

BT.com Standardizes on Interwoven-BEA Portal for Greater “Netcentricity” Including Improved Customer Service



BT is one of Europe’s leading providers of telecommunications services

Industry

Telecommunications

Geographies

UK & Worldwide

Challenges

- Consolidate BT.com Websites around an integrated Interwoven-BEA portal serving all three constituents: customers, employees and suppliers
- Decentralize content creation through easy-to-use & repurposable templates, so that business units can market through different channels to different market segments
- Construct customer journeys around specific needs, rather than the company’s own organizational structure, improving customer service, satisfaction and sales

Benefits

- Migrating contact centers and customers to a common platform ensures consistency in messaging, pricing and promotions across all channels, as well as lowering total operating costs
- Enhanced self-service helps lower transaction costs while improving customer service
- Generic templates eliminate duplication of effort, help set standards and policies and allow business units to create their own pages while avoiding publishing bottlenecks
- The overall Netcentricity program has already moved customers off dependence on BT’s contact center. FY 2003/4 business benefits have been £21.9M (approx. \$39M USD). By 2006/7 the cumulative business benefits are expected to be as much as £216M (approx. \$386M USD).

“Our goal is to make it easier for our customers to do business with us online. By helping us transform BT.com into an integrated, automated and easy-to-use e-sales and e-service environment, Interwoven is enabling us to achieve excellent customer satisfaction results while reducing our transaction costs.”

—Stephen Stokols, director of eChannel & Transformation

BT serves more than 20 million business and residential customers through lines of business including retail, wholesale, and global services. The scope and diversity of BT’s business is reflected in its online presence, with 600 internal sites, 350 external sites many of which sit under BT.com.

In the past, a broad mix of content management and technology platforms has powered these sites. As a result, various customer-facing and internal sites differed in look and feel, navigation and even the accuracy of their information — a real problem, given BT’s retail focus and frequent promotions.

Says Mike Hesjak, head of knowledge management — BT Retail, “A customer would see a price on television, go to the Website and see a different price, then call a customer service agent who wouldn’t have the latest prices on his screen.” Each step of the way, customer satisfaction suffered and transaction costs rose.

This inconsistency was especially difficult to overcome given the centralized nature of content creation under the old system.

Business units relied on a segmented marketing organization to process content changes, creating frequent bottlenecks and making it hard to achieve the responsiveness demanded by the fast-moving telecommunications marketplace. The old system lacked scalability and flexibility, and simply wasn’t up to the task of supporting BT.com’s future business.

BT made the strategic decision to upgrade its online presence to improve efficiency,

consistency and quality of customer service while lowering transaction costs. By standardizing on an integrated Interwoven-BEA platform across the retail enterprise, BT can better serve all constituents, including customers, employees and suppliers, through a common Web content management infrastructure and series of highly-targeted, highly-relevant portals. The selection of Interwoven and BEA was made easier by the fact that BT Wholesale had already successfully deployed the joint platform for their consolidated portal that serves users from its 500 wholesale customers.

The switch to Interwoven TeamSite for content management will enable BT to shift from 100% centralized publishing to an 80% distributed model. Business units, including the product line organization, will be given the ability to create their own content based on generic templates, then route these pages to a content management team for expedited approval.

Dynamic content creation for a fast-moving business

Now being implemented in stages throughout BT.com, the Interwoven-BEA platform is bringing new levels of efficiency and responsiveness to the company’s content creation, management and publishing. By getting directly involved in the creation of their online content, individual business units and product lines can tailor their promotions to changing markets more quickly and effectively than before; the

supervision and approval of a small centralized content management team ensures consistency with current corporate messaging.

Generic templates will play a key role in the new BT.com. The system allows for single sourcing of content. In other words, standard or 'agnostic' content can be created, then distributed to business units to be tailored for different channels and different market segments. "These generic templates can help us set standards and policies, and at the same time eliminate duplication of effort, and thus enable cost avoidance," says Mike Hesjak. Even in the earliest stages of implementation, TeamSite has improved content re-use and the ultimate goal of 30-40% re-use seems well within reach over the coming months.

Moving toward "Netcentricity"

Underlying BT's Interwoven-BEA implementation is a concept called "Netcentricity." Simply put, this means making the right information available at the right time to the right people, to provide a simple and consistent customer experience across all channels both in online and self-assisted (e.g. contact center) environments. BT defines this goal in terms of a "Netcentricity Index," the ratio of online transactions to total transactions.

In a self-service context, Netcentricity seeks to increase the number of transactions carried out without the direct involvement of BT staff, reducing transaction costs while increasing customer satisfaction. To make this possible, BT must make sure that its navigation and search are constructed in a way that anticipates its customers' needs. By enabling dynamic content creation, Interwoven helps BT create and reuse content in a consistent way to construct journeys around specific customer segments — not around BT's organizational structure.

When customers do require assistance, Netcentricity Inside comes into play: the use of the BEA-Interwoven portal by BT personnel to help customers complete their transactions. Contact center advisors will view the same pages as those accessible to customers,

ensuring consistent information on product, pricing and promotions, as well as accessing additional content to aid the sales process. The improved efficiency of this "assisted self-service" sales process lowers transaction costs and helps wean customers from calling the contact center by highlighting to them the information available on BT.com. As a result BT.com has already achieved a Netcentricity Index of 12% during FY 2003/04 resulting in £21.9M (approx. \$39M USD) in business benefits. The ongoing Netcentricity program is forecasted to provide an overall 28% index by FY 2006/07, which would result in cumulative figure £216M (approx. \$386M USD) in business benefits.

The Netcentricity Inside program has only just started but by adding this program strand within the Netcentricity Program the business is expecting to gain an additional £19.8M (approx. \$34M USD) of business benefit by 2008/9 by having a common content management platform.

Future plans

Once its BT.com sites are standardized on the new portal, BT plans to migrate additional internal sites to the new Interwoven-BEA platform. Increasingly, BT will rely on Interwoven to control and drive content through all of its routes to market, starting with the Web sites, so that content for contact centers and post-sales activities beyond BT.com will also be managed through Interwoven.

BT will also deploy Interwoven MediaBin Server software to allow BT to create a centralized library of media assets — including images, graphics and video — to improve brand control, and enable brand consistency across all outbound communication including BT.com. MediaBin will make it easy for business users responsible for all kinds of content from advertising to Web content, to easily find and use an appropriately rendered version of digital assets. With the flexibility and scalability to support even the most complex of organizations, Interwoven and BEA will help BT achieve maximum Netcentricity for years to come.

Technology

Solution Summary:

Interwoven TeamSite® content management software, closely integrated with BEA WebLogic Portal software, is being implemented in stages throughout BT.com as the new standard platform for content creation, management and publishing. TeamSite supports and provides rapid content changes with the scalability and flexibility to support diverse lines of business. Templating tools allow for decentralized content creation while supporting content re-use and policy enforcement.

Interwoven MediaBin digital asset server software provides BT with a full-featured central library for the thousands of its digital assets used to promote its products and brands. With MediaBin, BT employees can easily catalog, manage, transform, and deploy digital assets, including product photographs, graphics, and marketing collateral.



BEA WebLogic Portal provides a flexible, powerful framework for creating portal interfaces.

Interwoven, Inc.
803 11th Avenue
Sunnyvale, CA 94089 USA
(408) 774-2000

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