

The logo for iDiro Analytics features the word "iDiro" in a bold, black, sans-serif font. The lowercase "i"s are stylized with a small green circle above them and a larger green oval below them. Below "iDiro" is the word "ANALYTICS" in a smaller, black, all-caps, sans-serif font, with wide letter spacing.

iDiro
ANALYTICS

CASE STUDY – CALL CENTRE PRODUCT DELIVERS MASSIVE ROI

INTRODUCTION

This document describes the use of Idiro Next Best Activity (Idiro NBA) solution by Vodafone Ireland. Idiro NBA is a high performance, personalized marketing solution that drives sales across a company's customer base over multiple channels e.g. call centre, web, store, handset etc.

Idiro Next Best Actiity:

- Drives sales of products and services
- Turns call centres and other customer channels into profit centres
- Helps companies build and reinforce their service brand
- Improves customer satisfaction

Additionally, Idiro NBA helps improve customer satisfaction by offering carefully selected offers aligned with their needs. Idiro NBA contains a self-learning prioritisation engine that optimises the selection of offers for customers, making sure that they are presented with the most relevant offers based on their individual profile. Idiro NBA enables a business to transform their call centre (and other customer contact channels) into profit centres.

DRIVING SALES WITHIN THE ORGANISATION

Vodafone Ireland, a market-leading communications company, with one of the most recognisable brands in the world, has a strong customer focus and a wide array of service products, made the decision to implement Idiro NBA. The organisation manages 1.8 million+ customers, a self-service website, a 400-seat call centre with an excess of 12,000 inbound calls per day and an IVR system.

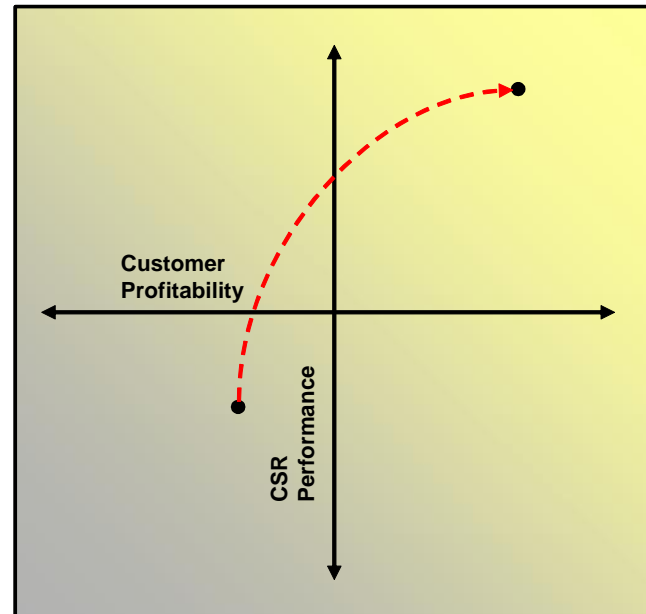
Idiro NBA was initially rolled out across Vodafone's call centre and, later on, across their web portal and IVR.



BUSINESS DRIVERS BEHIND THE PROJECT

These were as follows:

1. Drive sales activity in all customer contact channel
2. Align care initiatives with customer value
3. Enhance customer retention
4. Enhance overall customer contact experience
5. Account for credit risk
6. Link CSR pay more closely to performance
7. Increase CSR productivity



RETURN ON INVESTMENT

The Idiro NBA project was intended to deliver quick wins; that is, rapidly affect financial performance. Management at the company insisted that the system deliver quantifiable business benefits within a reasonable budget and timeframe.

Annualised return on investment for the first year came in at €5,005,417 .

Additional gains were subsequently realised when Idiro NBA was rolled out on other channels such as the Vodafone company portal and IVR.

THE COMPANY'S REQUIREMENTS FOR IDIRO NBA WERE:

1. The company's number one objective was to grow revenue through each of its customer contact points.
2. The solution had to be robust and scalable
3. The system had to integrate easily with existing campaign management and database systems
4. The operational systems were not to be disturbed during the implementation phase
5. The system had to be easy for CSRs to use



6. There had to be excellent technical support for the system

Idiro NBA was an immediate success: Winner of Global Award for 1 to 1 marketing

GLOBAL
WINNER

Vodafone Ireland Plc

Dublin, Ireland

Vodafone Ireland is an example of using innovation to improve process and performance that's far from broken. The country's leading mobile phone operator has a customer base of more than 1,765,000 people and a total of 1,500 employees. Vodafone holds 56 percent of the market share in Ireland, with total mobile penetration at 79 percent. With most of its customer contact handled by a traditional reactive contact center, a new initiative repositioned its focus and revenue goals.

Vodafone Ireland wanted to develop a sales training program to shift the mindset of the Customer Service Reps to a sales and marketing mindset.

The initiative was called Next Best Activity—NBA. It used existing customer data to maximize the individual effort of each contact center agent and matched that effort with the needs of each contact-center customer. An internal marketing effort first positioned the NBA strategy to call-center

employees, who were trained in putting the "right product in front of the right customer at the right time," says Ailish Ryan, sales development manager, CRM Programs. Customer data and usage patterns were analyzed for each individual customer. Instead of reacting and fixing mobile phone complaints they would now identify the customer's NBA, such as "Call a Friend" services or text alerts. MIS development to track this activity was installed as well. A sales incentive scheme was developed to restructure the compensation of the employees.

The NBA program worked on two levels. Internally, agents earned an average of 10

A company that already maintained a strong leadership position used a new contact-center customer initiative to increase its ability to anticipate problems and increase revenue.

percent more money on top of their base pay. They have a wider skill set and increased training opportunities. On a revenue level, 222,929 NBA opportunities were generated on average per month. Those resulted in 97,359 actual NBA offers and 14,899 conversions. Average monthly NBA revenue: \$558,918. Average cost: \$29,178.

Vodafone has also counted a 5- to 6- percent uplift in customer satisfaction with proactive information and services provided during inbound contacts.

"Next Best Activity approach clearly shows customer insight anticipation and responsiveness based on ROI and customer experience focus," says judge John Yelland, director of CRM marketing, worldwide operations, at Hewlett-Packard.

For next steps Vodafone will take the NBA program even closer to one-to-one marketing, incorporating new customer metrics such as customer value, customer segment and previous product usage. ■

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KEY FIGURES

Monthly Returns:	€440,093
Monthly Costs:	€22,975 (includes optional bonuses for call centre agents)
Number of monthly opportunities	222,929
Number of actual offers made	97,359
Number of sales	14,899
Annualised ROI	€5,005,416

FURTHER INFORMATION

Many more of our case studies cannot be published due to confidentiality. For more information about these, or about how Idiro can help your business, contact us at info@idiro.com.

