

▶ Bell Canada Enterprises

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— OWEN SONNENSCHN, ASSOCIATE DIRECTOR OF CRM DEVELOPMENT AND IMPLEMENTATION, BELL CANADA



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—MATTEO GALVAN, MARKETING MANAGER, BELL MOBILITY

► improve cross-sell revenue and customer retention.

Business Issues

Bell Canada is one of North America's largest communications providers, and to remain so, the company stays focused on attracting new customers, while retaining and growing revenue from its more than 20 million current customers. This is accomplished by emphasizing employee productivity and simpler operations, while leveraging customer interactions to improve one of Bell Canada's most important metrics — average revenue per user (ARPU). The company also closely monitors customer loss known as churn. After rigorous evaluation, Bell Canada implemented SSA Inbound Marketing on a service-oriented architecture to help make each customer touchpoint a satisfying and revenue-generating experience.

The Company

Bell Canada, a national leader in communications, provides connectivity to residential and business customers through wired and wireless voice and data communications, local and long distance phone services, high speed and wireless Internet access, IP-broadband services, e-business solutions and satellite television services. Bell Canada is wholly owned by BCE (Bell Canada Enterprises), which operates Bell Canada Local Service, Bell Mobility wireless service, ExpressVu digital satellite television service, and Sympatico, a popular high-speed Internet portal. Along with its multi-faceted service offerings, the enterprise is setting industry standards for voice over IP (VoIP), integrated voice and data messaging, and high-definition TV.

company -----	Bell Canada Enterprises
solution -----	SSA® CRM, powered by Epiphany®
product -----	SSA Inbound Marketing
operating system -----	Microsoft® Windows NT®
industry -----	Telecommunications
number of users -----	10,000
country -----	Canada

What's Critical

Bell Mobility, a division of Bell Canada Enterprises, first implemented a CRM solution through SSA Global's wholly owned subsidiary, Epiphany. Bell Mobility and Epiphany worked together to transform Bell Mobility's two call centers, with a combined 550 customer service representatives (CSRs), into selling centers. Though wireless service is a main profit source for Bell Mobility, the only way to generate new revenue through existing customers is to cross-sell features and up-sell new rate plans. But with disparate business applications and databases, and no formalized process for cross-selling or up-selling, the CSRs could not easily recommend newer or more competitive products to inbound callers.

“We needed one integrated recommendation tool that would enable customer service representatives to sell our products across all lines of business, while still allowing us to support each line of business distinctively,” says Matteo Galvan, marketing manager, Bell Mobility.

The company's ultimate goal was to enhance the interaction among its CRM applications and maximize the value of each incoming call to create more personalized and profitable interactions with customers.

Finding the Right Solution

To meet this challenge, the company's marketing and customer service teams implemented SSA Inbound Marketing for its abilities to create a single view of the customer; integrate data from multiple sources — including the context of an inbound call; and generate the most appropriate offer for the specific customer in real time. Simply put: The tool could support CSRs in improving sales.

With its proven track record, it was no surprise that Bell Mobility's parent company, Bell Canada, chose SSA Inbound Marketing to enhance its remaining 16 call center locations. Bell Canada had a strategy to “become one company” in the eyes of the customer by selling integrated communications services, dubbed Digital Bundles. The bundles allow customers to save money and gain convenience by combining their phone, Internet, and TV services and billing. Because Bell Canada's call centers used multiple independent applications, the company needed a solution based on a flexible, service-oriented architecture to align data from various sources and deliver more personalized marketing offers.

“

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—OWEN SONNENSCHIN, ASSOCIATE DIRECTOR OF CRM DEVELOPMENT AND IMPLEMENTATION, BELL CANADA

► increase customer loyalty and retention.

Bell Canada also planned to make its web site a more robust self-service portal, where customers could review their bills and account history. When customers logged in, they would be presented with pertinent offerings and promotions easily accessed with a click of the mouse.

“Driving more customers to our web site is a big objective for us in the next few years,” says Owen Sonnenschein, associate director of CRM Development and Implementation, Bell Canada. “So this brought us right back to needing to be able to create consistent customer experiences at each touchpoint across the company.”

Implementing Fast

The implementation took approximately ten months for Bell Mobility; one year for the remaining areas. Training was relatively simple, according to Bell Canada. Currently, 7,000 employees use the tool, and the company plans to train an additional 3,000. CSRs are also now more comfortable with selling complex product offerings, because they have all the details on their desktops, in order to walk customers through the new services and value-added benefits. Since implementing SSA Inbound Marketing, Bell Canada has unified distributed services and simplified business processes for greater operational efficiency, dramatically increasing one of its most important metrics, average revenues per call.

Making it Pay

With SSA Inbound Marketing, inbound calls are handled more efficiently, because the system immediately identifies customers from their phone numbers; analyzes dozens of customer attributes such as transactional, demographic, and usage data; and immediately presents CSRs with the most appropriate offers for a specific customer.

Prior to using SSA Inbound Marketing, the marketing team needed several days to assemble customer promotional campaigns and distribute them to CSRs. Because campaign components are now integrated within a single web-based application, it is easier and quicker to launch offers. As a result, the time to distribute promotional campaigns improved by 75 percent, reducing the time to execute campaigns from four days to four hours. Six months after implementation, CSRs had increased new offer sales to inbound callers by 18 percent.

It paid off, with a more than 50 percent response rate to offers — the industry average is 35 percent. “When we initially started, we were looking at a 10–15 percent response rate, so this is a huge increase,” Sonnenschein adds. “SSA Inbound Marketing has helped us remain competitive. Our customer service representatives can now easily determine whether customers qualify for services and extend the right set of offers and promotions. Basically, we are taking the data and information that we normally gather about our customers and using it to market back to them.”

The company’s investment in SSA Inbound Marketing has already paid for itself, and only requires a small administration team. Sonnenschein says, “With SSA Inbound Marketing, all of our metrics are up and we have increased our ability to sell to customers — that is success.”

Solution Benefits

- 15% increase in ARPU, users recorded \$1.04 higher ARPU than non-users
- Improved ARPU helped contribute to the company’s goal of selling more Digital Bundles
- The company reported no negative impact to churn
- 75% increase in campaign velocity
- 18% increase in CSR sales per hour
- 50% offer response rate vs. industry average of 35%

Forward Faster™ - Into the Future

In addition to providing better service to existing customers, Bell Canada plans to expand usage of SSA Inbound Marketing to create more targeted offers to new customers. “SSA Inbound Marketing gives us complete flexibility to change marketing offers quickly, which is especially important on the wireless side,” Galvan concludes. And the company’s marketing team will continue to take advantage of being able to extend new offers based on market shifts or bids from competitors.

about SSA Global

SSA Global is a leading provider of extended ERP solutions for manufacturing, distribution, retail, services and public organizations worldwide. In addition to core ERP applications, SSA Global offers a full range of integrated extension solutions including corporate performance management, customer relationship management, product lifecycle management, supply chain management and supplier relationship management. Headquartered in Chicago, SSA Global has 63 locations worldwide and its product offerings are used by approximately 13,000 active customers in over 90 countries. For additional information, visit the SSA Global web site at www.ssaglobal.com.



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