

TTNT cements position as top customer service provider in Taiwan with recommendations from HP Agility Assessment Service.

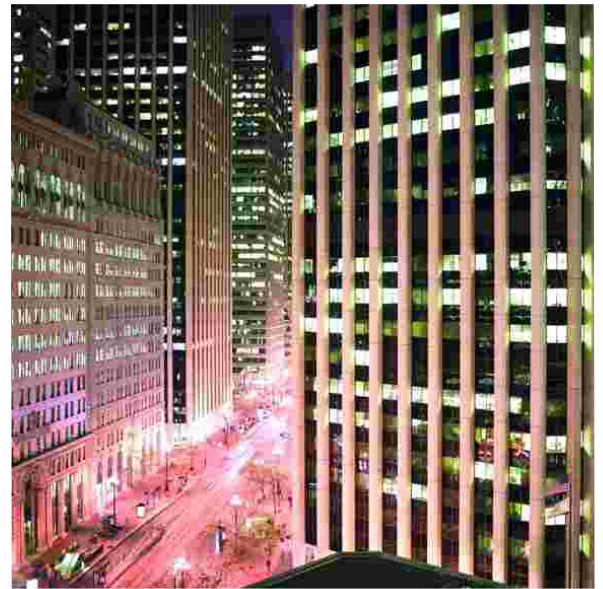


By enhancing their business agility, TTNT shows its drive to be a top customer service centre provider in the Chinese market.

Taiwan Teleservices & Technologies Co., Ltd. (TTNT), a company that serves more than 7 million customers in Taiwan, is now facing global competition from mainland China and emerging markets elsewhere.

Customer service centres, in the foreseeable future, will gradually be changing its role from a call centre to a "multimedia interaction hub", to provide versatile ways of communication to meet the needs of every unique customer. In other words, this would impose more challenges on their current business strategies and IT infrastructure.

To better understand its position in the industry, combined with the need to respond to current fast-paced business trends and to integrate its core business activities with IT infrastructures more seamlessly, TTNT relied on HP Agility Assessment Service (HP AAS) to review their business conditions. They have since become an example of the "Adaptive Enterprise".



Maintaining market leadership

Having almost 2,000 full time employees and more than 1,500 call centre staff, TTNT is by far the largest consulting firm in Taiwan. It reaches up to 7 million customers, and is a leading provider of customer service centres and outsourcing services.

TTNT provides customised, and dedicated customer service centre service packages to a variety of businesses in Taiwan, their services include CRM, phone marketing, bill collection, market research, e-customer service centres.



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With the inventive concept of Darwin Reference Architecture, HP has integrated itself with other industry leaders' technical know-how and technologies, creating new and scalable business operations and IT infrastructures. Together, they aim to reduce the IT infrastructure costs of organisations.

In the Darwin Reference Architecture, a comprehensive design practice can be used to simplify an enterprise's existing IT environment. Enterprise workflows, processes, technologies and applications are standardised to enhance the effectiveness of the simplification process. Physical storage and server networks are also modularised, and provide support for virtual resources. By integrating systems and resources, enterprises are able to fully control their IT infrastructures, and can seamlessly link their service end to their information systems.

Improvements to TTNT work process

HP uses a structured method to analyse the interactions of TTNT's business workflow, company governance and information systems, in hope of assessing TTNT's business agility from 3 perspectives:

- **Time-to-respond:** refers to the length of time an enterprise needs to respond to business workflow or IT system changes.
- **Scope:** means when the above changes take place, what is the expected impact.
- **Difficulty:** refers to the resources needed to implement the changes, and their performance on execution.

Detailed analysis of TTNT – Technology, process and people

The HP Adaptive Enterprise strategy addresses the core problems of TTNT perfectly. As a result, TTNT has adopted HP Agility Assessment Services (HP AAS) to review its business agility.

HP AAS is focused on finding out what are the changes an enterprise really needs to smoothen their business operations and workflows. The assessment results can help enterprises to clarify and prioritise their tasks, allowing company executives to use informative resources to make better decisions on business operations and IT strategies.

Step 1: Assessment of needs

Firstly, HP's consulting team designed some in-depth questionnaires for interviews with TTNT's IT, business and financial staff. From this, HP was able to perform an overall diagnosis on TTNT's business health.

From HP AAS's assessment, HP was able to present a comprehensive report covering suggestions to improve TTNT's business agility in 10 directions, including its hardware, software, services and associated partnerships.

Step 2: Recommending a solution

From the assessment, 6 main solutions were identified to help TTNT build a simplified, manageable business architecture that would increase their agility:

- Enterprise integration
- IT resources integration
- IT administration
- IT virtualisation
- On-going business operations
- Information security

The other 4 solutions: use-on-demand, managed outsourcing services, heterogeneous environment integration, and financial solutions would also allow TTNT to better manage their resources, execution performances and service cycles.

Staying ahead of competitors

According to Tsai Yung Yui, "Since there are no other similar competitors in Taiwan, HP compared TTNT's advantages and disadvantages directly with other world-leading customer service centre providers, such as Convergys, APAC Customer Services, ICT Group, and Sykes Enterprises."

Tsai added, "This is just like looking at oneself in the mirror for the first time. We can quickly find our positions, and soon know what steps to take next."

According to HP's global database, customer service centres from Europe/America invest a majority of their finances on their information system's maintenance and management. However, this is not the case for TTNT, who constantly develops new applications to adjust itself to the ever-changing business environment.

Based on HP's analysis on TTNT's IT infrastructure, TTNT continued to enhance their on-going business operations by building redundancy systems and focusing more on their information system maintenance. These are the two key factors that play important roles for enterprise operations.

As a result of HP AAS assessment, TTNT has shown a greater control over its deployment of IT systems. TTNT's overall agility is comparable to other world leading counterparts. TTNT's variation scope factor also outruns their competitors.

As Tsai said, "The most important challenge with system integration is how to simplify, standardise, and modularise the existing system, if we can do that, we can expect a more efficient operational performance."

"From a global perspective and by leveraging HP's resources, HP AAS's assessment enabled TTNT to compare its advantages and disadvantages with other world-class customer service centres. It can clearly outline a business's position in the industry and point out the causes, opportunities, and show how a business can become a more agile enterprise."

Chu Den Song, TTNT General Manager

Recognising the need to evolve from "call centre" to "contact centre"

With a target for greater business growth, General Manager of TTNT, Chu Den Song had the vision to recognise that "a customer service centre should be more than just a call centre."

"In future, a customer service centre will be conceptually based on the "Contact Centre" concept, which means, other than just traditional phone services, customers will have more ways of obtaining customer services, for example, fax, Internet, email, etc." added Chu.

Always a step ahead, not just for tomorrow's problems

Tsai Yung Yui, Deputy Director of the IT system department, who works hard to maintain a reliable and flexible IT infrastructure at TTNT said, "The telecommunication industry is developing at a speed too fast to imagine. Everyone is forced to solve only tomorrow's problems and is unable to plan for the distant future. We must take action to reconsider our IT environment at the operational level, work out a plan to improve our workflow efficiency and obtain better flexibility. System integration in particular, is the most difficult portion of all, and it requires that we plan with very delicate and forward-looking strategies, and we must do it now." said Tsai.

For many CIOs, enhancing business agility is always the top priority. An enterprise needs a very adaptive IT environment in order to fully satisfy ever-changing operations needs.

Criteria for success: Technology, process, people

"Technology, process, people are the 3 crucial elements when implementing a customer service centre." Chu added. "It usually involves a huge investment when an enterprise is building its own customer service centre. For a contact centre in particular, the investment will be even larger."

When asked about the universal trend enterprises around the globe are facing, Chu replied, "Enterprises are outsourcing their customer services because this would help them save the high expense of implementing a customer service centre, as well as on operating and learning costs."

"We must show to them that we are capable of integrating the 3 core elements – technology, process, and people – very seamlessly in order to gain their trust," continued Chu.

"Each and every client has different demands on services. In other words, there's simply no single solution that will suit all. Running a customer service centre would become a formidable task if you lack operation agility, and flexible IT technologies."

"In addition to these legacy challenges, we also have to tackle global competition from mainland China's human resources, and from emerging markets worldwide. Besides, telecommunication, 3G technologies and value-added services are changing almost everyday, so TTNT is working hard to adjust its operation flexibility and IT systems, in hope of satisfying the needs of customers from various industries." said Chu.



Addressing TTNT's challenges with the HP Adaptive Enterprise approach

In response to the demands of enterprises, HP announced the Adaptive Enterprise (AE) strategy, which draws upon the concept of the 'Darwin Reference Architecture'. By integrating key business workflows with information infrastructures, AE enables enterprises to become more manageable, scalable, and adaptable to new environments.

Darwin's theory applies perfectly to IT investments: Companies with module-based, standardised architectures that can respond quickly and appropriately to changing business conditions are the ones that survive and flourish.

In the past, evaluation models were only based on cost, quality, and potential risks, but these are not enough for today's requirements. For example, a flexible, module-based, standardised architecture will eventually replace old vertical storage models. Enterprises nowadays are facing problems like how to quickly and appropriately respond to major shifts in the industry, and this is critical to business operations – their responses determine their survival.

Challenges

- Faster response to face the rapid changes of customer service centres.
- Integrate a complicated IT system for businesses from different industries and across clients.
- Create a standard operation protocol to simplify customer service workflows.
- Reduce variable costs, improve the Return On Investment (ROI) on IT expenditure.
- Seek a balance point between long-term growth and short-term performance.

Solutions

- Conduct in-depth interviews with TTNT's IT department and with executives from other departments.
- Analyse the interactions between TTNT's business process, company governance, and its information technologies.
- Set up a comparison criteria of TTNT's business and IT performance with other international counterparts.
- Assess agility of TTNT, based on speed, scale and difficulty.
- Determine the effects due to changing processes.
- Propose tangible suggestions to improve current agility and enhance enterprise agility in the future.
- Record and provide research findings, analysis and suggestions.

Results

- Better understanding on how company governance impact business activities.
- Obtain new insights on information technologies.
- Generate a company wide plan to make improvements.
- Research results serve as base structure for making decisions on improving current and future enterprise agility.

Reaping the long term rewards

Tsai Yung Yui mentioned, "Before using HP AAS services, we were only able generate a generic picture on our operation status and IT system, but HP AAS provided us with a more systematic and comprehensive review on our business conditions."

Tsai added, "HP AAS assessed and analysed our workflow, business activities and information technology financing issues, and compared those factors with other counterparts.

Tsai continued, "Previously, TTNT had a hard time finding its position in the industry, but with help from HP AAS, and after comparing ourselves with other world-class customer service centres, we were able to identify our current conditions more easily."

"The HP AAS analysis was very correct and straightforward." According to Chu, "HP helped TTNT understand its systems better and gave us a clear direction for improvements. Now, TTNT has implemented more IT infrastructure recommendations from HP that will help us keep an on-going business model, e.g. centralised data backup mechanism, redundancy systems, etc. We have also been working

on an Enterprise Replication plan from earlier this year, and we are now working on enhancing our IP systems."

Furthermore, well-trained customer service representatives, logical applications, and high-efficiency IT systems have also uplifted TTNT's service quality to a higher level. TTNT has long enjoyed a good reputation from its professional customer service personnel. Together with HP's global resources and solid experiences, HP AAS provided an overall diagnosis on TTNT's IT environments. This enabled TTNT to implement a successful Adaptive Enterprise model, with greater potential for business growth.

"HP is always a step ahead, providing us with the latest information and giving out new concepts and directions. HP AAS assessment is really a worthy experience for all at TTNT." Chu added.

