



**“Without the
customer insights
our internal
misconceptions
would have led us
down the wrong
path”**

Bringing Fibre Internet to Your House - A Story from the Trenches

Customer experience centred Internet fibre installation and services,
Great customer experience enabling a profitable business

THE CHALLENGE

Telia Sonera had problems with their Internet fibre installation offer to private house owners in Sweden. The customer trust was low, the Net Promoter Score was way low, and the profitability was not optimal. Usually the installation of optical fibre is done by digging up the ground and lay down a duct (flexible plastic installation tube). This leads to dug up roads, gardens and anything else that is in the way. At the time of the project, there was a mixed awareness and need of fibre Internet access. Therefore Telia Sonera wanted to improve their service. Together with their Lean Team and Transformator Design they initiated this customer driven improvement project and at the same time learn how to work with service design. We at Transformator Design call it Action learning.

THE APPROACH

PROCESS AND DELIVERABLES

We acquired a deep understanding of the customers driving forces, interests, abilities and needs. We performed telephone interviews, we visited customers with technicians as well as door-to-door sales people and attended information meetings. By listening to customers about buying and installing Internet we were able to compose a clear mapping of their process of purchase, before, during and after installing internet. How the customer decision process looks like and

how they evaluate pro's & con's. Based on our insights we created a customer journey map and identified key customer behaviours. We identified four customer behavioural patterns for installing the fibre and four customer behavioural patterns for installing the service. Our assumptions and ideas was triggered on customers, then refined and specified to actionable recommendations. Together with critical touch points, the recommendations were prioritised based on the effect and feasibility of the suggested changes.

MIXING SERVICE DESIGN AND LEAN

Telia Sonera work with lean, and together we mixed the strengths of service design and lean methods. Basically we used iterative lean methods for improvements (Kata/PDCA) based on customer insights and the suggested solutions created by service design methods.

ACTION LEARNING

Telia Sonera approached Transformator Design as they realized that service design was critical in order to be able to develop relevant services and create great customer experiences. Together with the internal project team we included them actively in the action research process to increase their understanding for the methodology. As a direct result of the project Transformator Design helped Telia Sonera in the following project 'Fibre Internet for Apartments' with support for in-house recruiting and training of six people in the service design

THE APPROACH

methodology through action learning steps including classroom theory, observation of experienced service designers, field practice with coaching and reflection with documentation of key learnings of the what, why and how of each service design step.

CONCEPT PILOTS

To verify the suggested solutions Telia Sonera's lean team created five small pilots or practice grounds, where they tested the improvements live. This gave a deeper understanding of the advantages and disadvantages, what pre-conditions were required and what obstacles needed to be removed as well as a real life experience for the employees. Service design was critical in order to be able to develop relevant services and create great customer experiences. Together with the internal project team we included them actively in the action research process to increase their understanding for the methodology. As a direct result of the project Transformator Design helped Telia Sonera in the following project 'Fibre Internet for Apartments' with support for in-house recruiting and training of six people in the service design methodology through action learning steps including classroom theory, observation of experienced service designers, field practice with coaching and reflection with documentation of key learnings of the what, why and how of each service design step.



THE RESULT

Before, the service of installing fibre Internet was an obtrusive, frustrating and long process. The experience of the installation was confusing and left the customer with a bitter after-taste.

The mix of lean and service design methods was very successful and resulted in tangible value for both customers and employees. The customer insights made Telia Sonera able to prioritize their improvements based on customer needs, and eliminate a lot of waste.

After the implementations of the improvements the customers were able to choose a suitable service package, they understood what they had bought and the interference in their lives was minimal. The employees got a more efficient and less stressful working situation and Telia Sonera learned the importance of bringing the customer into their continuous improvements.

The action learning gave Telia Sonera an understanding and appreciation for service design as well as the ability to embed it further into their organization. This also created internal ambassadors service design that fought to make sure the customers' voice were heard.

Telia Sonera, as direct result of these projects, are now building in-house service design competences and capacity.

BASED ON OUR RECOMMENDATION TELIA SONERA:

- Have tailored their offers based on customer needs to include:
 - Flexibility in price and installation
 - Adapt service offers to customer (i.e. packages or pick n' mix)
 - Offering help with installation and get started with the services
- Are keeping their customer informed and up-to-date throughout the whole process.
- Are setting realistic expectations by having the right dialogue with the customer about recommendations and choices.
- Takes responsibility for the whole delivery.
- Present the price in a relevant context to let the customer understand what they actually pay for.
- Offer their customers multiple ways to journey through the their processes.
- Are working actively with appropriate service evidences in form of e.g. confirmations and feedback.

THE EFFECTS



**INCREASED NET
PROMOTER SCORE**

Telia Sonera



**INCREASED EMPLOYEE
SATISFACTION**

Telia Sonera



**TRIPLED CAPACITY FOR
DELIVERY WITH SAME STAFF**

Telia Sonera



**INCREASED PROFITABILITY
ALL-TIME-HIGH**

Telia Sonera

UP TO 18 MONTHS

BEFORE

UP TO 6 MONTHS

AFTER

SHORTENED DELIVERY TIME

Telia Sonera

UP TO 6 MONTHS

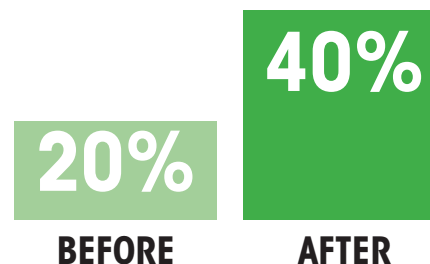
BEFORE

MAX 14 DAYS

AFTER

**PERIOD OF INTRUSION
INTO THE CUSTOMERS'
HOMES**

Telia Sonera



**INCREASING SALES
PENETRATION**

Telia Sonera



**"NO SHOW" INSTALLATION
VISITS ELIMINATED**

Telia Sonera