



Customer Centricity
Why you need a consolidated view of
your customer



Reader ROI

- Customer Centricity, Customer Data Integration (CDI), and Master Data Management (MDM) are all terms that identify the need to better understand customer information.
- Understand the drivers, challenges, and benefits of centralizing key customer information and how to make it work for you.
- Beat your competition to the converged services support model and develop a framework that will consistently identify new opportunities.
- Significantly improve your customers' experience and give them what they want, when they want it.
- Address operational efficiency and cost benefit through streamlining customer data management processes, policies, and procedures.

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In recent years, the communications world has evolved dramatically. Technological advances and regulatory changes have enabled the cross-pollination of voice, data, and media services. Consequently, customer expectations have continued to rise. Customers want new technology and they want it now. Driven by these demands, the industry is forcing communication and media providers to reconcile market expectations of cross-platform content and services delivery with the realities of disparate network architectures and business models. This has led to a significant number of partnerships, mergers, and acquisitions as the most direct route to bringing these integrated solutions to market.

Although the new solution offerings may be integrated, customer data remains product-centric, leaving organizations sorting through numerous applications, reports, and documents in an attempt to piece together the 360 degree customer view. It is this view that will reveal new up- and cross-sell opportunities and minimize the cost of delivering the enhanced customer experience the market demands.

Customer centricity evolution

Customer-centric information not only enables the comparison of actual customers to ideal accounts, but also provides a framework for rapid customer response. This information drives additional revenues, improves the customer experience, and streamlines costs associated with business process and data management operations.

Communications and media providers stand to benefit greatly from the lessons learned in the financial services industry. Over the past 10 years, financial services firms evolved from bankers, insurers, and stockbrokers to wealth managers selling advisory, banking, retirement, and lending services. This shift increased the complexity of their business models, which in turn drove the need to develop a customer-centric operating model... in other words, customer centricity. Implementation of this model has addressed major industry pain points, such as duplication of customer information, while streamlining business-operating capabilities.

The communications industry is primed to leverage these efforts by adopting a customer-centric operating model as well. Communications and media providers must present the most personalized information possible to the customer, regardless of channel, device, or point of interaction. By introducing customer data management processes aligned to the business operating model, the communications industry can achieve the highest levels of customer visibility, flexibility, and personalized service across channels.

The basic concept of customer centricity requires collapsing silo'ed instances of customer information across products, services, and channels.

The main drivers for customer centricity are:

- **Relationship effectiveness:** Providing a 360 degree view of the customer, multi-channel enablement, segmentation support, predictive analytics, personalized client literature, and qualified target offerings.
- **Operational efficiencies:** Implementation of rules for data ownership and management across the OSS/BSS landscape including SFA, CRM, Billing, Web Portals, Provisioning, and Fault Management, allowing for intelligent processing of customer lifecycle activity.
- **Risk mitigation:** Monitors regulatory compliance, customer retention, and revenue assurance.
- **Mergers and acquisitions:** The customer centricity model provides an environment in which customer data can be quickly migrated, producing an integrated customer model months or possibly years before systems are consolidated.
- **Customer presentment:** As the customer centricity model contains an elaborate data management rules engine, integration and presentment are simply configured using the consolidated customer data repository.

Key trends in three areas, competitive pressure, product complexity, and consumer expectations, must be understood in order to properly prepare for the future:

- **Competitive pressure:** There is an increase in competitive pressure from traditional wireless companies, new entrants (MVNO, media companies), and M&A/consolidation activity to the secure “quad play” (wireless, broadband, digital TV, and VOIP). This has resulted in the need to broaden a company’s strategic horizon for products, services, and channel integration. In the wireless channel, enhanced media and messaging solutions are continuing to drive revenues, exerting pressure to deliver more services within short development lifecycles.
- **Product complexity:** An increase in the complexity of products and channels as a result of the quad play consolidation has led to silo’ed knowledge of the customer by product/channel, which in turns leads to poor customer satisfaction and reduced operational efficiency.
- **Consumer expectations:** An increase in both consumer expectations and the amount of choices available has resulted in the need for higher levels of segmentation and personalization across all products and channels.

The challenges that lie ahead

There are many challenges involved in trying to centralize massive amounts of customer information gathered over the years. Implementing a centricity model requires careful planning, patience, and corporate adoption of the methodology.

Some of the challenges that the communications and media industries will face are:

- **Fragmented view of the customer:** Years of systems integration initiatives, product development projects, mergers and acquisitions, and corporate consolidations have created an environment in which customer data exists everywhere. The initial challenge in this program will be to identify and make sense of all required customer information across the enterprise.
- **Keeping up with product development:** Product development organizations are tasked with identifying new products and services to bring to market. These high-priority programs pose challenges for business analysts and IT architects who must manage the programs and anticipate their impact. At the same time, the IT organization must keep resources focused on customer centricity and must align the customer centricity model to the business operations model.

Centricity involves a meshing of business process with information management. Once the information is centralized, the capabilities are endless. Organizations that venture down the centricity path will need to exercise discipline in order to reach the end goal.

The EMC solution

EMC® Consulting takes a comprehensive approach to customer centricity solutions, leveraging our leading-edge industry knowledge and methodology. Our industry-leading experience and expertise in planning and implementing centricity solutions are significant and our repeatable model has proven to be the most robust and dependable methodology available today.

Benefits

The benefits of customer centricity are immeasurable, but include:

- **Customer insight:** Imagine being able, with one simple query and by navigating with only a mouse, to filter through your relationship with a customer and learn what services they subscribe to, how much revenue is being generated, what the up- and cross-sell opportunities are, what campaigns should be targeted, and more.
- **Cost efficiency:** Having customer information at your fingertips will ultimately improve the customer service experience, either through assistance or in a self-service model.
- **Resource efficiency:** Communications and media organizations rely heavily on manual processes in an attempt to better understand and support their customers. The centricity program will standardize customer management processes around an efficient operating model.
- **Flexible architecture:** Customer centricity architectures leverage open standards to produce a flexible platform which enables:
 - Web services
 - Data migration and integration
 - Data warehousing

Implementation of a customer centricity process model and architecture together create a holistic, efficient framework for managing and monitoring your customer content. Improvements in data quality by using automated, monitored processes will be recognized by your customers and employees.



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