

Case Study

> About the Customer

If someone mentioned a company called Société Française de Radiotéléphone that was set up at the end of the 1980s, it probably wouldn't mean much to you. But if they said "SFR", the image of a square red logo would immediately spring to mind – the one you see all over the television, in newspapers, on the street and in mobile phone retailers. SFR is one of the operators that contributed to the explosion of the mobile phone market in France through innovative offers, jokey publicity and a nationwide sales network. And as we all know, the more customers a company has (around 19 million at the beginning of 2008), the more likely it is that these same customers will at some point call Customer Services.

> The Challenge

The relationship between a user and their mobile phone is quasi addictive. A function that doesn't work properly, trouble understanding a feature, a sudden disconnection and panic sets in! SFR has factored this human data into their new and highly advanced CRM (Customer Relationship Management) system. The CRM system needs to support Customer Service Reps (CSRs) to not only react quickly to a call, but also be totally familiar with the mobile device the customer is using. As we know, there are hundreds of different makes of mobile on the market - So the SFR system goes beyond supporting a simple customer call.

Training the CSRs equally demands far more than can be provided by the rather clunky and inflexible methods of a traditional training database. This method is expensive, with server costs, recurrent operations, and a training environment that needs resetting regularly...

To take just one example: to provide basic training around the new 'Collection' module, would take 500 mandays to set up the training database (specific system set-up, maintenance, and configuration of actual system flows). So the Head of Information Systems decided to look around for alternative solutions.

It soon became clear that e-learning was the best solution to provide the CSRs with the knowledge they needed, on the job. It was no longer just an issue of cost: there was an efficiency challenge as well.

The ideal solution decided on by SFR consists of some basic training in the classroom, particularly for new recruits, which is then followed by e-learning at the person's workstation. The training department sends out a weekly update which contains not only news but also tips about one of the online lessons.

In their Words

In order to train users and get them to accept our new CRM system, we were looking for a solution that was capable of being as close as possible to the ergonomics of the actual application.

Arjen DIJKSMAN, Project Manager



▶ Sector

Telecommunications

▶ Objectives

- Train between 6000 and 8000 CSRs in France
- Reduce reliance on the training database
- Cut operating costs
- Provide training materials that are easier to maintain over time
- Get the key messages across consistently

▶ ASSIMA sector

ATS, e-learning content

▶ Results

- 80% of staff trained have a positive response to the ASSIMA e-learning solution
- Number of days to develop content reduced by 70%
- Speed to market: two-month improvement on initial plan
- Support calls reduced by 70%



> The Result

1 - Why ASSIMA?

- ▶ Project SaFiR: This was the code name given to the CRM overhaul project in which SFR wanted to set up some highly specialised training for its Customer Service Representatives. Once all challenges were fully understood, highly detailed specifications were drafted with which to survey 4 or 5 companies about their e-learning products.
- ▶ "In order to train users and get them to accept our new CRM system, we were looking for a solution capable of being as close as possible to the ergonomics of the actual application."
- ▶ Out of all the solutions presented to them in response to their enquiry, the IT manager, the training manager and the SaFiR project manager unanimously chose ASSIMA for having the best fit and solution depth: ATS
- ▶ The ATS, or ASSIMA Training Suite was chosen for one simple reason: it was the most complete solution, and also the one which 'immersed' users in their environment in the most convincing way.
- ▶ The solution delivered with ATS goes much further than simple screen copies. ATS behaves like a clone of the CRM interface, thereby enabling the CSRs to interact and explore the system. This interactivity has been the key to the success of ATS at SFR. Sitting at their workstations, the CSRs train themselves on an interface that is extremely similar to their live system.
- ▶ They don't just sit there and read a lesson, they have to look for – and find – all the options provided by the CRM system. The trainees learn how to use the modules at their own pace, and as a result have a much better grasp of the features they will have to use when they start taking calls from SFR customers. They can even navigate between the different components of the CRM system (Clarify, SAP, 3270 application, intranet) in a single session!
- ▶ The simplicity of the implementation, the stability of the cloned training environment, and the possibility to reuse components in both recurrent and self-training mode were also determining factors in the choice made by SFR managers.

2 - The ASSIMA method

- ▶ ASSIMA provided fifteen learning modules for the different phases of the SaFiR project. In the beginning ASSIMA staff worked with 2 SFR project managers and 2 members of the SFR training staff. The team then grew when Atos Origin / Cegos consultants joined to define the training scenarios, which were validated by the extended training teams.

3 - The Results

- ▶ Two-month improvement on initial plan: SFR was able to clone its CRM system before the production version was even up and running, and so could create create training modules in advance. This meant that users could be trained much earlier.
- ▶ SFR has calculated that using ATS worked out 3-4 times cheaper than a training database: For example, in the SaFiR WebSAP application (just one of the CRM components) the original estimate was 150 mandays to configure system interface flows, 300 mandays to run and maintain the training client (2 people working fulltime for 8 months), plus some extra time to develop ATS sequences (80 mandays) bringing the total to more than 500 mandays.
- ▶ In the end, with ATS it took only 150 mandays to develop and run the training solution over the same 8 month period.
- ▶ And all with a much higher training quality: SFR realised that ATS was doing far more than the training database ever could. For example, the CTI (Computer Technology Integration) scenarios were very difficult to replicate in a training database; they would have had to link up to the phone system and then call a fictitious customer. ATS provides a simple solution: the customer call is simulated by a keyboard shortcut, allowing the scenario to be continued.
- ▶ The ASSIMA solution has been extended to other IT projects for applications and implementations as diverse as online shopping, e-procurement, time management and project management. Today there are 20 SFR sites with lessons on 60 to 80 modules created over the last three years.

Conclusion

The ASSIMA Training Suite provides highly efficient e-learning training thanks to its ability to clone an application. CSRs find themselves IN the interface rather than in front of it. This is why ATS has been so successful at SFR.

"After using ATS for three years, we have noticed how people's mentality has changed towards this type of approach. (...) They now understand that the e-learning scenarios (in particular the cloned ones) do have a place in classroom training and do not impoverish human contact."

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