

# The Customer Care Center at Volvo Car Sweden is seeing a clear trend for increased customer satisfaction

“ We’ve been able to respond to customers quickly, and everyone now has access to the same information at the same time. ”

**Pia Johansson** | Senior Manager | Customer Care Center at Volvo Car Sweden



## About Volvo Cars

Volvo Cars is a well-recognized car brand with a long history of building premium cars with a focus on safety and innovation. In October 2019 Volvo Cars CEO Håkan Samuelsson said: “Volvo Cars continues to grow faster than any other car manufacturer in Europe, China or the United States. Growth in car sales, revenues and earnings were driven by strong demand for our SUVs as well as by costeffectiveness.”

## About the Customer Care Center

### The team and the customers

The Customer Care Center at Volvo Car Sweden is responsible for answering all the questions of its customers, that is everyone who is buying Volvo cars and using their services, as well as the Volvo distributors who serve end customers. Volvo Car Sweden potentially has around one million end customers in Sweden, as there are about that many Volvo cars available there.

### Support channels

Volvo and other car brands are increasing IT and digital services related to the car. Volvo has taken this a step further by allowing Volvo Car drivers to simply push a button in the car or in the mobile app to get in contact with the Customer Care Center. Besides Volvo On Call, the Customer Care Center answers questions via phone, email, chat and social media. Volvo On Call represents about half of the incoming cases.

### Mission and goal

The Customer Care Center’s mission is to give customers an extraordinary brand and service experience that creates an unforgettable contact and a long-term relationship with each customer. This is its most powerful competitive advantage, which it believes is extremely difficult to copy.

## The situation and the challenge

### A wide range of issues

One of the biggest challenges in the Customer Care Center is the great range and variety of questions it receives. The Volvo brand has a long heritage in Sweden and many people have a longstanding relationship with it. This leads to great demands in the variety of questions that arise about both new and old products, ranging from how a customer connects their phone to Volvo On Call, equipment levels and delivery times, to spare parts for an old PV from the 50s. To be able to answer these questions, all Customer Care Center agents need a wide range of knowledge as well as deep expertise.

### Rapid changes and increased information flow

A major challenge today is also the rapid and increased flow of information. For example, when Volvo appears in an article or it releases a press release, questions come immediately to the Customer Care Center. Agents need to be able to quickly get the right information themselves so as to be able to help the customer in time.

### Lack of a structured way of working

The Customer Care Center at Volvo Car Sweden did not have a structured way of handling issues and ensuring the fast provision of accurate answers to customers. Agents had to try to remember much of the knowledge themselves to be able to help the customer. They would also search the internet, in paper manuals and in files on computers. The knowledge that was stored was hard to find, it wasn't searchable, and you had to click to find the right information.

Knowledge became old very quickly, and it was hard to see if the knowledge was up to date and if it was trustworthy and relevant. Most of the time this resulted in agents asking colleagues who had the expertise and whom they trusted more than the knowledge they had stored. It was not a sustainable way to work. These experts were often interrupted in their work due to the many questions of their colleagues. If one of them left their job, the knowledge would disappear. Without a structured way of working, the Customer Care Center at Volvo Car Sweden had difficulty giving customers the right answers at the right time and giving them a pleasant customer journey.

## The solution

### From analog to digital

The Customer Care Center at Volvo Car Sweden wanted to improve the customer journey by answering all incoming customer questions faster and with reliable, accurate and consistent answers. It decided that the best way forward was to switch from an analog to a digital way of working by investing in a Knowledge Management Software in which they could collect, structure and share all knowledge.

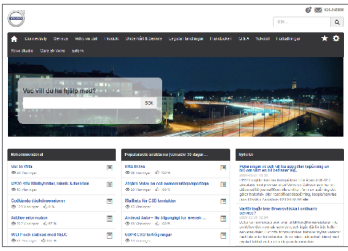
### Why Volvo Cars chose ComAround

At the Customer Care Center at Volvo Car Sweden they wanted the knowledge to be easily accessible and searchable. The speed of finding the right answers was very important, because they valued the customer's time.

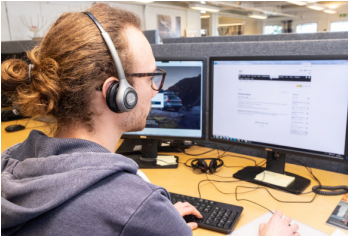
They also needed the Knowledge Management Software to be fast, easy to use and intuitive, and not to require any training before they started using it. They knew that when they started to take a more structured approach to knowledge, they would enter a lot of data and knowledge into the software on an ongoing basis and they wanted to minimize the work time required.

“The system is easy to use.”

**Pia Johansson** | Senior Manager |  
Customer Care Center at Volvo Car  
Sweden



Volvo Car Sweden's knowledge base, ComAround Knowledge™



A Customer Care Agent at Volvo Car Sweden

The Customer Care Center also wanted the supplier to be a specialist in Knowledge Management that was agile and innovative and equally curious about developing itself. This was important because they intended to work together with the supplier for many years to continue to develop the customer journey and the Customer Care Center.

They chose ComAround. With the help of the Knowledge Management Software, ComAround Knowledge™, the Customer Care Center is able to work in a much more structured way than before. They had seen the potential and the benefits at Volvia and Volvofinans Bank and saw that it had proven its purpose of capturing, structuring, sharing and improving knowledge.

### **Organizational culture and behavior**

It was important right from the start to get everyone from the Customer Care Center and the management team at Volvo Car Sweden onboard. Everyone needed to have the same view of what the benefits are for the company of Knowledge Management and ComAround and to understand what their common goal is.

The expertise that exists in the organization is vital to capture. Knowledge must be dynamic; everyone needs to work with it to keep it up to date and correct. It has been a challenge to change the behavior on the Customer Care team and to work as a team and use the ComAround knowledge base to the fullest. People are lazy by nature. They often choose to ask someone else for answers or help the same as they've always done instead of solving a problem on their own. As a result, the knowledge database stops progressing and ends up with knowledge articles that are outdated and incorrect.

Coaching has been very important for changing behaviors. The Customer Care Center is working on implementing a process to get all agents to ALWAYS go through ComAround Knowledge™ before asking colleagues for answers. Its philosophy is that a question whose answer cannot be found in ComAround should only be asked once.

### **Organizational culture and behavior**

At the Customer Care Center at Volvo Car Sweden they thought it was worth taking the time to plan how to work with the knowledge base before starting to use it and feed it with data. They thought that without a structured plan, they could end up with outdated and incorrect answers as the knowledge base grew, which would be a huge job to change and improve.

The Customer Care Center set a common standard for tree structure, keywords, headings, etc. They created a process description consisting of many steps, which sometimes inhibits the workflow, so they wanted to improve the process further. The process is not yet based on any best practice methodology, so there is a lot of potential for improvement.

The Customer Care Center is customer-oriented, always focusing on helping customers so as to give them an extraordinary brand and service experience. That is why the Volvo Car Customer Care Center needs the right knowledge at the right time, knowledge that should fit the customer's perspective when they ask questions. The challenge is that it is easier to write knowledge articles in a technical way.

According to the common standard and process, everyone must always go through ComAround Knowledge™ before asking other colleagues for answers. The articles should be written in an educational and customer-friendly way, and everyone is responsible for giving feedback if articles need to be updated. It is also important to act on the alarms that are set up in ComAround Knowledge™ when someone searches for knowledge without getting a hit.

The key to success has been involving the Customer Care Center agents when establishing the common standard and process of working, because they are the ones communicating with the customers and using the knowledge on a daily basis. When they see that they can have an influence, this creates commitment and drive. However, due to the high volume of issues, it has been a challenge to find the time to develop these.

## The result

**“** We’ve been able to respond to customers quickly, and everyone now has access to the same information at the same time. **”**

**Pia Johansson** | Senior Manager | Customer Care Center at Volvo Car Sweden

**“** ComAround has helped us to improve customer satisfaction. **”**

**Niklas Byvik** | Product Manager, Accessories | Communication & Education Specialist in the Customer Care Center at Volvo Car Sweden

### Expedited answers to customers

With ComAround Knowledge™ the Customer Care Center at Volvo Car Sweden has been able to expedite getting answers to customers, and it always has access to the latest, most accurate and trustworthy information and knowledge. Agents are no longer dependent on colleagues with in-depth expertise, and they no longer need to ask the same question over and over again.

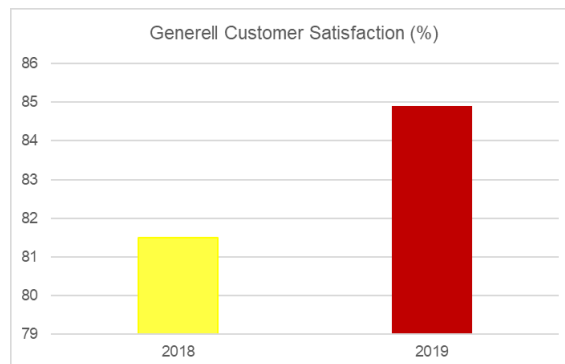
### Increased customer satisfaction, resolution rates and competence

The Customer Care Center at Volvo Car Sweden is seeing a clear trend for increased customer satisfaction (Net Promoter Score (NPS) and Customer Satisfaction Index CSI)), an increased resolution rate in each case and the increased competence of Customer Care agents.

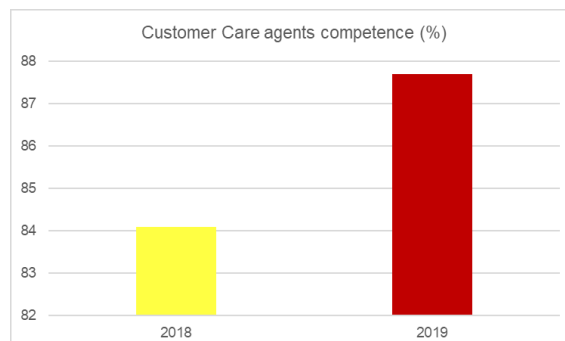
The NPS increased from 37.9 in 2018 to 45.7 in 2019.



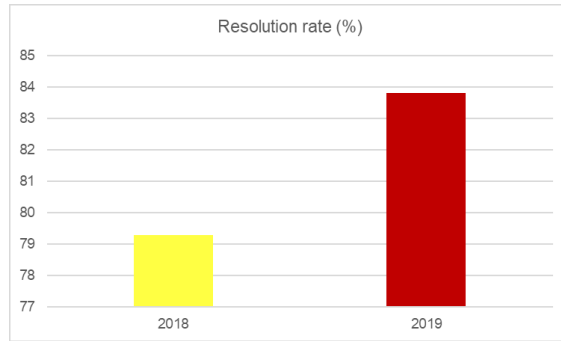
General customer satisfaction increased from 81.5% in 2018 to 84.9% in 2019.



The competence of Customer Care agents increased from 84.1% to 87.7%.



The resolution rate increased from 79.3% to 83.9%.



### **Faster agent onboarding**

Onboarding new employees in the Volvo Customer Care team is easier and faster with all the relevant and up-to-date knowledge being available from day one.

### **Feedback features display value**

In ComAround Knowledge™ there are feedback features that display the value of what the agent and the team have delivered and the quality and relevance of the knowledge base. It has been fun for the Customer Care Center team to explore this and to chase better results that lead to an actual benefit for both colleagues and customers.

## **The future**

### **Expand Knowledge initiative across the Nordic region and globally**

The daily work at the Customer Care Center at Volvo Car Sweden is becoming increasingly complex as its products and services become more and more complex. Its customers are placing even bigger demands on it. ComAround Knowledge™ will thus become more critical for supporting these challenges. Volvo Cars is aiming to expand the Knowledge Management initiative and ComAround across the Nordic region and globally.

### **Automate and connect with other applications**

It is aiming to do less work manually and more with artificial intelligence (AI), augmented reality (AR) and voice recognition, as well as integrating ComAround Knowledge™ with other company applications, so as to obtain the full potential benefit of Knowledge Management.

### **Continuing success with ComAround**

In the future they would like to continue their success story with ComAround and have their customer journey evolve along with Knowledge Management best practice. They would like to implement a Knowledge Management method with the help of ComAround expertise that will take the Customer Care Center to the next level.



Niklas Byvik at Volvo Car Sweden

“ We want to continue our close co-operation with ComAround going forwards. They are the key to success and continuing our journey in a positive direction. ”

**Niklas Byvik** | Product Manager, Accessories | Communication & Education Specialist in the Customer Care Center at Volvo Car Sweden

## Recommendations

These are the advice and recommendations of the Customer Care Center at Volvo Car Sweden on success factors and mistakes to avoid with Knowledge Management initiatives.

### **Use specialized Knowledge Management Software**

If your customer care center has difficulty answering questions in time, then you need specialized Knowledge Management Software. This has helped Volvo Car Sweden achieve its goals for the customer journey and customer satisfaction. Agents will get more work done because they will have more time to help customers and influence the excellence of the brand and service experience.

### **Establish processes and routines**

Knowledge Management is complex. You need processes and routines to be able to work on a large scale, you need up-to-date, relevant knowledge. Otherwise you risk having knowledge that is unusable and unfindable.

Use an established Knowledge Management methodology, get assistance from Knowledge Management experts like ComAround and involve your agents when you're creating the processes and standards for knowledge creation.

### **Agree on a common goal and what the benefits are**

You need a tight team to be successful. Clarify the purpose and benefits of Knowledge Management. Agree on a common goal that measures the effects on end customers. Work becomes more fun and your customers become more satisfied.

### **Have a customer-oriented mindset**

When handling the knowledge in the knowledge base, your focus should always be on helping customers. Always have the customer in mind when writing knowledge articles, so that the articles will be findable and relevant to customers.

**“** *I'm convinced that the need for Knowledge Management systems like ComAround will increase!* **”**

**Niklas Byvik** | Product Manager, Accessories | Communication & Education Specialist in the Customer Care Center at Volvo Car Sweden

