

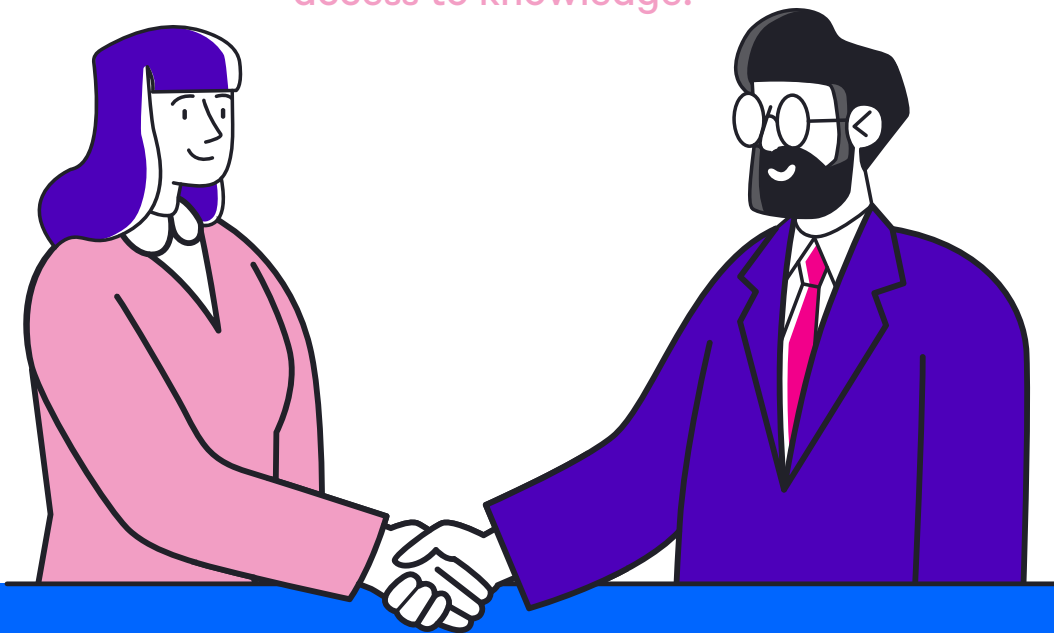
fuse


**HOW PANASONIC IS POWERING
PEOPLE ENGAGEMENT WITH
KNOWLEDGE
ON DEMAND**

Panasonic

INTRODUCTION

The story around Panasonic's engagement with Fuse is one of **people and partnership**. It's a story about two companies working together to improve people's working lives through collaborative learning and access to knowledge.



The thing that makes me most excited about Fuse is that **we get to make our employees happier**. It's enabling us to really invest in our customer care agents and communicate that we're committed to their ongoing growth and development. The impact that's had on engagement and retention has been phenomenal. 

Cheryl Ogle, European Customer Care Operations Manager, Panasonic

CUSTOMER CARE CHALLENGES

How to keep pace

Panasonic is a globally recognised leader in electronics and sits at the forefront of technology innovation, boasting a large product portfolio and operating in a fast-paced, ever-changing environment.

In 2018 - and as new customer service management came on board - the company recognised that it had to create more engagement and build better rapport with its outsourced customer care agents.

A number of communication and learning-related issues were identified, including:



The ongoing challenge for customer care agents to retain knowledge and keep pace with an expansive - and constantly evolving - product portfolio

Difficulties in sharing tacit knowledge across the customer care community due to language barriers, and limited communication processes

New product information being delivered very close to launch, leaving little time for agents to prepare

Average time to raise and resolve a customer ticket was long, leading to some unsatisfied customers

The distance and exchange between the different contact centres and communication with the Panasonic customer service head office was making it difficult to foster a sense of community

Elaborating on these challenges, Panasonic's European Customer Care General Manager, Bruce Swan, explains:



Due to high dynamics in our industry and the fact there are 23 different languages spoken across our European customer care teams, communication and knowledge sharing needed to be improved. We wanted to bring people together and show them the value of both continuous learning and community.

Bruce continues:

We knew that was going to be essential to improving people's working lives and supporting higher levels of active engagement. The overarching objective was to deliver an improved customer experience by having highly engaged agents.

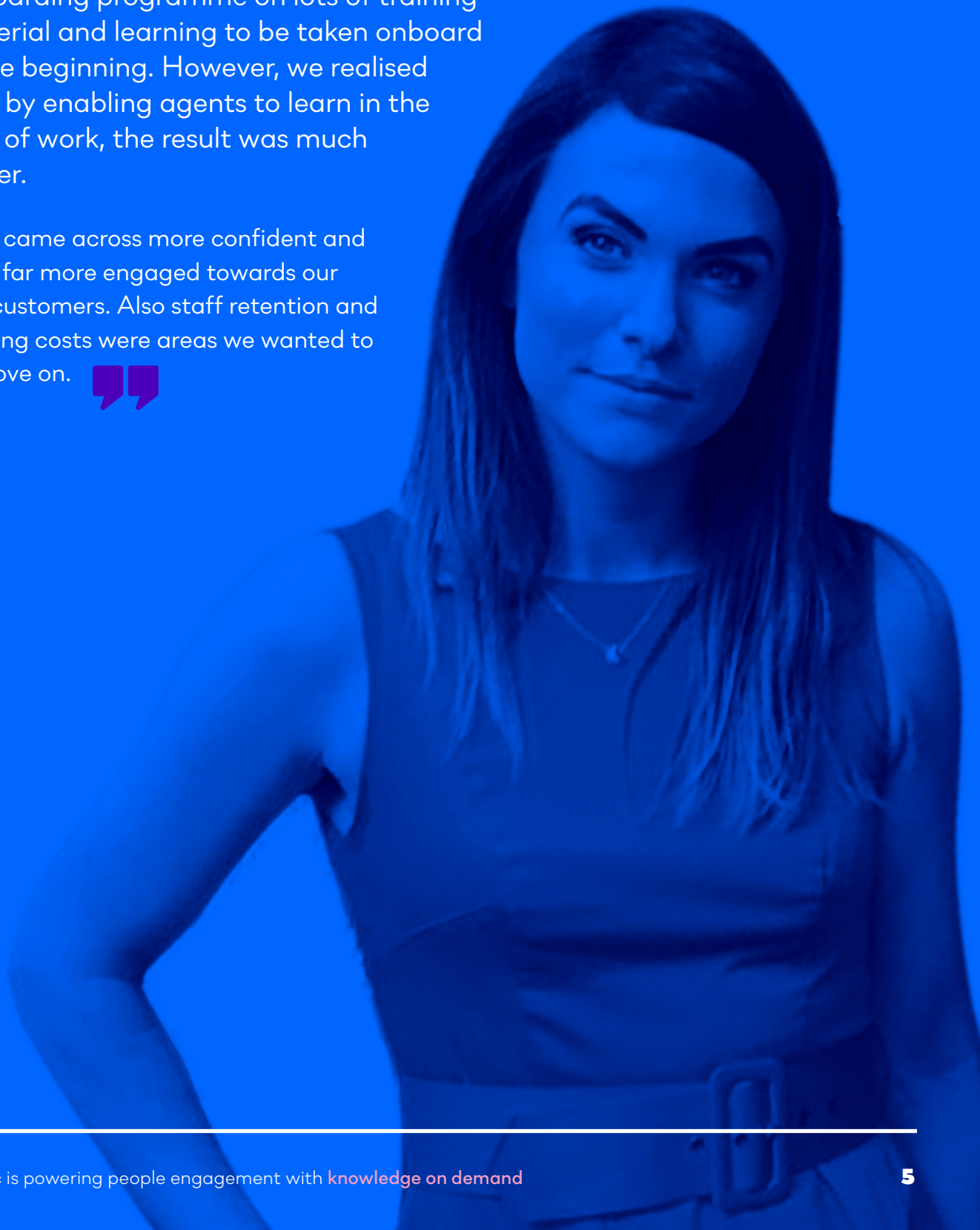


According to European Customer Care Operations Manager, Cheryl Ogle:



Previously we focused our onboarding programme on lots of training material and learning to be taken onboard in the beginning. However, we realised that by enabling agents to learn in the flow of work, the result was much better.

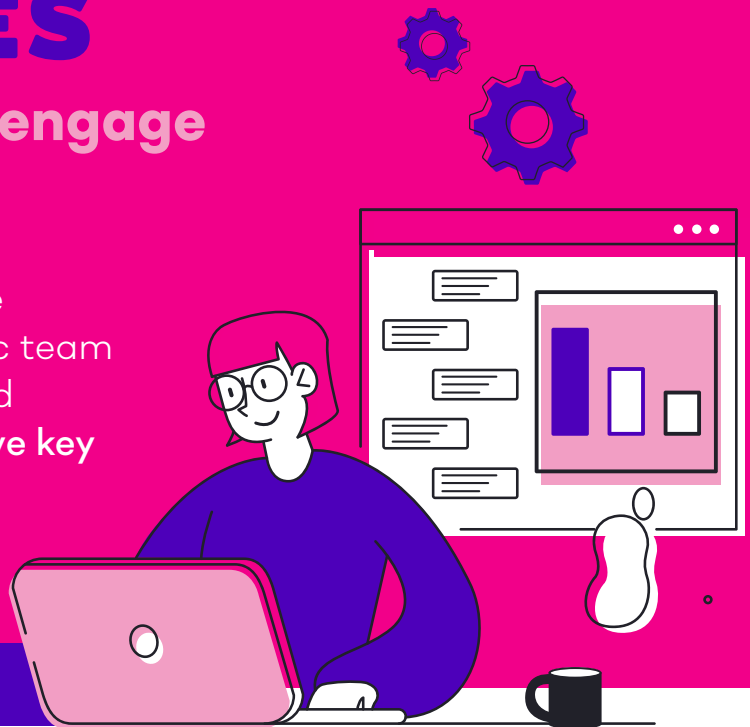
They came across more confident and were far more engaged towards our end customers. Also staff retention and training costs were areas we wanted to improve on.



BUSINESS OBJECTIVES

Learning as a tool to engage and retain

With a clear understanding of the challenges at hand, the Panasonic team began its search for a learning and development solution, outlining **five key objectives**:



5 KEY OBJECTIVES

1. Increase engagement and Net Promoter Scores (NPS) by giving customer care agents access to the right knowledge and answers they need in the moment

2. Improve agent retention rates across Panasonic's European contact centres

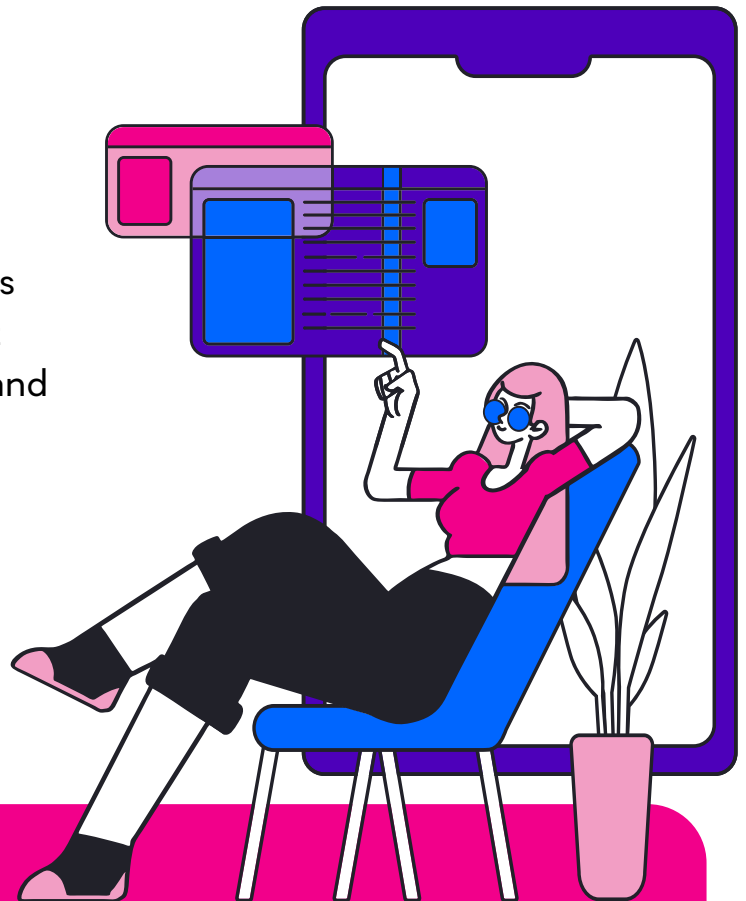
3. Encourage cross country regular communication - both agent-to-Panasonic, and agent to head office - to bridge geographical distance and promote continuous learning

4. Make learning fun and use it as a tool to create community and foster a sense of belonging

5. Improve customer service by ensuring a more engaged and knowledgeable team of customer care agents

BEST FOR 'LEARNING IN THE FLOW'

The team knew that to improve employee engagement, they would first have to transform their approach to learning and development, enabling call agents to access the right information at the right time - both in context, and in the flow of work.




Explaining the team's number one priority, Bruce describes:



Our aim was to provide agents with a consumer-like learning solution. Access to information at the point of need is critical for customer care agents. Through deploying a platform that provides better search functionality and improved data structures, our agents can access information more quickly. We knew that would be key to improving overall engagement and Fuse presented the best fit in those terms... It can manage and store large volumes of information in different formats, but in a way that is very search-friendly and accessible.



Another key criteria for Panasonic was the ability to communicate, collaborate and share information - all within one learning platform. According to Bruce, this made Fuse an obvious choice due to its many social and collaborative learning features:

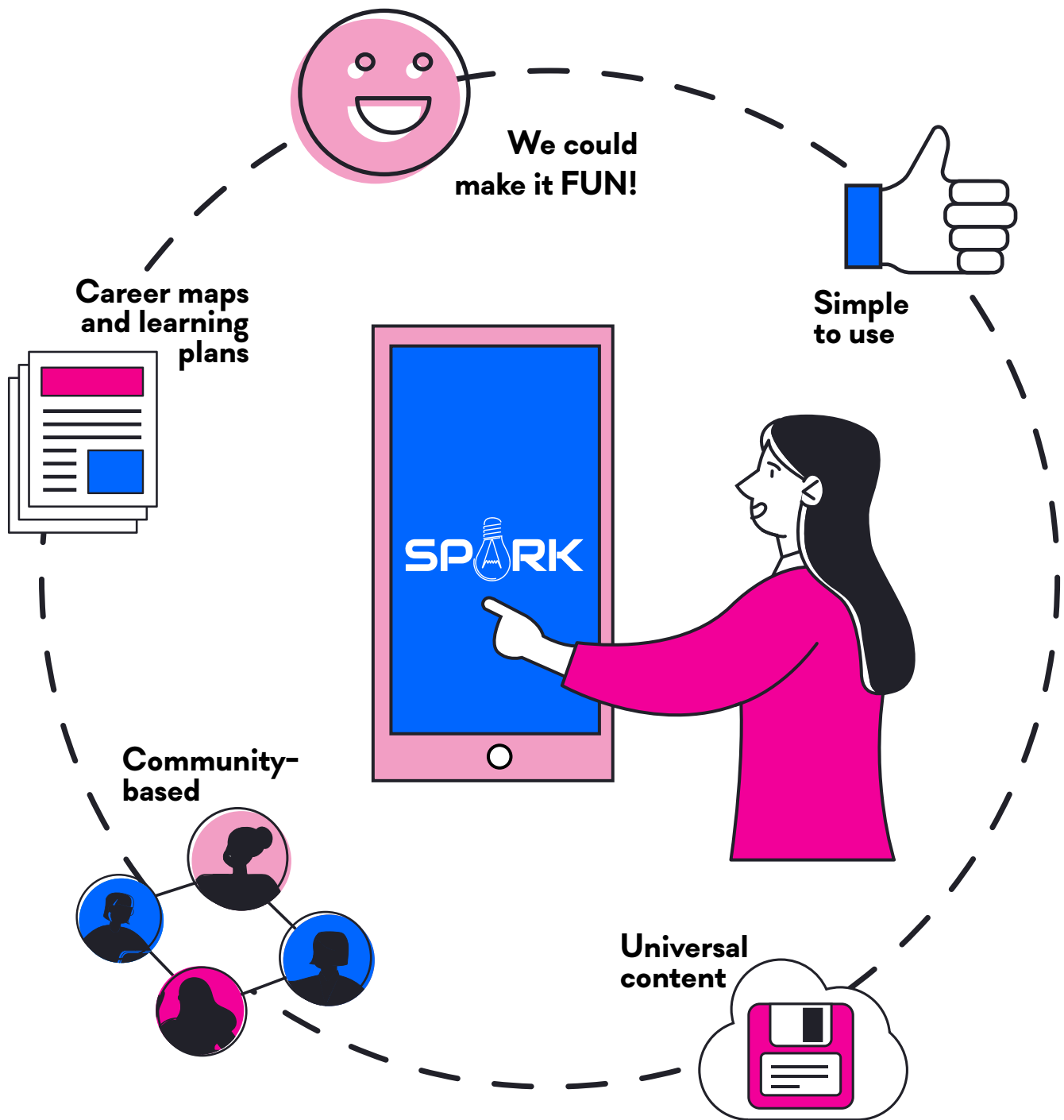


We wanted to encourage more regular communication across our country borders in Europe. Fuse stood out for us because it's a platform that's fun to use and made commercial sense. Crucially, there's a strong community and social learning element to Fuse, which creates a stronger sense of company loyalty amongst our colleagues.

Of course, with a customer care team spanning **24 different European countries and speaking 23 different languages**, the chosen solution also needed to have extensive multi-language capabilities. The Fuse platform met these requirements but what set it apart from the other vendors was its search functionality, and its ability to create social learning experiences.

We'd been in regular communication with Fuse and the platform was ticking a lot of boxes for us. We really liked that it offered a varied blend of learning content and it was clearly very community-based. That said, when we received confirmation that the platform could cover all of the 23 languages we needed, as well as offering AI translation and enabling conversations on the fly, that really sealed the deal for us.

WHY SPARK?



GETTING FUSED

Building for success

So the “deal was sealed” and the Panasonic / Fuse partnership was officially formed. Next on the agenda? Building internal awareness of - and interest in - the platform amongst those who matter most: **the customer care agents themselves.**

It’s a project that Cheryl was brought in to manage. Talking about this stage of the engagement with Fuse, Cheryl explains:

“ We knew that the key to building interest was to involve people in the planning process itself and so from the very beginning, we tried to include agents wherever possible. We asked agents what they’d like to see from a design point of view, and we listened to their opinions about everything from content to functional design. We wanted them to understand that it would be their learning platform. ”

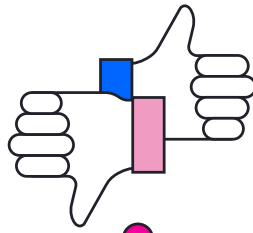


HOW WE DEPLOYED SPARK

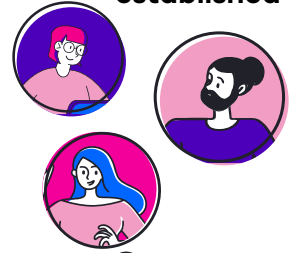
SPARK platform selection process



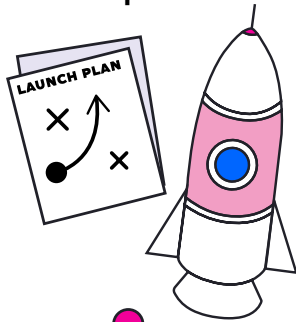
Logo design workshop with our partners



Project team established



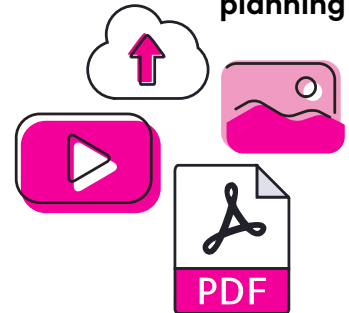
Launch plan



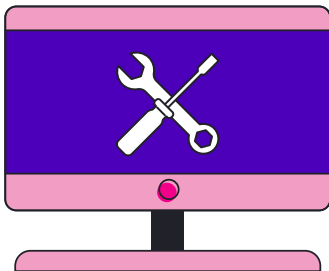
Report requirements gathered



Content creation planning



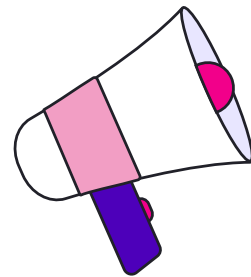
Build the site



Set up launch support teams



Build momentum and intrigue



GO LIVE!



BUSINESS BENEFITS

100% engagement in just a few hours

SPARK was launched to Panasonic's pan-European customer care teams in May 2019. To say it was well received would be an understatement:

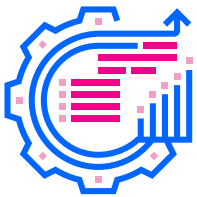


On the first day of launch, all of our call agents logged on - and all within a couple of hours. That far exceeded our goal! To illustrate just how much interest there was, I even had colleagues outside of customer care in our technical teams requesting access!

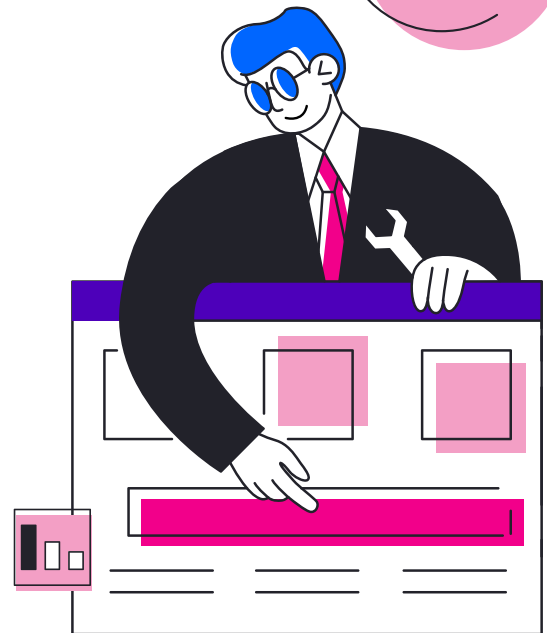
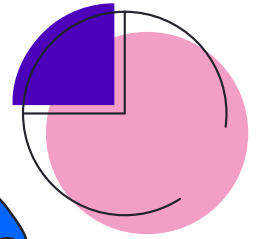


We achieved ROI within 3 months due to reduced recruitment and training costs, and after just six months, the team discovered that SPARK was already having a highly positive effect on engagement and retention.

STATS THAT SPEAK FOR THEMSELVES

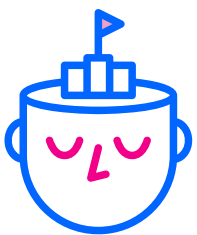


Employee engagement rose by an astonishing **33 NPS** percentage points in first **6 MONTHS**

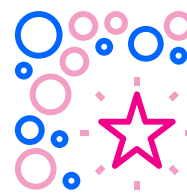


100% RETURN ON INVESTMENT

within 3 months due to reduction in recruitment and training costs



Customer satisfaction **ROSE BY 15 NPS POINTS** in first 6 months



Training pass rates for new agents **ROSE BY 17%**

(2018/2019 vs 2019/2020)



Retention of call agents **INCREASED BY 10%** - significant uplift for contact centre provider

(2018/2019 vs 2019/2020)

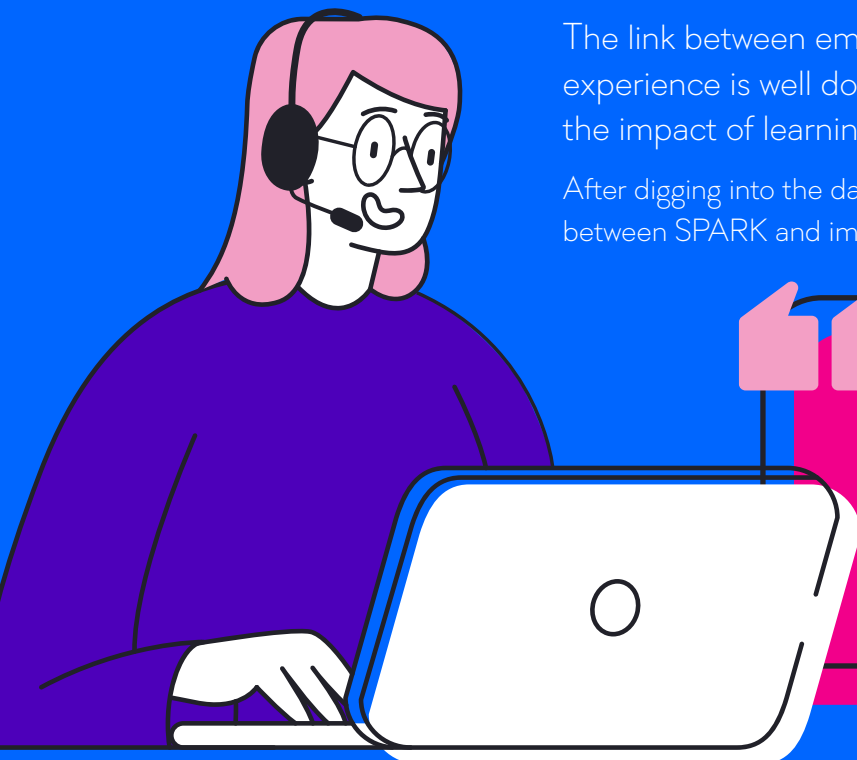
SPARKING BETTER PEOPLE EXPERIENCES



Quite quickly, we started to see an attributable uplift in both NPS and retention and that was very telling. It spoke to the fact that call agents were more confident, more positive on the phone and more engaged at work. To put it simply, agents are now much more likely to stay - and remain part of the Panasonic family - because of Fuse. That's great validation for what the platform can achieve.



Happier call handlers, happier customers



The link between employee engagement and customer experience is well documented. What is less talked about is the impact of learning on overall customer satisfaction.

After digging into the data, Cheryl discovered a convincing link between SPARK and improved customer satisfaction:




The data doesn't lie and it very clearly showed an attributable link between the implementation of SPARK and how the engagement benefits were translating into improved customer service.



COMPLETE ROI IN JUST THREE MONTHS

Demonstrating the impact of L&D on wider business performance has long posed something of a conundrum for learning leaders.

For the Panasonic team, who describe reaching full return on investment just three months after launching SPARK, this wasn't a problem:



I think the speed with which we reached ROI surprised a lot of people internally - even us. Because the uplift in engagement and retention was quick to materialise, that very quickly reduced our spend on recruitment and onboarding. At that point, the benefits were really plain for everyone to see - at all levels of the business.



FUSE:

a learning partner that listens

So we know that Fuse is helping Panasonic to improve education for its customer service agents - and by extension, customer experiences (and we're pretty chuffed about that), but as a company that also prides itself on delivering great customer experiences, we had to ask:

How would the Panasonic team describe their experience as a Fuse customer?



For me, working with Fuse has been different to what I would have expected from a technology vendor. We've felt very supported from day one and we now see Fuse as an extension of the Panasonic family. They're a partner in the true sense of the word because they embody our ways of working - and that includes really listening to their customers. They take the time to understand why we want to do something in a certain way and they're very hands-on in helping us to achieve what we want. That makes for a very productive partnership.



It's a point echoed by Cheryl, who adds:



There's a lot of synergies between Panasonic and Fuse, and that really creates a great foundation. We're able to collaborate and have fun yet when we need to, we're also able to have very honest conversations without either side feeling awkward. That's been really important and it's something we really value in a partner.



WHAT'S NEXT?

Climbing 'The Career Tree'

The story so far certainly makes for compelling reading, but as Bruce says: "we want to build on this and do more." So what does the future hold for the partnership?

Next on the agenda will be complementing continuous learning with career development via the roll out of a mapping tool called 'The Career Tree' - a feature that will sit within the SPARK platform.

Commenting on this next phase, Cheryl adds:



SPARK has had a very positive impact on how engaged and happy our customer care agents are. That's been a fantastic result but we want to go further. We want to help them progress into other roles at Panasonic if that's what they'd like to do. The Career Tree will enable us to support people's career development plans and it will add to the significant benefits that SPARK is already delivering in terms of continuous learning and knowledge sharing.



Wondering what Panasonic's customer care agents have to say about SPARK?

(we LOVE this bit...)



The platform and its community are great - it feels fresh, it is updated and extremely helpful to me and my colleagues. Sharing ideas, guides, tips and information about products, from different sites is definitely helping us work better together. It gives us the opportunity to communicate with our colleagues and it's easy to navigate between articles. I like that people can comment on every event and item. Thanks to SPARK, I feel like part of a bigger Panasonic family. Thank you for implementing it!



Joana Grabba, Customer Care Agent



I find SPARK very useful in everyday work. There are lots of articles and videos which help us provide professional customer service. All the agents are trained before going to answer phones and emails, but after a time, something may slip off the memory and on SPARK all the important information is in one place. Information was never so easy to find! In my opinion the social-related part is great! All of us have the possibility to get to know each other and share every important work-related event. I am happy that you guys gave us the possibility to improve ourselves and let us keep in touch as part of a Panasonic family!



Gabor Slarku, Customer Care Agent

To learn more about the tangible business benefits that Fuse is helping to create for Panasonic in an extended enterprise environment, [watch our video case study](#) or get in touch with our team here.



ABOUT FUSE

Fuse is the learning and knowledge platform that sparks active engagement and ignites people performance.

It is used by more than 120 enterprises around the world - including BAe, Vodafone, Panasonic, Scandic, Mazda and Avon - and connects people with the knowledge and expertise they need to acquire new skills and achieve high performance at work.

Additional resources

Learn more about Fuse on the [website](#), follow Fuse on [Twitter](#) and [LinkedIn](#)