



Sales and Service Harmonization:

A European Telco Tunes In To Competitive Advantage



High performance. Delivered.

Client Profile

The client is one of the leading communications provider in Europe, with millions of mobile customers and fixed access lines.

Opportunity

Recently, a European telecommunications company launched a comprehensive business transformation program aimed at improving service and efficiencies. As part of this effort, the company wanted to harmonize the sales and service processes and systems. After completing the first phase of this transformation, the company recognized a lack of program management skills needed to effectively plan, design and execute the consolidation. Accenture Strategy was engaged to help the telecommunication company bring its strategic vision to life.

Solution

Accenture quickly mobilized a team of business strategy specialists to help the client achieve the goals of its sales and service transformation program. In addition to coaching the telco's program manager, Accenture:

- Developed methods and standards for the client's Transformation Planning & Project Management Office.
- Consolidated and standardized sales-to-activation (S2A) operating and process models.
- Implemented organization change approaches encompassing stakeholder management, communication and change measurement.

Importantly, the team also used Accenture Change Tracking—a proprietary, analytics-based system that combines scientific models and vast quantities of benchmark data to manage and measure change—to assess the willingness and abilities of the client's sales/service personnel to embrace and carry out the changes that the transformation required.

Results

Accenture Strategy provided the European telco the support needed to complete its transformation. Today, the client organization enjoys simpler, faster, more efficient and more engaging sales and service processes and systems. The uniform capabilities, along with new digital features, have translated into higher levels of digital sales, digital service, self-service installations and product automation. The transformation has also allowed the company to reduce costs associated with new-product campaigns.

Accenture Change Tracking played a large role in the transformation program. An Accenture team analyzed data from 550 client employees involved in the transformation and compared those results with 750,000 individual responses from organizations representing experiences from multiple types of change programs. With insights into the employees' understanding of—and commitment to—the transformation goals, the project manager was able to identify the most important actions needed to keep employees engaged and the transformation on track.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with more than 323,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$30.0 billion for the fiscal year ended Aug. 31, 2014. Its home page is www.accenture.com.

About Accenture Strategy

Accenture Strategy operates at the intersection of business and technology. We bring together our capabilities in business, technology, operations and function strategy to help our clients envision and execute industry-specific strategies that support enterprise wide transformation. Our focus on issues related to digital disruption, competitiveness, global operating models, talent and leadership help drive both efficiencies and growth. For more information, follow @AccentureStrat or visit www.accenture.com/strategy.