

# Creating World Class Customer Relationships

Customer management  
solutions from BT



Bringing it all together

## Offices worldwide

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# Mind the gap

## Customer relationships in a busy, complex world

We all know what good customer service is like: it is convenient, personal, friendly and effective. Most organisations believe they are delivering good service. But their customers largely disagree. Bain & Company found that around 80% of businesses think they deliver a superior experience, but customers thought only about 8% come up to the mark.

**So why is it so hard for organisations in both public and private sectors to give their customers what they want?**

**First**, because customers now have much less direct interaction with suppliers. Empowering customers to help themselves through self-service has undoubtedly improved service levels and reduced costs. An unintended consequence is that self-service distances customers from the organisation and eliminates opportunities for regular communication. Empowering consumers has in effect disempowered organisations.

**Second**, because the complexity of modern life intensifies the need for help. Multiple channels of communication, financial pressures, shortage of time and the sheer volume of products and services on offer drive customer demand for helpful advice and accessible service 24 hours a day, seven days a week.

**Third**, because customers are increasingly in control of their interaction with suppliers. An explosion in the availability of consumer information, plus rapid growth of social networks and blogging have created activist consumers who fully understand the value they represent and power they wield. Informed, confident and IT-literate, they are quick to act – voicing opinions, switching suppliers or petitioning for change – in both private and public sectors.

**Fourth**, customers want great service, but businesses and public agencies need commercially sustainable relationships with those they serve. Customer service has to be affordable.

These factors are driving an ever-wider gap between consumer and supplier, where customers' expectations of service far exceed the organisation's capacity to deliver.

Traditional contact centres are widely reviled by consumers and there is public discontent with some offshore customer contact operations. Organisations that choose 'business as usual' risk losing out to smarter competitors who realise that it is time to change the way they interact with customers. We've reached a turning point.

Today's contact centre should be the human face of your organisation, where your brand values and promises comes alive. It is where customers successfully serve themselves round the clock via the channel of their choice. It is where customers willingly go in order to talk to knowledgeable and friendly people, whom they trust. It is where you learn everything you need to know about your customers. Today's contact centre is the hub of all your interactions with customers and where you anchor your relationship with them.

BAA's automated flight information service, hosted by BT, gives passengers direct access to flight information, with no queuing even at the busiest times.

**"The introduction of this automated service means we will have the capability to dramatically improve information availability while reducing the cost of providing this vital customer service."**

Tom Voice, Director Retail IT, BAA.<sup>1</sup>

# Mass customisation

## How to deliver great service at the right price

Many customer contact strategies were designed for 'mass production'; they were set up largely to deal with high levels of low-value, simple and routine interactions. The problem is that the world has moved on. While people happily opt for self-service for simple transactions, more complex issues requiring a personalised solution now arrive at the contact centre through voice, email and other channels. You need a customer contact model that can cope with the variety and unpredictability of human beings and the complexity of life in a multi-channel, digital economy.

Just as leading manufacturers have led the way with 'mass customisation' of their products, it is time to apply that thinking to customer contact. Based on our experience of setting up more than 4,000 call centres around the world for over 1,000 customers, BT has identified three steps to help you deliver great service – at the right price.

The **first step** is to **maximise operational efficiency** – getting the basics right. To keep cost under control you need to maximise the efficiency of every interaction. This will include:

- Using the right channels. Implement appropriate self service for routine transactions; consider other channels (email, webchat, SMS) to reduce the pressure on agents and improve the customer experience.
- Directing the customer to the agent best qualified to help – such as the person with the right skills/knowledge or the person s/he spoke to on a previous occasion.
- Choosing the right commercial model. You don't have to build, own and operate your own call centre. In fact, managed, hosted and outsourced services can provide reduced risk, lower cost and a boost to the balance sheet. Some models will also help you scale your requirement up or down in line with seasonal demand or new marketing programmes.

The **second step** is to **use all the available skills** in your organisation. Think differently about who in your company could advise customers – not everyone needs to have a call centre job title. Create a virtual network of experts which takes advantage of what all your people know and the expertise they have acquired through years of personal experience. Agent location is irrelevant. Your experts do not need to sit together in a traditional, centralised, contact centre. Indeed, the opportunity to not work in a call centre can help improve recruitment and retention of the right people. Technology allows you to route any customer (plus their details) to anyone in your organisation – in the office, on the road or working from home (homeshoring) – and manage all those transactions in a single, seamless, simultaneous process.

A virtual contact centre embracing 42 locations is helping the UK's NHS Direct advice service to improve service to callers and reduce costs.

**"BT's solution represents an exciting use of new technology – utilising a shared network in a challenging clinical environment – for possibly the largest organisation of its type in the world. Our expectation is for a significant improvement in efficiency, enabling enhanced customer service at reduced cost per contact."**

Murray Bain,  
Director of ICT, NHS Direct.<sup>4</sup>

The **third step** is to deliver **smarter customer interaction**. Once you have maximised each customer interaction through operational efficiency and your network of experts you can then start to use what you know to give each customer a better, more personal, relevant service.

Customers expect to have a single, seamless relationship with your organisation; they will remember everything they have done via your website, emails, contact centre and face-to-face encounters in the high street and they expect you to know it too. Smart applications enable you to:

- Bring together all you know about an individual customer and her/his preferences – from website enquiry, abandoned online shopping basket, what they said to a customer adviser in the call centre to billing information.
- Use this wealth of data for insight into how that customer wants to be treated and tailor your service, marketing and sales communications for that individual.
- Rebuild intimacy with your customer through ongoing, informed and personal dialogue.

Central management of Microsoft's worldwide call centres will make better use of agent expertise and improve customer service.

**"We selected BT to head up this program based on their leadership and experience in contact centre technology and capabilities and their ability to manage a project of this scope globally."**

Michael Culleton,  
Director, Microsoft OneCall.<sup>8</sup>

## Homeshoring – A quick guide

### What is homeshoring?

Homeshoring is an intelligent alternative to the traditional call centre. A homeshored adviser works in a contact centre but is based in his or her own home.

### How does it work?

High-performance broadband connectivity and converged voice, video and data communication provide the technology framework to bring homeshored advisers together into a single, seamless response team.

### Who can be homeshored?

Anyone suitably qualified can occupy a homeshored contact centre seat. Homeshoring opens up a new pool of advisers and experience, attracting expert staff who wouldn't normally work in a call centre. Technology enables people to work convenient shifts or even 'microshifts' of as little as 15 minutes.

### What are the benefits?

Benefits from homeshoring include:

- Improved service for customers, with access to expert advice when they need it.
- Operational cost savings of up to 10%, according to Gartner.<sup>5</sup>
- Improved productivity of up to 60%.<sup>6</sup>
- Greater staff retention, reduced absenteeism, as people enjoy a better work/life balance.
- Access to new talent – older people, those with young families – and scarce skills.



German travel agency HRS routes inbound calls from global travellers to any one of five contact centres in Germany, China, Poland, France and the UK, so that its customers quickly reach someone who speaks the same language.

**"BT quickly understood the needs of our internationally travelling end customers. No other company could offer us such a wide range of access numbers, even serving exotic countries."**

Thomas Offermann,  
Head of IT and Telecommunications, Hotel Reservation Service.<sup>3</sup>

Better monitoring of calls and performance coaching for advisers has helped Coca Cola Enterprises improve the quality of customer interaction and increase sales by 4%.

**"BT took the time to understand the issues facing our organisation and used its experience and knowledge to successfully deliver a solution which really is helping us to transform and grow our business."**

Andrew Mends,  
Head of UK Call Centres, Coca-Cola Enterprises Limited.<sup>7</sup>

# You are **not** alone

## Take advantage of our experience

Customer contact in today's multicultural, multichannel world is complex. You need a supplier who understands the business challenges, the cultural differences and the technology issues.

BT's credentials are exceptional. A world leader in research and development in customer contact management, we lead by example.

**We have broad, in depth expertise and a global track record.** For more than 25 years, leading consumer brands, blue chip companies and public authorities around the world have trusted BT to deliver service to their customers.

BT provides customer contact services to:

- 75% of the world's largest banks.
- 8 out of 10 of the world's largest utility companies.
- 11 of the 20 largest airlines.
- 13 of the top 20 pharmaceutical companies.

Our extensive global communications network and strong strategic relationships help enable us to serve customers in all key commercial centres of Europe, North Americas and Asia Pacific. We operate in more than 170 countries and have established more than 4000 contact centres for 1000 customers globally.

**We de-risk implementation.** A leader in the critical integration of communications technologies, customer channels and business processes, we have the widest range of contact centre solutions on the market, supported by 4,800 sales people.

The scale and scope of our experience and expertise means that we can work with you in the way that best suits your needs. We can provide specific building blocks for you to create your own infrastructure, deliver an end-to-end service for all or part of your service requirement or provide a wholly outsourced solution. (In 2007, Frost and Sullivan named BT as its 'Hosted Contact Centre Provider of the Year'). Our flexible commercial packages, including 'pay as you go', enable you to better manage risks and cost and make the right strategic choice for your customers and your balance sheet.

**We practice what we preach.** BT's own multimedia contact centre is the largest in Europe. Our 15,000+ agents, both offshore and onshore, handle over half a million calls every day and more than 30 million online transactions every year over 22 million different lines. In 2007, we won the World Communication Award for Best Customer Care.

Consolidating sales into a single site in Mexico streamlined **Continental's** reservation service and increased revenues by 8%.

**"After listening to what we wanted, BT approached us with this unique partnering option: they would be responsible for the outsourced call centre, provide the telecoms and manage the overall project."**

Karen Midyett,  
Director of City Ticket Offices  
International, **Continental Airlines**.<sup>10</sup>

BT is responsible for managing all HP's European customer contact centres.

**"By choosing BT as our voice and data network and contact centre outsourcing partner, we are guaranteed a high quality, cost-contained service that meets and exceeds our service level needs."**

Chris Smith,  
BT Alliance Delivery Director, **HP**

BT is evaluated by IT analyst firm Gartner in their 2007 Magic Quadrant for European CRM Service Providers<sup>9</sup>, based on input from the 1,000 largest organisations in Europe. The Gartner report states that customers should: **"Consider BT Group for a global or pan-regional contact-centre-focused project with measured cost savings."**

## Customer contact models

	Traditional service (CPE)	Managed service	Hosted service	Outsourced service
<b>Technology</b>	You own & buy it	You own & buy it	We own it	We own it
<b>Advisors</b>	You employ them*	You employ them*	You employ them*	We employ them*
<b>Location</b>	On your premises	On your premises	Our premises	Our premises
<b>IT management</b>	You manage it	We manage it on your behalf	We manage it	We manage it
<b>Contract options</b>	Capital purchase (BT Contract Rental available for leasing)	Management contract	Service level contract with 'pay as you go' options	Service level contract 'Pay as you go'
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Fixed one off cost</li> <li>• Choice of options of how the products are managed and maintained</li> <li>• Utilise own people to manage &amp; maintain</li> <li>• Wider choice of suppliers</li> <li>• Infinite number of tech options</li> <li>• Security of ownership</li> <li>• Market leading portfolio</li> </ul>	<ul style="list-style-type: none"> <li>• Own the asset but don't worry about the headache of managing it</li> <li>• Benefit from our deep technical expertise &amp; understanding</li> <li>• Market leading portfolio</li> </ul>	<ul style="list-style-type: none"> <li>• No capital investment</li> <li>• Rapid deployment</li> <li>• Scale in line with demand</li> <li>• You can focus on your business, not technology</li> <li>• Market leading portfolio</li> </ul>	<ul style="list-style-type: none"> <li>• Access to thousands of agents worldwide</li> <li>• Flexible resourcing: you can switch the service on and off as required</li> <li>• Immediacy: you can be operational in 48 hours</li> <li>• Access to multi-channel contact</li> <li>• Market leading portfolio</li> </ul>

\* BT can manage this if preferred.

Whatever the scope of your requirement, BT's experience in customer contact strategy and deployment, global reach and strength in networked communications will help you give all your customers the service they have come to expect, at a cost that is right for your business.

