



Everything Everywhere – Business Case Study

The Client

EE (Everything Everywhere) is a mobile network operator and internet service provider company and the largest mobile network operator in the UK, with 27 million customers. Formed in 2010 through the merger of Orange and T-Mobile it was the first mobile network to roll out 4G. With 16,000 Customer Service agents across 3 brands, Orange, T-Mobile and EE, across multiple business segments through both the call centre and retail store channels they engage in 130 million customer interactions a year.

Business Challenges & Goals

- EE faced their toughest challenge – how to retain customers whilst controlling the investment in them
- They envisioned a central ‘decision hub’ that delivers actions and offers in any channel aligned to customer value and customer needs
- They were looking for effective ways to:
 - Increase revenue per customer
 - Use a real time customer context to increase acceptance rate
 - Improve customer experience offering the right products
 - Reduce operational costs by making the right offers

The Project

The telecommunications industry was a very competitive and complex environment; the market was saturated with heavily subsidised deals and brand loyalty a fading principle. Orange UK, then the 3rd largest network provider, faced their toughest challenge - how to retain customers whilst controlling the investment in them.

To tackle the problem it was clear that a number of changes were required with focus placed on the organisational structures and the technical systems required to effectively implement an improved retention strategy.

The Centralised Decisioning Programme was established to deliver a series of business change initiatives that supported the company’s ambition.

Project details

Orange UK selected Pega Decision Management and Merkle to support the strategy and implementation and provide business and technical consultancy throughout the project.

This project known as Centralised Decisioning had the objective of delivering a robust customer lifecycle management solution across every customer touch point.

Merkle expertise has supported the development and rollout of the solution and has maintained a long term relationship that has delivered:

Major re-platforming and upgrading of Decisioning solutions constantly enhancing the original implementation.

Extension of the Decisioning Platform into 'Next Best Action' and retention solutions for consumers and small business customers.

Implementation and roll out of Decisioning to all T-Mobile and EE Customer Service agents including integration with existing T-Mobile customer service applications.

Full roll-out to Orange, T-Mobile and more recently EE retail stores.

Support of Orange, T-Mobile and EE Unica and Pega campaign management solutions.

A team of more than 30 specialist Merkle consultants has supported Orange, T-Mobile and EE with Project Management, Analysis, Design, Logic Development, Testing and Business as Usual on site in the UK and from the Merkle Customer Interaction Centre in Barcelona.

Results

- The CRM solutions have now been rolled out to more than 16,000 Customer Service agents across 3 brands, Orange, T-Mobile and EE, across multiple segments of the business and through the call centre and retail store channels.
- The solutions now allow EE to balance commercial priorities with what is right for the customer improving retention and new business. In addition customer service agents are far more commercially aware and able to offer customers with personalised and more relevant offers that mean they stay for longer.
- More recently the focus of the project has moved to integrating the CRM solutions across Orange and T-Mobile for the launch of the new EE brand and to support the delivery of the UK's first 4G mobile services alongside fibre broadband. Merkle continues to support EE, Orange and T-Mobile with rollout, adding new products and services and the integration and enhancement of solutions.
- They have improved customer engagement, increased customer value, reduced the use of more expensive outbound channels and improved customer satisfaction.

The Results...

400%

Increase in number of offers to customers accepted!

300%

Increase in retained value customers!

5%

Increase in NPS even if customer does not accept the offer

 + **£4** extra per new customer



90% Correct offers offered from decisioning



90% Reduction in propensity to call resulting from sales of new offers



62% Increased value of cross-sell/ up-sell



Head of IB Campaign Strategy & Delivery | EE
Leana Kielkowicz

“Merkle have been supplying expert business strategy and implementation resource to Orange, and EE since 2007. Merkle resources are highly skilled, reliable and committed and have been key to the successful delivery of our customer lifecycle management programme.”



Head of Customer Base Management | EE
Suzanne Woolley

“Not only are we retaining the right customers, and we are retaining more of them, we are growing their value. And that is really important, and that is key to success of the system, and its key to the acceptance of the tool we have had internally”

**Want to know more?
Get in touch with Oxyma, a Merkle company**



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