

SAP BusinessObjects Spurs Culture of Rapid Decision Making

Qatar Telecom Contact Center sees real time results with business intelligence

When your contact center gets 14,000 calls a day, it's a challenge to handle each query promptly and ensure a satisfying customer experience. Qatar Telecom (Qtel) wanted to monitor its customer interactions in real time to establish a culture of rapid response and continuous improvement. That's why it turned to the SAP® BusinessObjects™ portfolio of solutions.

SAP Business Objects provides the company with a steady stream of business intelligence that allows team managers to flexibly redeploy the workforce at a moment's notice and helps senior executives spot trends and make decisions. The intelligence is presented via two types of dashboards. Three large screens of real-time visual data are refreshed every minute on the contact center floor for team leaders and customer service representatives. Key performance indicators (KPIs) are delivered daily to the desktop PCs of the contact center director and the company's executive director and chief operating officer.

This allows Qatar Telecom to continuously track key metrics like percentage of calls answered, number of calls in queue, average call time, and number of abandoned calls. The real-time dashboards display running trends over eight-hour periods and issue service level alerts. Tactically, this helps team managers dynamically reassign agents to meet changing call load. Strategically, management can drill down to the root cause of any inefficiency and then recommend the appropriate course of action, such as retraining or process changes.

By turning data into intelligence, and delivering it as live KPI feeds, SAP BusinessObjects has enabled a culture of change at the company. The ready access to information has fostered an environment of rapid decision making and has motivated managers and executives to continuously improve operations for a better customer experience. This is precisely what Qtel needs to succeed in the competitive telecommunications environment – and to reach its stated goal to be among the top 20 telecommunications companies in the world by 2020.

Competition, Growth Drive Contact Center Revamp

Qtel cites several reasons for upgrading business intelligence at the customer interaction center, which runs on software from Cisco Systems Inc. (San Jose, California). "Our contact center was facing a number of challenges," Najat says. "First, there is a lot of competition coming into this market. Secondly, we have a huge number of calls coming in every day, presenting us with a lot of customer information. We needed to track the information more effectively."

The contact center was operating on a product-based model, where specialized teams handled calls in their areas of expertise. This led to unbalanced utilization of call center personnel. "For landline services, staff utilization was very low, in the 40% to 50% range," says Najat. "For Internet and mobile services, utilization was high."



The Company
Qatar Telecom

Industry
Telecommunications

BI Objectives

- Install business intelligence software for rapid response and continuous improvement
- Provide executive management with daily key performance indicator (KPI) updates
- Utilize BI as part of the change from product based to customer focused business model

The Clariba Difference

- Rapid deployment, on time and within budget
- Creation of early prototype for proof of concept
- Extensive training for self-sufficiency

Customer Benefits

- Improved contact center KPIs
- Reduced repeat calls by 300%
- Increased customer satisfaction
- Fostered environment of rapid decision making
- Motivated team managers and executive leaders to continuously improve operations
- Established groundwork for unified customer service dashboard

“Clariba did a very good job. We provided them with current and future requirements and they quickly developed a prototype for how the solution would look today and in the future. The prototype gave a clear picture of how data would be presented, accurately reflecting our design. Clariba was really supportive. We do not have a customer-vendor relationship; it is a true partnership.”

Najat Abdulraheem, Contact Center Director
Qatar Telecom

As part of the revamp of its contact center, Qtel moved to a customer-based model, where its 419 multiskilled agents support customer needs whether they involve landline, mobile, or Internet services. It also introduced the newest version of SAP BusinessObjects, working with Barcelona-based Clariba as its partner. Clariba specializes in business intelligence, with a focus on SAP BusinessObjects technology – offering clients end-to-end BI solutions from business analysis through technical design, training, and post-deployment support.

Partner Leverages SAP BusinessObjects Tools

Total project time was seven months – on time and within budget. Clariba analyzed Qtel’s existing environment, assessed its requirements, and migrated from its old SAP business intelligence platform to the SAP BusinessObjects software. It used SAP BusinessObjects Xcelsius Enterprise software (renamed SAP BusinessObjects Dashboard Design software as of next release) to create the new dashboards for the call center teams and executive management and SAP BusinessObjects Web Intelligence® software for reporting. Additionally, Clariba trained Qtel power users to ensure that they could modify or create dashboards and reports on their own.

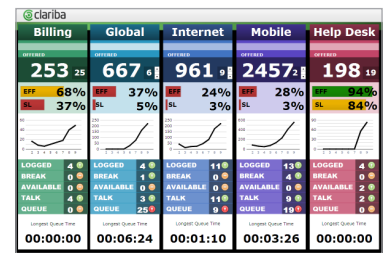
Contact Center Supports Business Initiatives

SAP BusinessObjects has enabled Najat to work closely with Qtel marketers to scale appropriately in support of product launches and promotions. “I can compare the number of calls we receive with previous months or years to determine where to add resources,” she says. “If I see that, for a particular month, average call times were high, I can trace that to promotions which impact the contact center.”

Qatar Telecom can then determine, for example, if agents will need more training, if it needs to route the customer to different channels – say, to its Web site for self service – or if marketing needs to simplify the promotion. “Because of competition, the marketing team is very aggressive in launching different promotions,” Najat says. “SAP BusinessObjects enables us to staff our contact center to handle the anticipated call traffic.”

Najat will next explore linking SAP BusinessObjects to her iPhone and Blackberry. “We have contact centers in different locations,” she says. “Most of the time I’m away from my office, so it will be very helpful if I can access the live data and historical KPIs on my mobile.”

Qatar Telecom also plans to integrate SAP BusinessObjects with its complaint management system. Ultimately, it wants to use the SAP business intelligence software to unify customer service across the organization. “I’m looking to have one overall customer service dashboard,” Najat says. “Our contact center is part of our customer service business unit, which includes third-party dealers, credit managers, retail branches, and a planning and continuous improvement department. We want to use SAP BusinessObjects to enable a single dashboard for all of customer service.”



Qatar Telecom Contact Center Real Time Dashboard

Customer Testimonial

“We improved our KPIs – for example, we reduced repeat calls by 300%, which tells us we’re solving customers’ needs on the first call. Our contact center is the main interface to our customer, so things like first-call resolution improves the customer experience and sets us apart from the competition. We also don’t have the luxury to wait one or two weeks to make a decision – we have to make fast decisions, and we must have the right data to make the right decision at the right time. SAP BusinessObjects enables us to do this.”

Najat Abdulraheem, Contact Center Director
Qatar Telecom

About Qatar Telecom

Doha, Qatar-based Qatar Telecom is the telecommunications service provider licensed by the country’s Supreme Council of Information and Communication Technology to provide fixed and mobile telecommunications services in the state of Qatar. Qtel offers services across 17 countries to more than 67 million subscribers and is expanding its business across the Middle East and North Africa, the Indian subcontinent, and South East Asia. For more information, please visit www.qtel.qa.