

A decorative vertical bar on the left side of the slide, consisting of a thin blue line and a thicker blue segment.

# **CUSTOMER OPERATIONS**

## **AUTOMATION OF BACK OFFICE PROCESSES**

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# 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



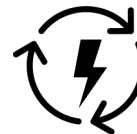
## Evolutionary Guidelines



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



**Customer satisfaction** level as primary driver of change



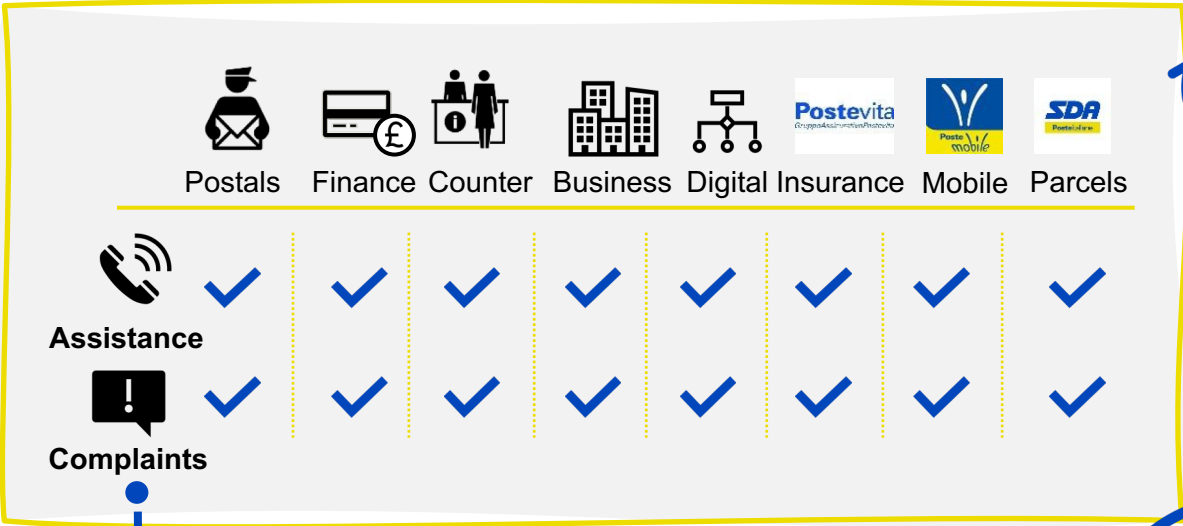
Re-engineering, **digitization**, and process **innovation**



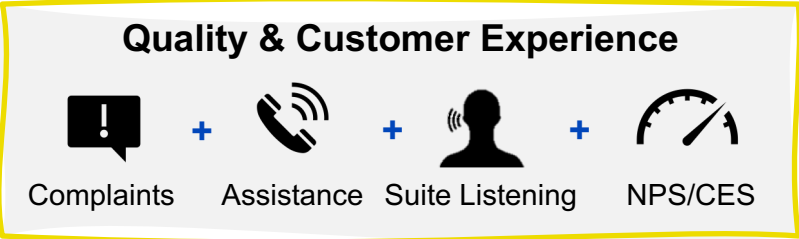
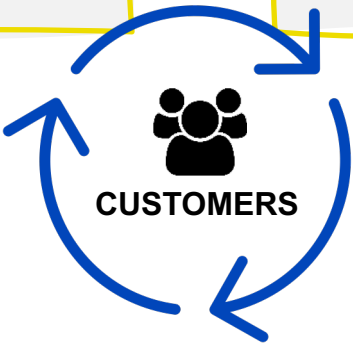
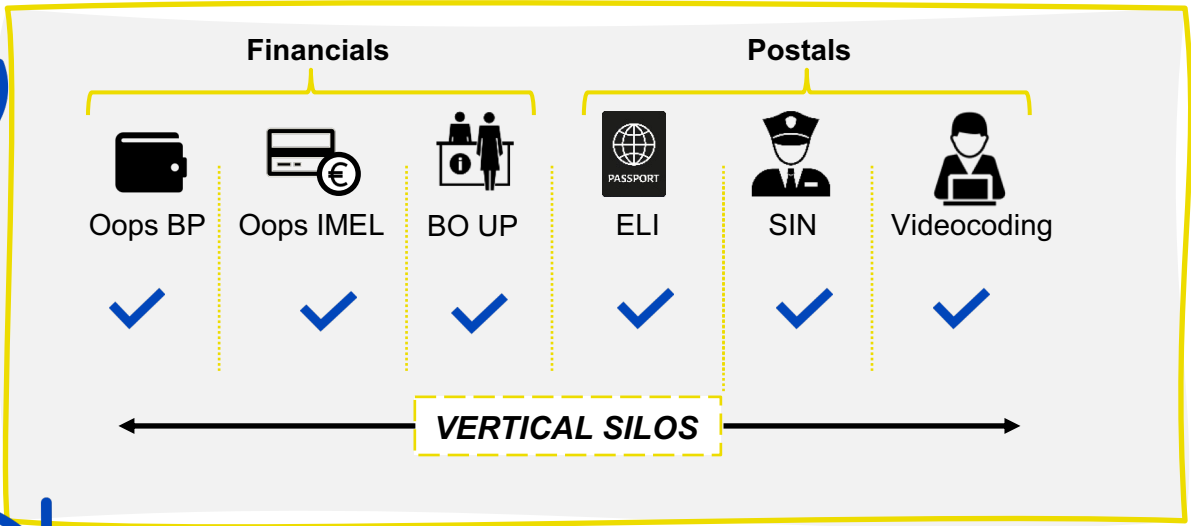
Rationalization of **site footprint**

# One Contact Center and One Back Office

## One Contact Center (business & retail)

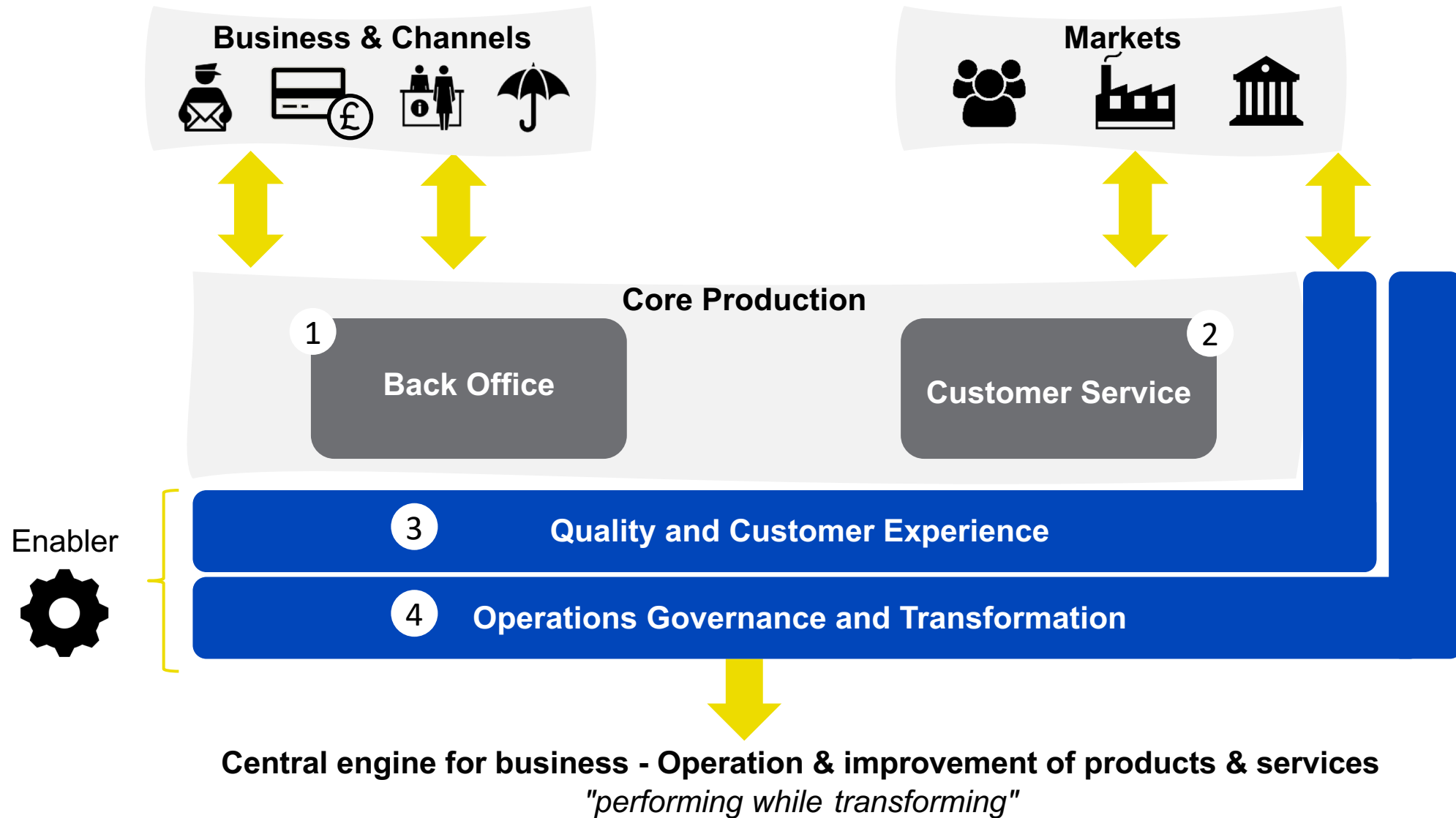


## One Back Office



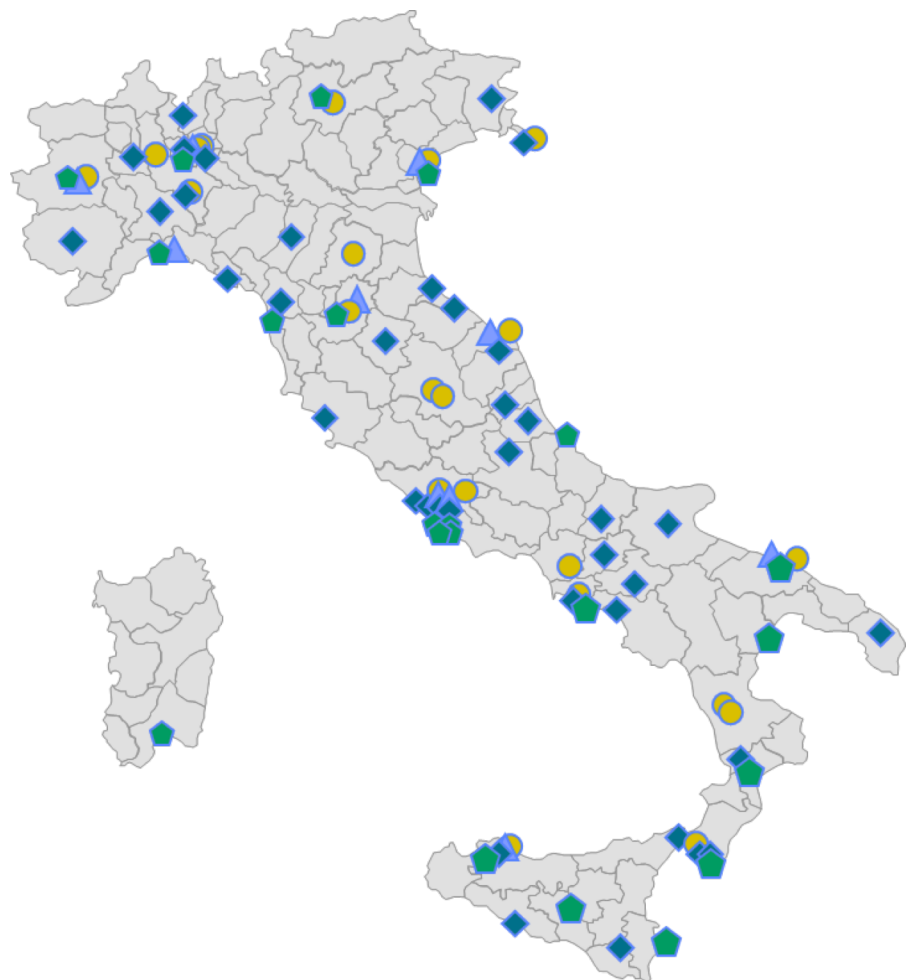
Improvement Plans

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

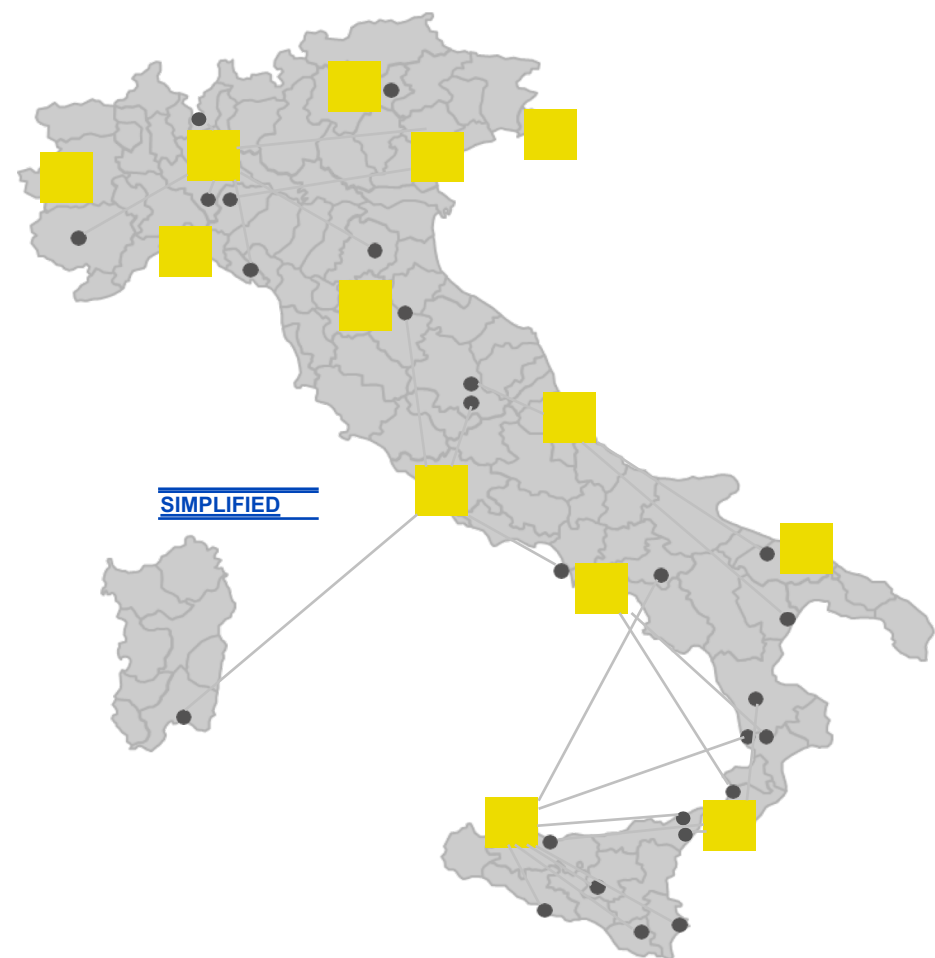


# Hub and Spoke Model Implementation

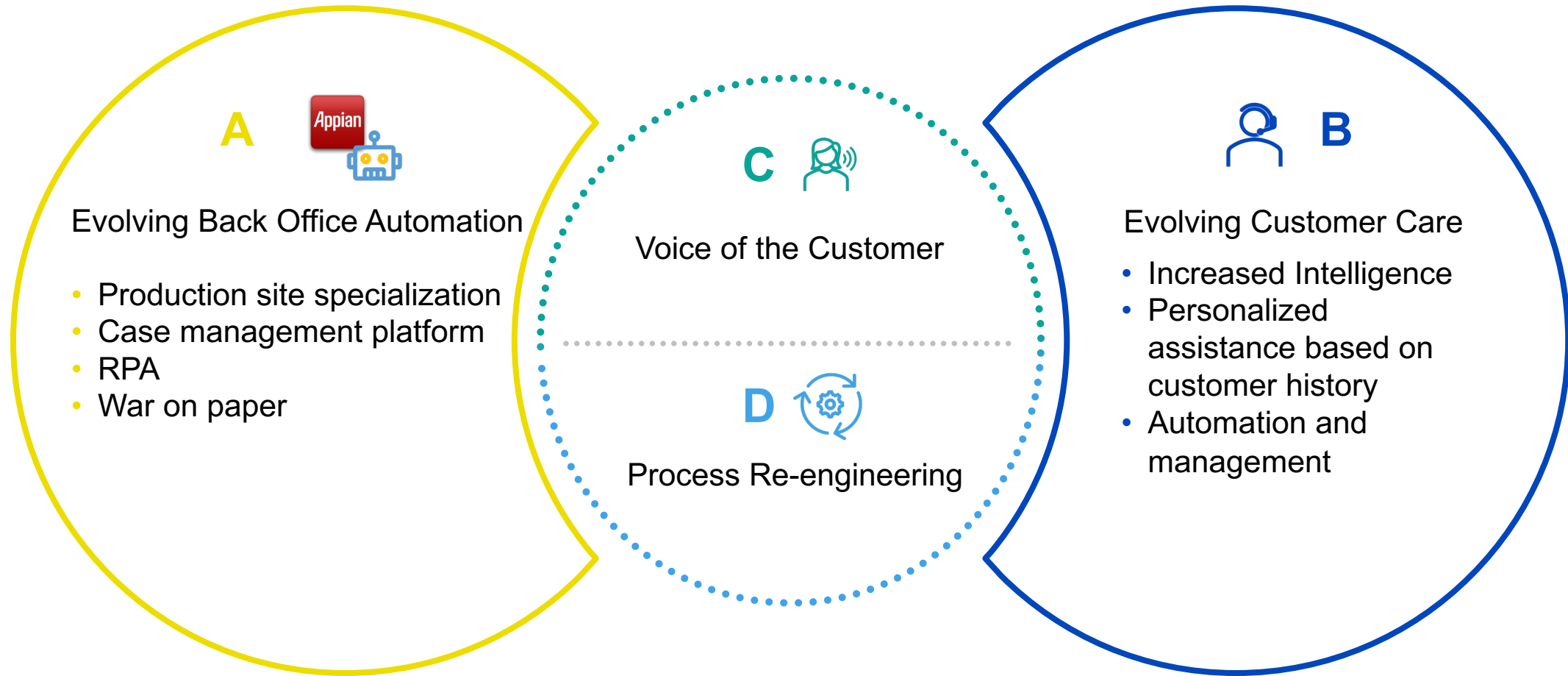
Pre Reorganization



Current Situation



# Transformation - The Main Backbones



## ... With Important Expected Benefits

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### 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

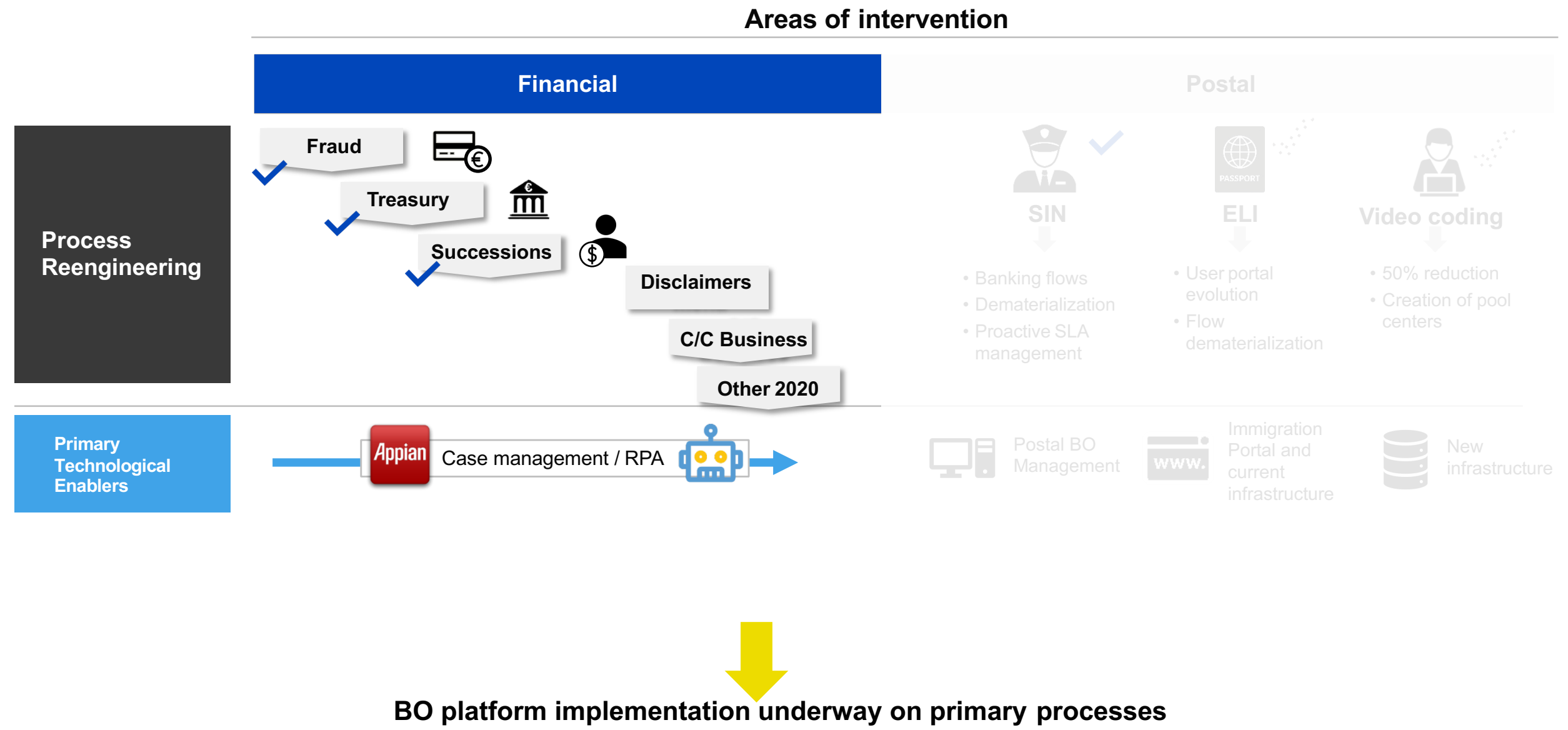
through listening to the customer and sharing improvement plans with the business



### Achieved Resource Efficiency

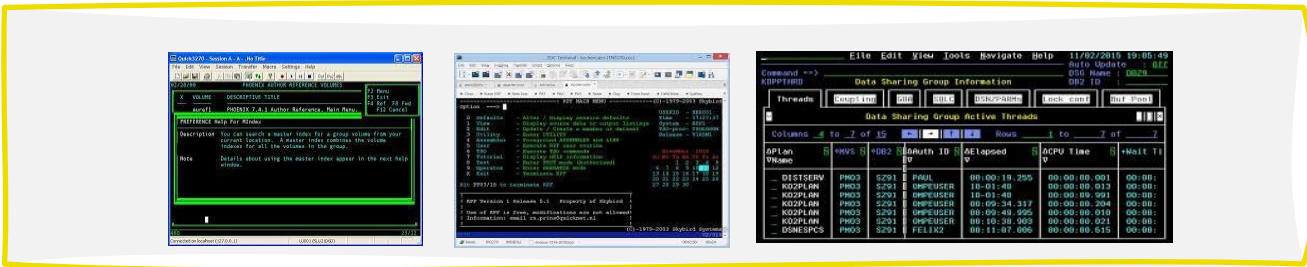
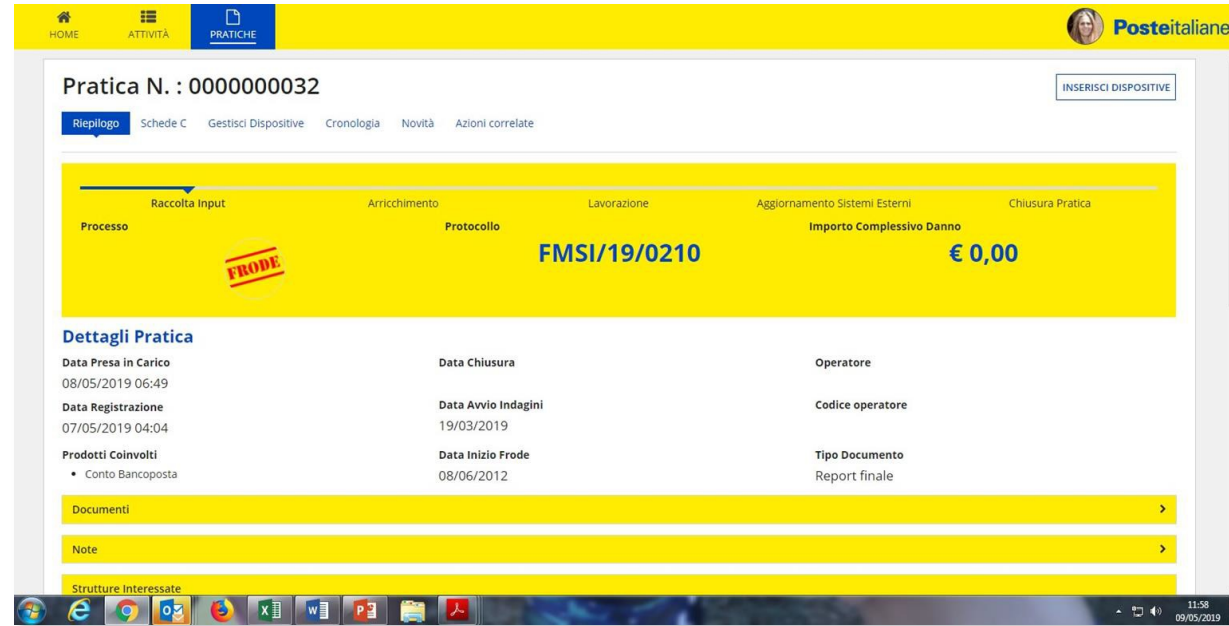
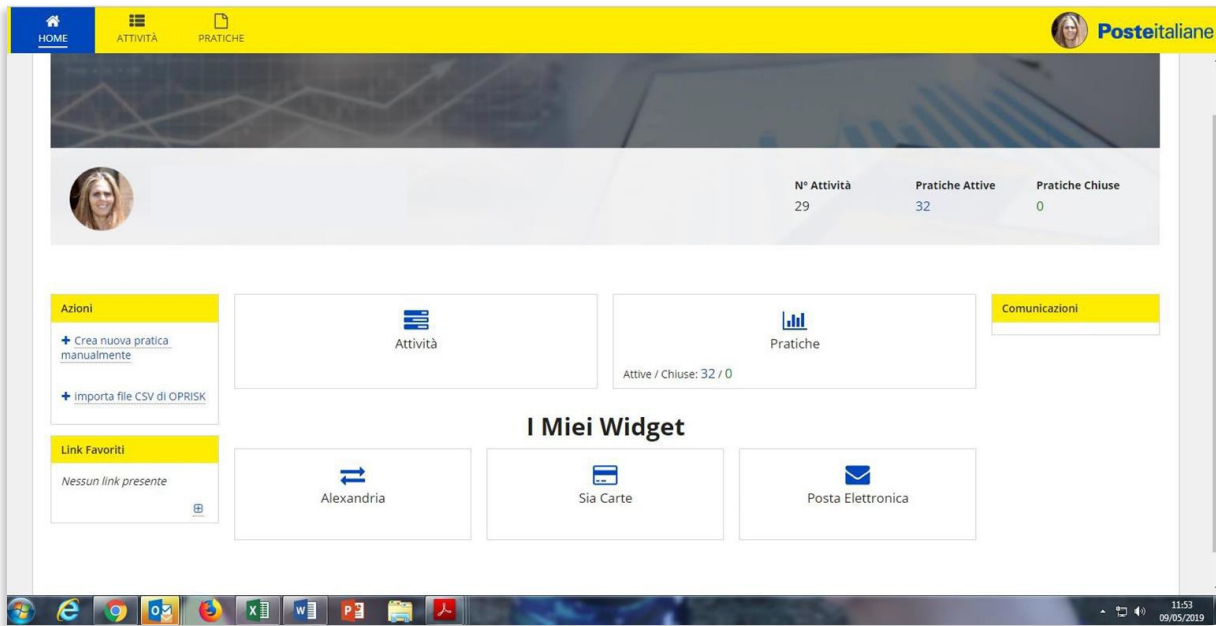
by enabling the insourcing of additional activities and reducing the cost of services

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





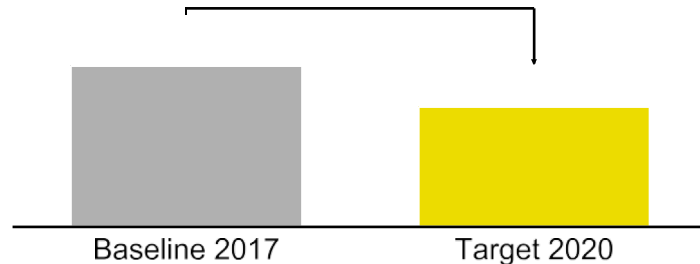
# Case Management Transformation



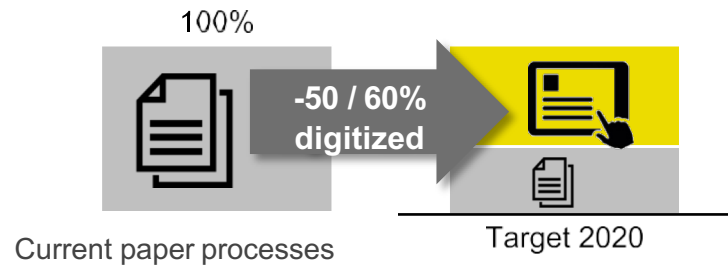
# Expected Results and Lessons Learned

## 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**