

**CUSTOMER
EXPERIENCE
MANAGEMENT
360**





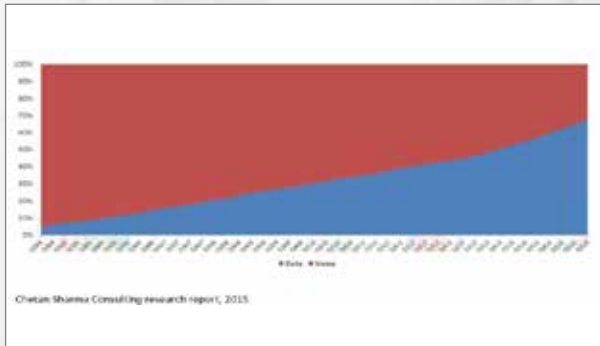
The Doctrine of Change (“Change is the only constant”) by the Greek philosopher, Heraclitus (535 BC to 475 BC) aptly summarizes the shifts in the telecommunications industry. Products and services that consumers expect from Communication Service Providers (CSPs) have evolved from reliable voice service (POTS) to wireless and Voice Over Internet Protocol (VOIP). Fast broadband service is no longer a differentiator which ensured customer retention.

Why should CSPs be concerned?

The CSP segment finds itself at an inflection point with consumer-centric content consumption models, technology disruptions, and predictive analytics which are transforming the role of CSPs in today's marketplace. CSPs have perhaps taken the longest to recognize this shift in consumer expectations and this is further attested by the fact that they trail the most amongst other consumer-oriented industries in average CSAT scores.

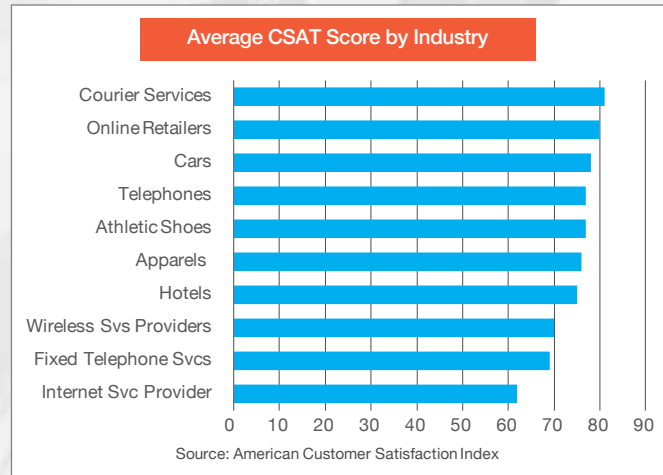
While the CSP's are looking for new ways to enthruse and engage customers with the intention of cross/up sell services. In reality, intense competition and commoditization of voice and data services have seen CSPs scrambling to retain customers at depleting ARPUs (Average Revenue Per User)

1. Declining voice-related and increasing data-related YoY revenues for the three US majors (AT&T, Verizon, and T-Mobile)

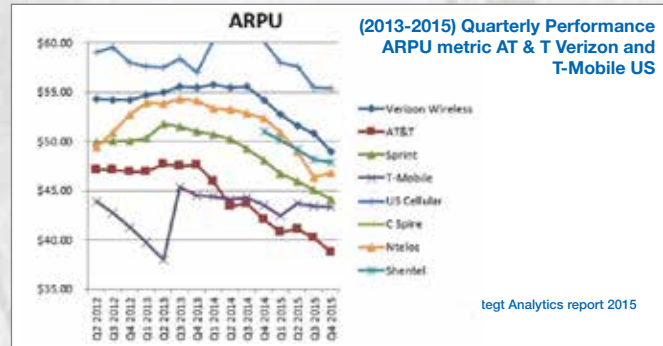


In the final quarter of 2013, US mobile data service revenue reached USD 90 billion and accounted for more than 50% of revenues for wireless companies; the trend has continued ever since.

Consumers, on the other hand, continue to demand services at their own terms in every aspect of their interactions with CSPs, thereby driving the need for intuitive, omni-channel experiences that are highly personalized, automated, and self-service.



2. ARPU trend (YoY) for the last three years for the three US majors (AT&T, Verizon, and T-Mobile)]



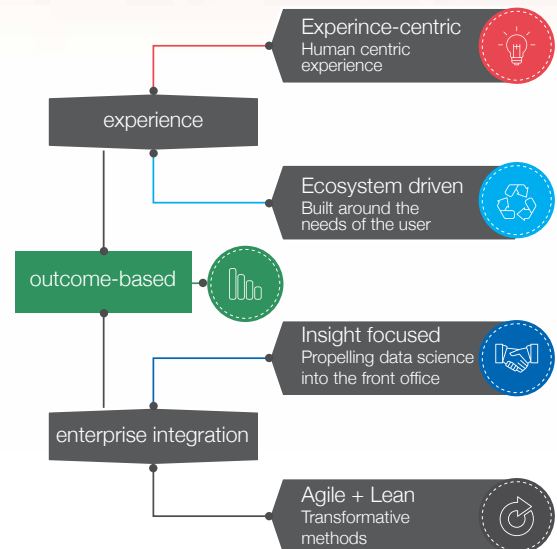


HCL's CEM 360 to the Rescue

We at HCL have been working closely with marquee brands in the CSP segment and helping them transform their consumer experiences through our Customer Experience Management 360 offering. Our Customer Experience Management (CEM) 360 offering caters to CEM by providing a human-centric experience, across all customer experienced channels resulting in satisfied consumers of services (customers, partners, employees, and affiliates) have access to services, information, care, and content at their finger-tips, with consistent experience regardless of the channel of interaction they choose.

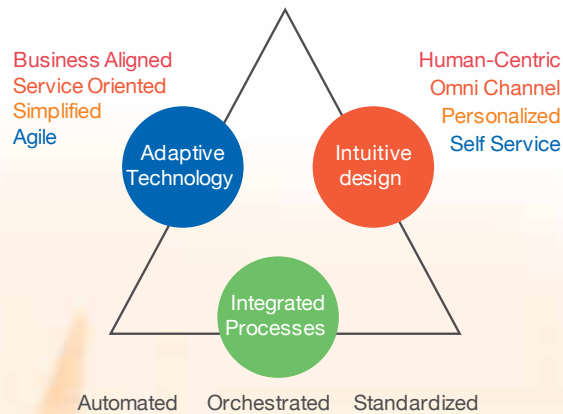
While the most obvious impact of the CEM 360 is felt by consumers at the user experience layer, CEM 360 helps to drastically streamline, automate, and optimize the underlying processes and service orchestrations, thereby reducing service windows for ordering, provisioning, activation, field service, and care transactions.

CEM 360 has helped our CSP clientele achieve quantifiable success in business outcomes such as increase in CSAT / NPS, reduction in sales, and care costs via digital conversions, reduction in churn, and ultimately increase in brand equity.



What is CEM 360?

HCL's CEM 360 includes a comprehensive suite of processes, tools, and accelerators that can help speed up the implementation of consumer-centric experiences aimed at exciting consumers while driving profitability through reduced agent-based care costs and increased sales. In essence, CEM 360 can help overhaul the user experience, processes, and underlying technologies of CSPs to a highly adaptive, consumer-focused, and future-ready state.



For a truly end-to-end transformation, CEM 360 focuses on each of the following areas:

- **User Experience Design**—A human-centric approach to the design with an aim of providing consistent and intuitive interfaces across all customer channels and devices.
- **Process Optimization**—Streamlining and automating process workflows to reduce delays caused by siloed and manual process steps.
- **Service Orchestration**—A services-based architecture powered by micro services to enable a truly plug-and-play and scalable platform.
- **Back-end Integration**—Use of a wide range of adapters and connectors to leading ERP, CRM, and middleware platforms with the ability to build customer integrations.



Adaptive user glass

Business process

Re-usable modern digital building blocks

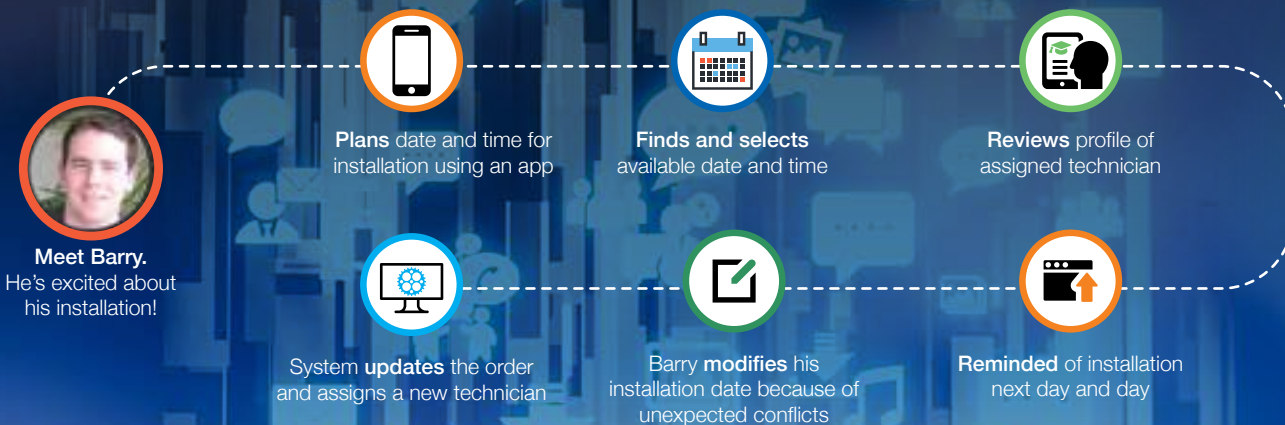
Micro services based architecture

Rich integration layer to re-use enterprise assets

How does CEM 360 work?

Service installations or repairs are one of the most common customer interaction use cases that CSPs have supported for several decades. Not surprisingly, this is also the most common source for customer satisfaction (CSAT) attrition.

Customer View of the Service Request



The reason? Well, the way CSPs enable this use case has not changed for decades, and in most cases, the customer has a wide appointment schedule window to deal with (a day, four hour windows, or in most recent cases, a 1-hour window) and have very little visibility into schedule delays because of a variety of factors that the installer may face, including traffic, job complexities, etc. It is a norm for the customer to call the Customer Service operations team if the installer has not shown up on time. In similar vein, if the customer has a last-minute conflict, chances are that the installer shows up just to see a locked house!

With CEM 360, this use case will consider the following three distinct stakeholders, each with their own requirements:

- **Customer**—As the intended recipient of the service, the customer needs constant updates regarding the scheduled appointment. He must also have the facility to change the slot if there are any conflicts that may arise before or while waiting for the technician..
- **Installer**—The installer is the actual representative of the CSP brand that will be interacting with the customer. So, it is very important for the Installer to be well informed to be able to provide prompt and satisfactory service to customer. If there are delays that the installer is aware of (e.g., a job that is taking longer than anticipated) or if there are changes to the schedule because of customer unavailability, the installer should have the facility to apprise everyone on her progress.
- **Dispatch Operator**—The dispatcher is the person that interfaces with the Customer and Installer about the scheduled service call. This role can be a lot more proactive with the operator notifying the installer of any delays to her route based on external factors such as traffic, weather conditions, or a schedule change initiated by the customer. If the installer foresees delays at her end, with CEM 360, the operator will be apprised of such delays instantly and will be able to proactively reach out to the customer regarding the delays.

Installer View of the Service Request



INTERACT



Dispatcher / Operator View of the Service Request



Here's Pam.
She's a part of the
operations team



Monitors installer
Schedules and
installations



Tracks location of
installers by GPS



Notifies about
schedule lag, requests
update from installer



Contact customer
for feedback



Notified of completed
installation



Calls customer to
update installer arrival

In effect, CEM 360 can help implement stakeholder-centric interfaces that are highly responsive and intuitive and can keep all stakeholders informed with all the required information in just a few clicks. By doing so, the

whole concept of “appointment windows” goes away as each party is fully aware of any potential delays and has the ability to act on it without having to call an agent.

Benefits delivered

HCL has been able to significantly help CSPs meet quantifiable business outcomes by leveraging CEM 360 in their digital transformation initiatives. Here are a few notable outcomes:

For a leading global CSP leader with wireless, wireline, broadband, and IPTV offerings

- Introduced new revenue streams to monetize the CSP's network assets

- Increased CSAT by reducing the overall STB reset transactions to less than 4%

For a leading wireless operator

- Reduced customer activation time by 82%
- Influenced a 15 basis point reduction of churn
- Increased digital conversions by 15%
- Reduced Partner Integration time from 3 months to 2 weeks



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