SWCCF AWARDS 2014

The South West Contact Centre Awards 2014

Best Application of Technology – Creating a Social Learning Environment in LV=

Background

Historically LV= has delivered training using various methods including classroom learning, individual coaching and e-learning. While this was effective, it was time consuming and expensive. Post-training, if Customer Service Representatives (CSRs) needed to find out additional information to help with a customer query they would either call our technical support team or try to find the information by searching through documents stored on our multiple information systems. Our front line people were most commonly using 'Evolution', which assisted CSRs with both customer and process queries whilst on the phone. However, it was becoming evident that Evolution was at times having a detrimental effect on customer experience. This was because it was difficult for CSRs to navigate, and it had a limited and inaccurate search function.

LV= recognised that the way we source information has fundamentally changed. People tend to turn to Google or YouTube to source information from their peers rather than consult an instruction manual. LV= wanted to provide an online, social learning environment that could be accessed on demand at any time – a 'Google' for our insurance world, which mirrors how we learn at home.

Listening to our frontline staff

Feedback from our front line people highlighted the frustration that both our CSRs and customers felt when using our existing information platforms. This was mainly due to delays in our CSRs accessing key information which was felt should be both quickly and easily accessible.

Management Information analysis revealed that the number of calls to our Technical Assistance Team (TAT) was high, averaging 8,264 calls per month for 2012, and there was no central location to share verified information. This resulted in the same questions being asked to TAT repeatedly (see appendix 1) and also proved there was a clear business need. However, solutions were restricted as additional classroom training is expensive and time-consuming. This generated the idea for an online learning directory.

We took action and showed our people that we do listen to their feedback by developing an online platform that supports short pieces of content that can be accessed whilst on the phone to a customer, using high speed search engine functionality.

An innovative platform

The project team delivered a Drupal based Q&A web service to sit within our intranet, called 'Resolv='. Customer service staff were invited to ask questions on Resolv= and see a list of suggested answers in real time by their peers and Subject Matter Experts (SME).

Members of our TAT monitor Resolv= daily to answers given as 'correct', so official answers top the list of suggestions. We now have a network of over 2300 employees sharing their expert

knowledge online, helping to ensure the accuracy of answers given to customers. The Resolv= tool supports our vision to be Britain's best loved insurer by growing and proactively sharing knowledge across the business (see appendix 2 for key features of Resolv=). Resolv= challenges assumptions and traditional ways of working, creating a culture of empowerment, which has led to a new way of working; one that gives our people ownership. Additionally, it has provided a blueprint for future knowledge sharing platforms.

Resolv= uses gamification to offer a fun and intractive approach to learning. If an answer is 'liked' by fellow peers then the person posting the answer receives points. Once a CSR receives 100 points, they become 'star Resolver' and when they achieve 200 pints they become a 'Resolv= legend'. Currently, we have 12 'star Resolvers' and two 'Resolv= legends'.

The social learning model for 'Resolv=' relied on the engagement of our people and this was a key challenge of the project. To ensure that we had user engagement from the outset a pilot pool of users populated the system with questions. Subject Matter Experts (SMEs) from the business then answered the queries which triggered the production of screen recording and video and e-learning content to be published on 'Resolv='.

Therefore, Resolv= has enabled our internal e-learning specialists to deliver a library of e-material directly related to our user's needs.

Initiative delivery

The learning tool was rolled out gradually to CSRs to allow organic growth. The platform was then developed further in response to continual user feedback.

To date 3736 users have signed up to 'Resolv=' and over 6780 questions have been resolved with 11399 answers given. This has driven the production of over 127 learning videos and an additional 14 computer based training (CBT) modules. As a result LV= has seen a cultural shift towards a social learning model, a movement that is being driven by our people, rather than management.

Results

Despite our investment of £20,000 in Resolv= we anticipate benefits of c. £1m, realised through a reduction of FTEs and improved retention rates over the next five years.

Productivity
- We have seen a 1.07% reduction in wrap time across Sales and Service, meaning our customers spent less time on hold and have a more efficient experience with us.
- Between January 2013 to 7 October 2013 we saw call transfers between departments fall by 1%, helping increase one call resolution. This reduction in transfers from Motor Sales to Motor Service made a saving of 2.7 full time employees (FTEs) in service, which is predicted to save us £355,665 over the next five years.
- Customer query calls to TAT have reduced by 15.33% since the rollout of Resolv=. By the end of 2014 we aim to reduce two FTEs on TAT, generating a saving of £50,000.
- There have been 147 updates posted since Resolv= went live. Typically a cascade of information on working practices may take 72 hours, whereas now information is instantly available to our people on Resolv=.
- The first three weeks after the rollout, Resolv= received on average twice as many page views (44,495) compared with Evolution which received 19,173.
- 7,500 questions have been added since the roll out, which would have been repeat queries to TAT (see appendix 1).

Employee engagement
- Resolv= has helped build the confidence of our CSRs, who are empowered to share their knowledge with their peers (see appendix 3).
- The gamification element of Resolv= has also increased employee engagement, as it enables our people to be rewarded for their expert knowledge.
- CSRs are proud to be recognised for their knowledge – reviewing Resolv= usage in development plans.

Customer
- We have seen a 5.4% increase in highly satisfied customers since 2012, which gives us an extra benefit of £558,790 in retention over five years (see appendix 4).
- When customers were asked to rate 'LV= employees' ability to answer any queries you had' on a scale of 1-10, the average score was 8.83 between January - December 2012; but this increased to 9.06 between January- December 2013 following the implementation of Resolv=.
- When customers were asked to rate our staff on the 'Clarity of explanation of what policy covers/ excludes' a scale of 1-10, the average score was 8.93 between January-December 2012, which increased to 9.0 between January- December 2013.

As part of LV='s vision to be Britain's Best Loved insurer, we not only invest heavily in our customers, but put our people at the heart of everything we do. 'Resolv=' demonstrates our commitment to this principle.

Our main driver within the e-learning team is to support our people to feel confident in the service they are delivering to our customers and the information they are giving them. We believe that 'Resolv=' provides this support and over time, the community will grow and create a permanent training network for full time, part time and home workers.

'Resolv=' has not only forced a shift in staff behaviour but has also generated enthusiasm from our senior business stakeholders. The e-learning team now run a support group of 'E-Champions' who are being internally developed to deliver screen recording, virtual classrooms and CBT modules to publish on 'Resolv='. Front line teams have also asked for SME's to be trained in screen recording videos in order for them to share best practice to their teams. This further demonstrates not just the commitment to social learning within the e-learning department but the wider business too.

The power and success of 'Resolv=' is that it is a tool for our people, run by our people which in turn generates meaningful, relevant learning for our people.

This is not a completed project but a commitment to a social learning journey that will organically grow to mould to the needs of our people. This project has helped us to recognise that learning is far more powerful when it is self-driven and 'Resolv=' gives people the power to access what they need when they need it the most.