

T-Mobile

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CUSTOMER SERVICE

CHALLENGE

- 1 T-Mobile wanted to give more departments a more transparent view of how well they were meeting customer expectations. And they wanted to provide the best solutions and customer service possible

SOLUTION

- 1 Dashboards with BusinessObjects Dashboard Manager

BENEFITS

- 1 Performances measured in relation to customer experience



“Within a period of two months, we have a system at our disposal that allows detailed tracking of our performance in the area of customer-oriented processes.”

Matthijs Rosman, Project Manager Customer Lifecycle Management Program, T-Mobile

Implementation of a Customer Lifecycle Management Program

A subsidiary of Deutsche Telekom, T-Mobile Netherlands B.V. was established in 1999. Though the youngest Dutch mobile communications operator, it already ranked a solid number three in the Netherlands' subscriber numbers by the end of 2003—with close to 2 million subscribers. The company credits this success to its commitment to consistently improving its services, expanding its diverse product portfolio, and increasing customer satisfaction.

T-Mobile systematically pursues delivering quality to customers through its customer lifecycle management (CLM) program. In particular, CLM focuses on the customer experience—comparing customers' expectations with how well T-Mobile services can meet them. “Clients interact with T-Mobile in various ways. They call customer service to add calling credits, to download ringtones, to request invoices, etc.,” says Rosman. “Naturally, we always want our customers to have a positive experience. We conduct regular customer satisfaction surveys that provide us with a clearer picture of what's most important to our customers.”

T-Mobile then prepared an internal summary of all possible customer interactions and

linked this to T-Mobile's quality requirements—such as establishing timeframes for how soon a question about an invoice must be answered or how quickly a customer can reach a representative at the call center. Marketing line managers are responsible for formulating the requirements; the sales and customer services line managers are, in turn, responsible for putting these requirements into practice. “Essentially, we strive toward creating a reliable structure and design to ensure that our services better meet customer expectations,” says Rosman.

Dashboards With BusinessObjects Dashboard Manager

To make the requirements more transparent, as well as to ensure their successful execution, T-Mobile called upon Mark Koenderman, database marketing analyst, T-Mobile Netherlands, in November 2003. “The goal and deadline were clear,” says Koenderman. “During my briefing, T-Mobile discussed the prospect of a dashboard solution and wanted to see initial results by January 2004.”

T-Mobile requested a dashboard solution proposal from Business Objects—as T-Mobile had already been using Business Objects software since 2000 for, among other things, generating all management reports.



“ Ultimately , we do everything for our customers. The results must be clear to them. We’re convinced that delivering quality is essential for our organization. Our efforts are geared towards keeping our customers' experiences consistently positive. And every month, the dashboard shows us results, trends, successes, and more. ”



The company wanted a solution that would be quick to implement, easy-to-use, and easy-to-maintain. After considering various business intelligence (BI) solution providers, T-Mobile determined that Business Objects offered the best technology.

With a tight deadline of January 2004, T-Mobile, along with a consultant from Business Objects, began the dashboard implementation. Not only did Business Objects services impress T-Mobile in the areas of implementation and maintenance, but the BusinessObjects Dashboard Manager was extremely comprehensive, clear, visually appealing, and intuitive. From selection to go-live, the implementation took only two months—and was right on schedule.

Performances Measured in Relation to Customer Experience

For T-Mobile, customers define quality. Every month, the various process owners from sales and customer services deliver their results via reports, specifying a total of 80 customer-experience metrics distributed across consumer and business segments. Says Rosman: “The dashboard helps us measure our performance in relation to the customer experience—with a goal of improving customer service.”

Employees involved with improving the customer experience have continuous access to the dashboard.

In fact, several different departments use dashboard results to initiate discussions on the customer experience with a goal of aligning resources to resolve customers' pains. T-Mobile's dashboard has a color-coded schema that indicates the extent to which objectives are being met. Red indicates an objective not being met; yellow shows that the company is at risk of not meeting an objective. These color warnings allow T-Mobile to research why certain objectives have not been achieved, determine the urgency of a problem, and decide how to resolve a problem.

Dashboard Manager also allows T-Mobile to attend to multiple customers with the same issue. In the past, whereas one customer complaint letter may have led to meetings and discussions on that individual case, the attention today is on how to recognize similar problems from customers across the whole business and determine which solutions to offer them all. According to Frank van Roekel, IT manager for the project, “It's remarkable that, even in the IT department, there continues to be more and more interest in the dashboard. It's a very reliable method for creating transparency and offering multiple departments access to the results of a number of activities.”

About T-Mobile

1 Activity:
Mobile
communications

T-Mobile International is one of the world's leading companies in mobile communications. As one of Deutsche Telekom's three strategic business units, T-Mobile concentrates on the most dynamic markets in Europe and the United States. By the end of the first quarter of 2006, more than 87 million customers are served in the nine T-Mobile markets. T-Mobile is a partner of FreeMove, an alliance formed by four of Europe's leading mobile companies—Orange, Telefónica Móviles, TIM (Telecom Italia Mobile), and T-Mobile—to help their customers communicate as easily while travelling abroad as they do at home.