

CASE STUDY:

MOBISTAR



CUSTOMER PROFILE: Mobile telecommunications operator

INDUSTRY: Telecommunications

LOCATION: Belgium

BUSINESS NEED:

Implement a unique agent coaching solution
Empower and engage agents
Improve agent's skill sets

SOLUTION:

NICE's customer interactions solutions for the contact center
NICE's Implementation Program

RESULTS:

Improved coaching
Improved agent job satisfaction

On NICE's solutions for coaching:

“The NICE solution has helped improve agent job satisfaction in terms of getting the kind of coaching that we look to give them. Agents even ask us to have one of those coaching sessions, this didn't used to happen.”

Isabelle De Brock, Head of Coaching, Mobistar Belgium

ABOUT Mobistar

Founded in 1996 as part of the Orange SA group, Mobistar is Belgium's leading mobile telecommunications operator, with approximately 1,700 full-time equivalent employees an estimated base of 2.886.739 (September 2005) active customers.

In its contact centers Mobistar handles approximately 8,000–12,000 business and residential customer calls per day or 2.85 to 3 million calls per year. Customers call in about a wide variety of topics, on almost everything within the scope of telecom service, including technical customer support, handsets, invoices, coverage, or more information on promotions.

THE CHALLENGE

“At Mobistar our philosophy is driven by coaching, not by evaluation – which is quite different than the traditional approach to QM. We do not evaluate our agents. Evaluation is evaluation, but coaching is evolution.”

For Mobistar, evaluation and coaching are two totally different concepts. Evaluation is perceived as placing borders; which means to the agent that if they're not performing they can lose their bonus, for example.

At Mobistar the focus is on what they call “SKAP” – where the purpose of coaching is to enhance Skills, Knowledge, and Attitude, in order to get better Performance. Their coaches are responsible for the evolution of the agent, by monitoring agent interactions with customers and then conducting coaching feedback sessions.

Mobistar has have developed several processes and forums to enable agent evolution, for example – a “coaching island”, which is an area that is used by three agents and one coach. In this scenario, an agent also becomes a coach, and the coach can function as an agent. The coach will get a real call, and the agent will monitor him or her. Then they discuss the call, and positions are switched.

CASE STUDY:



“Basically, an evaluation can teach an agent about “the ingredients of a cake”, but a coach will be the one who can see how the “agent bakes the cake”, and will be the primary source of evolutionary guidance”.

Mobistar was looking for a solution that would help them empower agents through a unique coaching approach, while streamlining their quality monitoring processes.

THE SOLUTION

Mobistar turned to NICE to implement a quality monitoring solution that will promote their unique coaching needs. The NICE solution helped them understand agents' performance and competence not only from a technical point of view, that is – knowledge of products and services, but overall competence delivering the highest quality of service to customers.

Before NICE, Mobistar had “side-by-side” and “listening-in” quality checks, which they found to be limited. For example with listening in, the supervisor does not know whether the agent is on the proper screen. With side-by-side supervisors can neither playback the call later. With NICE they have all of this, and it's documented too.

With NICE they have the call readily available to play whenever they want, they can rewind, and correlate to screen activity to see if agents are following the proper script, for example.

“NICE makes life a lot easier for coaches and for agents.”

THE IMPLEMENTATION PROCESS

“When we decided to go with NICE, we also wanted to benefit from the complete Implementation Program from NICE's Customer Education Services team, which demonstrated a deep understanding of contact center processes, needs, challenges and operation.”

The Implementation process, done in cooperation with NICE partner Dimension Data, included several phases: initial observation and functional design, training courses, QM consulting sessions and follow up visits. NICE's Customer Education Services team came to Mobistar to help define business objectives in terms of coaching; assess our processes at many levels of the organization; including QA, support and operations, and drill down to specific needs and objectives; to help design specific processes for more efficient coaching and ultimately help agents evolve into better performers.

“The whole process was very smooth.”

About NICE's Implementation and Education Services

By providing a full spectrum of training and functional consulting services, NICE's Customer Education Services team partners with customers to assist with the development, integration and management of the NICE solution in their organization. Program content addresses the varied needs of different target audiences involved in the implementation and operation of the NICE solution: supervisors and team leaders, agents, technical and operational administrators, quality specialists and managers. The different programs enable users to maximize the benefits of the installed technology, accelerate ROI's, focus on desirable outcomes, and deliver tangible and measurable results. For more information contact: training@nice.com.

About NICE Systems

NICE Systems (NASDAQ: NICE) is the leading provider of Insight from Interactions™ solutions, based on advanced analytics of unstructured multimedia content – from telephony, web, radio and video communications. NICE is revolutionizing VoIP interactions management with state-of-the-art solutions for IP contact centers, branches, and command and control centers. NICE's solutions are changing the way organizations make decisions, helping them improve business and operational performance, address security threats and be proactive. NICE has over 24,000 customers in 100 countries, including over 75 of the Fortune 100 companies. More information is available at www.nice.com.