

**SFR**

# Assima Trains 8,000 Employees for SFR

**100k**

Customer Service  
Reps. Trained

**70%**

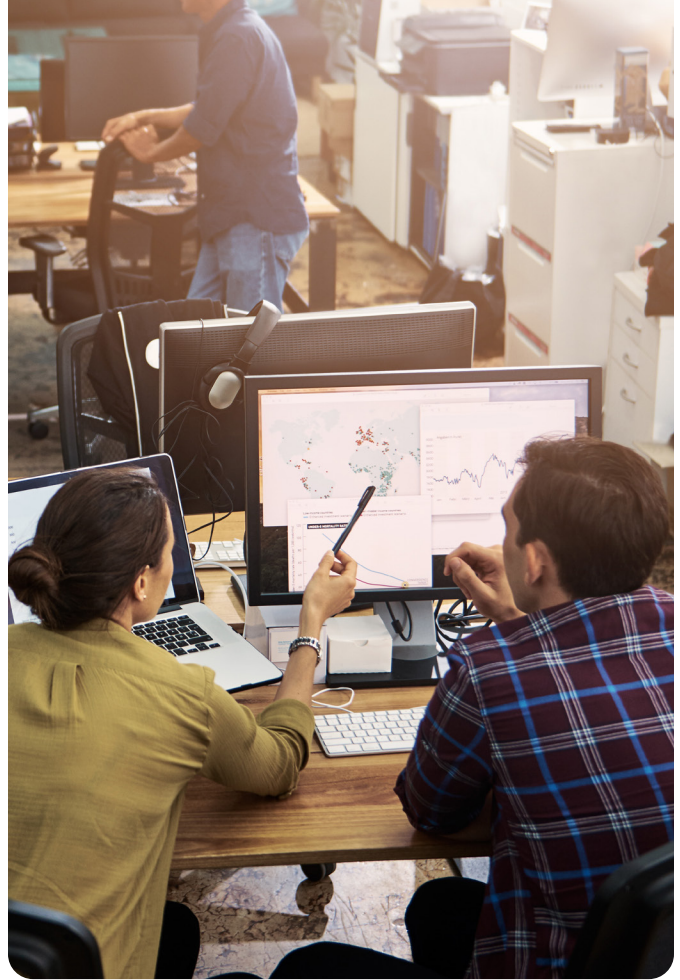
Reduced  
Support Calls

**80%**

Positive Response

# Challenges

SFR is one of the operators that contributed to the explosion of the mobile phone market in France through innovative offers, jokey publicity and a nationwide sales network. And as we all know, the more customers a company has, the more likely it is that these same customers will at some point call Customer Services. The relationship between a user and their mobile phone is quasi addictive. A function that doesn't work properly, trouble getting to grips with a feature, a sudden disconnection and panic sets in! SFR has factored this human data into their new and highly advanced CRM (Customer Relationship Management) system. The CRM system needs to support Customer Service Reps (CSRs) to not only react quickly to a call, but also be totally familiar with the mobile device the customer is using. And as we know, there are hundreds of different makes of mobile phone on the market. So the SFR system goes beyond supporting a simple customer call.



*In order to train users and get them to accept our new CRM system, we were looking for a solution capable of being as close as possible to the ergonomics of the actual application.*

Andy Hurren, Head of Learning

# Solutions

Training the CSRs equally demands far more than can be provided by the rather clunky and inflexible methods of a traditional training database. Not to mention that this method is expensive, with server costs, recurrent operations, and a training environment that needs resetting regularly.

To take just one example: to provide basic training around the new 'Collection' module, would take 500 mandays to set up the training database (specific system set-up, maintenance, and configuration of actual system flows). So the Head of Information Systems decided to look around for alternative

solutions. It soon became clear that e-learning was the best solution to skill the CSRs with the knowledge they needed, and on the job. It was no longer just an issue of cost: there was an efficiency challenge as well.

The ideal solution decided on by SFR consists of some basic training in the classroom, particularly for new recruits, which is then followed by e-learning at the person's workstation. The training department sends out a weekly 'booster' which contains not only news but also tips about one of the online lessons.

*After using ATS for three years, we have noticed how people's mentality has changed towards this type of approach. (...) They now understand that the e-learning scenarios (in particular the cloned ones) do have a place in classroom training and do not impoverish human contact.*

Arjen Dijksman, Project Manager

## Benefits

The solution delivered with ATS goes much further than simple screen copies. ATS behaves like a clone of the CRM interface, thereby enabling the CSRs to interact and explore the system. This interactivity has been the key to the success of ATS at SFR. Sitting at their workstations, the CSRs train themselves on an interface that is extremely similar to their live system. They don't just sit there and read a lesson, they have to look for – and find – all the options provided by the CRM system. The trainees learn how to use the modules at their own pace, and as a result have a much better grasp of the features they will have to use when they start taking calls from SFR customers. They can even navigate between the different components of the CRM system (Clarify, SAP, 3270 application, intranet) in a single session!

### Early Training

Two-month improvement on initial plan: SFR was able to clone its CRM system before the production version was even up and running, and so could create training modules in advance. This meant that users could be trained much earlier.

### 4 Times Cheaper than Database Training

SFR has calculated that using ATS worked out 3-4 times cheaper than a training database: For example, in the SaFiR WebSAP application (just one of the CRM components) the original estimate was 150 mandays to configure system interface flows, 300 mandays to run and maintain the training client (2 people working fulltime for 8 months), plus some extra time to develop ATS sequences (80 mandays) bringing the total to more than 500 mandays.

### Easy Call Simulation

With a much higher training quality, SFR realized that ATS was doing far more than the training database ever could. For example, the CTI (Computer Technology Integration) scenarios were very difficult to replicate in a training database; they would have had to link up to the phone system and then call a fictitious customer. ATS provides a simple solution: the customer call is simulated by a keyboard shortcut, allowing the scenario to be continued.

### Expansion of Assima Solution

The Assima solution has been extended to other IT projects for applications and implementations as diverse as online shopping, e-procurement, time management and project management. Today there are 20 SFR sites with lessons on 60 to 80 modules created over the last three years.

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We make your employees better, faster.

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