

Satmetrix Client Success Story

Industry: Telecommunications

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- Helmut Reisinger, Senior Vice
President Europe

Satmetrix for Account Management Helps Orange Business Services Achieve Best Practices In Its Outstanding Customer Experience (OCE) Program

Systematic Insight Gathering and Integrated Cross-Functional Response is Embedded in Corporate DNA Resulting in Higher Customer Loyalty, Greater Customer Value, and Measurable Differentiation

The Goal

Orange Business Services' corporate mission is to be the premier provider of voice and data services, helping its customers stay in touch with people and information in ways that are simple, flexible and cost-effective. Towards this ambitious goal, Orange Business Services developed a leading 360 degree customer feedback capability.

The Solution

In 2006, Barbara Dalibard, CEO of Orange Business Services, launched the Outstanding Customer Experience (OCE) Program, representing her vision for how to achieve this goal. The core program purpose was to ensure that Orange Business Services delivers on its brand promise by being genuinely and demonstratively customer-centric. The program has two major objectives:

- Provide company-wide visibility and integrated focus to areas that require improvement within Orange Business Services
- Further enhance Orange Business Services' strengths and widen the company's differentiation from its competitors

Result

OCE is an integral part of Orange Business Services' sales and services leadership and account management processes, providing the means to attentively monitor the pulse of each account and leverage resulting insight to build stronger and more valuable customer relationships.

Our research found that the OCE program has increased customer loyalty through many tangible metrics such as a reduced number of dissatisfied customers, increased share of wallet, accelerated revenue growth and improved service quality:

- Customer Satisfaction – 10% reduction in the number of customers dissatisfied with the company for two consecutive quarters
- Customer Billing Satisfaction - 28% reduction in 'dissatisfied' customers related to billing improvements and a 25% improvement in "On Time First Billing" for EMEA
- Customer Service Satisfaction – 40% reduction in customers dissatisfied with service management for two consecutive quarters

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Executive Summary

Orange Business Services has evolved dramatically in recent years to become a leading example of a deeply customer-centric organization. Originally established through the merger of several very large and successful European telecom companies, Orange Business Services' focus prior to 2004 was on growth, leaving little time for internal process optimization and other long term goals. Once the greater part of M&A activity was complete, Orange Business Services turned its attention to the need for a uniform set of business processes from sales to professional services to customer support. Since 2004, the company's focal point has been on improving overall customer loyalty and differentiating its offerings through compelling customer service. This ubiquitous goal extends directly from the CEO across the full organization to include each account manager and service representative.

At the heart of this strategy is Orange Business Services' mission to live and prove its brand promise in the marketplace by "giving a customer a unique experience at every interaction". In April of 2006, Orange Business Services launched a global, integrated customer loyalty initiative called the Outstanding Customer Experience (OCE) program towards this critical business goal. This premier program provides "best practice" examples in the categories of executive sponsorship, organizational alignment and customer-centricity. Correspondingly, Orange Business Services has been ranked as the industry leader by Telemark in its 2007 "Predicting Customer Confidence" survey. This case study explores:

- The challenges that Orange Business Services' management team faced in realizing the new customer loyalty and service goals
- The integration of the OCE program with Orange Business Services' sales and service processes
- The exemplary results of the OCE program to-date and projections moving forward
- The critical success factors in establishing OCE as a global program that engages nearly every Orange Business Services employee

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Customer Profile

The origins of Orange Business Services started in November of 2000, when Equant and France Telecom announced an agreement to create a world-leading data and IP communications services provider for the business community on a global scale. In 2005, France Telecom acquired Equant bringing full ownership of the company to France Telecom leading to the formation of Orange Business Services in June of 2006. Today, Orange Business Services generates over 13 Billion Euros per annum in revenue, with 29,000 employees in 166 countries.

- Orange Business Services' customer base includes nearly 4k multinationals, two-thirds of the G100 50% of the F100 in Europe, and 50% of the F500 Financial Services companies.
- Orange Business Services serves clients in over 220 countries worldwide.

Orange Business Services provides an exciting and expanding range of communications services – including telephony, email, instant messaging, conferencing, mobile phones and devices, roaming, wi-fi, and more. Orange Business Services is unique in that it delivers the benefits of convergence across voice, data and video applications that only a truly integrated global operator can provide. Orange Business Services can effectively manage and integrate this complexity nationally and internationally, delivering customized but consistent solutions for people and businesses worldwide

The Challenge

Increasing Focus on Customer Loyalty to Further Differentiate Orange Business Services from its Competition

Within the business sector, the quality of service and support that a telecom provider offers is a key competitive differentiator. Orange Business Services' CEO, Barbara Dalibard, realized early on that a critical success factor for her business would be in creating a customer loyalty-focused organization, one that assimilated superior customer service with a single-mindedness that reflected its integral part in the company's DNA. She imparted this challenge to a small, dedicated team of corporate managers and requested that they design, implement and manage an exceptional customer loyalty program for the company.

The Solution

A Global, Universally Adopted Customer Loyalty Program – “Outstanding Customer Experience” Was Initiated

The small, high powered, corporate management team appointed by the CEO created the Outstanding Customer Experience Program “OCE” in response to their critical mission. The program was launched fairly recently in April of 2006. Yet over the past two years, the solution has gained global adoption, become an integral part of the company's overall business approach and standard processes, and delivered tremendous business and customer results for the company.

The OCE program utilizes a comprehensive data capture approach to track customer loyalty through several complementary mechanisms including – Satmetrix Account Management Solution, Customer Advisory Boards, analyst research and other web/phone based surveys. The OCE program is expected to continue to expand both its influence and allocation of benefits to Orange Business Services' customers and account teams providing additional insights and better customer service opportunities.

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Integrating the OCE Program with Orange Business Services' Account Management Operations

A main element of the OCE program's success is its integration across all areas of the company. Total adoption of any company objective is a massive challenge in any large, global organization, and this test was further compounded by the required organizational changes from sales incentives to business process and customer service operational change requirements.

Bringing the sales force on board

To implement a customer loyalty program of this magnitude properly, the organizational units that face the customers most directly, namely the sales teams / account management teams, must be intimately involved. Both the customer insight tools at their disposal and the compensation plans that motivate their day-to-day activities must be part of the overall program structure. This was a primary challenge for the program. New processes were needed to allow the broader organization access to the customer feedback available through the direct customer relationships held by the sales team. New compensation structures were also needed to motivate and reward these sales teams to improve their customer satisfaction scores.

Executive sponsorship

One of the critical factors in the rapid and successful rollout of OCE was the executive management support it received from the very beginning. With the CEO as the champion, and in some ways, chief proponent of the program, the OCE management team successfully translated her energy for their program into action. The small management team leveraged their chief executive's sponsorship to generate momentum and quickly and fully integrate the new program into Orange Business Services' account management practices.

Satmetrix platform

A key partner in the success of the OCE program has been Satmetrix. The Satmetrix Account Management Solution provides Orange Business Services' sales teams with an automated platform to facilitate the collection, analysis and presentation of customer feedback. The Satmetrix platform provides tremendous value both in the quality of insight facilitated and in its streamlined user interface.

- The Satmetrix platform enables a broad and multifaceted data sample across stakeholder groups. To build robust customer satisfaction profiles for each customer, a sampling of users, decision makers and executives are asked to provide their feedback each quarter in a number of categories including quality of service, support, pricing, and other competitive factors.

- The Satmetrix platform also helps maximize ease of use and minimize user time commitment. As testament to the effectiveness of this platform and the successful adoption of OCE, the program achieved an outstanding customer response rate of 43% in Q4 of 2007.

CSMs stewardship of customer feedback into action

Field resources called Customer Service Managers (CSM) also play a critical role in the success of the program by helping to orchestrate the process from insight to action. The CSMs are responsible for ensuring that all action items identified through Satmetrix-generated customer feedback are completed in a timely manner. CSMs manage the implementation of each action item by coordinating across different constituencies (e.g., AP for billing, service requests for service managers, sales support for account managers), and acting as a switchboard to ensure each request for action is presented to the right entity within Orange Business Services to fulfill. To better coordinate and fulfill on customer service requests, the OCE team has developed a 360 degree management process. At the heart of the new process is a recently launched case tracking tool that will automate the assignment and tracking of customer issues. Streamlining this process has had tremendous results, with a 40% reduction in the number of customers stating that they are dissatisfied for two or more consecutive quarters.

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CRITICAL SUCCESS FACTORS:

Several key factors were instrumental in Orange Business Services' successful deployment of their outstanding customer experience program (OCE).

- 1. Executive Sponsorship and Leadership**– The program had the highly visible backing and commitment of the company's CEO and was managed by a strong and dedicated team of experienced executives. This enabled rapid program adoption and made it possible to achieve desired results quickly, furthering the program momentum.
- 2. Sales Compensation Alignment** – The company aligned its compensation structure to reward the desired program outcomes. Critical support from the sales team and across the broader organization was properly and effectively motivated, leading to an all-encompassing focus on improved customer satisfaction and loyalty.
- 3. Organizational Integration and Collaboration** – Program support and integrated response occurred company-wide at all levels of the organization. Cross functional teams worked seamlessly together to solve customer issues through the diligent orchestration of CSMs.
- 4. Continuous Program Enrichment** – The OCE management team has conceived and implemented an impressive and ongoing set of program enhancements including the creation of a Customer Advisory Board Program, new Analyst Programs, and a more robust and automated customer results reporting solution. This disciplined approach to a continuous optimization cycle ensures that the program stays competitive and the differentiated customer loyalty benchmarks are sustained.

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About Satmetrix

Satmetrix is the leading global provider of on-demand software applications and consulting services to measurably improve customer loyalty and link these results to financial benefits. As the co-developer of Net Promoter®, the company's solutions enable companies to monitor the customer experience at key touch points, measure loyalty of customers, partners and employees, identify performance gaps, and engage customers in a continuous dialog through online communities. The company has deployed more than 700 enterprise solutions in 40 languages. For more information visit www.satmetrix.com, or call 1.650.227.8300 in the US or +44 (0) 845.371.1040 in the UK and Europe.

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