

BT Group

A global communications company runs the Trillium Software System[®] at the heart of its customer focused operations.



Project Type

Enterprise Data Analysis
Enterprise Data Quality

Industry

Telecom/Communications

Environment

Multiple Platforms
Siebel CRM

Challenges

Diverse architectures

The Company

BT Group is one of Europe's leading providers of telecommunications services. Its principal activities include local, national, and international telecommunications services, higher-value broadband and internet products and services, and IT solutions.

In the UK, BT serves over 20 million business and residential customers with more than 29 million exchange lines, as well as providing network services to other licensed operators.

In the financial year to April 2003, BT generated £18.7 billion and employed some 105,000 people.

Reducing customer dissatisfaction by 25% a year is a key target in BT Group's drive to deliver the highest levels of customer satisfaction. In the 2003 financial year, the Group as a whole achieved a 37% reduction in customer dissatisfaction.

The Challenge

BT has a well established strategy that puts customers firmly at its heart. This includes ensuring customers are recognized and properly managed by appropriate account teams who have rapid access to all relevant information. This is made possible behind the scenes by a well developed and strategic approach to customer information management and data quality.

"BT recognizes that there is a link between the quality and completeness of customer information and good account management, customer service, and effective operations. Customer data is a key business asset. We must manage it with strategic intent," said Nigel Turner, Manager of Information & Knowledge Management Consultancy, BT Exact (BT's research, technology, and IT operations business), which is assisting BT in its information management strategy.

Three initiatives take centre stage in BT's customer information strategy: the Name and Address System (NAD), a Customer Relationship Management (CRM) system from Siebel and the Customer Service System (CSS).

The Name and Address System (NAD) is being built from multiple legacy data sources to provide what is to become a single definitive customer name and address repository. The multi-million dollar Siebel-based Customer Relationship Management (CRM) solution commenced roll-out in 2003 in what is destined to become one of the largest Siebel implementations anywhere in the world. Thirdly, CSS provides a complete and accurate view of each customer from 28 million customer records from across 29 disparate repositories from 11 mainframes, where many customers have multiple records. The system is now central to customer services: from determining the availability of services to the location of a prospect to account management, billing to fault repair.

One of the significant challenges in each of these enormous and mission-critical business investments has been one of ensuring the quality of source data in order to deliver output that is accurate, complete, and valuable enough to deliver a strong return on investment (ROI). Garbage in, garbage out applies! BT has needed a process capable of taking tens of millions of customer records from multiple disparate sources then cleansing and standardizing address formats, then accurately identifying, grouping and linking records that are common to one customer account, household or business. Furthermore, the strategy has had to be capable of building and maintaining customer data quality over time, encompassing both existing data offline and new data entered by call centre operatives and others in real time.

Success Story: BT Group

The Trillium Software System® is serving BT across tens of millions of customer records, benefiting hundreds of processes and is central to the effectiveness of BT's customer focused operations and competitive position.

– Nigel Turner
 Manager of Information &
 Knowledge Management
 Consultancy
 BT Exact

The Solution

BT first selected the Trillium Software System® in 1999 to aid data quality and record linking in a central marketing database sourced from millions of customer records. Since then, BT's experiences with the solution have seen the Trillium Software System become the corporate standard for BT enterprise customer data quality.

"We have expanded and extended our use of The Trillium Software System to the extent that it has become our de-facto standard for name and address processing across BT," said Turner. "The Trillium Software System is serving BT across tens of millions of customer records, benefiting hundreds of processes and is central to the effectiveness of BT's customer focused operations and competitive position."

The Trillium Software System has been built into CSS, NAD and Siebel and their many source systems, (as well as other processes) ensuring the quality of customer names and addresses, enabling source data formats to be standardized, duplicates to be recognized and handled, and fragmented customer records to be intelligently moulded into linked information. Matches with external data sources from The Royal Mail, D&B, and others (for name and address and for lifestyle data for example) can also be made reliably too, to supplement BT's own information.

"The Trillium Software System is now much more than an application at BT. It's a key part of the infrastructure," said Turner.

The Results

BT is finding that strong customer data quality is enabling it to get the most from CSS, NAD, Siebel, and other initiatives.

"Without the Trillium Software System, the return on investment of strategic investments such as Siebel CRM would be undermined since they would be feeding on imperfect data and presenting incomplete or erroneous information to the business," said Turner.

Normalization and consolidation of customer data from diverse points is enabling improved relationship intelligence allowing sales and marketing campaigns to be better planned and returns improved. Better customer data means the business can also operate more dynamically, for example, in launching "BT Mobility," a new mobile telephone business. Aimed at a segment of its current consumer customer base, the company was able to analyze and build a well targeted, quality prospect list of millions very quickly and to handle responses whilst being sensitive to the complete history of the customer with BT.

Across the company, accurately addressed mailings and fewer duplicates deliver better results with reduced wastage. When once, existing customers were sometimes embarrassingly mailed as prospects, this rarely happens now since accurate customer addresses mean they can be better sifted from prospect data. Accurate addressing also wins larger postage discounts.

Customers telephoning BT are accurately identified so they can be automatically connected with the correct account team quickly. Call centres are finding customer files can be located swiftly. Combined with accurate and complete histories, this is improving sales, customer service and operational efficiency. Where key information is of poor quality, the Trillium Software System presents a call centre operator with a pop-up request to confirm with the customer in real-time as they access the customer's file.

Customer fault reports, which once could have been lost in a duplicate record creat-

ing confusion, are now linked to any other records related to that customer, within 'the single view' and engineers, once delayed by incomplete or inaccurate addresses when on call-out, are now finding erroneous addresses a rarity.

IT budgets are benefiting too. Fewer people are needed to trawl through new data entry to check accuracy and a single data quality tool means a single set of licences and an efficient data quality process, since rule sets can be created and replicated across the business as standard.

"The Trillium Software System is central to the success of our customer focused business strategies. Without quality data, investments in customer service systems, Siebel CRM and others would be significantly undermined," concluded Turner.



About Trillium Software®

Dedicated to increasing the value of information assets across organizations, Trillium Software®, a division of Harte-Hanks, is the most trusted provider of technologies for continuous global data analysis, cleansing, enhancement, and monitoring. Today, many of the world's leading companies use the Trillium Software System® and Trillium Software Discovery to help build and augment data-dependent business systems that sustain financial growth in demanding business environments.