

Accenture Customer Operations Services

Helping Communications, Media and Technology Companies
Transform the Customer Relationship



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Overview:

The Challenge of the New Digital Ecosystem

Today's companies are facing new challenges in connecting with customers. Nowhere is this more evident than the industries that are most closely linked to the complex new digital ecosystem, including communications, media and entertainment, and electronics and high technology.

Customer acquisition, loyalty and retention are even more challenging than before for companies in these industries. Multiple devices, applications and technology platforms are posing new hurdles for companies seeking to master today's multi-platform and multi-channel distribution, while also creating a connected and relevant customer experience.

In addition, companies in these industries are grappling with the evolving challenge of growing revenue in the new digital ecosystem. Their challenges include fostering product and service innovation; achieving monetization of data and content; and delivering distinctive sales, service and channel management. They also face the daunting task of optimizing their operating model and reducing costs, while improving organizational agility and overall effectiveness.

The Solution:

Accenture Customer Operations Services

Accenture Customer Operations Services can help communications, media and technology companies address these challenges effectively. By transforming the customer relationship, as well as sales and service capabilities for direct and indirect channels, Accenture Customer Operations Services can help companies in these industries to optimize all customer interactions—from marketing and sales to complex solutions selling and support—in order to:

- Help attract new customers and cost-effectively expand into new customer segments;
- Create a relevant, integrated and consistent, yet differentiated, customer experience seamlessly across channels;
- Holistically manage customers in order to enhance customer loyalty and satisfaction; and
- Adapt to new billing models while lowering the cost to serve and enabling profitable growth.

Accomplishing all this means cost-effectively scaling every essential function—channels, actionable data insight, segmented content, enabling technologies and more—while continually monitoring performance in real time and rapidly responding to new consumer insights.

Specific Services



Analytics and innovation capabilities include a unified view of the digital customer, including social and location-based customer data; real-time actionable insight; and micro-segmentation, predictive analytics, and pricing simulation.

To achieve these goals, Accenture uses solutions and services ranging from consulting through managed services and outsourcing. To drive high performance through innovation and competitive differentiation, Accenture Customer Operations Services delivers a spectrum of market-tested solutions and services, powered by analytics, in a number of critical areas.

Marketing Effectiveness

Chief marketing officers (CMOs) are under increasing pressure to support aggressive revenue growth targets, optimizing spend and ROI. As a result, traditional marketing techniques have come under increased scrutiny.

Today's customers have a strong desire to experience recognition and special treatment; yet Accenture research shows that most industries are struggling to deliver experiences that are relevant and tailored to customers' satisfaction.¹ By contrast, deep knowledge of customers can generate revenue growth cost-effectively through:

- Product, service and pricing innovation;
- Enhanced customer satisfaction, retention and acquisition;
- Further penetration of existing customers; and
- Expansion into new customer segments.

Accenture helps clients optimize customer acquisition, retention and growth through effective multi-channel marketing. With more than 100 patents issued or pending, and backed by a set of diverse technology and alliances, we combine our end-to-end capabilities, strategic insights and a robust set of service offerings with an integrated suite of enabling technologies and software to help our clients achieve both marketing effectiveness and marketing efficiency. We believe success lies within:

- A unified marketing strategy that uses a singular, 360° view of the consumer to support a consistent consumer experience.
- A supporting organization with the right processes and capabilities to enable relevant experiences that infer consumer context and intent.
- Continual evaluation and renewal through analytics and innovation.

Our services help clients leverage customer insights, create compelling customer value propositions, effectively use channels, and optimize marketing operations through a comprehensive suite of contemporary marketing services, capabilities, software and other assets.

Analytics and innovation capabilities include a unified view of the digital customer, including social and location-based customer data; real-time actionable insight; and micro-segmentation, predictive analytics, and pricing simulation.

These assets help enable CMOs and other brand leaders to drive improved marketing performance, reduce the cost per interaction, and create relevant consumer experiences on a massive scale. Accenture's distinctive capabilities and services for marketing effectiveness help enable such outcomes as:

- Improved customer lifecycle management that enables CMOs to increase customer loyalty, increase revenue growth opportunities and retain their most profitable customer relationships, while reducing retention spend;
- Integrated digital and traditional multi-channel experience and campaigns;
- Micro-segmentation and precision targeting, pricing and yield management;
- Up-selling and cross-selling;
- Analytics-driven front office; and
- ROI-driven resource allocation.

Based on our experience serving a range of companies across the communications, media and technology industries, our marketing effectiveness solutions can deliver key benefits such as:

- Lower marketing costs;
- Reductions in campaign execution time of 25 percent to 30 percent;
- Potential sales increases of 1 percent to 4 percent due to improved marketing productivity; and
- Better alignment between marketing and sales processes that can reduce business churn and lost opportunities.

¹ "The New Realities of 'Dating' in the Digital Age: Are Customers Really Cheating, or Are You Just Not Paying Enough Attention?" Accenture 2011 Global Consumer Research Study, <http://www.accenture.com/us-en/Pages/insight-acn-global-consumer-research-study.aspx>.



Using Customer Data for Alternative Revenue Generation

Another trend in the market is the generation of revenue in new market spaces such as advertising. Today's communications, media and technology companies have access to an increasingly broad and deep array of customer-relevant data, including demographics, location, on-device and response data, such as:

- Location-based consumer insights to enhance sales, marketing, operations, and real estate business decisions;

- Direct audience measurement of mobile and outdoor media to inform campaign planning and measurement; and
- Digital consumer data to target the right product to the right customer at the right time.

By helping companies fully access, leverage and monetize "big data" through analytics stacks that yield new insights, Accenture can enable them to create new engines for revenue growth through alternative channels, including precision advertising sales and other products and services for new and existing customer segments.

Sixty-six percent of consumers have switched providers over the last year due to poor customer service, and 44 percent say their expectations for customer service today are greater than a year ago.

Sales and Service Transformation

The very nature of the sales organization is changing, requiring more agile sales strategies as communications, media and technology companies increasingly transition from selling discrete products and services to selling convergent, value-added solutions, as well as managed and professional services. And customer expectations for service are also growing rapidly:

- Accenture research shows that 66 percent of consumers have switched providers over the last year in at least one of their industries due to poor customer service.
- Meanwhile, 44 percent of consumers say their expectations for customer service today are greater than a year ago—marking the highest level ever measured for that sentiment.²

Expectations for convenience and speed of product and service delivery, as well as knowledgeable service representatives, are the greatest factors in this increase. Companies can improve customer retention, satisfaction and loyalty by pursuing cross-channel integration; an integrated and optimized model for sales and service; and a personalized customer experience.

Through a set of proven solutions and enabling assets, Accenture helps clients to achieve an integrated, multi-channel sales and service capability that manages end-to-end pre-sales to post-sales processes and delivers a consistent and personalized customer experience across multiple delivery channels, strengthening customer relationships, increasing customer ownership and growing sales and revenue.

In helping clients transform their sales and service functions, Accenture provides a comprehensive suite of analytical assets, methodologies and implementation services, including market-leading managed service capabilities. The solutions use several interrelated analytics components, including:

Customer analytics, used to better segment customers and design tailored campaigns. This includes real-time analytics and recommendations engines to better manage inbound customer requests, enabling contextual, personalized and dynamic decision recommendations to customers. It can also facilitate setting specific parameters to control spending and usage of services based on user behavior.

High Performance Sales Force analytics, to identify behaviors to develop and non-value-added activities to eliminate, while standardizing and centralizing sales processes that will improve sales productivity while reducing costs.

Billing analytics, to enable enterprise customers to better understand their complex bills, and conduct sophisticated analyses through self-service capabilities.

Accenture's differentiated solutions and knowledge address wide-ranging aspects of sales and customer service for B2B and B2C companies, including:

- Integrated product configuration and management across the enterprise;
- Effective and efficient lead generation and conversion;
- Optimized sales talent management and operations;
- Customer analytics-driven cross-selling and up-selling recommendations; and
- Multi-channel seamless, consistent, and efficient sales, ordering and service processes and technology.

Accenture's sales and service transformation offerings have helped companies achieve:

- A 15 percent to 20 percent improvement in direct sales force productivity;
- A 35 percent to 55 percent reduction in operating expenses;
- Reduction in revenue leakage of 5 percent to 9 percent; and
- A decrease in incentive overpayments of as much as 60 percent.

Billing and Revenue Management

Billing and revenue management operations that provide revenue assurance can be a strategic enabler for communications service providers (CSPs) competing in the digital ecosystem. This can also be a "make or break" experience for consumers and enterprises, who will switch providers if unsatisfied. In addition, revenue leakage can cost companies between one and 10 percent of revenue annually.

² Ibid.



As they seek to develop new business models, products, and services to respond to changes in technologies, customer demand and behavior, and competition, CSPs typically find their current billing and revenue management capabilities are not up to the challenge. Accenture research reported that numerous and significant shortcomings in companies' billing operations are preventing them from more effectively accomplishing their business goals and satisfying customers' needs.³ With the explosion of new data and content services, CSPs face a clear risk of "confusing and losing" customers with inaccurate bills or billing capabilities that don't support customers' desired ways of interacting with providers of digital products and services.

In the past decade, Accenture has put its extensive knowledge and experience to work helping CSPs around the world to transform their billing and revenue management operations. With more than 2,000 business support systems (BSS) professionals focused on CSP billing, Accenture provides the full range of consulting, technology and business process outsourcing services that can enable CSPs to develop and deploy the billing capabilities necessary to support a more customer-centric business that delivers the digital products and services customers demand. In fact, the BSS solutions Accenture has implemented at more than 230 CSPs worldwide collectively manage and bill more than 250 million subscribers. In the past five years alone, Accenture has collaborated on business transformation projects with 95 of the world's top 100 communications companies.

³ "How Communication Service Providers Can Transform Telecom Billing Operations to Support a New Convergent, Digital Business," Accenture, 2012, www.accenture.com/us-en/Pages/insight-communications-service-providers-transform-telecom-billing-operations.aspx.

Our consulting, technology and outsourcing services enable clients to establish new or improved billing and revenue management capabilities for consumer and enterprise customers, such as convergent billing, which provides one bill for customers regardless of what they purchase or how they pay, and real-time rating and charging, which enables CSPs to track and bill for usage as it happens. These new and improved capabilities can help to maximize revenue generation and revenue assurance, and rationalize pre- and post-paid billing architectures. Specific services and solutions include:

- Billing maturity and roadmap assessments;
- Billing/business support systems transformation and consolidation;
- Billing analytics solution deployment;
- Smart monetization for digital services/content and data in real time, such as dynamic and rule-based pricing, real-time promotions, cost and spending controls, and mobile broadband data monetization through policy control;
- Launch of new billing and revenue management capabilities to support the launch of new businesses, services and pricing models, such as value-based pricing, hybrid offerings, policy-driven and dynamic pricing;
- Outsourcing of billing application development and maintenance, testing and operations; and
- Revenue assurance transformation.

Our capabilities help deliver critical outcomes, including:

- A comprehensive billing assessment leading to creation of the "billing architecture of the future" and roadmap;
- Transformation and consolidation of billing processes and systems for a successful customer experience;
- Optimization of CAPEX and OPEX through billing outsourcing;
- Delivery of high performance in billing through billing and revenue assurance business process outsourcing;
- Revenue assurance solutions that help companies recover revenue at risk, prevent revenue losses, reduce fraud and improve customer satisfaction; and
- The use of customer analytics to facilitate setting specific parameters to control spending and usage of services based on user behavior for both consumer and enterprise customers.

Based on our experience serving a range of CSPs, our billing and revenue management offerings can deliver key benefits such as:

- Smart monetization of digital services in the new ecosystem, including media, content and communication providers, and over-the-top (OTT) players;
- Faster time to market for new services through more agile processes and configurable systems;
- Launch of convergent offerings bundling fixed, mobile and broadband services and supporting quad-play offerings;



- Real-time billing capabilities enabling the launch of hybrid offerings, spending control, and real-time promotions supported by real-time decisioning and analytics capabilities;
- Increased customer satisfaction and service adoption through "trial-and-buy" and "value-based" pricing models;
- Cost reduction in operations through billing managed services and outsourcing arrangements;
- Reduction and/or elimination of revenue leakage; and
- Billing of convergent, cloud/ICT services to SMB and enterprise customers.

Retail Effectiveness

Research demonstrates that even in the digital age, the physical retail channel is important to growth, contributes to lifetime customer value and can serve as a strong competitive differentiator. Given the quickly changing terrain in communications, media and technology companies, the retail channel plays an important role in distribution, driving higher rates of adoption of new technologies. Companies are also seeking the mix of retail structures (such as preferred dealers vs. national retail vs. company owned) that will yield the highest ROI within the lifecycle of the company.

Meanwhile, emerging omni-channel strategies are allowing customers to seamlessly and transparently move between and through channels at the same time, such as shopping on-line with a smartphone while standing in a store. Cross-channel shopping has implications for retail store layout, sales force

capabilities, and product logistics and fulfillment. An integrated, cross-channel strategy leverages the characteristics of a store experience that are critical to attracting consumers and strengthening customer loyalty.

Accenture helps communications, media and technology companies as they seek to define their approach to the retail space, whether that means owning it, influencing it or providing infrastructure to it. Regardless of a client's exact strategic approach, Accenture can help them manage their strategy and analytics more effectively to make their retail locations compelling and relevant for tomorrow's shoppers. Using a comprehensive suite of analytical assets, methodologies and implementation services, Accenture helps clients achieve improved merchandising effectiveness and an enhanced store experience, driving top-line growth, customer retention, and bottom-line savings. Our capabilities address three key areas:

Customer-centric staff, including improving the organizational structure, discovering and developing talent, instituting new measurement tools and innovative plans, labor planning and scheduling, and undertaking operational improvements to ensure staff availability and training.

Products and services, including improving merchandising effectiveness, marketing planning and execution, comprehensive sales support from pre-sales to ordering to post-sales service, inventory planning and forecasting, supply chain management, and simplified merchandising that enables retailers to have the right products on hand.

Store experience, including visual merchandising, space allocation, interactive media, Lean Six Sigma processes, loss prevention, store rationalization, customer intent qualification, and creation of a store environment that entices shoppers to buy products.

Accenture has worked with more than 400 retailers around the world, including many of the biggest names in retailing. From merchandising to supply chain management to store and back-office operations, Accenture can leverage its years of retail experience to help communications, media and technology companies meet or exceed the expectations of the most demanding customers. Our solid track record with retailers crosses all functional areas, including:

- Merchandising
- Customer service and support
- Pricing and promotions
- Store operations
- Store format
- Supply chain, IT and multi-channel strategies.

At the same time, we can help clients operate with greater speed, efficiency, and agility. Accenture helps communications, media and technology companies achieve top-line growth by enabling them to attract new customers and gain both wallet and market share. These services also empower such companies to deepen their customer relationships through programs that enhance customer lifetime value, while cutting costs by adopting consistent end-to-end operations that make it easier and more efficient for customers to conduct business.

Accenture has worked with more than 400 retailers around the world, including many of the biggest names in retailing.

Specific benefits include:

- Higher revenue per customer transaction
- Higher ARPU over time and
- Reduced cost to sell and serve customers.

Joint Initiative Solution

Large enterprises represent 77 percent of global IT spend.⁴ Small and medium businesses represent only 23 percent.⁵ Yet many technology companies face significant challenges growing their footprint with large enterprise accounts. Increasing market globalization, complexity, speed and consolidation dictate a need to move to the next level of strategic relationships to generate demand.

Accenture offers business partners a collaboration model that can enable a company to accelerate its path to enterprise market growth. Our Joint Initiative (JI) relationships form an integrated ecosystem of business partners, providing an end-to-end and leading-edge set of technologies, products, and delivery capabilities across the technology stack. This model empowers access to C-level decisions that can transform the enterprise and pull through a large volume of equipment, software and services, driving sales and enhancing customer relationships.

Accenture's services related to joint initiatives provide distinctive advantages, including a structured collaboration

model between Accenture and a strategic business partner that includes:

- Accenture dedicated sales capacity
- Accenture dedicated services delivery
- Partner dedicated sales capacity
- Integrated operations, including strategy, analytics, governance, sales management and change management
- Aligned business objectives
- Collaborative solutions.

Accenture's established analytics and governance capabilities provide cohesive integration, while highly skilled sales and delivery teams adapt to a fluid landscape of changing customer priorities. The result is market differentiation, with value-led, comprehensive solution offerings unlike others in the marketplace.

Indirect Channel Solution

Accenture can also help our clients access and optimize the use of indirect channels to serve their customers. Accenture's experience indicates that across our communications, media and technology clients, indirect revenue is in excess of 70 percent, and indirect channel is the dominant revenue stream. Clients are increasing their level of investment in building robust processes, tools and organizational structures to drive scale in the indirect model. Accordingly, Accenture can also help our clients access and optimize the use of indirect channels to serve their customers. Accenture helps

clients leverage indirect channels in order to expand the reach of their sales force and successfully enter new markets and customer segments.

Accenture's unique solutions and experience span the entire indirect channel value chain, including:

- Partner strategy, analytics and segmentation
- Partner program architecture
- Partner development and enablement
- Partner business operations
- Partner performance
- Partner infrastructure.

Accenture's offering combines strategies, processes, and tools designed to maximize the value of partner interactions, enhance the end-customer experience, and create greater channel loyalty. Accenture's differentiated approach uses fact-based channel analytics to pinpoint specific recommendations that can optimize clients' indirect channel partner programs, including actively managing partner productivity, consistently motivating and rewarding top performers, and promoting adoption. Specific results can include:

- Faster time to market, with rapid partner program development;
- Profitable and long-lasting relationships with channel partners;
- Increased rigor and consciousness in partner enablement and go-to-market planning; and
- Reportable business metrics aligned with company and channel strategic objectives.

4 Gartner Forecast Overview: IT Spending, Worldwide, 2009-2016, 1Q12 Update. 4 May 2012, Richard Gordon, Jonathon Hardcastle, Kathryn Hale, Colleen Graham, Peter Kjeldsen, George Shiffler III, John-David Lovelock, pp. 7-8.

5 Gartner Market Statistics. Forecast: Small-and-Mid size Business IT Spending, Worldwide, 2010-2016, 1Q12 Update. Jim Browning, Jennifer Wu, Dean Blackmore, Sanish KB, Fabrizio Biscotti.

Why Accenture

Through this unique combination of assets and services, Accenture Customer Operations Services helps clients deal effectively with the full spectrum of customer challenges in the new digital ecosystem, from delivering actionable customer insight, to creating a relevant, integrated and consistent, yet differentiated, customer experience, to maximizing channels, to enabling clients to achieve profitable growth.

We assist clients in creating a differentiated marketing, sales and support experience that:

- Matches the upfront customer promise.
- Is seamless and consistent across all channels, the entire value chain and customer lifecycle.
- Provides win/win, cost-efficient service delivery that balances value to the customer with enterprise value.

Accenture also helps clients enable smart monetization in the new digital ecosystem, using integrated marketing across this ecosystem and social media channels to increase satisfaction, brand awareness, loyalty and trust, and advocacy among followers. Accenture's solutions help achieve precision targeting, pricing and yield management, increasing acquisition, cross-selling, up-selling and retention. We help facilitate rapid time to market and penetration into new markets, including:

- Rapid time to market for new services and offers;
- Fast and effective approach to penetration of new markets;
- Accelerated enterprise market growth;
- Higher revenue per transaction; and
- Higher ARPU over time, reducing or eliminating revenue leakage.



Contact Us

Please visit www.accenture.com/customer-operations for more information about how Accenture can help your company deliver an integrated customer experience to improve customer loyalty and satisfaction while lowering the cost to serve.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with 259,000 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\$27.9 billion for the fiscal year ended Aug. 31, 2012. Its home page is www.accenture.com.

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