

How did Vodafone increase customer satisfaction?

“Fujitsu is integral to the success of our business, our brand, and our customers’ experience in the retail environment.”

Terry O’Brien – Head of UK Retail, Vodafone UK



Customer’s Challenge

Vodafone UK has more than 17 million customers and is part of the world’s largest mobile community. Vodafone’s leadership in mobile voice and data communications has continued, thanks largely to its focus on developing its brand and customer experience. Terry O’Brien, Head of Retail, Vodafone UK, says, *“Vodafone is constantly looking for new ways to drive interaction and enhance the service that we offer to our customers, while at the same time making the life of our people simpler and more rewarding.”*

However, Vodafone recognised that it was not differentiating the needs of its in-store customers or allocating store employees according to their areas of expertise. This meant waiting times could be lengthy and the level of service provided varied on the store employee’s area of expertise.

So, Vodafone introduced a re-branding programme aimed at improving the customer journey in store, as well as differentiating Vodafone from its competitors. Based on the macro planning principles of “Organise me, Engage me”, the key components of the refit included greater automation in-store, the option for self-service through kiosks, and footfall counters to track the volume of customers in-store and optimise the customer flow.

Fujitsu Solution

As Fujitsu already had a long-standing relationship with Vodafone it was a natural partner to develop its new technology requirements. Jonathan Dryland, Vodafone’s Head of UK Retail Development, continues, *“We chose to strengthen our relationship with Fujitsu because it was a key supplier and already understood our business needs. So, we could move forward with a strong partnership that was clearly focused on delivering a positive customer experience.”*

Over the last two years, Fujitsu has been helping Vodafone transform its retail spaces, using queue management, vending and self-service technology; all this is geared towards ensuring customers can find the products and advice they want faster.

Fujitsu’s deployment and ongoing management of Q-MATIC, the world leading solution for queue management is just the job. Utilising touch-screen technology, Q-MATIC leads the customer through a set of questions to identify their in-store requirements. They are then given a ticket and allocated to a service queue, so that an appropriate Vodafone sales advisor can serve them. A client terminal application allows store

SUMMARY OF KEY FACTS

Organisation

Vodafone UK

Service/s delivered

Transformation of the retail space and customer experience, using queue management, vending and self-service technology and comprehensive IT support services

Key Metrics

- 346 UK stores
- 17.4 million customers

Benefits

- **Improve the customer experience** – a faster and more efficient service has led increased customer satisfaction
- **Increase performance** – average contract volumes have increased with average upgrade volumes also increasing
- **Enhance productivity** – automated management of commodity purchases enables faster transaction times and frees up resources to help other customers
- **Maximise profit margins** – self-service significantly cuts the cost of sale especially amongst core pre-pay customers
- **Reduce support costs** – tailoring services and removing duplicate effort and resources has cut costs
- **Minimise business disruption** – systems availability is enhanced, with a significant reduction in support calls
- **Optimise resource deployment** – better management information is helping to track and measure the customer experience and optimise staffing rotas

CASE STUDY VODAFONE UK

employees to call their next customer, add notes next to each enquiry or move it to another service desk, and can also be used to access customer queuing status and monitor store throughput.

“Q-MATIC has allowed us not only to manage our customers better, but also manage the time of our team better. So we’re able to make sure we’ve got people in at the right times to deal with different types of enquiries, but it also identifies any skills gaps. It’s helped us to really improve the experience for our customers in-store,” says the Store Manager at Vodafone’s Manchester ‘Experience store’.

The continuous operation of its 346 UK stores is also vital to Vodafone’s business, as Terry O’Brien explains, *“Something as simple as a cash till not working can make or break a customer experience. It doesn’t matter whose fault it is – customers just see Vodafone as being unable to give them what they want.”* So, to optimise system availability, Fujitsu has provided Vodafone with a managed support service in-store since 2003. This includes IT hardware maintenance, helpdesk support and enterprise management. Fujitsu’s helpdesk also acts as a single point of contact for all retail IT issues, including those relating to Vodafone’s own service delivery teams and third party suppliers.

“Fujitsu’s relationship with Vodafone is now a lot stronger and we have a greater appreciation of what Fujitsu can do,” says Terry O’Brien. *“This has allowed us to engage Fujitsu in other parts of our business and in looking at our future requirements. Personally, everything I’ve ever asked for has been delivered by Fujitsu for our mutual success and benefit.”*

Benefits to our Customer

The in-store services from Fujitsu are enabling Vodafone to:

- **Improve the customer experience** – customers now have more time to browse the store and choose how to purchase, so everyone benefits from faster and more efficient service, in a more relaxed atmosphere. This has led to a considerable uplift in customer satisfaction
- **Increase performance** – optimised stores outperform other stores. Average contract volumes have increased with average upgrade volumes also increasing
- **Minimise business disruption** – systems availability is enhanced, with a substantial reduction in support calls and improvement in first time fixes, increasing sales opportunities
- **Maximise profit margins** – self-service significantly reduces the cost of sale especially amongst core pre-pay customers
- **Enhance productivity** – automation of commodity purchases enables faster transaction times and frees up resources to help other customers. The number of customers leaving stores without seeing an advisor is also declining
- **Reduce support costs** – tailoring services and removing duplicate effort and resources has cut costs, while increasing the overall level of support
- **Optimise resource deployment** – increased management information, such as customer numbers, waiting times and sales conversion figures, is helping to track and measure the customer experience in-store and enable staffing rotas to be prepared to reflect store and customer requirements.

Terry O’Brien adds, *“It’s really rewarding that we can satisfy the needs of our customers much more efficiently. When a customer walks through the door of our store what we need working works, which fulfils everyone’s requirements and enables our people to focus on the customers needs, and leads to a happier, more profitable customer experience. Fujitsu’s services enable this. That’s why Fujitsu is integral to the success of our business, our brand, and our customers’ experience in the retail environment.”*

Our Approach

Fujitsu’s focus on developing and managing innovative solutions that enhance the customer experience has been recognised by leading industry awards. Together Vodafone and Fujitsu won the World Retail Awards’ “Best use of Technology” and the European Retail Solutions Awards’ “Most Innovative Use of In-Store Technology” for transforming the customer experience through the implementation of Q-MATIC.

Future plans include developing a new stock control system to improve store efficiency and reduce ‘wastage’.

A final word from Terry O’Brien, *“Our relationship with Fujitsu is built on confidence; Fujitsu has always helped us achieve our goals, or explained why it wasn’t possible. They understand the way we work - our IT needs, procedures and business. Fujitsu is committed to help us improve both our own people’s lives but also the lives of our customers. They bring ideas to us, invest in development and testing concepts, and show us how it could work for Vodafone. They listen and have a drive and passion to ensure that what we want to do makes sense commercially. I really would struggle to find anything negative to say about working with Fujitsu.”*

Our Expertise

Fujitsu has delivered consistently high levels of service to UK businesses for more than 25 years, and has amassed a wealth of expertise in helping clients to use IT to create new revenue generating opportunities, reduce operational costs and increase customer satisfaction.

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