



## CASE STUDY

# Global telecoms provider

Mobile and Fixed Broadband services

**20** countries

**+40** partner markets

**100,000** employees

### APPROACH

- Introduced The Best Service is No Service's 8 principles, starting by standardizing customer reasons across all countries in order to understand why customers were contacting them for support.
- Calculated handling costs and downstream costs as well as customer experience metrics for each of these reasons, revealing wide range of customer satisfaction based on the amount of irritation with issues.
- Conducted cross-functional workshops to get senior leaders to agree on one of four actions for each reason including Digitize, as originally requested, but also more powerful actions such as Eradicate and Leverage.
- Facilitated deep dive root cause analyses into initial wave of reasons that led to subsequent rounds to achieve the agreed-upon actions for each reason.

### CHALLENGE

- Remove unnecessary contacts into call centers and retail shops.
- Improve digital and self-service solutions in order to reduce demand for assisted support.
- However, each country operated somewhat autonomously with limited direction from corporate headquarters.
- There were different levels of maturity by country, ways to define customer needs, and variations on digital tools.

### IMPACT

- Reduced percentage of deep detractors (NPS scores of 0, 1, or 2) by 25%
- Cut total costs for support within 1st year, growing over time
- Determined that the same approach could apply, with appropriate adaptations, to retail shops and business customers.

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