

# MISSION: IDENTIFY KNOWLEDGE GAPS

- ➔ Identifying knowledge gaps to improve performance KPIs in a contact centre.



## BACKGROUND

Capita is an international business process outsourcing and professional services company with 65,000 employees. With such scale and operational complexity they continually monitor their performance KPIs on all levels to remain the market leader in the sector.

Capita recognised a challenge within the operations which handle billing and payment enquiries for one of their clients.

Following a successful relationship with JollyDeck in several other projects Capita commissioned us to provide a solution.

## THE CHALLENGE

Billing and payments is an area which traditionally drives longer than average calls and often affects customer satisfaction. Therefore these enquiries can also be the hardest to efficiently manage and can require more training with higher skilled staff than other areas within a call centre's operations.

To improve on the negative trends that were driving performance KPIs, knowledge gaps needed to be identified and addressed with an effective learning approach. Capita commissioned JollyDeck to identify those gaps and improve the knowledge levels.

## 01 SCOPE & PREPARE PROJECT DETAILS

Day 1

Day 2

Day 3

Day 4

Day 5

Day 6

## 02 CREATE CONTENT, SET UP LEARNING ZONE & FINAL TESTING

Day 7

Day 8

## 03 DEMO & REGISTRATION ACTIVITIES

Day 10

Day 12

Day 11

Day 14

Day 13

Day 16

Day 15

Day 18

Day 17

Day 20

Day 19

## 04 LEARNING CAMPAIGN LIVE

Day 21

## 05 INTERIM RESULTS & ASSESSMENTS WITH KEY STAKEHOLDERS

Day 22

## 06 IN-DEPTH ANALYTICS & FINAL REPORT

## RAPID DEPLOYMENT

One of the largest challenges in bespoke learning solutions is deployment times. Learning zones and other learning environments can be inept and lack an easy user experience. In contrast JollyDeck's learning experience remains user-friendly while also having the agility to deploy quickly. **The bespoke learning campaign was commissioned and launched within 6 business days.**

## ENGAGING THE POPULATION

**Creating engagement to drive momentum** in a learning initiative must take precedence to any analysis.

By Day 7, a dedicated JollyDeck team member was on location in Cape Town briefing call centre staff, joining team meetings and reviewing the 'real-time analytics' capabilities in the tool with key management stakeholders. We kept engagement metrics under close observation via live KPI monitoring and fed interim statistics to managers to drive support. We also **collaborated with on-site staff to provide relevant information** to the learners via a variety of internal communication channels.

Our joint efforts were successful and within this learning campaign we have recorded **some of the most noteworthy engagement metrics to date** in JollyDeck. This project witnessed learners spending a daily average of 55 minutes engaging with the content without dedicated learning time provided during work hours. On a population of 700 we recorded **more than 40% of the engagement came on weekends and outside general working hours.** In fact the coaches, who help with training of agents, were the most engaged segment in the learning initiative. More than a third of this engagement came on weekends and outside general working hours. In fact the coaches, who help with training of agents, were the most engaged segment in the learning initiative.

Agents would regularly come to work before their shift or stay late in order to spend extra time competing in the JollyDeck training.

## IDENTIFY KNOWLEDGE GAPS

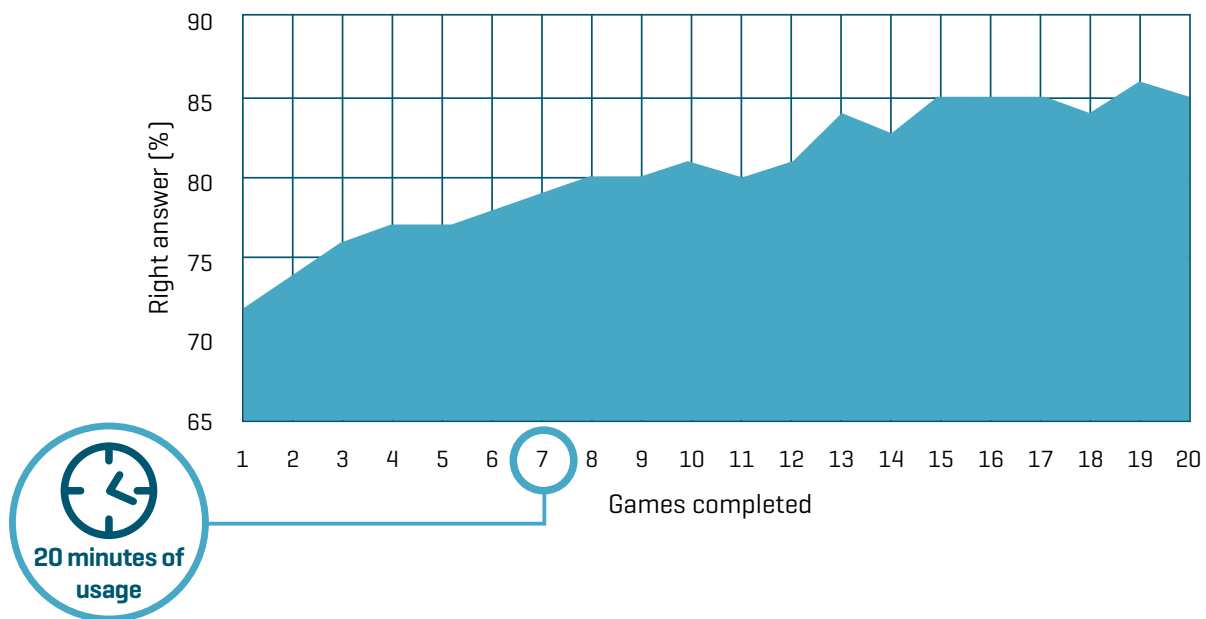
We collaborated with the client to segment the content into five chapters. This allowed us to **measure all knowledge-related KPIs per chapter**. The client was also provided insight into a range of knowledge categories including: knowledge at the start of learning [right first time], knowledge at the end of learning [right last time] and knowledge gains during the duration of the JollyDeck learning campaign.

	Chapter I	Chapter II	Chapter III	Chapter IV	All Chapters
Right First Time	0.70	0.65	0.69	0.75	0.712
Right Last Time	0.82	0.81	0.85	0.87	0.846
Knowledge Gain	17.14%	24.62%	23.19%	16.00%	18.82%

We witnessed the **overall mastery of content to rise by 18.82%** on average. The overall knowledge at the start of the learning was higher than usual, which consequently impacted the knowledge gains. This means the post campaign assessment gave insight to the client that they could introduce more complex questions to the learners in future campaigns.

## SHORT TERM KNOWLEDGE RETENTION

By measuring both the right answer percentage and games completed we were able to see after an average of only 20 minutes of engagement with the content the average learners' knowledge rose significantly and remained steadily high.



Statistical analysis showed a significantly better knowledge level for the section of the population who spent enough time in the application to earn a certificate for their efforts. When comparing the final knowledge levels of that sub segment with the entire active population, a 17% delta in absolute terms was recorded. This means it made strategic sense to motivate learners for a 'soft certification' which we assessed took less than 17 minutes to earn on average.

JollyDeck's in-depth content analytics by chapter, business segment, team leader and tenure brought the client visibility of knowledge levels and provided a basis for a coaching needs' analysis moving forward

## KEY TAKEAWAYS

- Capita could launch a bespoke learning campaign within 6 business days.
- We were able to identify knowledge gaps and improve knowledge levels by an average 19%.
- Structuring of learning content into chapters contributed to the clarity of analytics.

We have discovered that expectations of knowledge levels, and expected differences in particular segmentations have proven to be very different from the data.

During this case we saw how the alignment and realignment of learning and business objectives is a perpetual process. JollyDeck is designed to give an in-depth and analytical view of knowledge distribution of the learners, but the objectives of these initiatives are always dependent on and need to be driven within the organisation.

## TESTIMONIAL



*The insight provided provides the business with a form of 'coaching needs analysis' and we use this to prioritise training. The learning that took place was exceptionally high as 55 min average of engagement daily shows us that we can get our staff engaged in a fun way to better themselves with product knowledge.*

*Kobus Gerhard Landy, Business Change Manager*

## ABOUT CAPITA

Capita is listed in Forbes' world's 100 most innovative companies for 2014, third of all UK companies included on the list.

Capita PLC is an international business process outsourcing and professional services company headquartered in London, United Kingdom. It is the largest business process outsourcing and professional services company in the UK with 65,000 employees.

## ABOUT JOLLYDECK

JollyDeck is an online learning solution with an innovative twist which has proven to increase employee learning ROI. We build training content into a fun format combining a trivia quiz with a social layer which increases your employees' engagement.

JollyDeck takes the essence of what makes games so alluring [a shared sense of purpose, challenge and reward], decodes the mechanics that make them work [personalization, rankings and leaderboards] and then applies these mechanics into an efficient learning solution for your company.

For more information email us at [jolly@jollydeck.com](mailto:jolly@jollydeck.com) or visit [www.jollydeck.com](http://www.jollydeck.com)