CCW CUSTOMER CONTACT WEEK EUROPE

HOW DEUTSCHE TELEKOM IS PREPARING FOR THE FUTURE OF CUSTOMER SERVICE

With insight from Onno Hoffman, VP Special Operations & Innovation and Dominik Bauersh, SVP Digital Business & Transformation B2B, **Deutsche Telekom**

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- Dominik Bauersch, Deutsche Telekom

As the largest Telekom provider in Europe, it is fair to say that Deutsche Telekom (DT) knows a thing or two about service. Since its founding in 1996, the company has amassed an international presence by keeping its finger on the pulse of evolving market and customer demands. In 2019, their ability to satisfy customer wants and needs continues and is clearly demonstrated by its customer service department’s transformation and adoption of social and personalisation tools in the last years.

Onno Hoffmann, heading Special Operations & Innovation at Deutsche Telekom’s Customer Service in Germany and Dominik Bauersch, who is responsible for Digital Business & Transformation, are at the forefront of the company’s mission to offer personal and tailormade services in a digital world. Here, we explore some of the key talk points and achievements of this transformation as well as some actionable tips for making this a reality in your organisation.

Onno Hoffmann
VP Special Operations & Innovation

Dominik Bauersch
SVP Digital Business & Transformation (B2B)

Two and a half years ago, at the first edition of Customer Contact Week Europe, Dominik presented the story of Deutsche Telekom's digital customer service journey. Here, he shared an insight how the company successfully automated different processes with robotic process automation, introduced several new digital service channels and approached agile working in customer service. The results of this step toward a more digital future include higher customer satisfaction, efficiency, time to market and cost saving. The move to use Messenger is just the most recent chapter of Deutsche Telekom's story of offering customer service via social platforms and initially began several years ago with Twitter in 2008. They were first of Germany's large corporate organisations to do so and today, they have a social media community with nearly 3 million visitors per month. "There was no big bang, it has just been a gradual development," explains Dominik. "You always have to scout for trends and identify what is new out there that you can introduce into your own service operations."

In parallel to this, over the past few years Deutsche Telekom has turned its focus toward offering a more personalised and tailored customer experience to its customers. Achieving this transformation has required the company to rethink the traditional service concept. Onno explains, "one very big subject and trend in our call centre operations is a shift from a paradigm of efficient reachability to effective first contact resolution."

This journey initially began several years ago when Dominik lead the launch of a large customer experience programme called "customer first" with which they ran a lot of tests and pilots to optimise customer journeys, such as changing provider and moving houses, into a personalised service experience. They explored different ways to improve customer satisfaction and first done rates and a variety of measures have been implemented over the last years. A new customer care concept for the 1st level business with a regional routing design and clear regional accountability for customers in a western region of Germany was also part of the programme and delivered first promising results. But time was not right due to limited process and digital capabilities that time…

Since then the customer service at DT has progressed and has developed a new regional service approach called 'Telekom Expert Teams'.

"Since summer 2018 we have been turning our traditional call center sites into regional service shops." Onno states. "Therefore we have divided the German market into regions and assigned each to a community of customer service agents, who are responsible for all customer issues and share the market success with colleagues from shops and networks. Like a small business these agents participate from their results by an incentive scheme based on community targets gained in their customer region. Since presenting agents with the opportunity to participate in decision making, employee satisfaction in one of their call centres for example, has boosted from 70 to 90%, call transfers have dropped by half and the rate of first contact resolutions have risen significantly. Currently, 28% of the call centres of Deutsche Telekom's mobile business branch is providing this enhanced level of service and Onno hopes to see this rise to 75% by the end of this year. Onno emphasizes the concept of 'team autonomy', which is one success factor they will discuss further at **Customer Contact Week Europe**.

Read on to discover some of Onno and Dominiks tips for introducing a personalised digital experience into your organisation.

TAKE ACTION

Introduce a Personalised Service Experience

At Customer Contact Week Europe, Onno and Dominik joined speakers from many other leading European companies to share a more detailed insight into their journeyto the next level of customer care and their plans to take it further. Below, they share threeactionable tips for successfully introducing a personalised digital service experience into your customercontact centre:

Start Small, but Start

Pilot digital services, try out digital contact channels, improve your self-services and build up from that.

Involve the Entire Company

If you are in the customer service department and are the only one responsible for customer satisfaction, change that. Bring in the entire company and get more people to acknowledge and accept responsibility for the customer experience. In the end, everybody has a stake and contributes to it, so make sure that they also have a mandate to contribute to it.

Offer a Seat at the Table for Employees and Customers

Include as many customer service employees with an interest in creating an even better customer experience in the ideation process, regardless of their hierarchy level and background. With the power of the crowd, you boost responsibility and motivation and, from there, customer service starts to be a cultural aspect of the entire company. Another lever for broader involvement is the installation of online collaboration platforms such as Telekom's **customer laboratories** or **customer ideation workshops**. Through this you can improve, uncover and learn about new digital channels to further improve the customer experience.