



Sector\_ **Telecom**  
 Title\_ **New CRM**

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*"NCRM has been a project in the area of Management of Vodafone Clients. The project has been developed with the client at the center, and with the strong leadership of client management as the lever. The technology itself, the Vodafone technology area and everis have served as facilitators of the project, contributing to our enthusiasm and know-how. This combination has, without question, been our greatest success."*

**Context of the project**

As an initiative within the Master Plan for Client Satisfaction, Vodafone launched the installation of a new contacts manager, to be called the new CRM, with the objective of replacing, with one manager, the four systems which were being utilized at the time for the management of contacts through the service centers. With such an ambitious project ahead, and with the leadership of the department for the Management of Clients and Information Systems at Vodafone, **everis** was confronted by a significant challenge: the construction of Vodafone's new CRM.

The NCRM should comply with the guidelines established in the Master Plan for Client Satisfaction, and it should meet the following main objectives:

- Increase the satisfaction of clients, by improving the client answering service, doing so in the most personalized and effective fashion possible.
- Increase the quality of information on the systems, through a single, flexible and efficacious tool.
- Improve the company's image, utilizing direct contact with clients through the contacts manager, as a pathway established for that purpose.
- Integrate, in a rapid and comfortable fashion, the tasks performed by the different departments involved in the management of contacts with Vodafone, based upon a philosophy of a unified system that is in effect from the time that a call is received, through to the engineer at the Back Office or at the network level.

**Development of the project**

Given the complexity of the project, a focus based upon phases was agreed upon, as well as a strategy for installation aligned with Vodafone's commercial calendar.

- **Phase 0:** in which an exhaustive analysis of all of the existing systems at the Contacts Center is made, and there is an identification of the relationships with the legacy systems. Following this initial analysis, the installation of the project is determined, in two phases relating to basic functions (Phase 1), and another with advanced functions (Phase 2), and a prototype using Clarify 11.5 is presented, which is validated by the departments involved.
- **Phase 1:** during the installation phase, agreement is reached on important milestones: a production pilot effort prior to Christmas, and the progressive installation, starting in February, at the rest of the contact centers, with additional functions deriving from the pilot experience.

During the phase for the construction and installation of the system, there is a division into three differentiated blocks: application – Clarify 11.5, its integration with the map of the systems – Legacy, and the migration of data.

- **Clarify 11.5:** This is the visible face of the manager for clients, support and computerization of the processes of the contacts center. This, in turn, is divided into three functional blocks:
  - **Front Office (FO), CTI and e-mail:** This is the entry point for contacts with the client, both by telephone and by mail. The main function covered is:



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- **Integration with telephony – CTI:** outgoing and incoming interactions, transfers of calls between agents and/or work groups, transfers between agents and IVRs, handling of calls in accordance with policies.

Management of client contacts, and a single window with information necessary to the client. From this point, integrated access to the main consultation or management systems is provided, such as the system of NBAs and the system for confirmation, the system for provision or web applications for consultation.

- **Back Office (BO):** Support for the flow of work from the BO departments, organized through work queues where pending tasks are stored. From the BO, a volume of 4,500 daily tasks are managed.

• **Administration:** Given the increased computerization of the FO and BO processes, this module manages more than 1,000,000 values. In addition, it administers security, work groups, profiles of consultants and hierarchical lists.

• **Legacy:** The NCRM has been integrated with more than 25 different systems, through hundreds of interfaces. Among others, it is integrated with Marketing and Sales, Reporting, and Manager Support. There is also integration with the following channels: telephone, IVRs, e-mail and the web.

• **Migration:** Through this process, all of the Vodafone clients (40% with very complex structures) have migrated, with 70 million interactions from two systems of different origin, as well as tasks, complaints and open incidents from three systems with different origins, all of this in a manner that is in line with the strategy of global display, which includes a first migration during the pilot phase of 500,000 clients, and a second part in which the rest of the clients, under separate milestones, migrate, in order to reduce the risk of stabilization, and in order to manage the change in the call centers, so as to minimize the impact on client service.

**During the course of the project, the following were key:**

The project office for the coordination of all of the systems and departments involved, the management of planning and risks and the management of change.

The technical office that provides support to the developments, and guarantees that the system supports the high volume of data (400,000 daily interactions). Another key task was the definition and installation of the high-availability architecture (99.99%).

Leadership on the part of Vodafone's Management of Clients and Information Systems.

**Benefits**

At present, the system is completely integrated within the company, and the replaced systems are no longer utilized.

The NCRM presently installed at all of the call centers has increased the satisfaction of the client managers, as, as a result, the satisfaction of the final client, thanks to:

- Speeding up of the handling of requests, questions and complaints at the various departments, through the unified management of client contacts.
- Increased knowledge of the client during the handling of calls, due to a qualitative and quantitative increase in the information contained within the system.
- Improvement in reporting and handling indicators of production, complete call information and client satisfaction.
- Due to the success of the installation, the system as this point is undergoing constant evolution, increasing functionality and its integration with other company systems through direct requests from the business areas.

The Telecom sector is one of the pillars of **everis** since the company's foundation. Our deep knowledge of the telecom business and our expertise and ability to add differential value to our customers has allowed us to be a reference in this sector.