

CUSTOMER OPERATIONS

AUTOMATION OF BACK OFFICE PROCESSES

Luca Verducci

Poste Italiane

Supporting Business Units and Improving the Customer Experience

Environment in 2017



~ **5,550** Customer Service and Back Office Resources



Resources spread across ~**85 sites**



Serving **6 lines of business**



High **potential** for optimization



Evolutionary Guidelines



Improved **service level** and **efficiency** to be a key competitive lever



Customer satisfaction level as primary driver of change



Re-engineering, **digitization**, and process **innovation**

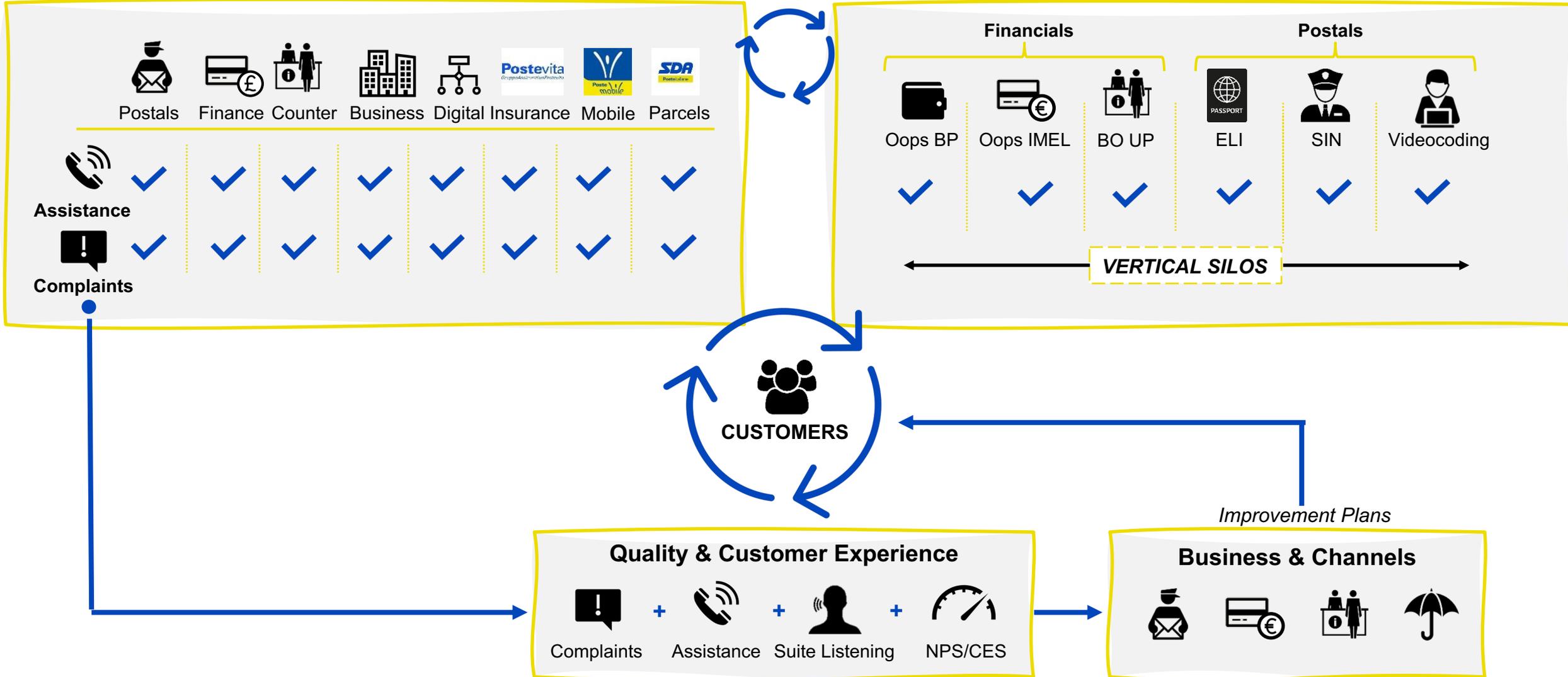


Rationalization of **site footprint**

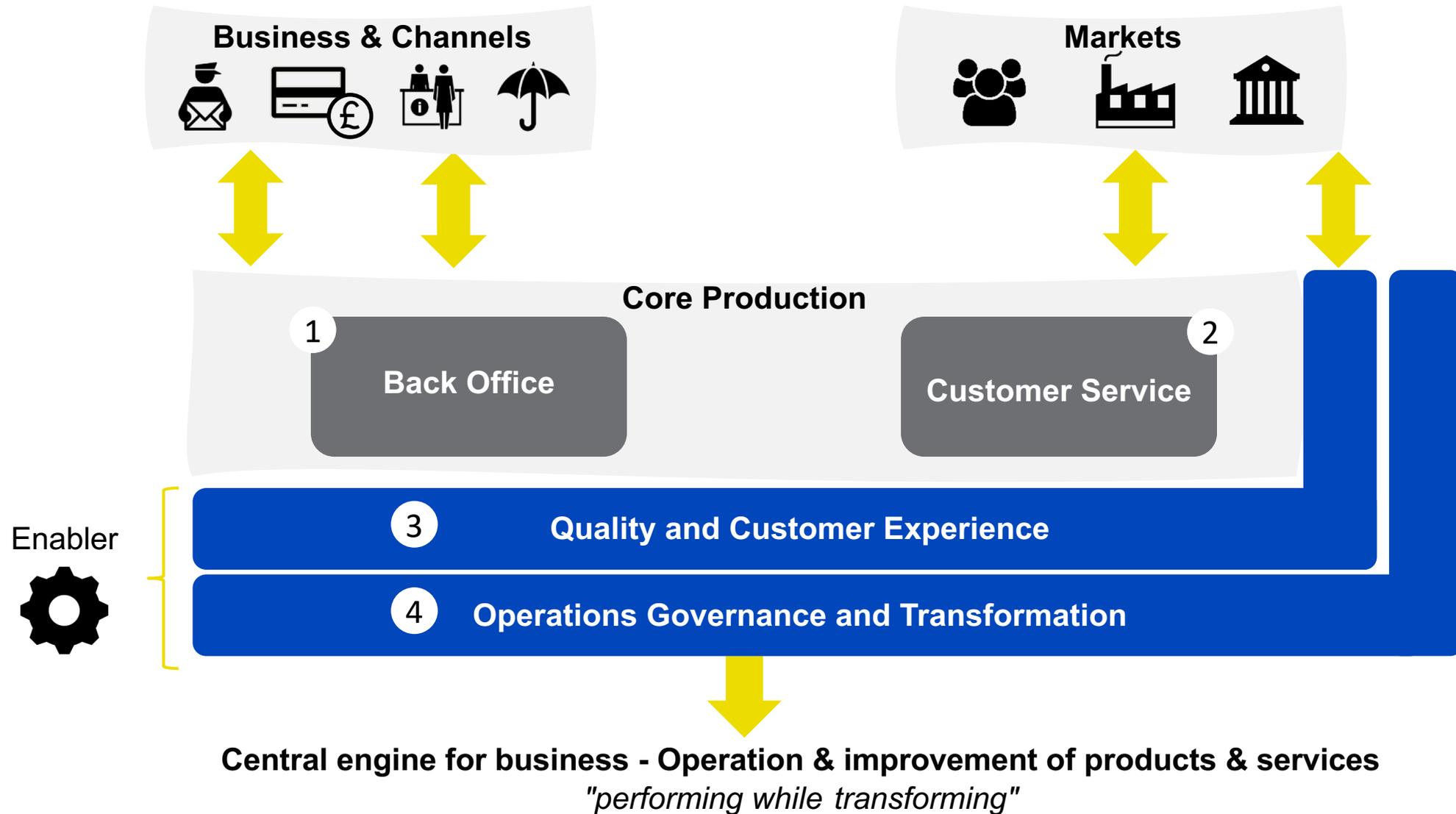
One Contact Center and One Back Office

One Contact Center (business & retail)

One Back Office



...Led to the Definition of Four Key Building Blocks

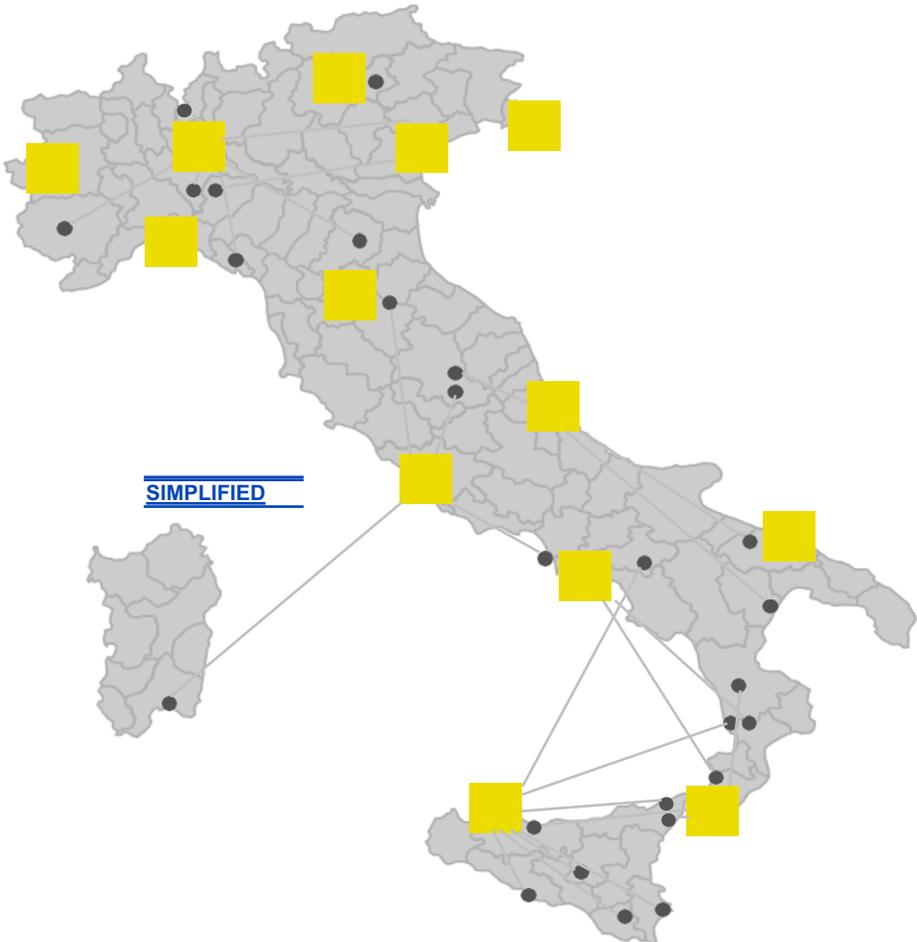


Hub and Spoke Model Implementation

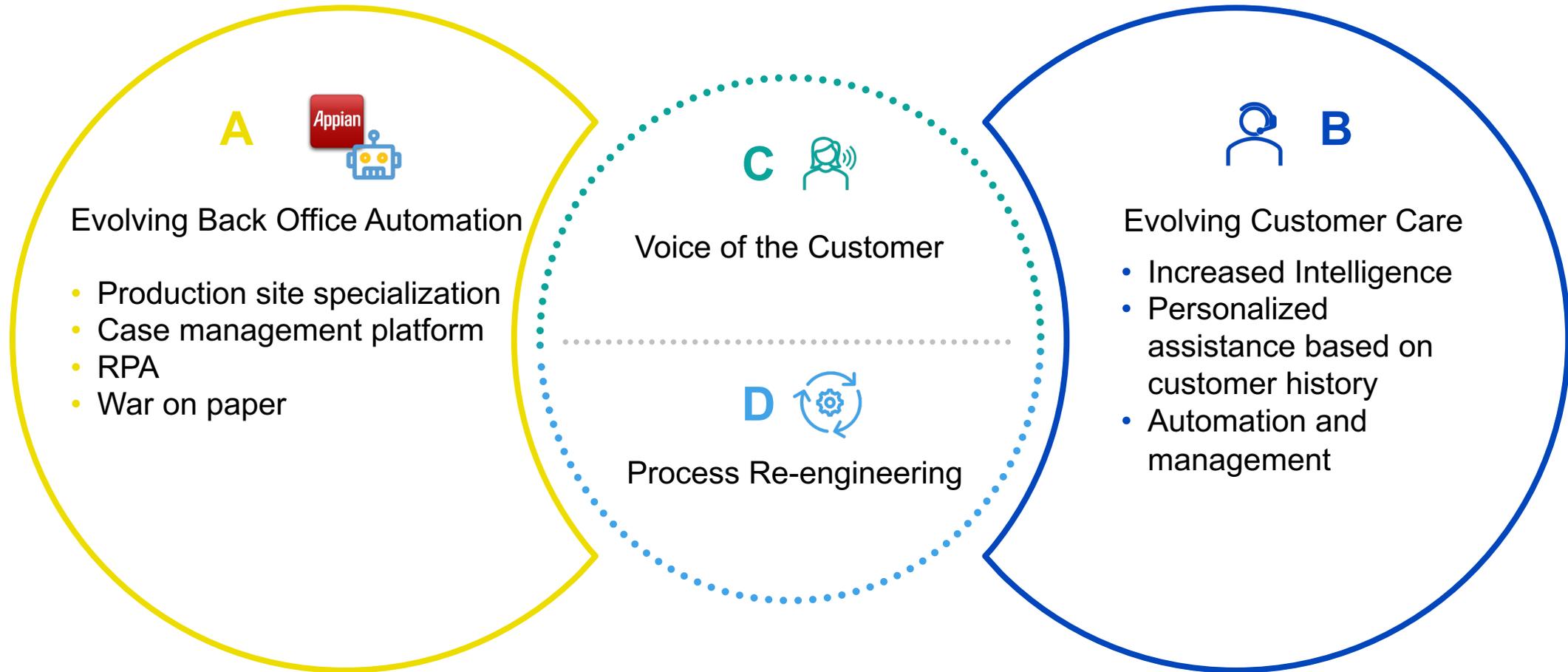
Pre Reorganization



Current Situation



Transformation - The Main Backbones



... With Important Expected Benefits



Improved Customer Experience

on service processes on all channels and modes (*human* and automatic)



Reduced Process Times

in product activation with impact on service levels and revenue generated (e.g. business contracts)



Improved Product and Services Business Unit

through listening to the customer and sharing improvement plans with the business



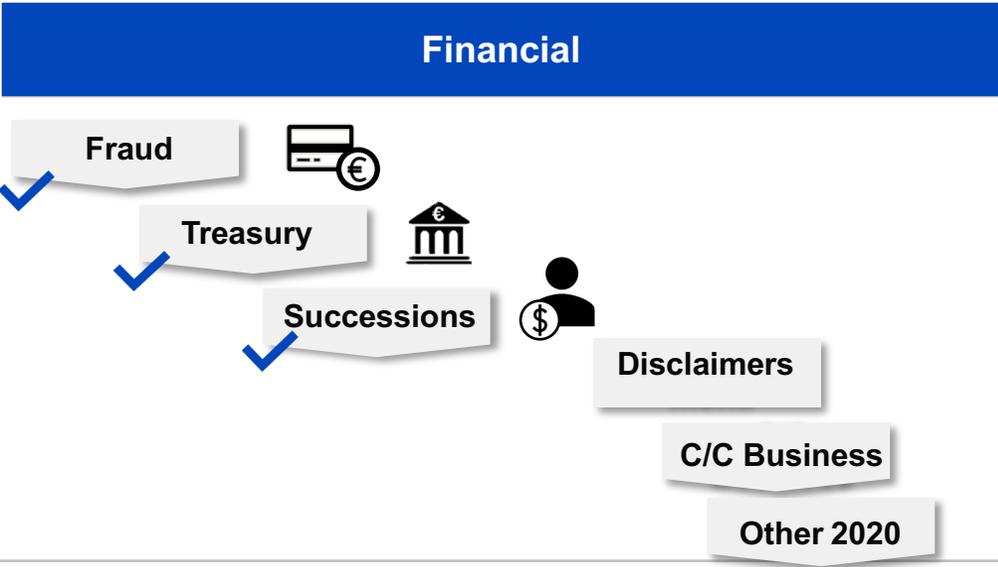
Achieved Resource Efficiency

by enabling the insourcing of additional activities and reducing the cost of services

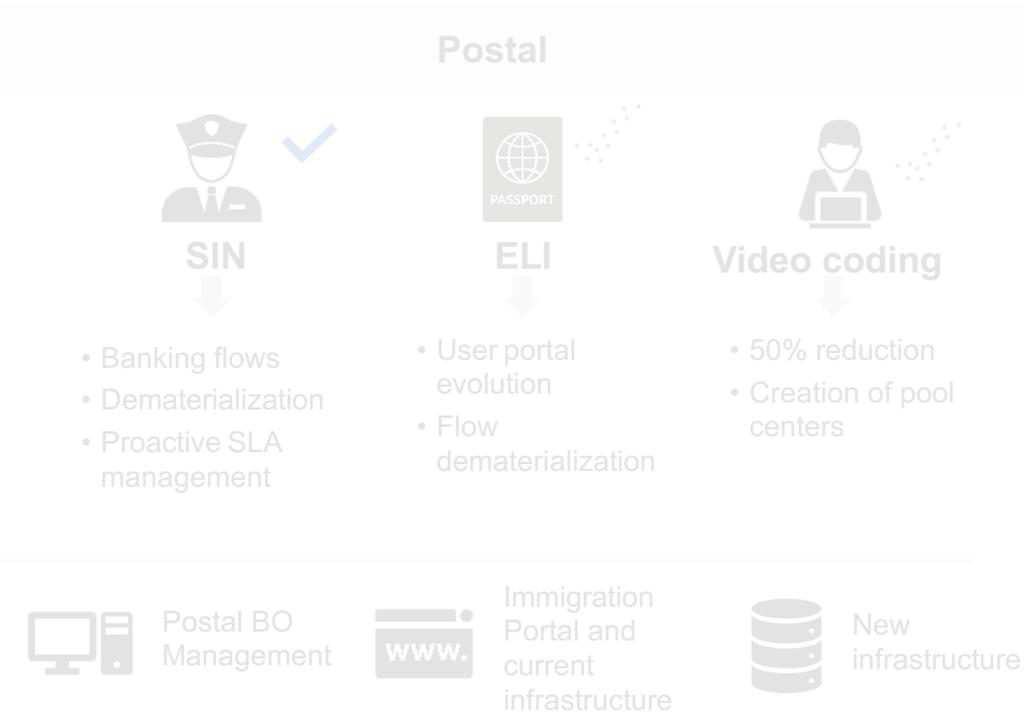
Back Office Automation - Perimeter and State-of-the-art

Areas of intervention

Process Reengineering



Primary Technological Enablers



BO platform implementation underway on primary processes

Case Management Transformation

The screenshot shows the Posteitaliane user dashboard. At the top, there are navigation tabs for HOME, ATTIVITÀ, and PRATICHE. The user's profile is visible in the top right. Below the navigation, there are statistics for the user: N° Attività (29), Pratiche Attive (32), and Pratiche Chiuse (0). The main area is titled "I Miei Widget" and contains several widgets: "Azioni" with options to create a new practice or import CSV files; "Attività" showing a bar chart; "Pratiche" showing a bar chart with "Attive / Chiuse: 32 / 0"; "Comunicazioni"; "Link Favoriti" (Nessun link presente); "Alexandria"; "Sia Carte"; and "Posta Elettronica". The Windows taskbar at the bottom shows the date as 09/05/2019 and the time as 11:53.



The screenshot shows the details of a practice (Pratica N.: 000000032) in the Posteitaliane system. The page has a yellow header with navigation tabs for HOME, ATTIVITÀ, and PRATICHE. The practice status is "FRODE" (Fraud). Key information includes: "Processo" (FMSI/19/0210), "Importo Complessivo Danno" (€ 0,00), "Data Presa in Carico" (08/05/2019 06:49), "Data Chiusura" (08/06/2012), "Data Registrazione" (07/05/2019 04:04), "Data Avvio Indagini" (19/03/2019), "Data Inizio Frode" (08/06/2012), and "Tipo Documento" (Report finale). The page also includes sections for "Documenti", "Note", and "Strutture Interessate". The Windows taskbar at the bottom shows the date as 09/05/2019 and the time as 11:58.

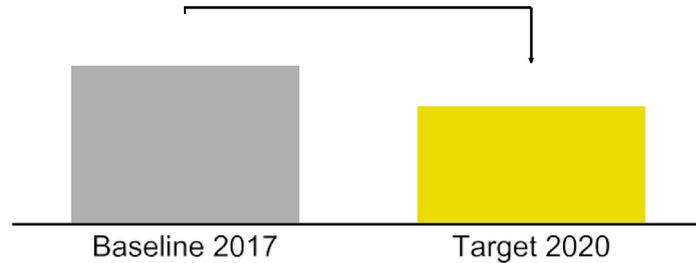


The screenshot displays three windows related to system monitoring and logging. The left window shows a log viewer with a table of log entries. The middle window shows a command prompt with system information, including the operating system (Windows Server 2008 R2) and the user (Administrator). The right window shows a performance monitoring tool (Task Manager) displaying the "Data Sharing Group active Threads" table. The table has columns for "Process Name", "PID", "Parent PID", "Elapsed", "CPU Time", and "Private Bytes". The table lists several processes, including "DISKSERV", "KODPLRN", and "DOMEUPS".

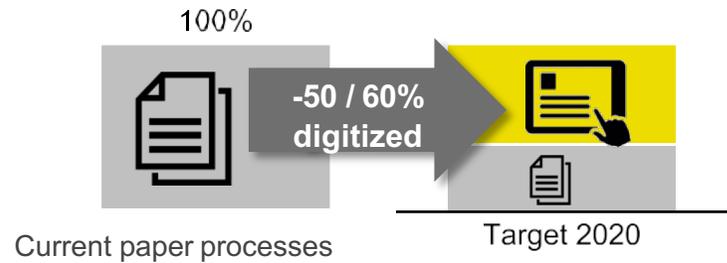
Expected Results and Lessons Learned

DELIVERABLES

COST-2-SERVE REDUCTION



WAR ON PAPER



LEAD TIMES



LESSONS LEARNED

- **Reorganization and Process Reengineering** preparatory to the implementation of the **platform**
- **Digitization / Dematerialization**
> paper is not automatable
- **Mixed** business / IT / System Integrator **team**
- **Simplification of processes** is key