Increasing Customer Satisfaction with Visualized Root-Cause Analysis – CPM Success in the Mass Market at British Telecom

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Summary

BT implemented a Corporate Performance Solution in order to increase the number of satisfied customers. In the first step of this strategic project it was necessary to identify the cause of customer dissatisfaction. Amongst other ARIS Process Performance Manager analysis features, the patented Process Mining Wizard was used to visualize areas of concern by analyzing data from more than 20 different BT-specific Helpdesk-Systems.

Keywords

British Telecom, customer satisfaction, root-cause-analysis, helpdesk, customer service center (CSS), EDCSM (event driven customer satisfaction measures), oracle RDBMS, internal measures, repeated fault calls, estimated repair times, post fault calls, revenue generation, early life failure, process performance management
1 Project Review

1.1 About British Telecom

Generating £13 billion annual revenues and with 21 million customers and 48,000 employees, BT Retail is a major force in the communications market. It has a well established strategy that puts customers firmly at its heart, vigorously defending its core business and growing new market opportunities. This strategy is underpinned by effective cost transformation and people programmes.

BT Retail have three main customer groups, consumer, business and major business or corporate for whom they provide everything from traditional telephony services, mobile technology, internet access and web-based services, through to help and advice.

In the consumer market BT Retail have developed and delivered innovative propositions (BT Talk Together, Entertainment, BT Answer). Their biggest and most important offering to date however is BT Broadband.

For business customers they offer bespoke solutions and advice on key areas of business strategy. They also provide a practical understanding of business issues and comprehensive knowledge of all business communications needs and issues.

In addition to this, Field Service comprising an engineering team of 17,000 is truly at the forefront of the business providing that crucial interface between the company and its customers. It plays a key role in bringing to life BT's vision of 'connecting your world completely' by delivering a world-class provision and repair service to all BT's 21 million customers.

Other areas of operation include: BT regions, customer contact centres, products and enterprises and transformation and technology.

1.2 Project Background

The company BT Retail wanted to increase the usage of the ARIS Toolset within the organisation, mainly to map their processes and to distribute these to all employees on the intranet using the ARIS Web Publisher component.

Following initial presentations and acceptance, it was agreed that high-level sponsorship was required to ensure the project had a high profile. To this end, a second presentation and demonstration was made to a senior BT Retail director at which the entire ARIS product portfolio was outlined.