



Transforming CRM Investments into Business Value

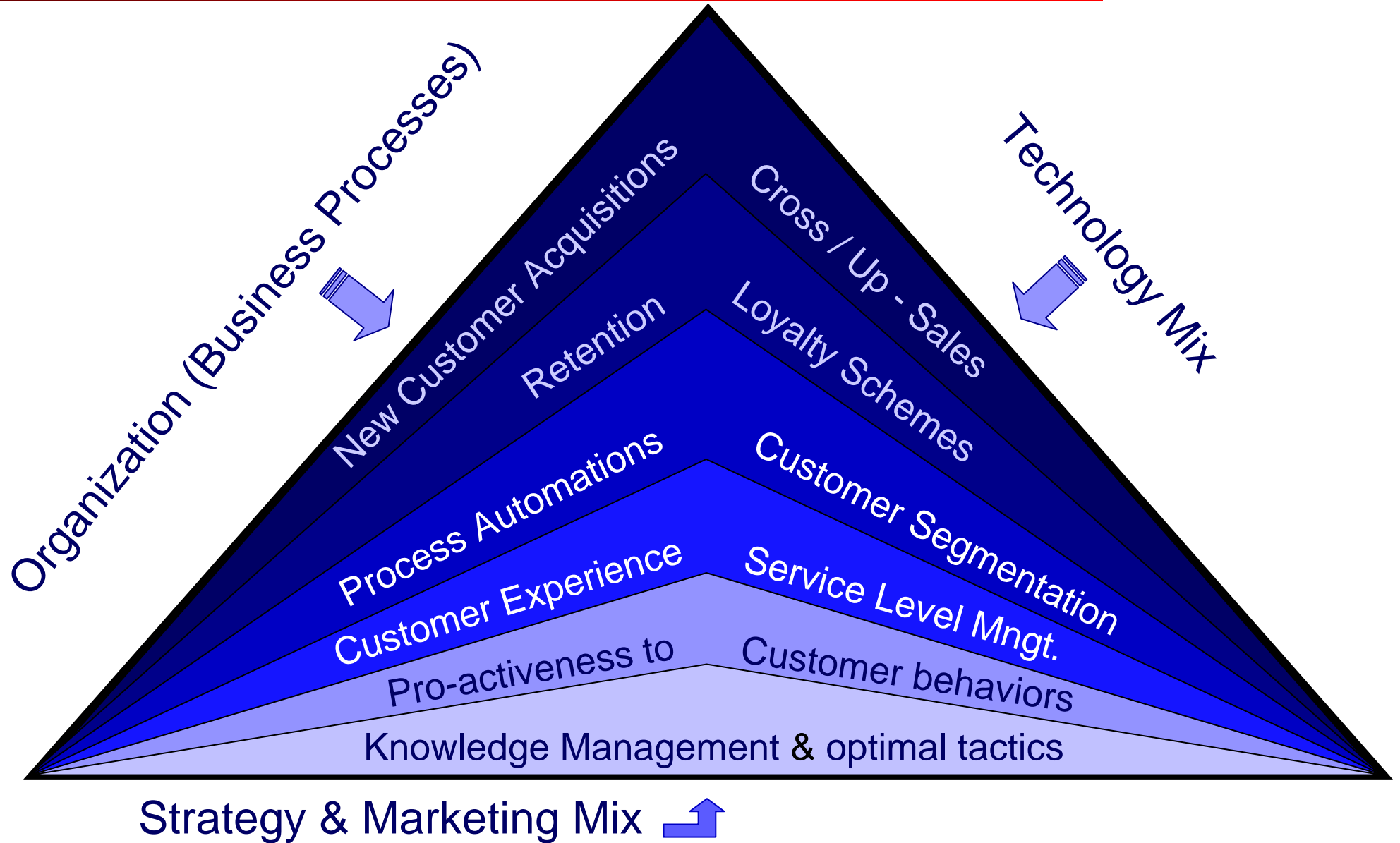
Speaker: Serafim Kotrotsos, PhD., General Director, **EXIS I.T.**

NOVOTEL, Athens, April 10th, 2008



- Unfolding the CRM business cube ...





- Established in May 2001
- Address: 98, Vas. Sofias Ave, GR-11528 Athens
- web site: www.exis.com.gr
- e-mail: info@exis.com.gr
- Main fields of activity:
 - IT & Telecom Consulting
 - Business / Operation Support Systems
 - Internet & e-Business

*« EXIS I.T. is your **partner** to enable your organization increase and maintain efficiency in today's business, where edge technology combined with best practices can make the difference »*

EXIS combines Business and Technical Know-how in order to bridge the gap between Business Strategy and Physical Implementation, so as to transform ICT investments into Business Value.



Information and Communication Technology is the tool for today's business



Strategy and Operational Tactics define the way ICT must be exploited in order to achieve the business goals

- Supporting Wind to capitalize on its CRM investments



- Input contributed by:
 - Christos Georgiou, CRM Director, **WIND Hellas**

- **WIND Hellas had recently completed the first phase of a big – bang CRM project, evaluating the results**
- **Key Executives were questioning the outcome of the investment**
- **The initial assignment to EXIS was the “Definition of Customer Service KPIs / KQIs”**
- **Main goals:**
 - Identification of bottlenecks
 - Focus on customer perspective & issues handling
 - Introduction of CRM best practices
 - Set and manage KQIs/KPIs on Call Centre / CRM metrics
 - Re-organization of Call Centre
- **EXIS had rich experience and know-how on customer related business & operation processes, through consulting projects**
- **EXIS was already investing on the evolution of eXray[®] CRM suite**



- **... aimed to improve**
 - Customer satisfaction
 - Quality of Service
 - Operational procedures
 - Reporting / monitoring functionality
 - Evaluation of provided services
- **The project was part of WIND's goal to improve its market position**
- **The main target was decomposed to the following tasks:**
 - Definition of business processes
 - Usage of officially deployed BSS - withdrawal of in-house / custom applications
 - Deployment of strictly defined processes



- **Phase A: Evaluation of current status**
 - AS-IS model analysis
 - Structure and organisation of CS department
 - Systems deployed
 - Strategies applied & customer policy
 - Reports produced & performance indicators used
 - Focus on customer experience
 - Brief evaluation (SWOT analysis)
- **Phase B: Definition of KQIs & Best Practices**
 - Introduction to Quality Measurement, Customer – Supplier interactions and Customer Care time segmentation
 - Presentation of trends on Quality Measurement in Call Centres
 - KQIs & KPIs (definitions, algorithms, best practices values, industry typical values)
 - “One and Done” strategy
 - Universal Agent architecture



- **EXIS was not restricted to project's boundaries...**
 - Assisted WIND (IS department) to acquire a better view of the AS-IS situation (call centre, CS organisation, strategies, systems, policies applied, etc.)
 - Applied industry's international best practices (TMForum's eTOM and NGOSS standards for Telcos; EXIS was till recently one out of the seven TMF members from Greece)
 - Provided WIND not only with a manual of proposed KQIs, but with practical information and key methodologies for CRM best practices and techniques applied by modern Call Centres supporting Telcos.

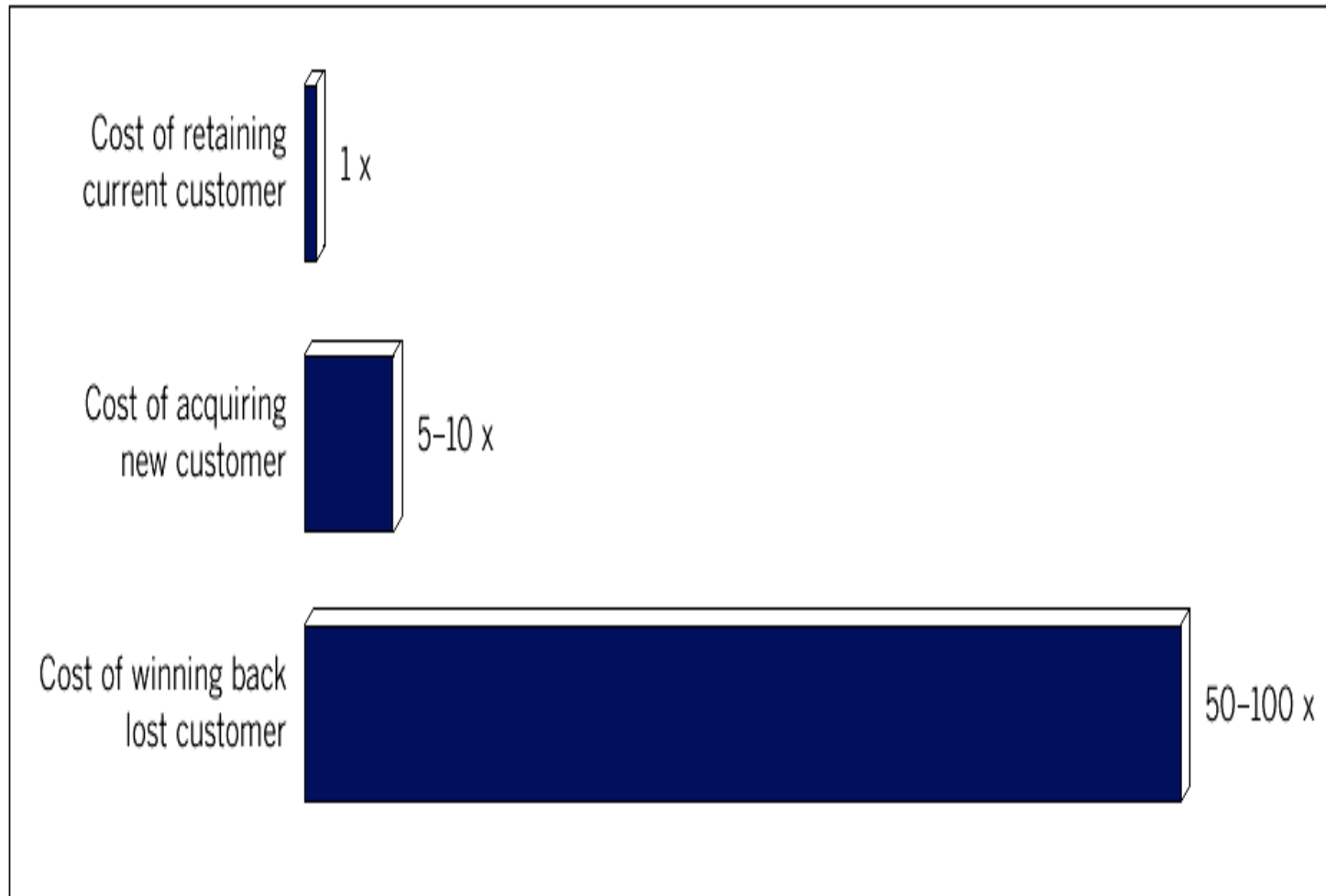


- **The next slides depict some of:**
 - the key CRM principles applied during the project;
 - the main quick-win actions suggested to WIND's Customer Service department
- **“...in order to transform a CRM investment into business value.”**



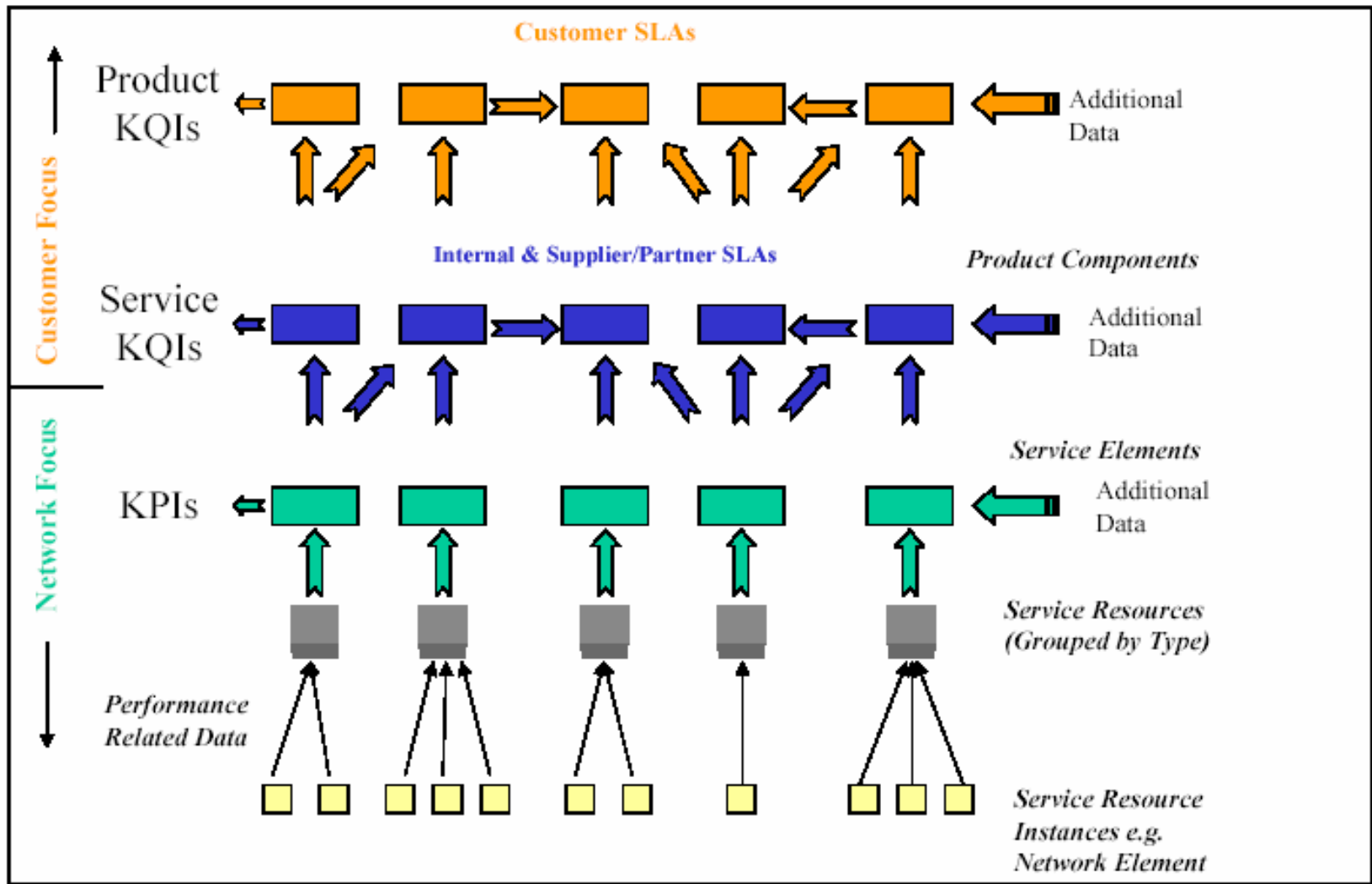
- **Traditional Measurement**
 - Key Performance Indicators
 - System & Performance oriented
- **State – of – the – art Measurement**
 - Key Quality Indicators (lay above KPI level)
 - Customer oriented: Monitor customer perception
 - Assist customer segmentation
- **Differentiating factors in saturated markets**
 - Quality of service
 - Customer satisfaction
 - Customer retention





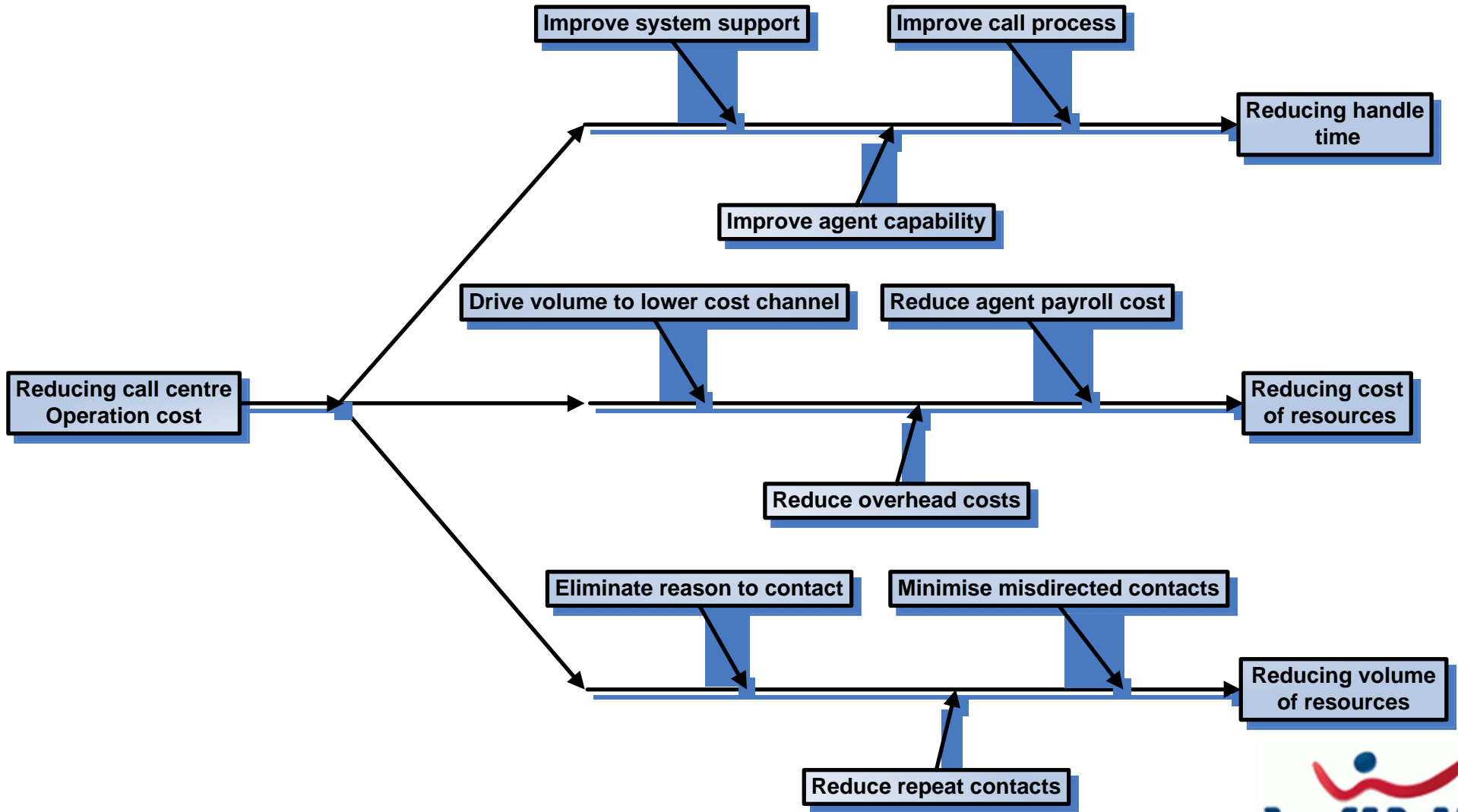
source: Siebel





source: TeleManagement Forum





- **EXIS advised WIND to:**
 - Enable Common Perception of Operational Structure
 - single reference for all call centre activities (i.e. application of strategies, setup of operational processes, installation of support systems, production of reports, etc.)
 - Simplify Agent Grouping
 - Less call request categories
 - Clear scope definition
 - Reorganize Call Centre added value services
 - Directory Service should be considered as a separate product



- **Use of “Official” BSS Systems**
- **Internal promotion of a Global Strategy**
 - “One and Done”
- **Evaluation of Agents**
- **Evaluation of Strategies**
- **Adoption of Universal Agent Model**
- **Introduction of Commonly Accepted KPIs-KQIs**
- **Use of horizontally common Reporting Structure & Principles**



- **CRM**
 - Simpler Call Request Categorisation
 - Workflow / Process Enhancements
- **CTI**
 - Simpler Call Request Handling
 - Clearer Agent Grouping
 - End-To-End Call Monitoring
 - Trouble Resolution Monitoring
 - Documentation of CTI Reconfigurations
- **IVR**
 - Enhanced exploitation, redesign menus
 - Evaluation of strategies



- **Implementation of Universal Agent in Siebel**
 - On-line integration between Siebel and all back-office systems (BSCS, SAP, Pre-paid)
 - Standard support environment in use by all CC agents
- **Implementation of formal Trouble Ticketing Mechanism in Siebel**
- **TT KPI's through official BI environment (NECTAR)**
- **CS KPI's reporting through official BI environment (NECTAR)**
- **Simplification of Genesys call routing strategies**
- **Simplification and homogenization of SR/TT categorization in Siebel**
- **Reduction of CS access numbers**
- **Implementation of Siebel Marketing for end-to-end streamlining of campaign design and execution**

source: Wind Hellas, Christos Georgiou, CRM Director



- **Reduced call handling time**
- **Cost reduction through system consolidation**
- **Process efficiency (reduce the number of steps to execute a transaction)**
- **Reduced after call work time**
- **Increased customer transaction automation**



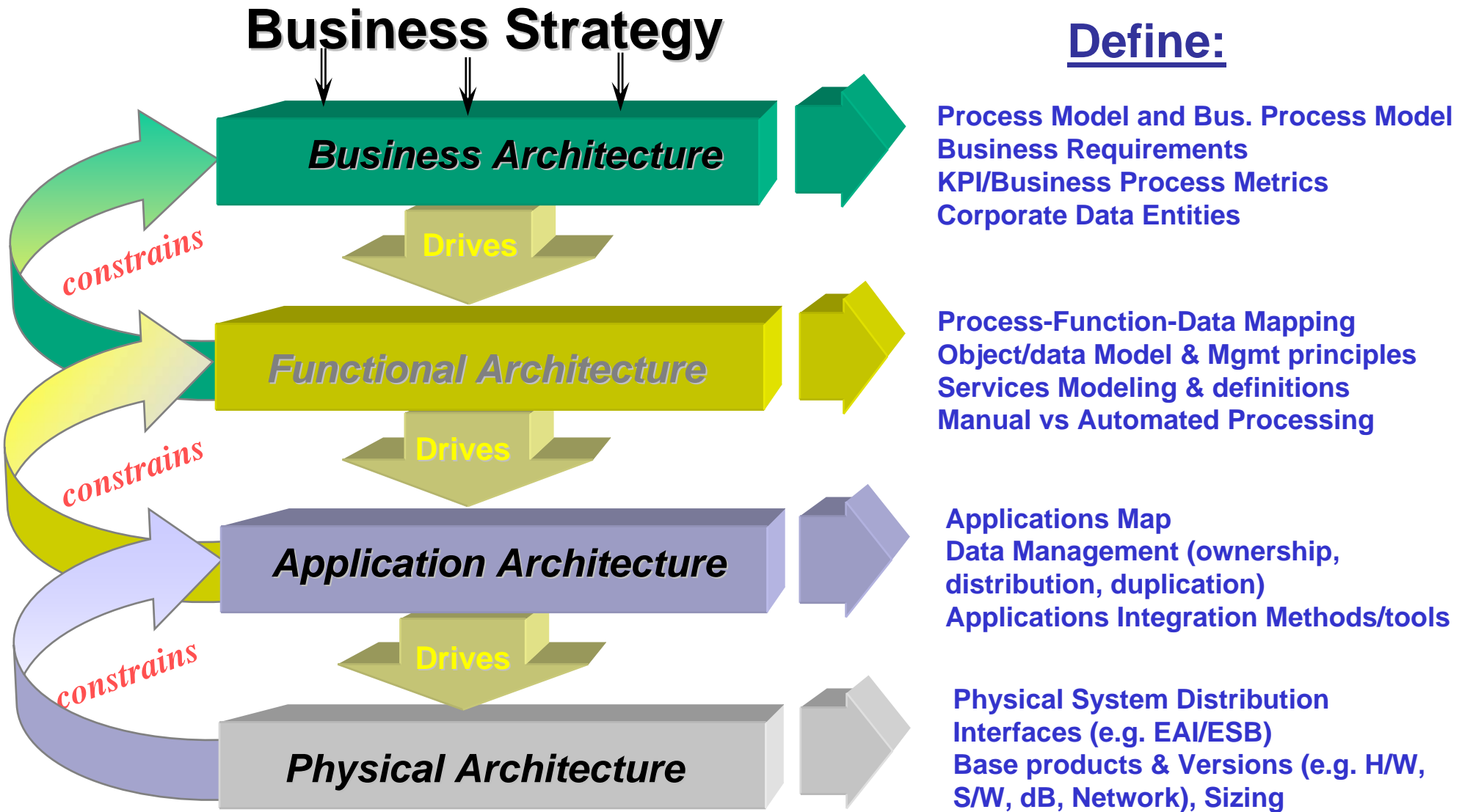
KQI Name	Description	Industry Best Practice Value	Industry Typical Value
Service Level	% of customer calls that are answered within the target answer time	90% / 20" to 95% / 15"	80/30
One-and-Done Rate	% of customer calls that are handled completely by a single agent	85	60
Call Queue Length	Actual maximum queue length vs. target max queue length (e.g. 30")	90 to 95	-
Avg Call Waiting Length	Average waiting time to reach CSR	2	15



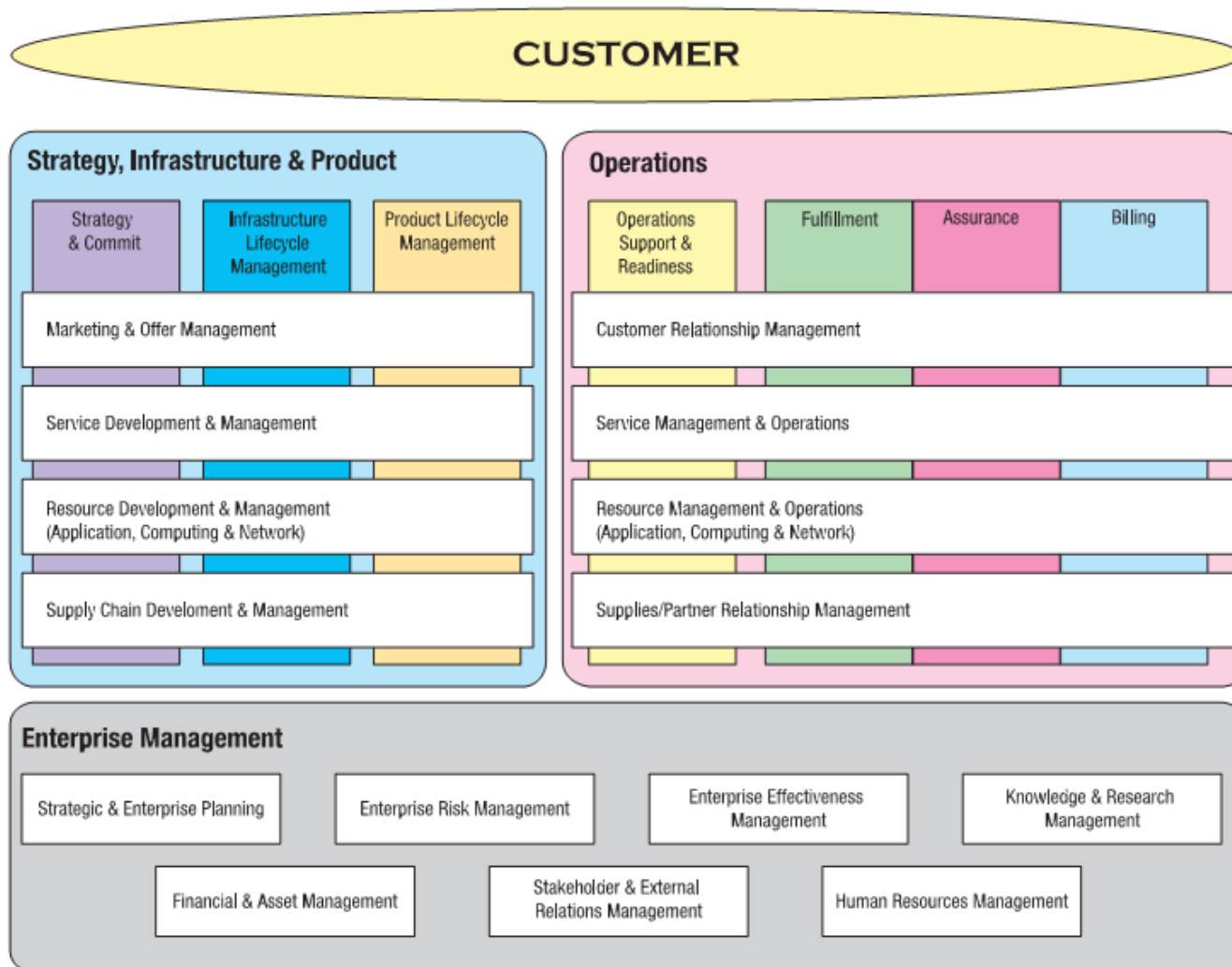


- ... but business has changed, especially in today's **Service Industry**
- According to *Booms & Bitner* the marketing mix is now 7P - based:
 - Product
 - Price
 - Place
 - Promotion
- ...*enhanced with:*
 - People
 - Process
 - Physical Evidence

- **CRM Projects address complex business processes**
 - **High risk**
 - **Long duration – many iterations**
 - **Unpredictable costs**
- **Most of the CRM products focus on Sales**
 - **Contact management**
 - **Offer management / Sales Target Monitoring**
 - **or**
 - **Customer segmentation and analytics**
- **Design matching the declining 4P world!**
- **Structure not smoothly support modeling of**
 - **complex products**
 - **service industry operations**
- **Create high dependency between user firm and integrator**
- **Really unfriendly to change**
 - **ratios between initial project cost and 5-year-TCO or even 2-year change costs are often unacceptable!**



Source: LOID



Source: eTOM, TMF

- **Key Business Requirements:**

- Focus on Total Customer Experience
- Unleash Operational Efficiency Potentials by Managing Business Processes
- Manage Sales Channels / Partners / Customer Interaction
- Monitor quality and quantity

- **Need:**

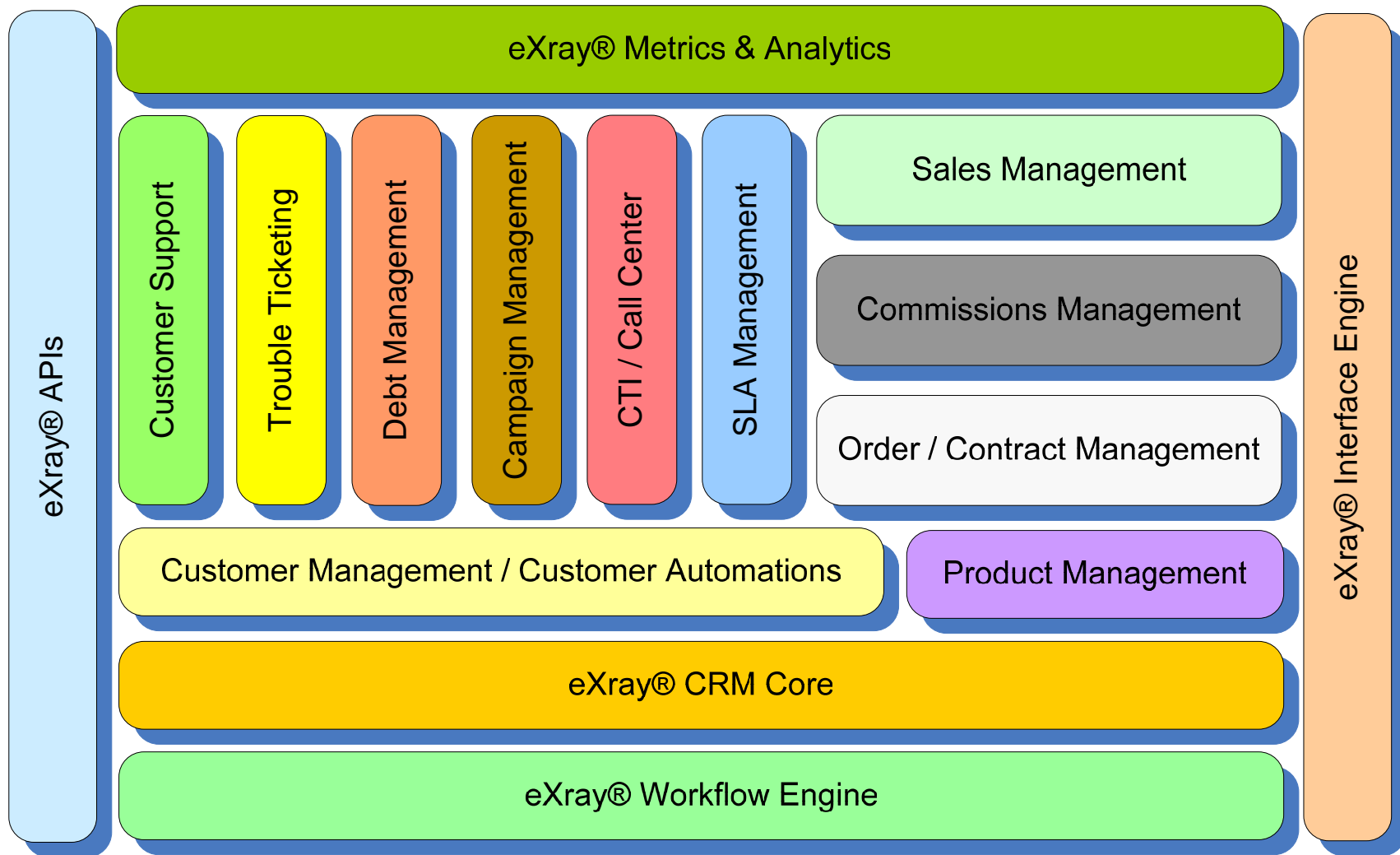
- Completely manage the interaction of the firm with its customers and partners (Order / Contract management & implementation, SLAs, Trouble ticketing, Collections etc.)
- Avoid the disparate management of client / partner information, which leads to mistakes and inefficiency
- Maintain the flexibility to rapidly adjust the CRM to business needs of today and tomorrow.
- Achieve and maintain a reasonable Total Cost of Ownership



- ✓ Initially named “EXIS CRM”
- ✓ Specially designed for the Service Industry
- ✓ Powerful Order Management – Business level provisioning
- ✓ Focus on operational effectiveness and flexibility
- ✓ Based on TMF standards

- ✓ Addresses to organizations that operate in competitive markets and need:
 - to achieve high automation in customer / partner management
 - to maintain quality and accountability in all interactions with customers
 - to automate the execution of customer related business processes
 - to have easy and effective access to complete customer information

- ✓ 100% modular and adaptable to client specific business processes

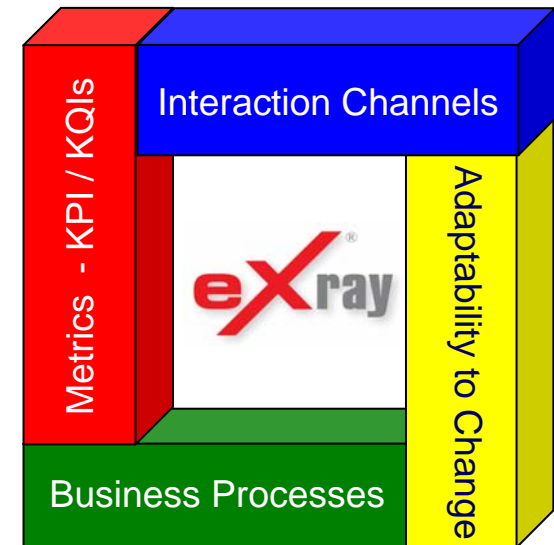


- Key firms that have selected eXray® from the Telecom Industry



- eXray® solves complex problems of industries including:
 - Telecom Operators
 - Call Centres
 - Utilities
 - Financial institutes
 - Insurance companies
 - Service Providers
 - Process driven - organizations

- 360 degree customer view
- unified management of all soft of business processes (e.g. tickets, outgoing calls, appointments, order implementation)
- support for multi-dimensional segmentation model
- code – free process design and rule management
- rule based validation engine included
- multilingual support
- ready infrastructure for standard interfaces
- friendly to change – no proprietary language or special configuration tools with hidden costs



- A successful CRM roll-out is not ensured by one or more software products
- The business analysis and process design need to precede!
- Single – sided orientation (e.g. Sales) leads to lack of complete view
- International Standards and best practices can be an adequate starting point – Why to reinvent the wheel?
- Big – bang approaches are seldom safe
- Time – stressed roll – outs usually require 4-5 times the initial effort for immediate changes!
- A change – unfriendly solution is the recipe for excited vendors & integrators and challenged users and CFOs

**Thank you so much
for your patience!**

Questions ?