



**AWARD WINNING
CASE STUDY.**
FUTUREPROOF ONBOARDING - KPN.

**Working together to influence our
customer service culture**



SUMMARY.

The Futureproof Onboarding program, developed by KPN in collaboration with EarlyBridge, aimed to enhance customer service by swiftly and effectively onboarding new employees and revitalizing existing staff. Utilizing modern learning strategies and practical support, the program significantly improved customer satisfaction, operational efficiency, and employee satisfaction.

BACKGROUND.

KPN offers a wide range of services including mobile telephony, fixed telephony, internet, and interactive television. With a customer service handling over 150,000 customer contacts daily, it was crucial to manage these interactions efficiently and customer-focused.

THE CHALLENGE.

KPN faced a dynamic environment with new communication channels and advanced technologies. Specific challenges included:

1. Rapid Onboarding

New employees needed to be integrated into their roles quickly to effectively contribute to business goals.

2. Behavioral Change

Existing employees needed reorientation and motivation to achieve desired behaviors and performance goals.

3. Modern Learning Needs

The training program needed to align with the needs of both the employees and the business.

OBJECTIVES.

The Futureproof Onboarding program had the following main goals:

- **Train and Operationalize New Employees Faster:** By optimizing workplace learning and using the customer perspective, new employees were better prepared to handle customer contacts effectively and contribute to business goals more quickly.
 - **Revitalize Existing Employees:** Reorienting existing employees towards desired behaviors and performance goals increased their motivation and effectiveness.
 - **Optimal Training Program:** Creating a training program that aligns with the learning strategy and modern learning methods.
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PROGRAM DESIGN AND IMPLEMENTATION.

The program was developed in close collaboration with EarlyBridge and consisted of several steps:

1. Needs Analysis

Together with customer service management, a thorough analysis was conducted to determine learning goals and needs. Jack Philips' V-model was used to further specify the needs.

2. Co-Creation Sessions

Behaviors and performance indicators were mapped during sessions with end-users and managers, leading to a concept change approach.

3. Learning Journey Development

A detailed learning journey was developed with the selected partner, including a trainer's guide and a supportive network of trainers, team leaders, coaches, and buddies.

4. Validation and Pilots

The new training program was validated through focus groups and tested in pilot sessions followed by evaluation and improvement.

COMPONENTS OF THE FUTUREPROOF ONBOARDING PROGRAM.

The Futureproof Onboarding program was carefully designed with various key components aimed at improving both skills and mindset of employees:

- **Strategic Planning and Kick-Off:** Clear and measurable objectives were set by senior management to improve customer satisfaction. Engagement sessions were held to generate support and lay the foundation for transformative change.
- **Skills Assessments and Baseline Measurements:** Prior to the training, a comprehensive assessment of current skills was conducted, followed by personalized learning paths for each participant.
- **Customized Training Modules:** Modules focused on developing key skills such as empathy, active listening, and effective communication techniques supported by interactive content and realistic scenarios.
- **Masterclasses and Workshops:** Workshops provided specialized training in areas such as complaint psychology and conflict resolution with feedback and improvement through direct experience and observation.
- **Ongoing Support and Coaching:** After training, employees were paired with mentors for continuous support and guidance. Regular refresher courses and updates on best practices ensured ongoing competence.
- **Micro-Learning and Reinforcement:** Short, targeted sessions reinforced key concepts and skills over time, supported by tools and resources that promoted practical application.

EVALUATION WITH THE KIRKPATRICK MODEL.

The success of the Futureproof Onboarding program was measured using the Kirkpatrick Model:

Level 1: Reaction

Immediate reactions from participants were collected via feedback forms and satisfaction surveys, appreciating the interactive and practical nature of the sessions.

Level 2: Learning

The increase in knowledge and skills was measured through pre- and post-training assessments, with significant improvements in core competencies such as empathy, active listening, and problem-solving.

Level 3: Behavior

Behavioral changes were monitored through ongoing evaluations and manager feedback. Observations showed employees effectively applying their new skills in daily interactions with customers, leading to better handling of customer queries and improved customer interactions.

Level 4: Results

The final impact on business results was tracked by changes in NPS and overall customer satisfaction levels. Within months of the program's implementation, a significant improvement in NPS scores was observed, complemented by a reduction in repeat complaints and improved customer loyalty.

RESULTS.

The Futureproof Onboarding program delivered impressive results, including:

- **Net Promoter Score (NPS):** An increase from -4 to +7, indicating higher customer satisfaction and loyalty.
- **First Call Resolution (FCR):** An improvement to 53%, meaning customers were more often helped in one go.
- **Sales:** An 11% increase after the implementation of the new training program.
- **Data Logging:** An improvement to 83%, which was crucial for effectively handling future customer interactions.

KEY LESSONS AND BEST PRACTICES.

The Futureproof Onboarding program provided valuable insights into effective organizational change:

- **Extensive Employee Engagement:** By involving employees from the start and throughout the process, the team not only understood the goals but was also committed to achieving them. This approach facilitated the adoption of new practices and boosted overall morale.

- **Data-Driven Decisions:** Using data to drive decisions and tailor training was crucial. By assessing employees' skills before and after training, the program could be dynamically adjusted to meet specific needs, ensuring relevance and effectiveness.
 - **Long-Term Focus for Sustainable Change:** Ongoing mentorship and refresher courses helped maintain and adapt improvements to new challenges, demonstrating that lasting change requires continued effort beyond initial training.
 - **Adapting Training to Different Roles:** Tailoring training content to the specific challenges and roles within the organization led to more effective learning outcomes. This customization enabled employees to apply their new knowledge more directly and effectively in their specific functions.
 - **Cultural Alignment:** Aligning new practices with the organization's core values and cultural goals was essential. Cultural workshops and sharing success stories helped integrate new skills into the broader organizational culture, making the shift to a more customer-focused approach smoother and more embedded.
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BROADENING THE IMPACT.

Building on the success of the Futureproof Onboarding program, KPN has taken steps to expand the learned principles and practices to other areas of their operations. By applying similar strategies to other points of customer interaction, the organization aims to replicate success across multiple departments, further enhancing the overall quality of service and operational efficiency.

FINAL THOUGHTS.

KPN's Futureproof Onboarding program illustrates how a strategically designed and well-executed training initiative can transform organizational culture and customer service standards. The program not only significantly improved NPS, indicating increased customer satisfaction but also set a new standard for handling customer interactions and feedback within the telecom sector.

The KPN case study serves as a powerful reminder of the value of listening to customer needs and actively involving employees in solutions. It demonstrates the profound impact that thoughtful, well-executed initiatives can have on a company's performance and reputation, setting a benchmark for excellence in customer service across various industries.

ABOUT EARLYBRIDGE.

EarlyBridge sets organizations in motion. We build bridges between people, between leaders and their teams. Because results start with people. EarlyBridge develops and implements leadership and team development programs. We help organizations, teams and individuals break out of ineffective patterns and break through to new levels of performance. Through a combination of advice, training, and coaching, we translate strategy into action through a combination of theory and practice to contribute to sustainable behavior change.



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