

UK telco provider Three grows mobile adoption, self-service, and add-on revenue

300% INCREASE IN ADD-ON PURCHASES

150% INCREASE IN MOBILE APP USERS

34% INCREASE IN MONTHLY ACTIVE USERS

9% DECREASE IN CALL CENTER VOLUME

12-POINT INCREASE IN NPS



Three.co.uk



“With ForeSee® CX SuiteSM, we’re improving digital services with limited resources that have the most impact on revenue, growth, and satisfaction.”

STEVE WINTON

HEAD OF DIGITAL IN-LIFE,
THREE

CHALLENGE

Improving Mobile Adoption and Self-Service, with Limited Resources

Mobile provider Three has the fastest-growing network in the UK, covering more than 97% of the population and carrying 36% of the nation’s mobile internet traffic. As in many industries, the telco customer is increasingly digital: Trends show customers turning to web and mobile channels when they need to solve a problem.

For Three, that meant its mobile app could serve as a primary channel — an important first impression for new customers, and a continuation of the brand promise for existing ones.

Unfortunately, adoption of Three’s mobile app was low, and the company knew that it had a long way to go to improve the customer experience, based on anecdotal evidence from customer feedback.

“We knew that the mobile app could provide the best experience, in terms of convenience and the ability to self-service, but we hadn’t been doing a good enough job listening to what our customers needed,” explained Three’s Head of Digital, Steve Winton.

SOLUTION

Segmentation and Prioritization Across the Journey

Three needed reliable insight to pinpoint improvements. For Steve and his small but dedicated digital team, that meant a thoughtful, strategic approach on what to tackle first.

“We have a finite budget and need to spend that budget wisely. We use the ForeSee methodology to validate our strategy, and focus our time on the improvements that will have the biggest business impact.”

Three’s goal: improve the user experience, increase adoption and task accomplishment rates, and help customers move seamlessly along a desired path — all driving toward the company’s business objectives of increased revenue, growth, and satisfaction.

Honing in on Customer Needs

Three had identified distinct “in-life” customer journeys based on where customers are in their lifecycle: “early life” for new customers, “middle of life,” and “end of life” for customers nearing the end of their contracts.

ForeSee helped Three identify each segment’s unique pain points, measure NPS and task accomplishment rates, and prioritize the digital experiences that mattered most to each group.

Based on those insights, Three implemented the following enhancements:

- ▶ Improved the onboarding experience for new mobile app users with in-app messaging, videos, and web chat — to help customers with tasks such as setting up bill payment or checking usage. This led to a 34% increase in monthly active users and a 9% decrease in call center volume because customers were better able to self-serve.
- ▶ Added the ability to view historical data in the app. This met an important need for “middle of life” customers and upgraded old functionality that only allowed customers to see bills in PDF format.

- ▶ Identified upsell opportunities that help customers save money, e.g. upgrading data plan, which resulted in a 300% increase in successful add-on purchases, worth millions of pounds of incremental revenue.

Speeding Up Issue Identification and Resolution

In addition to strategic prioritization, Three’s digital team relies on the find-and-fix tools within ForeSee CX Suite to help with more tactical efforts.

Three uses ForeSee’s digital Feedback surveys on key parts of the customer journey to help identify and address digital issues quickly. With an opt-in badge on its digital properties, the digital team monitors real-time customer feedback and investigates verbatims when issues arise.

For deeper troubleshooting, the team uses ForeSee Replay to watch digital playbacks that help the team visualize why, when, and where in the digital experience customers struggle.

OUTCOMES

Improved Revenue, Call Center Deflection, Adoption, and NPS

As a result of listening to the voice of customer and making improvements based on ForeSee’s predictive model and CX Suite, Three saw these positive results:

- ▶ A 300% increase in successful add-on purchases, resulting in millions of pounds of incremental revenue
- ▶ 150% increase in mobile app users
- ▶ 34% increase in mobile app monthly active users
- ▶ 9% decrease in call center volume as customers increased use of self-serve on the mobile app
- ▶ A 12-point increase in overall NPS

Steve summed things up this way: “You can deliver the margins *and* deliver the experience. In fact, you deliver the margins *by* delivering the experience. ForeSee helps us act on the voice of customer to do so.”