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Daryl Szebesta, Director Service Delivery

BT Group PLC (British Telecom)

*BT’s network provisioning processes were so sophisticated and complex that nearly 30% of all initial sales orders had to be reworked – at great cost to the company and the satisfaction of its customers. BT chose the SupportPoint Business Process Guidance system from Panviva to simplify the processing environment and eliminate errors by guiding staff through the processes and providing just the right information at the moment of need. The results are dramatic reductions in errors **and** costs.*

The Company

Operating in over 170 countries, BT (formerly British Telecom) is one of the world’s leading providers of communications solutions and services. Its principal activities include networked IT services, local, national and international telecommunications services, and high-value broadband and internet products and services.

The Challenge

BT’s networked Multiprotocol Label Switching Service (MPLS) business is worth tens of millions of pounds in annual revenue. Large companies order an MPLS to connect all of their operations. For BT, the provisioning process occurs in six stages, starting with getting orders from sales, to entering them into systems, supplying the physical equipment, configuring the service numbering over to sales, and so on. Each of those stages is made particularly complicated by the global nature of their business – every country’s laws, currency, practices and people are different. BT’s goal was to be number one in customer service on a global basis. That meant providing consistent, accurate services to these global

customers at the time they needed them, in every county where they wanted them, and getting them right the first time, every time.

BT’s challenge was that the processes were so complex, and critical information so volatile that nearly 30% of the initial sales orders at the start of the process included human and system errors. Rework meant late delivery, additional cost, and failed customer expectations. According to Daryl Szebesta, Director Service Delivery at BT, “The financial impact of these flawed work orders could run potentially into millions of pounds – though finding a solution wasn’t just about money saved, it was about the necessity of meeting our obligations to our customers to provide cost-effective, on-time delivery in the most efficient way possible.”

Solution Requirements

- Eliminate errors in highly detailed network provisioning processes
- Reduce costs associated with order re-work
- Provide role specific guidance for workers
- Maintain up-to-date information in the systems
- Provide cost effective, on-time service delivery
- Reduce training requirements and costs
- Achieve objective of #1 in service excellence

SupportPoint Results

- Greatly-simplified order taking processes with real-time guidance and up-to-date content
- 80% reduction in error rates during pilot
- Earlier delivery, earlier revenues
- Consistent, accurate service in every country
- Reduced needs for training and reduced training costs
- Improved speed to market with new products, services or procedural changes
- Improved service levels to customers
- Dramatic impact on bottom lines – millions in annual savings and earlier revenues

Company Snapshot

Ownership: Public
Industry: Telecom
Location: London, UK

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▶ *“The cost savings provided by SupportPoint could be worth millions annually, enabling us to offer more competitive pricing.”*

▶ *“SupportPoint sustains the knowledge: it’s the expert so we have no more major concerns about countries with traditionally high turnover.”*

▶ *“We see SupportPoint as transformational. It’s the real power at the center of these change programs.”*

The Requirements

In their deployment of the provisioning system, BT used specialists to handle each of the six stages. No specialist managed more than one process. Even then, staff had to deal with multiple systems and interfaces, out of date support materials, and extended hunts through intranets, documents and notes. BT decided that reducing errors required providing better process guidance to staff, and ensuring that the guidance was role-based – with information and access limited to only what each role needed. That would greatly limit the opportunity for errors. Update procedures should similarly be role-based, with staff receiving only what they required to do their job.

Szebesta was also concerned about training. “Most training amounts to ‘Death by PowerPoint,’ which isn’t effective in complex situations and doesn’t offer a good ROI. We really needed something that presented us with entirely new possibilities for bringing people in and keeping them current at a cost that made sense.”

The Solution

BT consulted with Product Education (PE), an enterprise learning and knowledge solutions company, who proposed and delivered a solution based upon SupportPoint, the Business Process Guidance system from Panviva. SupportPoint solves the complexity problem by guiding BT staff step-by-step through every aspect of completing an MPLS order, providing just the information, procedures and policies necessary to complete the processes correctly.

“What we’ve done with SupportPoint is embed it in our system’s infrastructure, in the workflow, on a role-specific basis,” said Szebesta. “SupportPoint actually takes the thinking out of every process. The system is aware of exactly what the user is trying to do by the particular application or combination of screens open on their desk, and literally pushes the right information and procedures to them. Our initial order-entry pilot of SupportPoint was in India where we saw error rates fall by 80%. Now we’ve deployed it across 20 countries and are down to a 6% error rate as content has been refined.”

The Benefits

The fall in error rates was accompanied by a complementary decline in rework. “To our customers, this means a much improved service,” said Szebesta. “In addition, cost savings to BT could be worth millions annually, enabling us to offer more competitive pricing.”

As for improvements in training and knowledge sustainability, he explained, “After SupportPoint, we are using an elearning solution to train people on the business and on their roles, but the real technical information is now delivered by SupportPoint and no longer needs to be part of the training. Now the system sustains the knowledge, it’s the expert, so we have no more major concerns about countries with traditionally high turnover rates.”

“SupportPoint is a key element in our aim to be number one for customer service. We’ve embedded it in our development and training processes. I expect that it will help change our deployment of systems and processes by speeding up the delivery cycle, speeding up the time-to-market for new products by eliminating most training and enhancing the accuracy and consistency with which we can deliver on our commitments in every country. Not only has it reduced our error rates almost completely, but it is helping bring in more revenue faster,” he explained.

Szebesta summed it up, “Some system enhancements are tactical. We see SupportPoint as transformational. It’s the real power at the core of these change programs.”

Panviva is the developer of SupportPoint, the world’s leading Business Process Guidance (BPG) system. Over 200,000 users across 37 countries rely on SupportPoint daily to guide them through complex processes and policies in real-time. Panviva, the Panviva logo and SupportPoint are trademarks of Panviva Pty Ltd. All other brands may be trademarks of their respective owners.



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