



TELEFÓNICA BRAZIL

Delivering fixed telephony, mobile telephony, dial-up internet, and broadband services to customers throughout Brazil, Telefónica has found that more efficient, effective business processes have resulted in higher customer satisfaction.

Industry: Telecommunications

Geography: Brazil

Deployment Summary

- Working with IT consultant Officeware, Telefónica Brazil adopted TIBCO's BPM software to speed, streamline, and improve the quality of its product de-installation and sales billing processes for large business customers.
- Telefónica Brazil chose TIBCO's software largely because it integrated easily with legacy systems.

Benefits

- The number of customer complaints was reduced by more than 60 percent.
- The cost of customer service calls to resolve issues was dramatically reduced.
- The deployment paved the way for Telefónica Brazil to eliminate errors made in sales discounts and promotions, which accounted for 51 percent of customer complaints.
- The deployment enabled Telefónica Brazil to automate billing processes for small businesses and domestic customers.



"Our goal was to reduce customer complaints in our billing process by 30 percent. By deploying an automated process driven by TIBCO's BPM software, we were able to reduce these complaints by more than 60 percent."

Julio Vidueiros, Process and Organization Manager, Telefónica Brazil

To Keep Customers Satisfied, Telefónica Brazil Makes the Call to TIBCO's BPM Software

Since 1998, Telefónica Brazil has provided extensive telecommunications services to Brazil. It now delivers fixed telephony, mobile telephony, dial-up internet, and broadband services to more than 37 million customers throughout Latin America's largest and most populous nation.

One way Telefónica Brazil is supporting its customers is by improving internal processes that directly affect them. Since 2003, the company has invested in practices to reduce complaints from major corporate customers regarding errors in the billing process.

These errors can take many forms. If a bank moves one of its branches, for example, the bank's fixed-line telephone company might delay canceling the subscription for telephone and online services for the old location even as services begin at the new location. As a result, the bank receives two invoices, one at each address, and lodges a complaint.

Telefónica Brazil takes on its billing issues

To tackle these kinds of issues, Telefónica Brazil undertook a series of initiatives. The first step was to train employees who interact directly with customers. After that, the company concentrated on the reasons why customers complained, gathering data from more than 600 complaints and conducting interviews with key customers.

During this three-month effort, the team investigating the issue made an intriguing discovery. "The errors were not coming from a single point, such as one person or one functional area," recalls Julio Vidueiros, process and organization manager at Telefónica Brazil. "They were coming from flawed processes in the billing chain."

With this knowledge, people from Telefónica Brazil's IT team began to consider various options for business process management (BPM) software. As part of this effort, they engaged in a rigorous proof-of-concept pilot

with TIBCO and Officeware, a Brazilian IT consulting company. After visiting several TIBCO accounts in Brazil to learn what differentiates TIBCO's products, the IT team members ultimately chose TIBCO's BPM software both for its ability to integrate easily into Telefónica Brazil's existing systems and because they found the product to be a true BPM tool as opposed to simple workflow software.

Telefónica improves processes with TIBCO and Officeware

Working with Officeware, Telefónica Brazil deployed TIBCO to speed and improve two key parts of its billing process: the de-installation process, which responds to a customer's request to cancel products or move them to another address, and the product sales process, which delivers order entry for a new sale or promotion and integration with legacy billing and provisioning systems.

While these two processes sound straightforward, they are actually made up of about 80 very specific smaller processes that comprise a complete front and back-end system. These range from the ability to change an address to the ability to integrate the selling of several different products as part of a promotion or discount campaign.

Another important enhancement benefits sales staff at Telefónica Brazil. In the past, they had to log on to different systems when selling different products. Now they only need to use one system no matter what product they are selling.

BPM helps reduce customer complaints by more than 60 percent

By automating its billing process, Telefónica Brazil has benefited in a number of ways. First, complaints from large corporate customers – which averaged about 1,000 per month before deployment – have fallen significantly. "We are very optimistic based on what we have seen," notes Vidueiros. "Our goal was to reduce customer complaints in our billing process by 30 percent. By deploying an automated process driven by TIBCO's software, we were able to reduce these complaints by more than 60 percent."

The company has also reduced the cost of resolving customer complaints in its call center significantly. "By implication, this also means that our customers are more satisfied," says Vidueiros.

TIBCO helps drive other customer satisfaction initiatives

Finally, the deployment has laid the groundwork for Telefónica Brazil's upcoming efforts. Soon, the company will be concentrating on sales discounts and promotions that, in some cases, take too long to be effective. These problems generate 51 percent of the complaints that come from large corporate customers. In addition, Telefónica Brazil is expanding its billing process automation efforts to the small business user segment and plans to expand even further to domestic users.

"The new, automated processes will help us to achieve the results we want much more quickly. As well as driving the new processes, TIBCO's software is also serving as a foundation for additional customer satisfaction initiatives."

Julio Vidueiros, Process and Organization Manager, Telefónica Brazil

"We still have much to do," Vidueiros acknowledges, "but the new, automated processes will help us to achieve the results we want much more quickly. As well as driving the new processes, TIBCO's software is also serving as a foundation for additional customer satisfaction initiatives."



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