TDC Uses Network BPS to Streamline Operations and Improve Customer Satisfaction

Client Background

TDC is the leading Danish provider of telecommunications solutions (including mobile broadband and voice and fixed voice) and pay TV with market leadership across all segments in the domestic market. The company serves both residential and business customers. In all other Nordic countries, TDC is the main challenger in the business market. The company, headquartered in Copenhagen, has approximately 8,500 employees and recorded revenues of approximately $4.7 billion in 2012.

Business Challenge

In the fiercely competitive deregulated European telecommunications marketplace, TDC has had the distinction of being the leading telecom company with regard to its earnings before income, tax, depreciation and amortization (EBITDA). TDC, however, recognizes that remaining a high-performance business requires continuous improvement. To this end, TDC sets out to improve its order management processes and entered into a five-year BPS arrangement with Accenture to manage and improve TDC’s finance and accounting (F&A) processes.

The initial business outcomes achieved from outsourcing the F&A business processes led TDC to hold further discussions with Accenture about the additional value that could be created by outsourcing other areas of operations. Accenture proposed Network BPS as TDC’s next area of focus to address inefficiencies in network processes, which TDC had been targeting for improvement as well. TDC wanted to improve the company’s flexibility to handle network-connection fall-outs (situations requiring manual handling, such as unavailable connection paths or double occupancy of paths).

The company also wanted to drive customer satisfaction and reduce costs and rework by improving first-time-right and turnaround processing time. And it wanted to address a network documentation backlog and inefficiencies created by the engineers’ use of legacy network systems that were accumulated through mergers and acquisitions.

These discussions resulted in TDC’s decision to outsource network processes—a true core business process—to Accenture. Not only did Accenture propose a comprehensive road map to address TDC’s challenges, but it also demonstrated a solid track record of finance and accounting BPS for TDC and provided robust network BPS references. Accenture’s strong working relationship with TDC and its capability to deliver BPS in a non-English environment further influenced TDC’s decision to work with Accenture.
How Accenture Helped

TDC and Accenture entered into a second five-year arrangement to help improve and execute network-related processes. Accenture took responsibility for managing provisioning fall-out processes and maintaining network documentation.

Accenture drew on its knowledge of TDC’s business and its in-depth network BPS skills to provide assistance from the Accenture BPS delivery center in Manila to deliver fall-out management. These services included the handling of complex customer orders and the technical configuration of non-standard orders, involving issues such as lack of broadband connection or insufficient bandwidth—all in Danish.

The remaining scope of Accenture’s services included managing technical documentation of TDC’s cable inventory. Also provided from the Accenture BPS delivery center in Manila, these services covered the documentation of extensions and changes in schematics and geographical maps after completion of cable projects. Delegating this responsibility to Accenture helped TDC to more reliably offer services and information to residential and commercial customers. Additional services included cross-training Accenture personnel in all network connection systems and technical documentation tasks to create greater flexibility to be able to process several different tasks with the same team. On an ongoing basis, Accenture is driving standardization across the network order-processing and documentation functions.

High Performance Delivered

The fourth-generation Network BPS arrangement that TDC has with Accenture is helping to support the company’s strategic goals of driving customer satisfaction and reducing costs by lowering average call-handling times and improving first-time-right query processing. With fourth-generation BPS, Accenture is able to characterize services by combining analytical technology with industry and functional knowledge to create business insights, and ultimately tangible business outcomes.

Of particular note, Accenture’s work has helped TDC achieve key business outcomes. Within the initial six months, TDC experienced an increase from 80 to 85 percent to more than 90 percent in percentage of first-time-right completion of network-related orders, reducing rework and costs and improving customer satisfaction. In addition, order-processing turnaround time reached 98 percent processed within 24 hours—exceeding the goal of 70 percent of orders processed within two days.

These improvements have enhanced efficiency, increased customer satisfaction, improved order-to-cash and working capital, and reduced operational expenses. What’s more, TDC now has more flexibility to quickly adapt to changes in demand for network connection. With an up-to-date network-documentation inventory, the TDC is now able to promptly plan construction of cable network lines to serve needs such as adding new customers, areas, components and capacity; moving components; and identifying and correcting network failures. Moreover, up-to-date documentation positively impacts TDC financially due to reliable information and enhanced customer satisfaction. Indeed, TDC senior vice president Kim Søgård noted that over four consecutive months, Accenture achieved keeping quality and customer satisfaction issues at a record low.

TDC’s close and collaborative relationship with Accenture continues to drive high performance with innovative ideas, new technologies and competitive differentiators.

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About Accenture

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