GENESYS®

Better Interactions.
Better Business.

T-MOBILE DEUTSCHLAND GmbH

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Harald Damovsky, Telecommunications Systems Manager, T-Mobile Deutschland GmbH

T-Mobile contact centre profile:
- T-Mobile Deutschland GmbH, a subsidiary of T-Mobile International AG, is Germany's premier mobile phone service provider.
- Six contact centre sites handle up to 70,000 customer enquiries every day.
- Genesys CTI technology has helped achieve an increase in stability and levels of customer service.
- 2,500 front-office agents utilise Genesys Framework to provide personalised, efficient and courteous customer care.
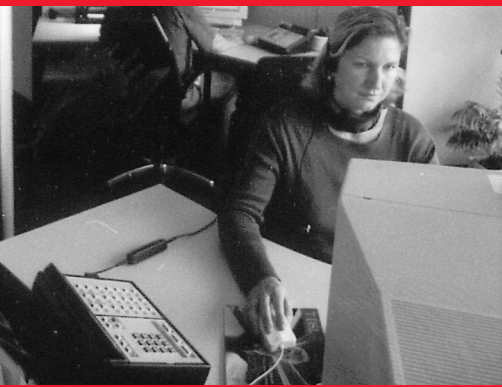
Background

As Germany's leading provider of mobile telecommunications services, T-Mobile Deutschland GmbH – a subsidiary of Deutsche Telekom – has the responsibility of handling thousands of multi-channel customer interactions daily across its CTI networks. Based in Bonn, and with ten sites (including six contact centres) across Germany, T-Mobile employs almost 2,500 agents on the frontline of its CRM strategy, plus 2000 back-office staff.

The mobile telecommunications market in Germany is expanding, with notable growth evident during the recent years. Over 3 million people currently subscribe to T-Mobile's T-D1 network alone, and as a result T-Mobile's annual turnover in 2000 approached € 6 billion. This places high demands on contact centre employees, not least due to an increase in the number of customer enquiries regarding new products and services. "T-Mobile places high priority on contact centre service quality, especially now that saturation of the mobile phone market has resulted in other factors being responsible for differentiation," says Frank Siedhoff, Project Manager for T-Mobile's Development Division. Preparation for the UMTS (Universal Mobile Telecommunications System) era, transference from growth to consolidated markets and expansion via increased co-operation between existing subsidiaries and other holdings present a new set of challenges to T-Mobile, to which the open-ended flexibility of Genesys' software provides an effective response.

The Business Challenge

The need for an effective solution to assist in efficient processing rates, high levels of customer satisfaction and the accurate monitoring of service levels, prompted T-Mobile to turn to Genesys for help. The introduction of networked contact centre statistical reporting to provide a 'window on the enterprise' was also necessary, as was a forward-looking strategy regarding the reduction of operational and support costs. Additionally, it was obvious that the chosen solution would need to seamlessly integrate with the existing hardware at T-Mobile, for example the Telenet IVR custom desktop and Sun Solaris architecture, while maintaining futureproof flexibility for the arrival of new technologies, such as UMTS. The need for skills-based routing and the development of a virtual contact centre to aid with cross-site load balancing also prompted the decision to install Genesys Framework.

As Telecommunications Systems Manager Harald Damovsky states, "It was necessary that we made ourselves a little more independent of the existing ACD systems on the one hand, and on the other, grasp the opportunities for development offered by a tool such as Genesys – essentially, we were on a visionary mission."

"The emphasis here is on CRM." continues Damovsky. "Despite our mass market situation, we always try to make the contact a customer has with us seem like a personalised experience – and our aim in implementing Genesys was also to have an appropriate medium for this purpose." In its goal to establish the required levels of customer care, T-Mobile created software 'robots' that would emulate specific customer contact scenarios, simulating certain transactions or events. Overall system reactions were then monitored with regard to both timing and availability. The development team at T-Mobile could thus collate important information that would assist in forming accurate service level agreements, with the goal of streamlining call-routing procedures. While certain established systems, for example IVR, are a necessary part of customer interaction management, T-Mobile wanted to incorporate a balance of automation and live agents, with the help of Genesys. Another important consideration was to ensure the contact centre agent had as much real-time assistance as possible. The agent should also be able to benefit from accurate call-routing and the use of the Genesys screen pop-up, equipping them to deal with their call in the most user-friendly and efficient way possible.

The Solution

The choice of software plays a central role in the interplay between technology and people. Genesys' open platform/infrastructure, along with the wide breadth of solutions presented were important factors in T-Mobile's decision to install Genesys. The scalability and flexibility inherent within the Genesys solution ensured a futureproof connectivity that had the potential to become the nucleus of a universal interaction contact platform for T-Mobile. Genesys enabled automatic and intelligent allocation of calls in T-Mobile's contact centres established in November 1999. Since then, the solution has evolved to become a core part of T-Mobile's Telematic Operating Platform/Telematische Betriebsplattform (TBP), has become the model for T-Mobile's virtual contact centre and now facilitates Genesys Universal Queuing across all sites, involving all resources.

"That was one of our main aims," explains Damovsky, "to provide the employee waiting the longest with the next call, and have

available a functionality that makes that possible." T-Mobile's vision of the virtual contact centre has been realised by the installation of the Genesys Enterprise Routing solution, ensuring that customer calls, emails and faxes are channelled to the most suitable agent via the use of Genesys Universal Queuing. T-Mobile found it was now able to assess customer requirements in greater depth. As a result of the Genesys integration with T-Mobile's central Customer Care System, customer information including contact number, name and call history is displayed automatically for the agent. Also important to T-Mobile was the ability to seamlessly integrate their existing IVR system with the new Genesys solutions, as the ease at which customer information is accessed in real-time testifies. Damovsky describes the user benefits, "To take the effect of the Genesys screen pop-up, as an example, the whole application is something that the agent experiences immediately. Also, the customer data no longer has to be selected manually, but is supplied automatically, making workloads lighter."

Damovsky also notes how well the employees, agents and supervisors have adapted to the new technology, leading to an increase in both productivity and employee satisfaction. "We adhere to the philosophy that our agents should focus on looking after their customers – they should concern themselves less with the system, devoting all their attention to the caller."

The Results

T-Mobile are now in a position to respond and grow organically to changing requirements. Peak usage times are now no longer a problem, due to the ease with which additional contact centre staff can be introduced. Siedhoff states that, "Using the Genesys solution, we are now in a position to handle short-term call peaks in specific product areas by means of a service level-based routing, in the case of short-term campaigns, for example. The call handling time has also been reduced; 80% of contacts are answered within 20 seconds."

According to the independent German advisory magazine, Stiftung Warentest (vol. 12/00), T-Mobile's hotline is by far the quickest to answer calls and benefits greatly from its friendly and competent employees. According to the Warentest Foundation last year the T-Mobile contact centre gained first place in contactability, friendliness and service quality in general. This was in comparison with all other mobile phone competitors in the German market.

Another significant milestone was the introduction of Genesys reporting, equipping supervisors with information regarding cumulative statistics, and the type and flow of contact activity at any given time. Unavailable prior to the Genesys implementation, the monitoring of comprehensive performance levels and contact centre management data was openly addressed and accepted by agents and employees at T-Mobile. In fact, T-Mobile contact centre agents show high levels of satisfaction, reflected by the average number of years spent with the company. "Due to these innovative procedures, and the technology used in the contact centres, our agents are motivated to enjoy their work," states Damovsky, "and that can be ascribed specifically to Genesys."
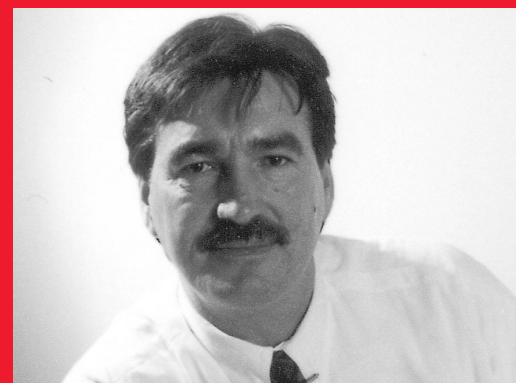
On the integration front, the installation of the Genesys solution is described by Damovsky; "Integration to the existing information processing landscape has presently reached a development stage that would make any routing architect happy. This is due not only to the breadth of routing information that can be called up, but also due to the high performance connection that is ensured – and a powerful system.

"With regard to telecommunication systems, assuming there are five locations then normally it would be necessary to set-up routing five times. With Genesys, however, the routing happens just once and that is important for every contact centre." he continues. The integration of Genesys Internet Contact solution for handling the rising number of email-based customer contacts means that, "Laborious developments for integration of email handling tools are no longer necessary."

Damovsky goes on to highlight the proven cost-effectiveness that has been noted since the implementation of Genesys solutions into T-Mobile's infrastructure, "I would like to say that the investments (in hardware, software, development, system integration) have paid for themselves already after 18 months as a result of the savings in call handling time and the resulting potential personnel savings." He continues, "T-Mobile's Genesys-based contact management solution is also currently proving its worth to us in the development of further customer contact channels."

The Future

The success of the Genesys implementation has helped elevate the profile of T-Mobile to that of technical trailblazer within Deutsche Telekom. "We are proud that we have progressed with

integration of telecommunications and IT to such an extent, using this Genesys solution – and with regard to the explosion in the market, we are delighted that there is on–going development to meet the challenges of the next few years." states Frank. "With the implementation of this solution, we are reaping the harvest now from what we sowed then, and the potential is quite considerable."

The Genesys Framework represents a building block in T-Mobile's information processing landscape that will, in the future, play an ever more important role in conjunction with contact management and analytical CRM solutions. T-Mobile are also currently planning to introduce Genesys Universal Workflow and Outbound Contact solutions. Siedhoff explains the importance of this decision, "Genesys Universal Workflow will allow us to make a technical system available to T-Mobile's front-

and back–offices which will facilitate optimum collaboration between both fields and thus further strengthen the customer experience."

Damovsky is adamant that the future vision of both T-Mobile and Genesys are intrinsically linked, "We have still not yet reached our limits and also the limits of this framework. We really have made good progress which, from a technical point of view, makes me very confident. With Genesys we have a framework that allows us much more in the future, we are already en route to a superb solution." Siedhoff agrees, "I find it very positive that Genesys increasingly specialises more in the field of contact management and it is also the acknowledged market leader. The implementation of Genesys in our CRM strategy will surely play a significant role in the future of T-Mobile."