

# WHITE PAPER

Subscribers set MNOs  
1-hour deadline as customer  
care dissatisfaction hits 50%



A report by



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› Subscribers set MNOs 1-hour deadline as customer care dissatisfaction hits 50%

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Subscribers set MNOs 1-hour deadline as customer care dissatisfaction hits 50%

## TOP 10 KEY FINDINGS

1 **50%** of subscribers are **dissatisfied** with MNO customer care



2 Customer Care main objectives of MNOs want to **increase First Call Resolution**

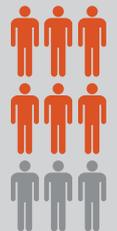


of MNOs want to **improve Net Promoter Score**

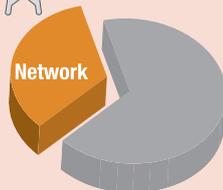
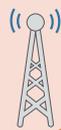
3 **85%** of mobile users want **direct MNO engagement** to solve problems



4 **2/3 of mobile customers** expect MNO agents to resolve issues in **6 minutes**



5 **1/3 of all calls** to a contact centre concern **network-related problems**



6 **66%** of mobile users expect network-related problems to be resolved **within 1 hour; not 24 hours** cited by MNOs



7 **>1/3 of mobile subscribers** believe contact centre agents **don't have access** to the right data to resolve a network-related problem



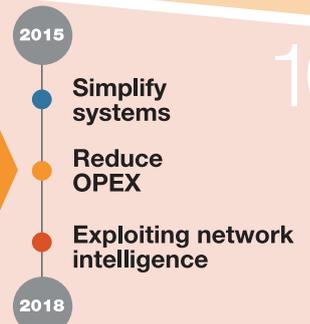
8 **1/2 of MNOs** claim that contact centre agents **do not have the tools** needed to deal with customer problems



9 MNOs claim that **>50% of network-related calls require a call-back**



10 **Stated Customer Care priorities for the next 3 years**



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### Customer Experience; the new MNO battleground?

The commoditisation of voice and messaging, coupled with the destabilising impact of over-the-top (OTT) communication services such as WhatsApp and Skype on revenues is preventing mobile network operators (MNOs) from entering competitive price wars. Data bundles continue to present a short term advantage for MNOs, but the emerging battleground is customer experience.

The rewards of delivering an exceptional customer experience can be seen in other industries. Apple might be the world's most valuable brand<sup>1</sup>, but it is only 19th in the world's favourite brands<sup>2</sup> behind Aldi and Amazon in the top spots. The leading MNO was Vodafone in 58th position, Virgin Mobile (73rd) and O2 (80th). The mobile industry is clearly playing catch up compared to other industries when it comes to customer experience.

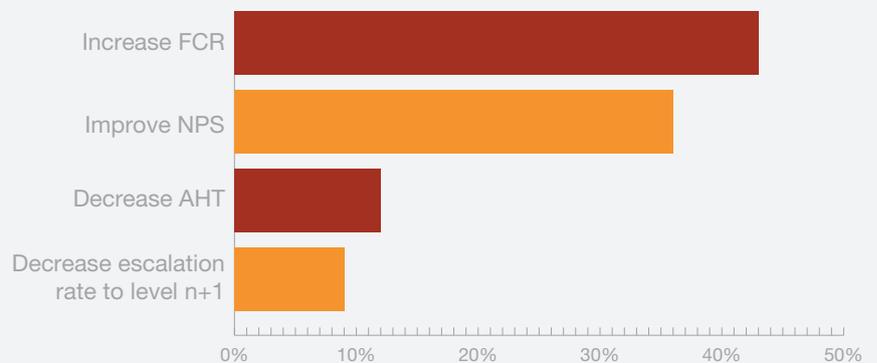
Comprehensive research into MNO customer care strategies reveals that 43% of MNO respondents believe an improved customer experience will be achieved through the ability to increase their first call resolution (FCR). An improved Net Promoter Score (NPS) is the ambition of 36% of MNOs, though NPS goes hand-in-hand with FCR. Surprisingly, decreasing Average Handling Time (AHT) comes only at the third place.

If MNOs are to increase FCR and improve NPS they only have a limited opportunity to increase customer satisfaction and loyalty by providing a fast and efficient resolution to customer issues. Customer touch-points with their service provider are very infrequent which means an MNO might only have one chance of making a good impression when the customer connects.

### Phone call preferred contact channel

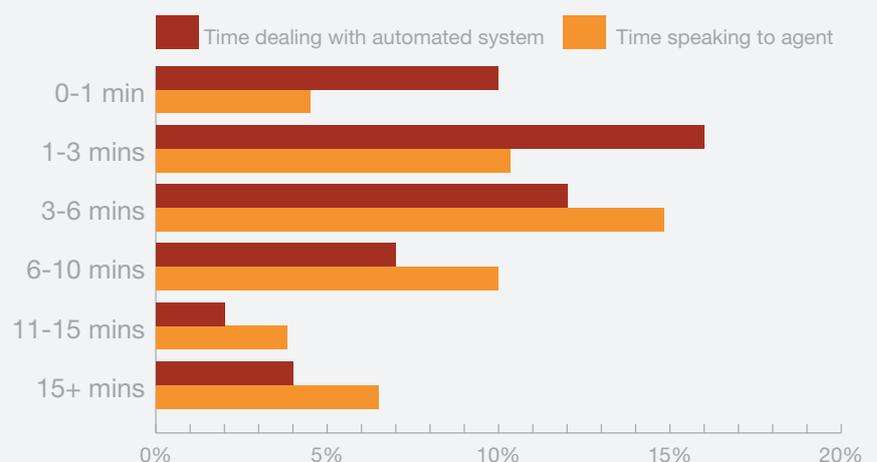
Research reveals that 78% of customers will contact their MNO at least once a year. The majority of customers will make contact over the phone, which is presenting the MNOs with that one chance to impress.

#### What is your most important customer care objective?



Source: Astellia research

#### How long are you willing to stay on a call with your mobile operator?



Source: Astellia research

<sup>1</sup> Forbes

<sup>2</sup> [www.businessinsider.com/worlds-favorite-brands-2013-10?IR=T](http://www.businessinsider.com/worlds-favorite-brands-2013-10?IR=T)

**85%** of mobile users **want direct communication** and engagement with their MNO when it comes to dealing with a problem (i.e. phone call, in-store, email and IM). Phone call remains the most popular channel.

In fact, 55% of consumer respondents said a phone call was their preferred channel for dealing with their MNOs regarding a problem, followed by going in-store, using their website, email, social media, and lastly IM and online chat. Almost 85% of respondents want direct communication and engagement with their MNO when it comes to dealing with a problem.

The consumer research supported the MNO findings that two-thirds of customers will stay up to 6 minutes on the call, and one-third are prepared to stay longer than 6 minutes on the call.



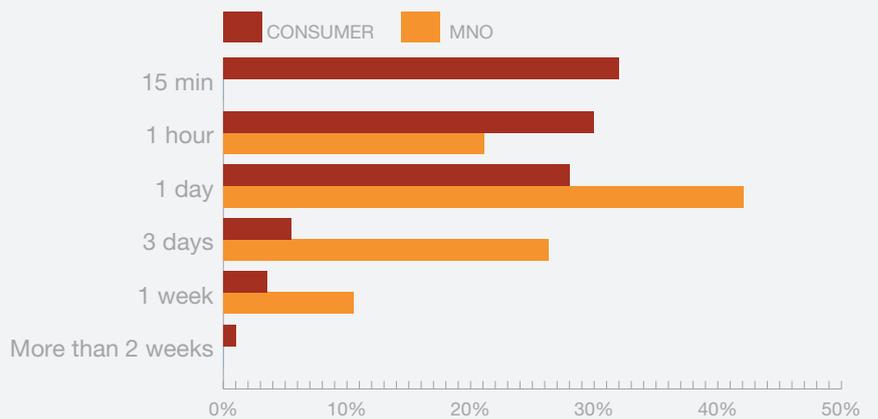
## The one hour deadline

Mobile users' patience when dealing with their MNO is in short measure. To not only increase their FCR, but improve their NPS, MNOs are really up against the clock. The majority of MNO respondents believe their customers will wait up to 1 day for network problems to be resolved, and a further 26% believe their customers will wait up to 3 days.

Sadly for MNOs, consumer patience is limited. Almost two-thirds of consumers want their network-related problem resolved within 1 hour, with only 28% of consumers prepared to wait up to 24 hours.

There is a huge discrepancy between the time an MNO believes the majority of customers will wait (one day) for a network-related problem to be solved compared to the one-hour deadline imposed by two-thirds of mobile users.

How long are you willing to wait for the network problem to be solved?



Source: Astellia research

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**One-third of calls are network-related**

This 1 hour customer-imposed deadline provides MNOs with a small window of opportunity to address all issues, including network-related problems which account for one-third of all calls. Network-related calls cover data speeds, voice network coverage and internet access, but alarmingly for any MNO, the research reveals a lot of these problems are not being resolved during the first call.

**Not accessing the right data and tools**

More than one-third of mobile customers stated that their MNO did not have access to the relevant information when dealing with their network-related problem during the call, such as customer usage, location details, network data, and Quality of Experience.

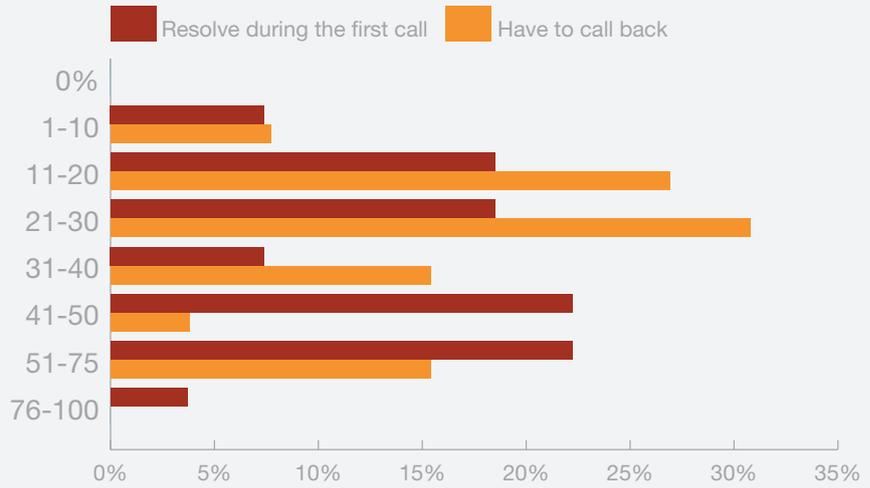
Half of MNOs believe that their contact centres do not have the prerequisite tools to deal with customer problems.

Furthermore, 80% of MNOs believe their agents access up to five tools, which suggests they spend too much time accessing the correct tools and information to resolve the problem. Consequently, calls are exceeding 6 minutes.

**50% FCR for network-related calls**

On average, 50% of network-related problems are not resolved during the first call and often result in a call-back. However, consumer research reveals that 16% of customers are calling back themselves. In total 20% of all reported problems to a MNO's contact centre require a call-back, which will likely result in a negative impact on NPS.

**What % of network-related issues do you...**



**Breakdown of network-related problems**

Problem Type	Response
Data network coverage	36%
Voice network coverage	34%
Internet access	29%
SMS	1%

Source: Astellia research

MNOs claim that **>50%** of network-related calls require a call-back

## I can't get enough satisfaction

But the issue for MNOs extends beyond just network-related problems. Overall mobile customer dissatisfaction stands at 48.5% due to the slow handling of problems, the need for a call-back or a problem left unresolved.

Based on customers' satisfaction as a result of dealing with their MNO, 27% would be classified as a Promoter on the NPS, 30% would be Passive, and 43% would be Detractors. Amazingly, not one MNO respondent believed their customers would rate their satisfaction as a Promoter.

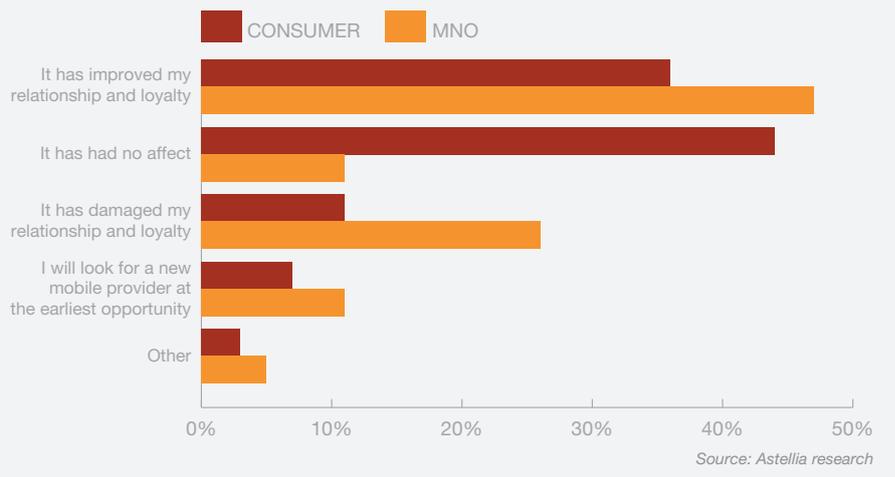
## How loyal are customers?

The consumer research shows that the experience of dealing with their MNO has improved the loyalty for 36% of mobile users, highlighting the importance of making an impression when given the chance to deal with customer problems. Two-thirds were left unaffected or had an unsatisfactory experience.

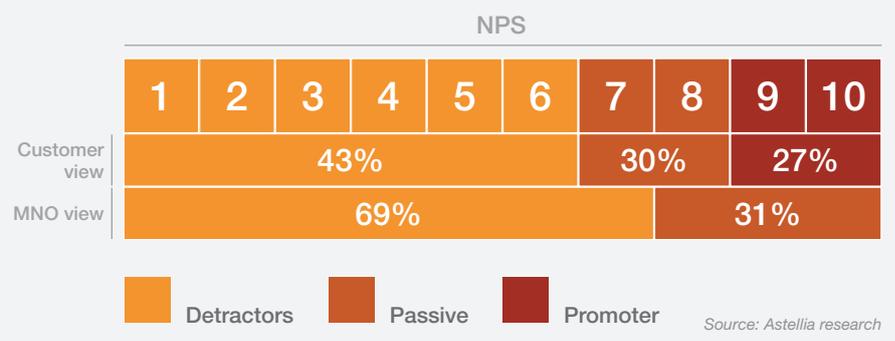
Mobile users are only one bad customer experience away from potentially becoming Detractors. In general, a business will only hear from 4% of its dissatisfied customers, and it takes 12 positive experiences to make up for one unresolved negative experience<sup>3</sup>. MNOs, on the whole, have one chance per annum.

Clearly the aim for every MNO is an upward conversion on the NPS: increase the percentage of Promoters, migrate the Detractors into Passives with a long term aim of becoming Promoters. To achieve this it has to increase its FCR and this will only be achieved if the contact centre has a real-time holistic view of every mobile user.

## How has your experience of dealing with your mobile operator affected your relationship and customer loyalty with your mobile phone operator?



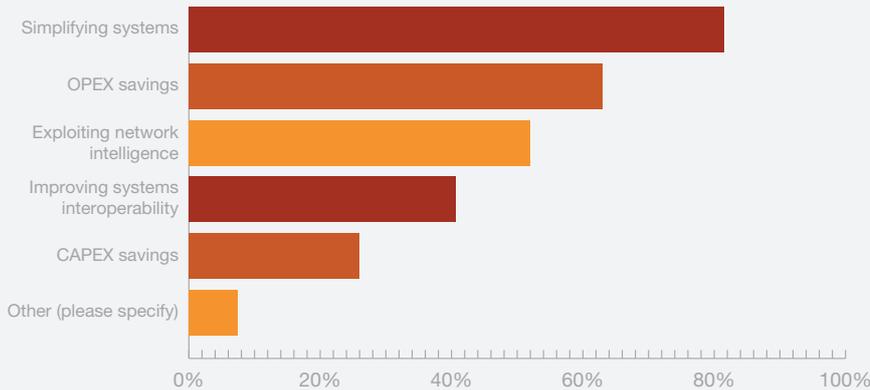
## Customer satisfaction levels on Net Promoter Score



<sup>3</sup> Source: "Understanding Customers" by Ruby Newell-Legner

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### Which are your customer care priorities for the next 3 years?



Source: Astellia research

### The holistic customer view

To improve their customer experience management strategy MNOs have started to migrate their network-centric organisation to a customer-centric model. This not only involves an internal restructuring, but also a significant mindset shift throughout the entire company, from call centre agents to middle management all the way up to C-suite personnel. Everybody needs to be on-board for the concept to break the traditional silo-based organisation, including customer care, marketing, commercial and network operations.

Ultimately, the transition to a customer-centric model focuses on taking end-to-end ownership of a customer problem and resolving the issue as quickly as possible. MNOs that have moved to a customer-centric model are already reporting a 17% increase in customer satisfaction and a 21% decrease in the number of complaints over a 12-month period<sup>4</sup>.

But this transition doesn't happen overnight. MNOs that have undertaken this customer-centric model evolution claim it takes between 18-24 months, and often happens in conjunction with the development of the Service Operations Centre (SOC).

### SOC becoming pivotal element in the CEM chain

The SOC is a relatively recent development overcoming the traditional silos created throughout MNOs and providing different teams with a common solution and metrics. Essentially, a SOC is a centralised structure that allows divisions, such as marketing/commercial and network operation to work closely together to feed business intelligence / datawarehouse team with data coming from the network and information on subscribers' activity.

The SOC enables the MNO to develop a holistic total customer experience view based on their mobile behaviour and usage, location, and the impact this has on mobile network performance as well as the experience of that particular customer.

The holistic customer data provided by the SOC can be used across any MNO to define a marketing strategy, promotional campaign, device management and usage policy to name a few. But it is now being used to enhance customer experience management and increase FCR.

Research of MNOs in 2013 by Astellia revealed that almost 59% had already implemented a SOC. This

means two-thirds of MNOs should now have the internal structure to deliver a more compelling and efficient customer experience using data analytics to predict and resolve customer problems in real-time.

The customer-centric model is also resulting in MNOs moving away from churn as a means of measurement, replacing it with the NPS, as one Promoter is worth 10 times the revenue compared to the lifetime value of one Detractor<sup>5</sup>.

The transition into a customer-centric model for MNOs will certainly drive their ambition of increasing FCR and NPS based on a more simplified structure. Over the next 3 years the priorities for MNOs will be to simplify systems, followed by OPEX savings, and exploiting network intelligence.

<sup>4</sup> mobilesquared research  
<sup>5</sup> mobilesquared research

## ➤ CONCLUSION

■ There is a vast discrepancy between mobile customer expectations and MNO beliefs involving network-related problem resolution. The research indicates that mobile customers will make one call per year to resolve a problem and expect a resolution within 1 hour. The target for MNOs is to surpass customer expectations and resolve the problem within the hour, but ultimately they should be looking to resolve the problem during the call.

MNOs' intent on increasing FCR and driving up NPS must ensure that contact centre and technical support teams alike can access a detailed overview of the subscriber's activity, from voice, messaging, and data sessions, as well as the clear identification of impacted transactions. From this the agent can instantaneously measure the mobile user's Quality of Experience. Without this real-time data, the agent will be unable to deliver a resolution.

While the data explored throughout this white paper suggests that MNOs are halfway towards their goal, in truth they have only achieved one-quarter of their journey. Presently, 50% of mobile users have a satisfactory customer experience, yet only just over half of these users – or 27% of total mobile users – can be considered Promoters. If NPS is to replace churn as the KPI for MNOs, then with only 27% they are a long way from succeeding.

The migration to a customer-centric model and the ability to create a holistic view of the customer in real-time is imperative for all MNOs. In conjunction with this evolution, the implementation of a SOC ensures the MNO has a holistic view of the network and effectively transforms its traditional curative network model to a futuristic “before-real-time” preventive network model.

In doing so, it will reduce the percentage of customers calling the contact centre, reduce the time required to resolve a call, limit the number of call-backs, and massively increase the number of satisfied customers, driving up NPS and lowering both FCR and, ultimately, operating expenditure.

These are very ambitious targets for MNOs but if they are to compete among the likes of Apple and Amazon as favourite brands with a high percentage of Promoters advocating the brand, these are the measures MNOs must strive to achieve. And only then will MNOs be able to turn customer experience to their advantage.



**50%** of  
**subscribers** are  
**dissatisfied** with  
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## ➤ ASTELLIA RECOMMENDATIONS

### All-in-one

■ In case of a customer complaint, every second counts and every effort should be made to sort out the problem efficiently and rapidly. Agents need to establish a dialogue with customers and show an awareness and understanding of their experienced problems.

With Astellia's Nova Care solution, agents get a detailed overview of subscribers' activity (voice calls, messaging or data sessions) and clear identification of impacted transactions. They not only have direct access to any customer's profile (CRM information, mobile plan, device type,

ARPU...) but equally to information of subscriber usage, subscribers' overall QoE and their experience per service through high-level KPI dashboards and gauges. These dashboards also portray the subscriber's historical activity to understand the issues they experienced.

With Nova Care, agents are able to easily identify the impacted services and root cause such as malfunctioning device, low performing network equipment, coverage, user rights and credits or transmission problems, using real-time simplified diagnosis and understandable information.

Furthermore, when issues are

detected, agents can geolocate the area (cell) where the problem occurred and diagnose if the subscriber is the only one impacted or if it is global to the cell. This is particularly useful to check if the subscriber is experiencing an already known issue and to proactively prioritize network operations based on the number of impacted subscribers.

Nova Care greatly improves the FCR rate and hence reduces significantly the number of ticket escalations to level 2/3 support. Additionally, Nova Care features a direct link to Nova Explorer for deeper investigations on CDRs and troubleshooting.

## Customer testimonial

*"Astellia's Nova Care solution is really revolutionizing the way we treat customer complaints. The different teams are now using the same tool, hence relying on the same information which really facilitates internal communication and problem solving. Nova Care clearly bridges the gap between customer service teams and network operations.*

*I can say that Nova Care reduced average handling time (AHT) by 20-30% and increased FCR by 10-20% at Zain Bahrain. Our agents can now really increase customer satisfaction, reduce churn and turn complaining customers into brand advocates. In addition, escalation of issues to network operations has on average been reduced by 20%. Our agents now have a better knowledge of network related issues hereby decreasing our customer service OPEX."*

**Abdulla Salmeen, Head of Customer Care at Zain Bahrain.**

## > ABOUT ASTELLIA

■ Astellia is a leading provider of network and subscriber intelligence enabling MNOs to drive business performance and customer experience. Astellia's vendor-independent real-time monitoring and troubleshooting solution covers end-to-end 2G, 3G and 4G from radio access to core network. Astellia's scalable products and expert services address the needs of operators' full value chain. Astellia has close partnerships with more than 200 telecom operators globally. Headquartered in France, Astellia has worldwide presence with offices in Brazil, Canada, India, Lebanon, Russia, Singapore, South Africa, Spain and USA.

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## > ABOUT MOBILESQUARED

■ mobilesquared provides intelligence and insight on the mobile sector. We've been analysing the mobile space for two decades, so our expertise has been earned, not learned. Our instinctive ability to ask the right questions uncovers invaluable nuggets of insight, which we interpret to help shape truly effective strategy for our clients. Our experience is recognised by the industry - we sit on judging panels for the prestigious GSMA Awards, EMMA awards, and the MEFFYs.

## > METHODOLOGY

■ The findings in this research are based on consumer research of 2,000 mobile users that have contacted their MNO with a problem over the last 24 months. The research took place in January 2015 in the following countries: Germany, Morocco, Nigeria, Poland, South Africa and Spain.

The MNO research was based on a survey in which 40 MNOs participated. Research took place between December 2014 and March 2015.

Job titles of participants within MNOs include: Customer Experience Manager, Customer Care Head, Group Head of Customer Operations Shared Services, Head of Customer Service (Prepay), Senior Manager, Head of Digital Service Innovation, Consultant, Customer Experience Manager - IT Auditor, Head of Customer Experience, Head of Service Management Centre, CEO, Head of CC Change Management, Senior Director, Customer Care Consultant.

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