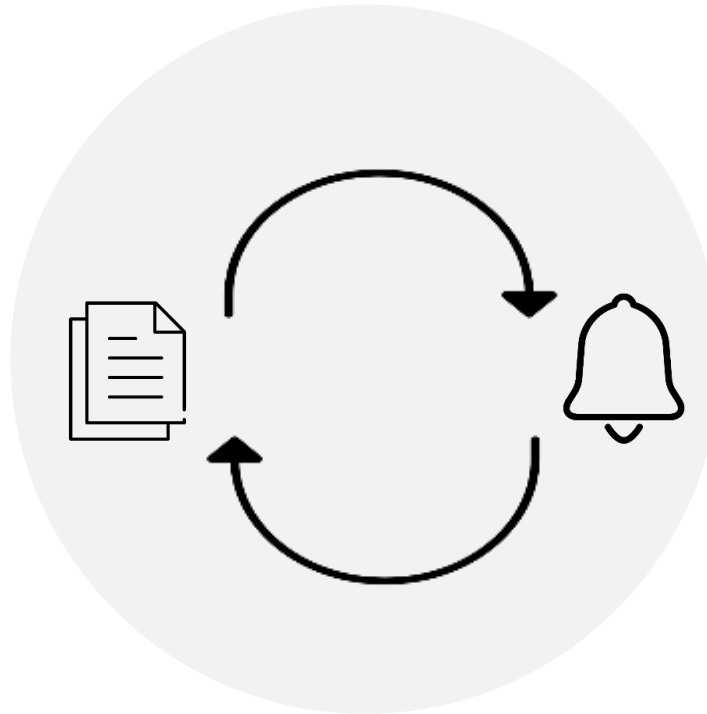


Workflow
Mismatch

Findings :

1

Agent enters customer details into the system
SFF team & Credit Vetting add their comments in C Advance incase of insufficient information/documents



2

Agent periodically looks into C Advance for order progress due to lack of interdepartmental update notifications



The Way Forward :
Interdepartmental alerts and notifications

Inter-Company dependency for customer query resolution

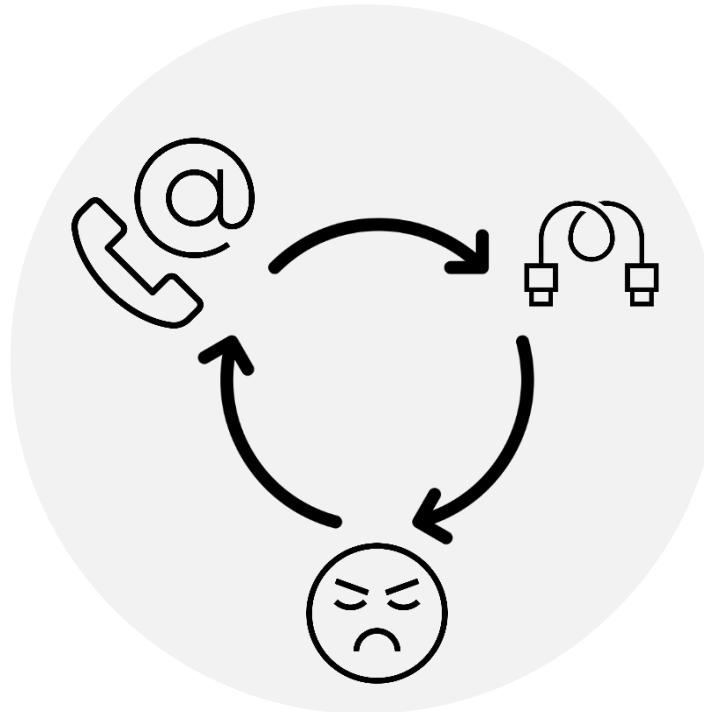


Workflow
Mismatch

Findings :

1

Customer has to call or email for any C-Fiber related queries



2

The C-Fiber agent takes down the complaint and then contacts the Fiber Network Operator (FNO's) of the customer's area and logs a ticket on the Client's behalf

3

This process increases the overall resolution time of the customer query and leads to frustration



The Way Forward :
Self Service empowerment for C-Fiber Customers

Misconceptions about Free Streaming Data on Black

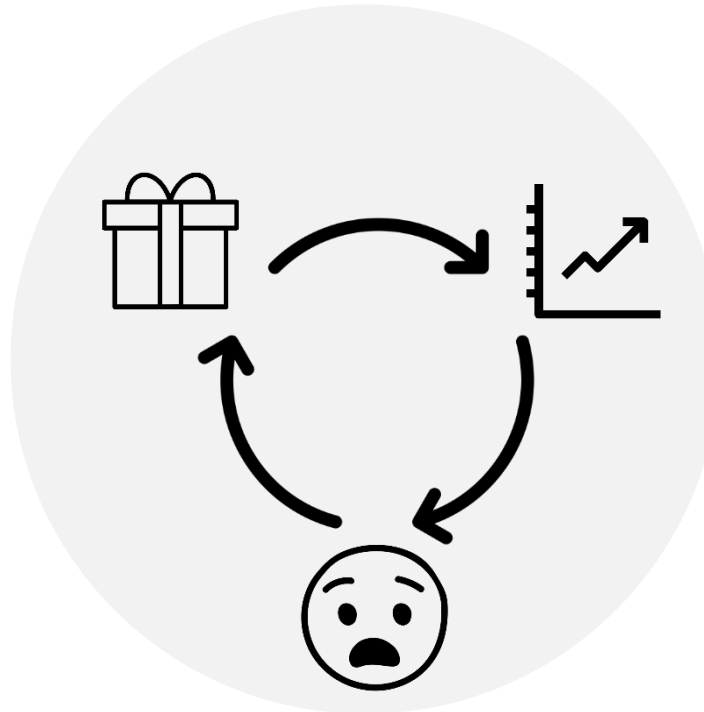
Findings :



Avoidable call generators

1

Customer gets 'Free Black Data' as part of a promotion



2

The customer exceeds usage of regular Data on phone assuming he/she already has that extra 'Black Data'

3

This leads to Bill Disputes at the time of Debit order and also frustrates the customer



The Way Forward :
Customer Awareness on various promotional offers

MANAGER SPEAKS

- Insufficient training
- If the customer is difficult to handle the query is sent to backend or Store even though it is a front end query
- Language barriers in communicating with customers
- Agent unaware of some of the areas in existing processes
- Agent dependent on Team Leader for certain regular queries
- Certain agents only tally the first few digits of the ID and assume the remaining to be correct leading to wrong persons getting authenticated
- Agent loyalty shifts for better hourly wage



***"Need messenger to
communicate with the team
leader"***

"Learning should be fun"

***"I want
appreciation for
good work"***

***"I would like to have
single system"***

AGENT WISHLIST

Agent feedback enriches customer profiling

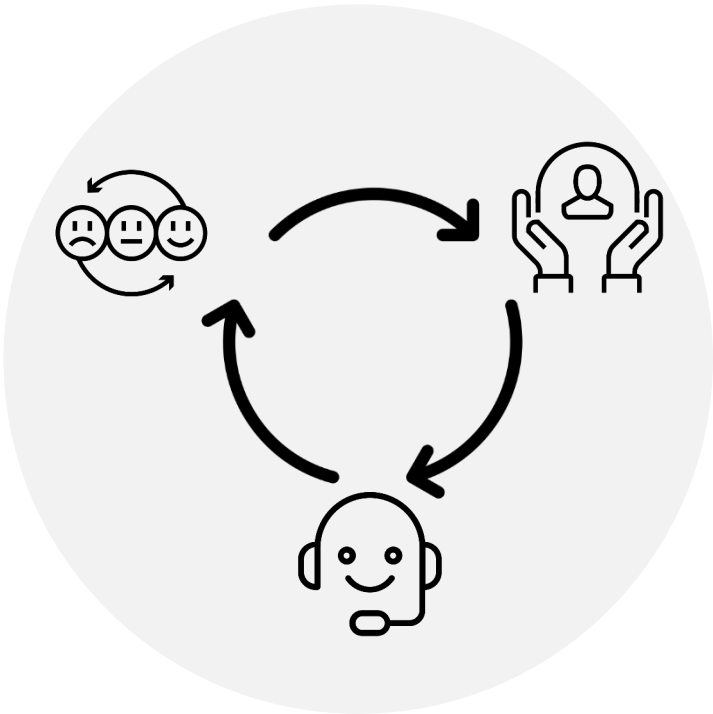


Agent Wishlist

Findings :

1

Agent would like to know the query & mood patterns of the customer calling



2

This provides a personalized approach on a particular query

3

Assists the next Agent taking the same query forward



The Way Forward :
Query Information and Agent Rating for customers

Agent maintains separate excel sheet for keeping track of work related progress

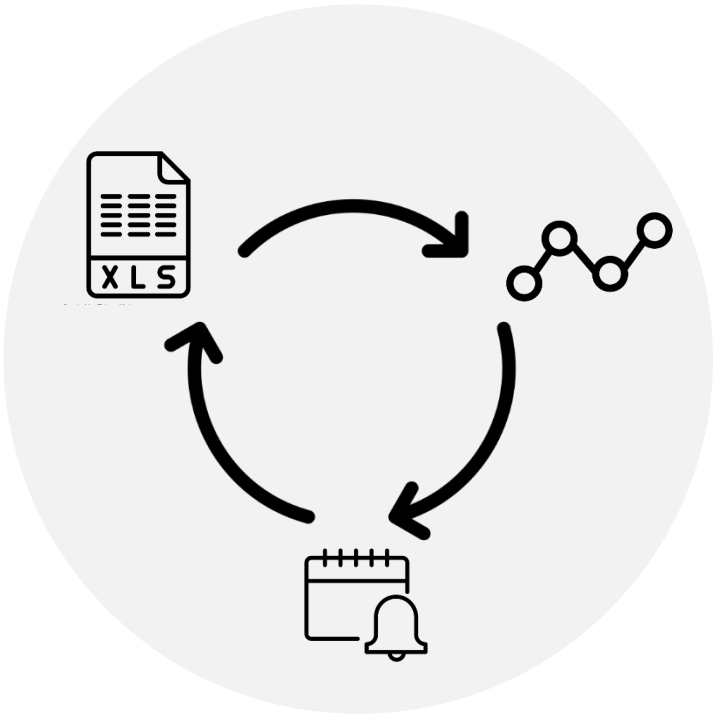


Agent Wishlist

Findings :

1

No system provision to handle case details and updates, agents maintain own excel sheet on daily basis



2

Agent unable to view their own performance details or progress

3

Agent sets manual reminders through third party applications for certain call backs and follow ups



The Way Forward :
A personalized agent view

Thank You