

# CONTEXTUAL INQUIRY FINDINGS

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## DEFINITION

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**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.



Reference: Krupinski, E. (2014, March). Human factors and human-computer considerations in teleradiology and telepathology. In *Healthcare* (Vol. 2, No. 1, pp. 94-114). Multidisciplinary Digital Publishing Institute.

# OBJECTIVES

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- 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

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32 Agents



6 Team Leads



Live call observation



Observation of CRM &  
related Tools



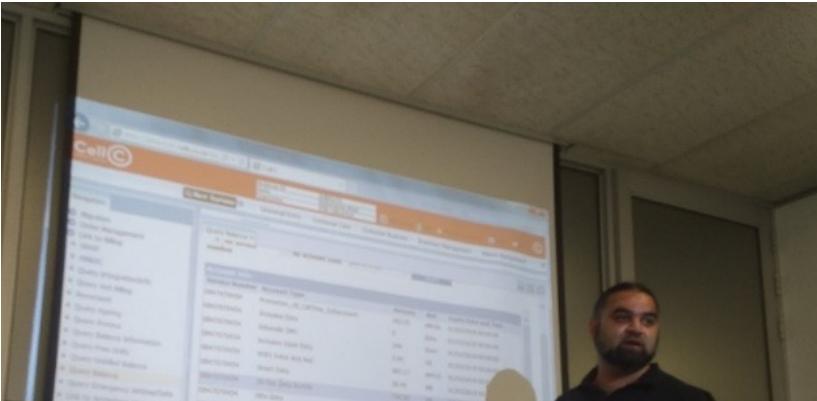
60 minutes of semi  
moderated sessions



Workspace Tour

# OBSERVING USERS

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## OBSERVATIONS

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Call Type

Normal bill enquiry



# of clicks

15 to 32



# of Tabs visited

6 to 8



Agents

8



Call Handling Time

3 min

MIN

26 min

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?



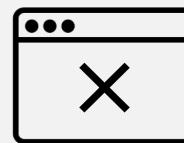
### Repetitive Time Wasters:

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

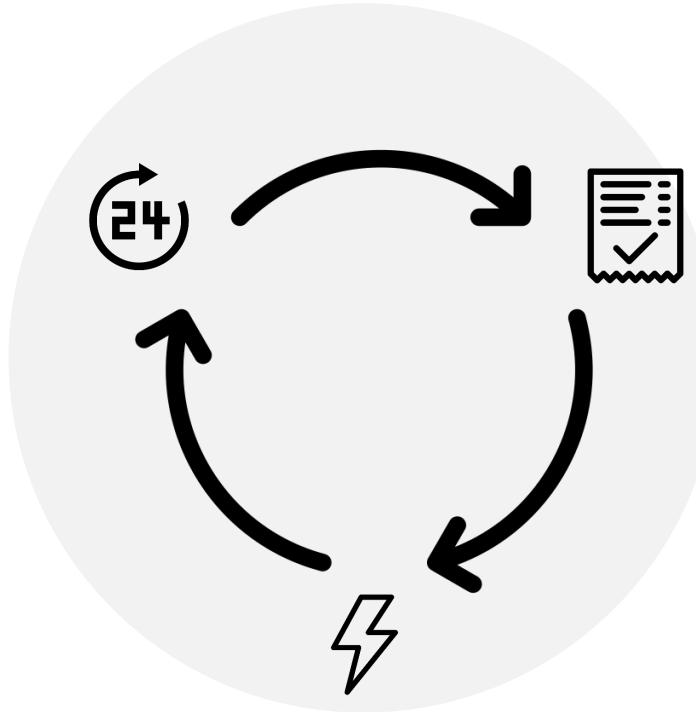
The following slides would contain the various issues identified and placed in these 4 Issue bucket areas

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

## 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



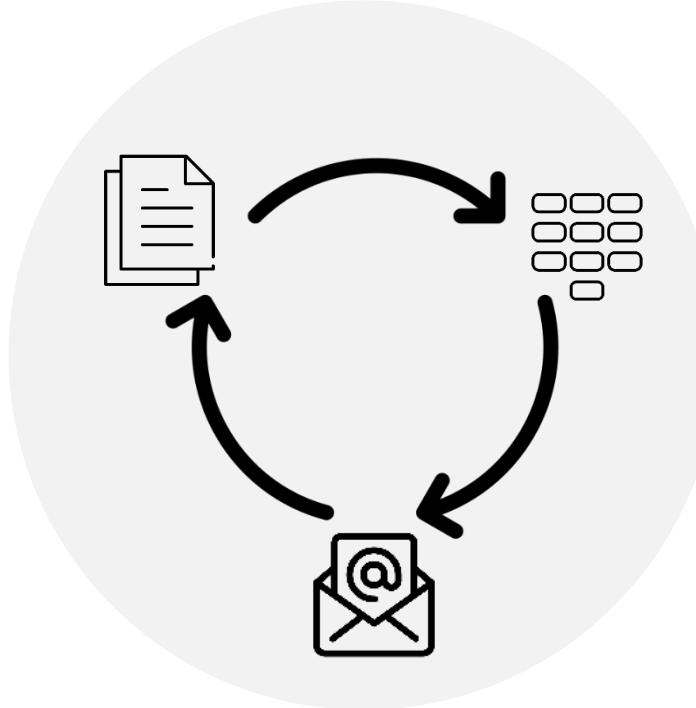
Repetitive Time  
Wasters:

## Duplication of the cases, create confusion and increases unnecessary efforts

### 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



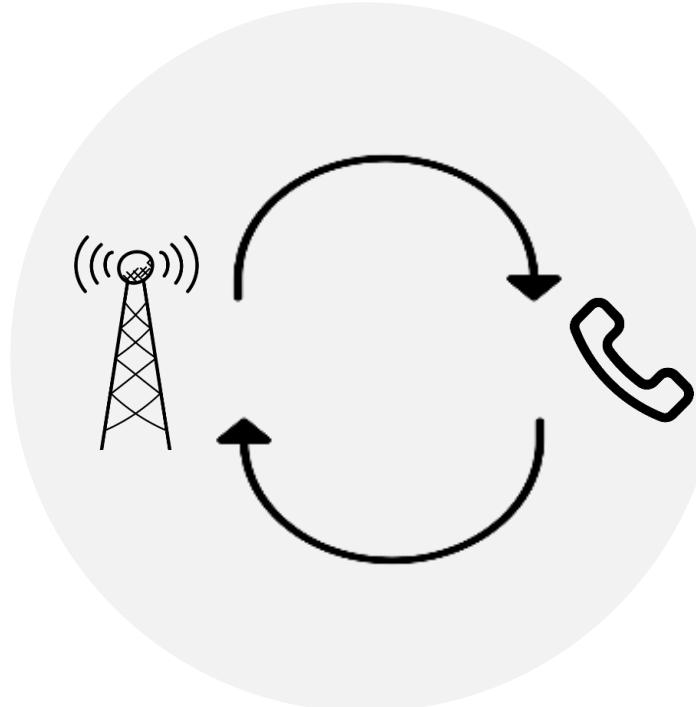
Repetitive Time Wasters:

# Network Investigations are multi system dependent

## Findings :

1

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



2

The Systems are:

- Quantiqa 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



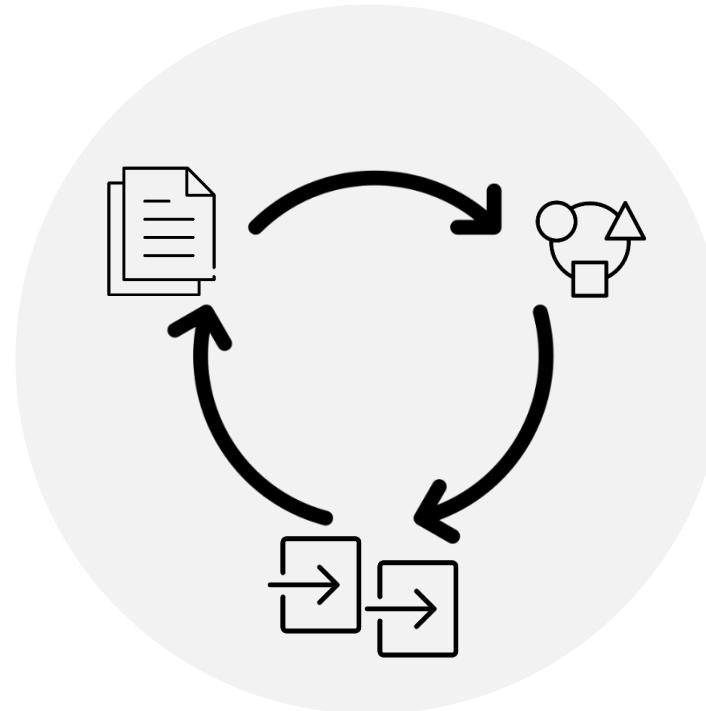
# Unnecessary manual efforts for duplicate data entries

## 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

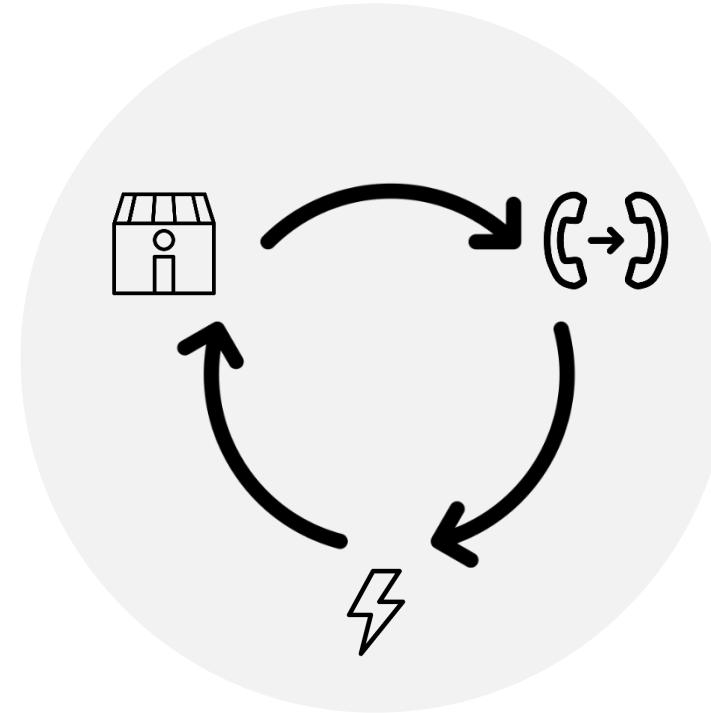
# Inter Departmental Dependency should not be a hurdle for walk-in customers

## 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**:  
Inability to complete the task, OR Slowing down of process OR 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



Workflow Mismatch

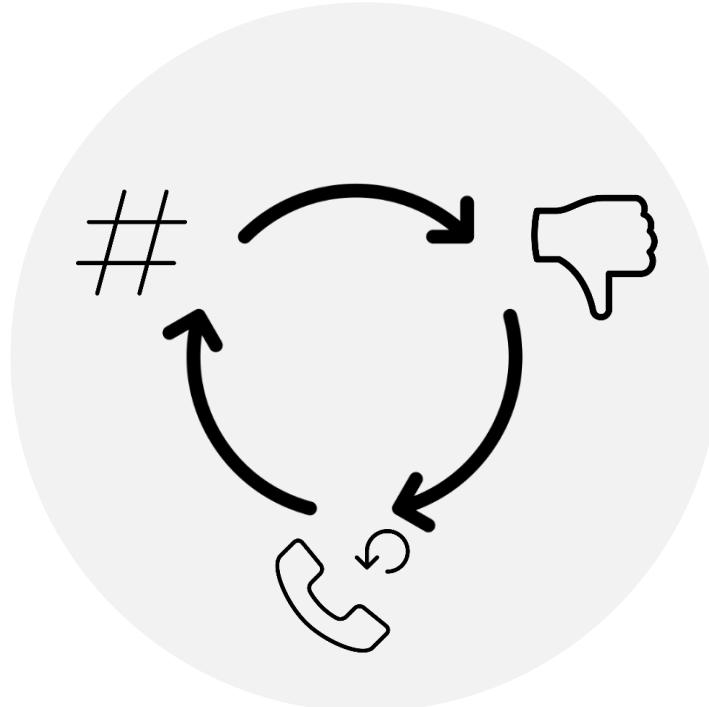
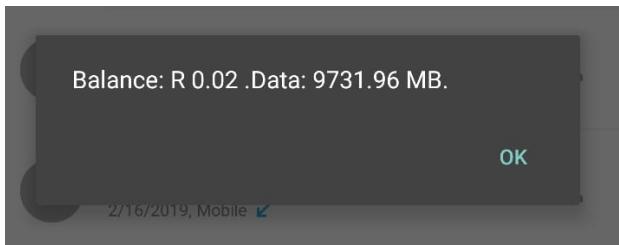


# Balance Query Status request does not provide details

## Findings :

1

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



2

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

3

This adds to unnecessary calls to contact center for Balance Inquiry



The Way Forward :  
Empowerment through Self Help



Avoidable call generators

# External dependency for 'store detail' search by an agent

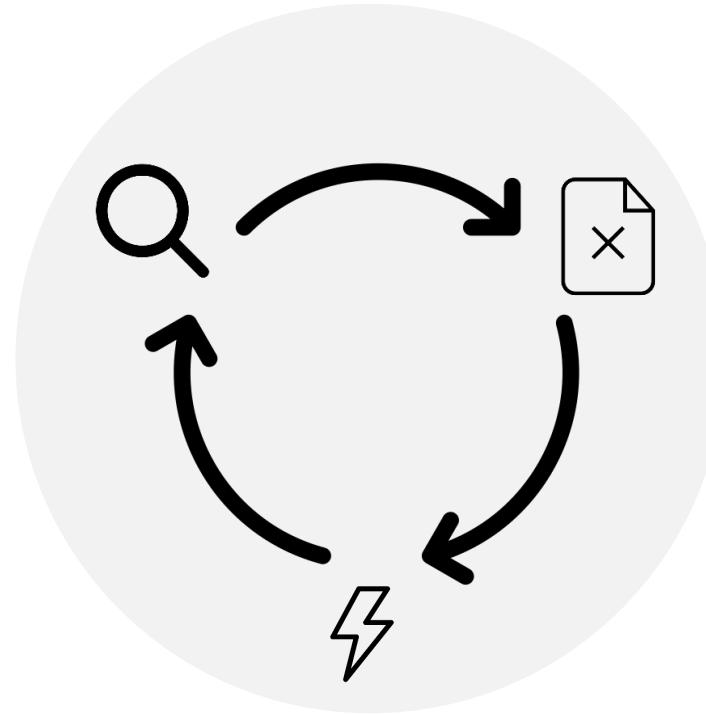
## Findings :



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



Repetitive Time Wasters

Cell C

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

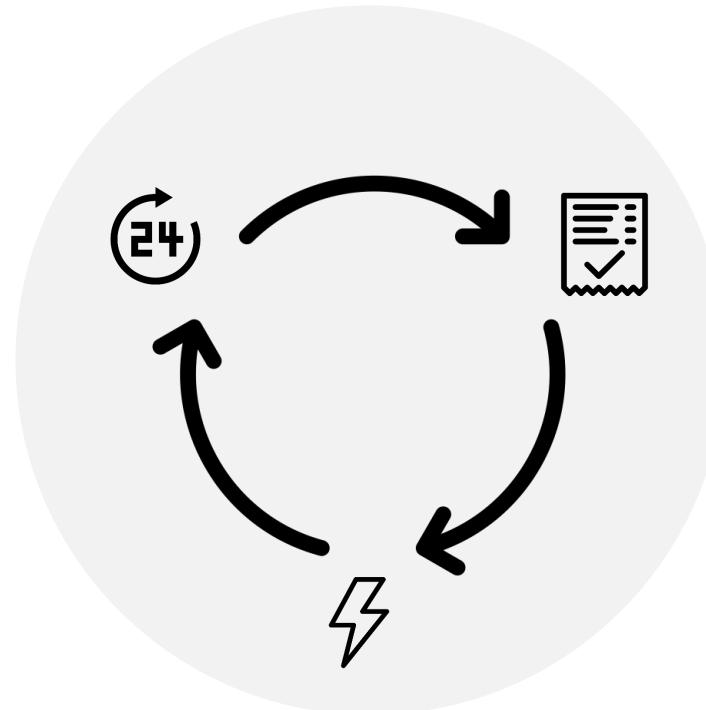
## Findings :



Denotes a **breakpoint**:  
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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

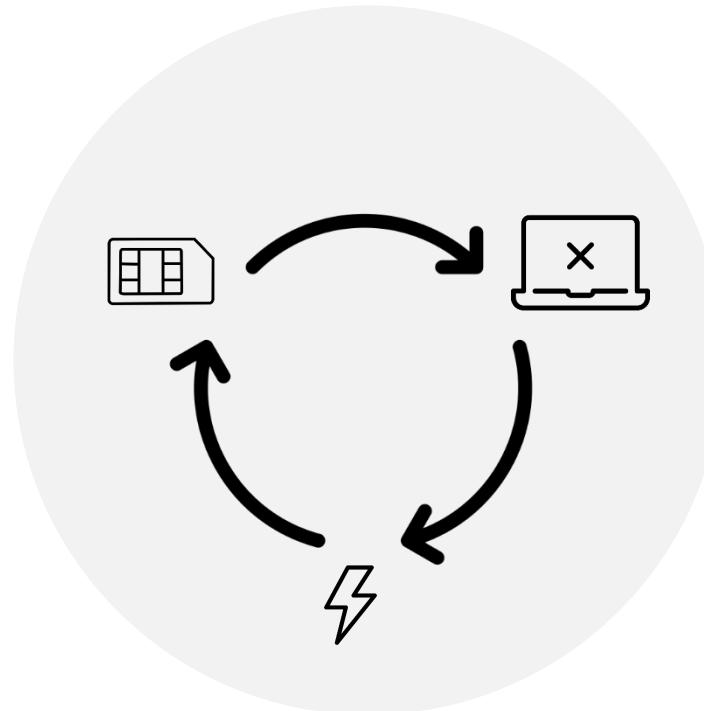
## Findings :



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



Avoidable call generators

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

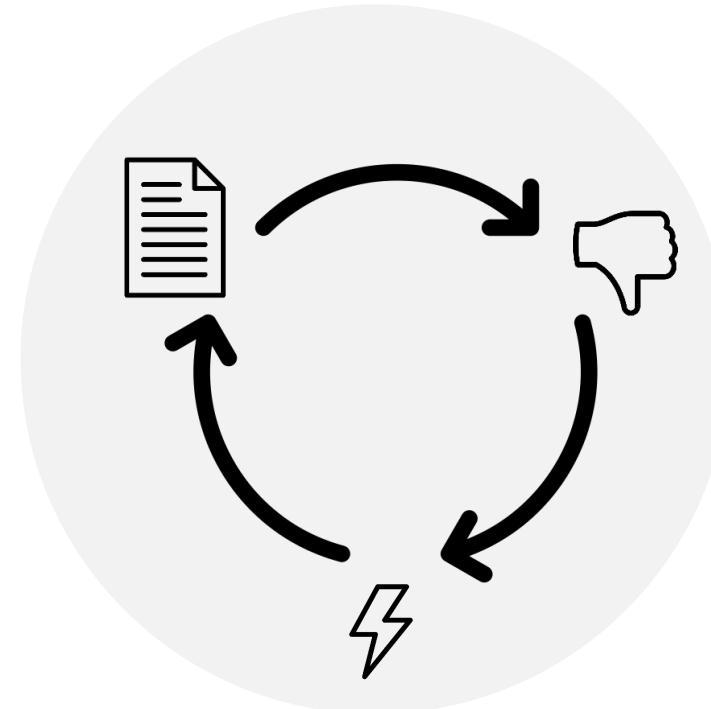
## Findings :



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



The Way Forward :  
Alternative methods for relaying T&C



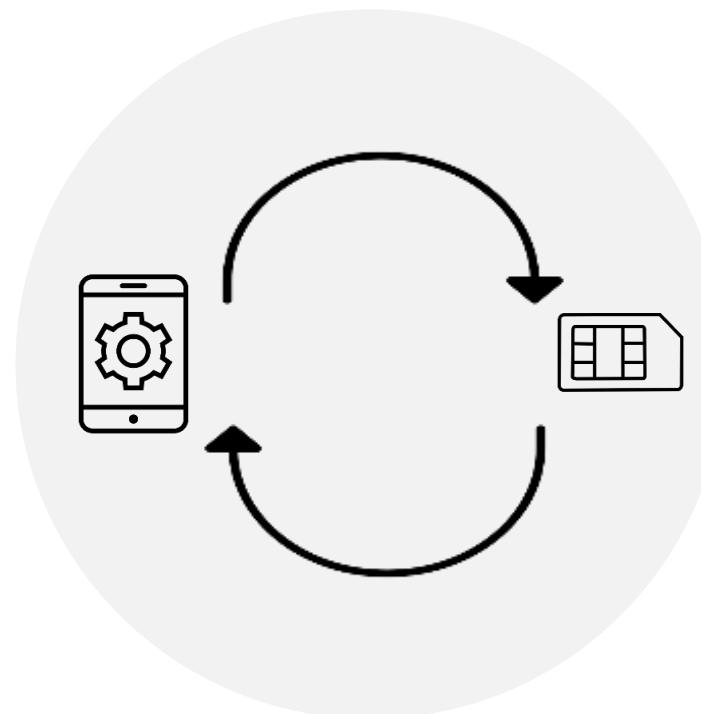
Denotes a **breakpoint**:  
Inability to complete the task, OR Slowing down of process OR  
Issue being highlighted

## Basic troubleshooting should be more efficient

### 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)



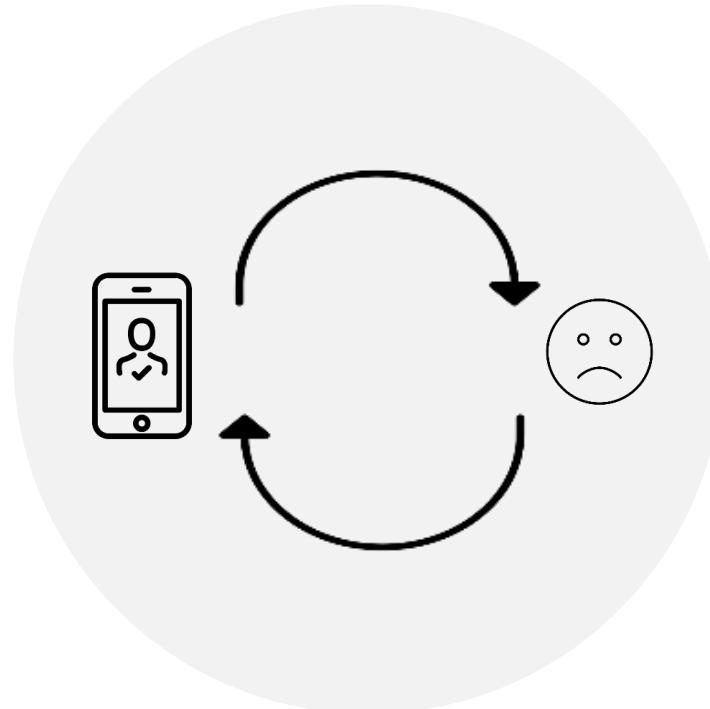
Repetitive Time  
Wasters

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

### 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



Workflow  
Mismatch

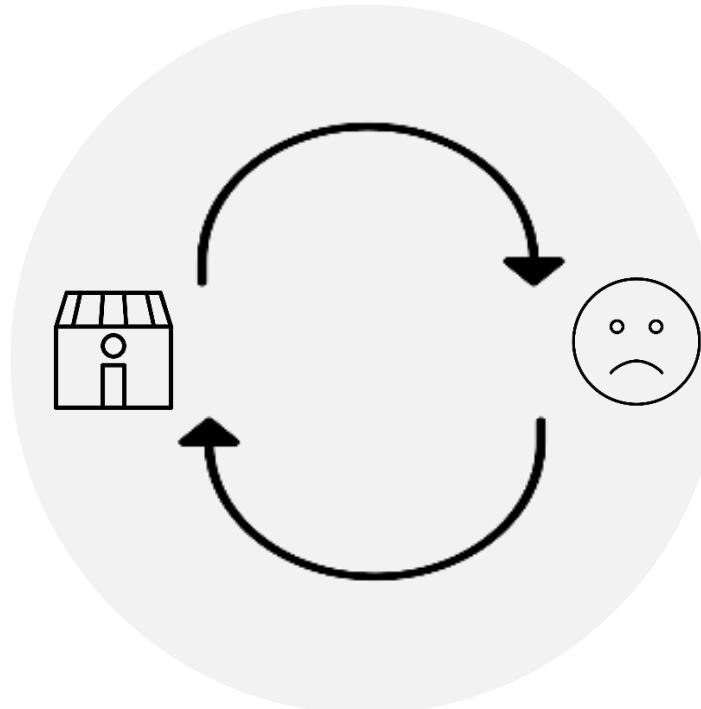
# Turning down walk in customers over regulatory issues is painful

## 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



Workflow Mismatch



The Way Forward :  
Awareness & Support System

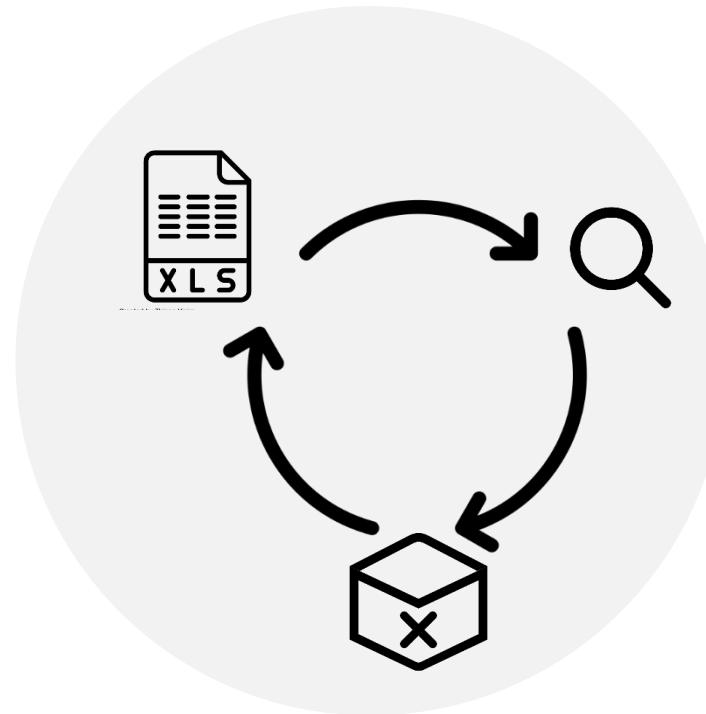


## 'Deals' are unavailable in the system

### Findings :

1

The data is not up to date and is 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

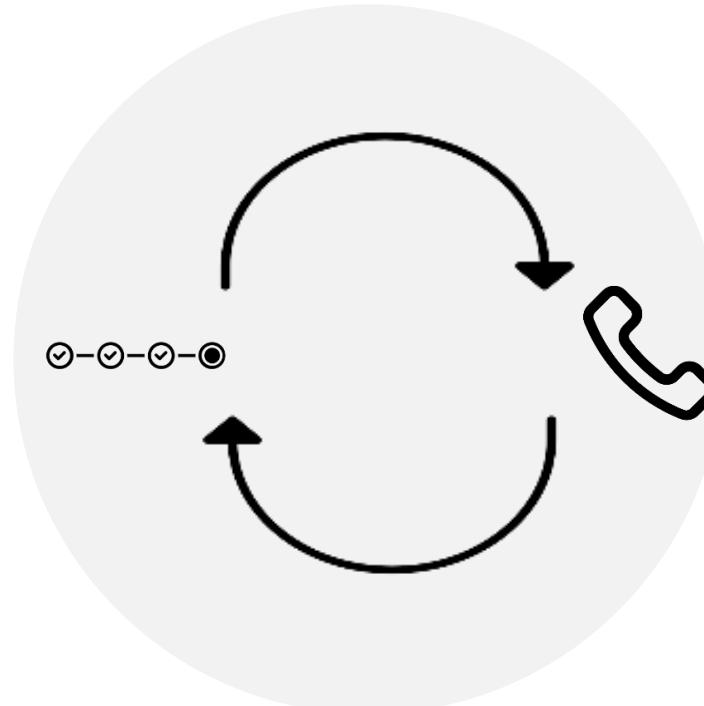


# Interdepartmental system viewing privileges would speed up investigation process

## 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



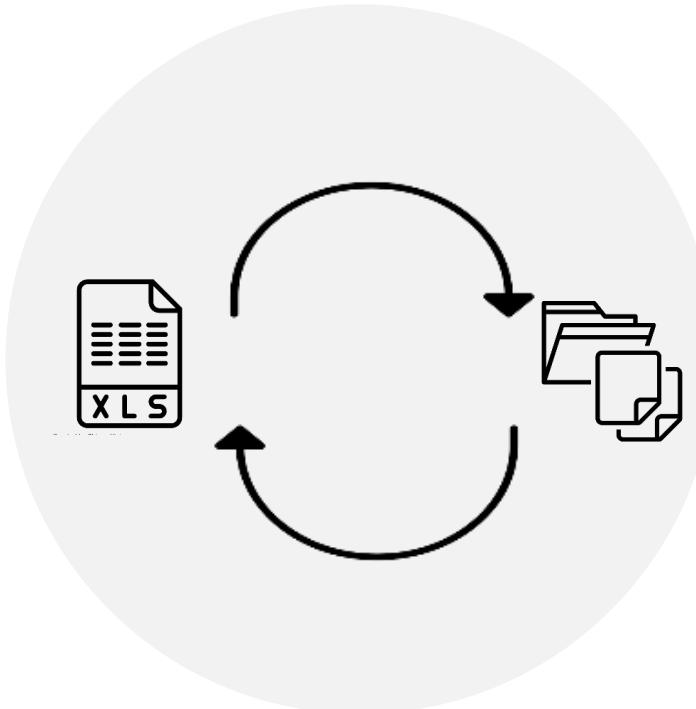
Workflow  
Mismatch

## 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



The Way Forward :  
Personalized dashboard



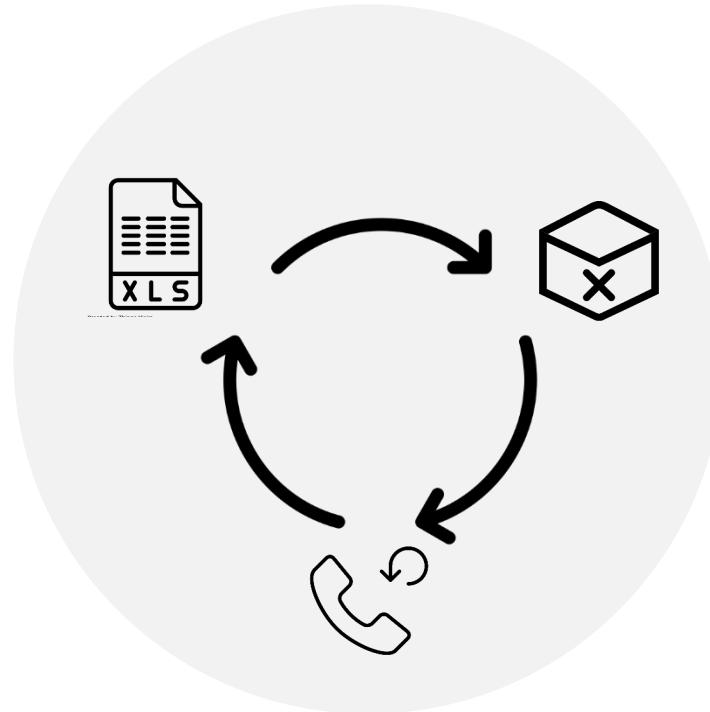
UI Issues

## Unable to see real time Stock updates

### Findings :

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



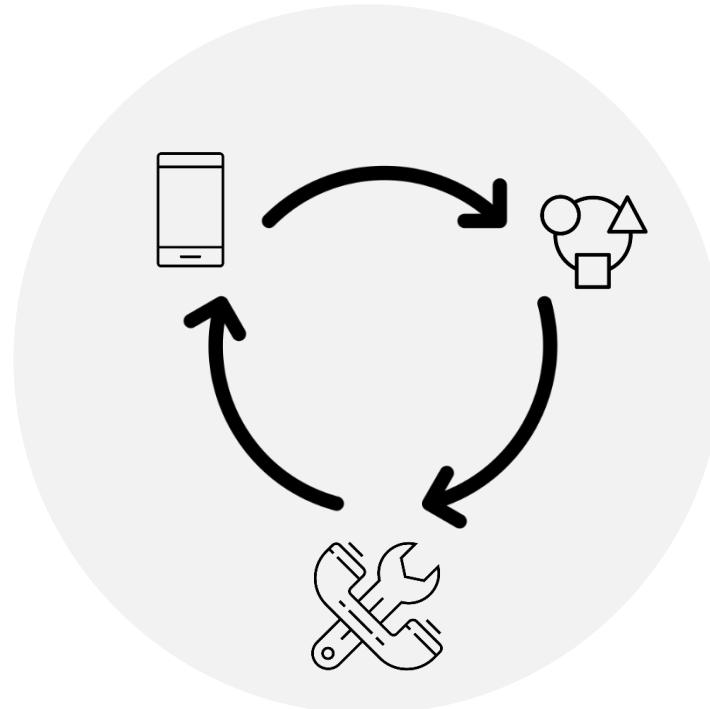
Workflow  
Mismatch

# Incorrect IMEI numbers available in the system

## Findings :

1

IMEI number is fed into the system on device sale  
In case 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



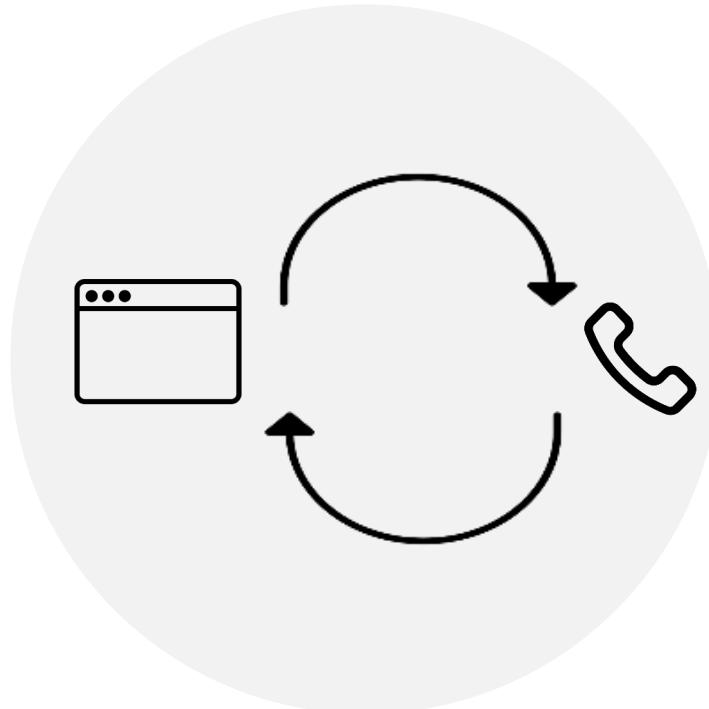
UI Issues

## 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



The Way Forward :  
Order progress visibility



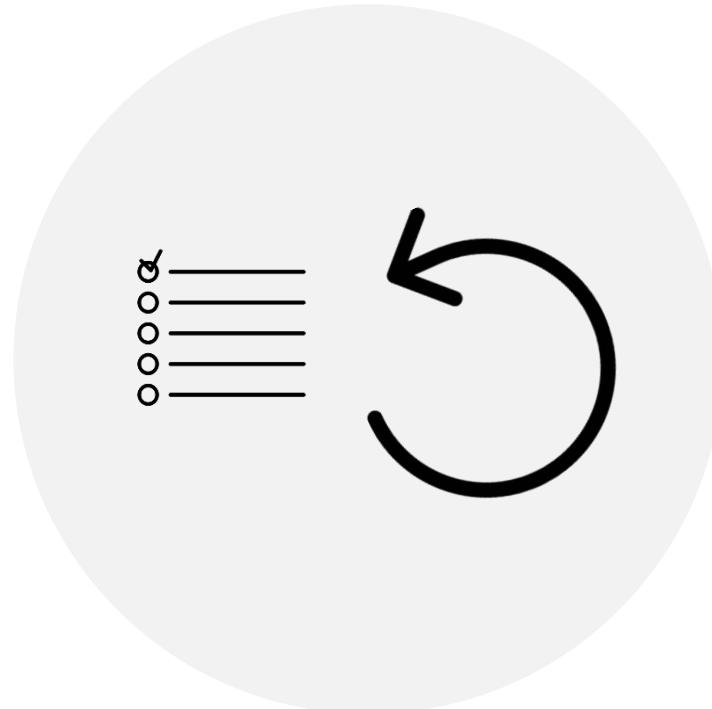
UI Issues

## Self service PIN usage is low

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



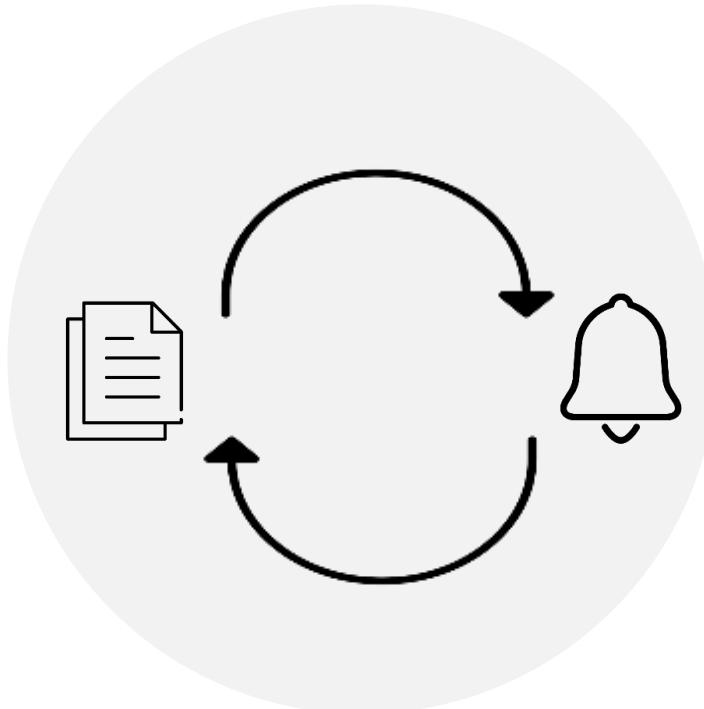
Repetitive Time  
Wasters

# Interdepartmental communication barrier

## 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



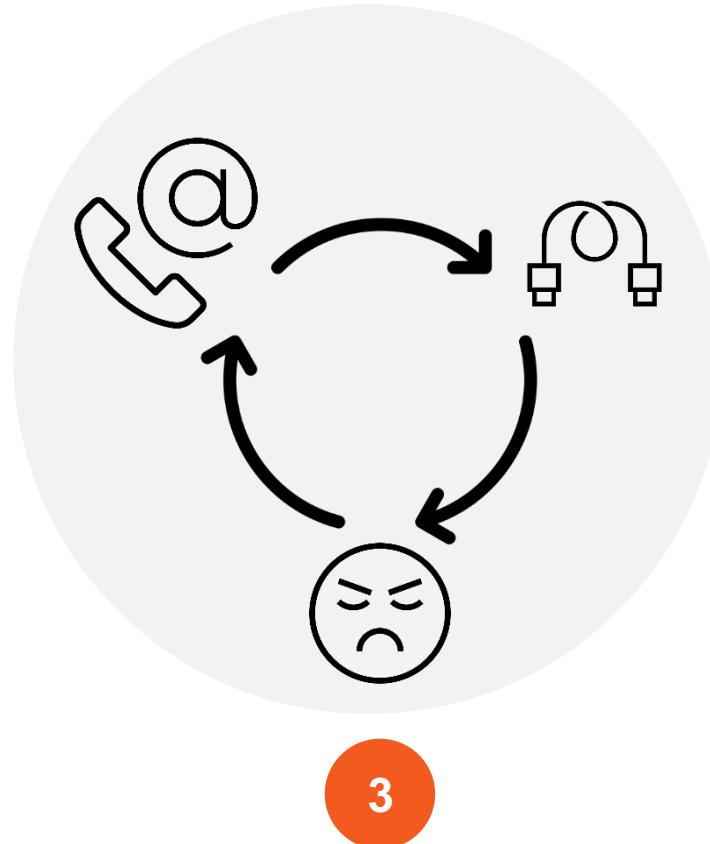
Workflow  
Mismatch

# Inter-Company dependency for customer query resolution

## Findings :

1

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



3

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



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



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

# Misconceptions about Free Streaming Data on Black

## Findings :

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



Avoidable call generators

## MANAGER SPEAKS

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- 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

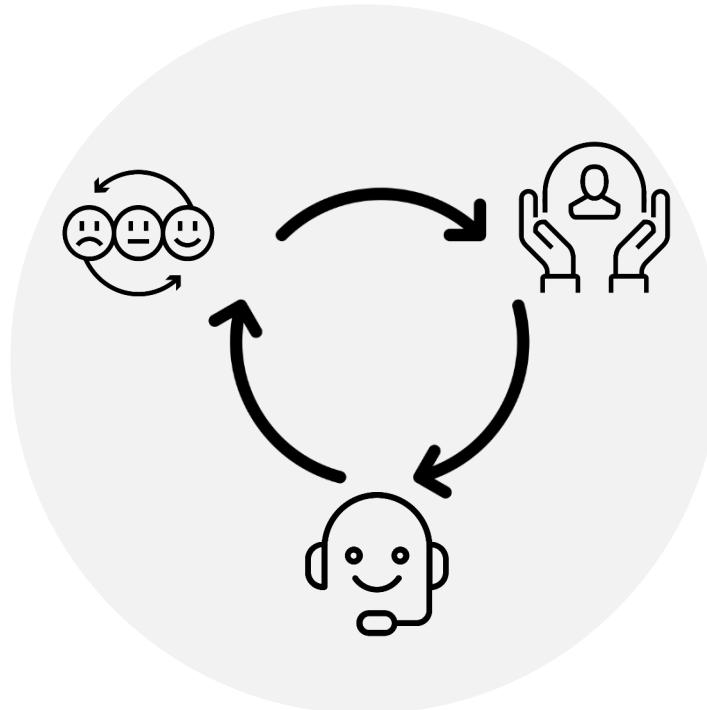
Findings :



Agent Wishlist

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

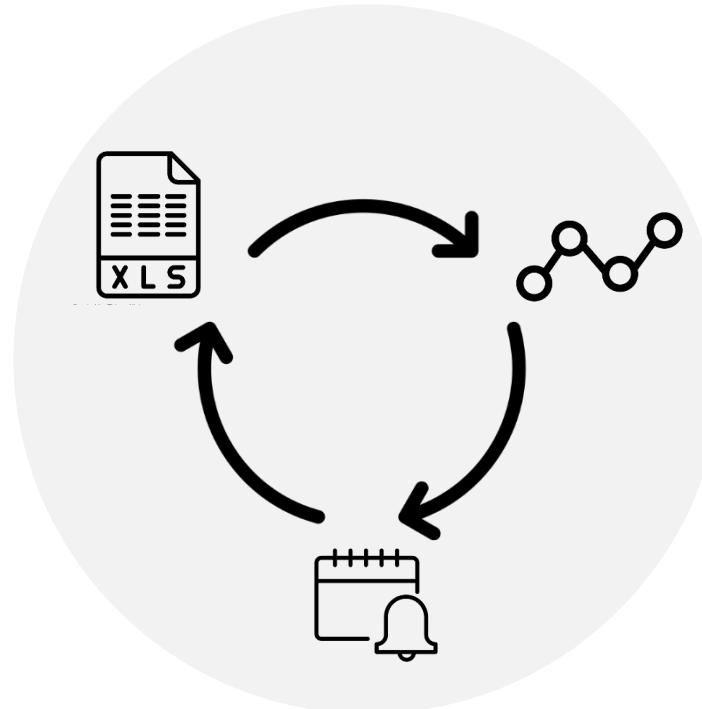
### Findings :



### Agent Wishlist

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