

Case Study





BT Scales Its Business with a Streamlined, Brand-Consistent Web Presence Powered by Interwoven

Facing rapid industry growth, intensifying competition, and a proliferation of emerging market opportunities, BT needed a better way to communicate. The global telecommunications provider's 600 internal Websites and 350 external sites were powered through a disparate mix of content management platforms, resulting in differences in look and feel, navigation, and information. A customer might see one price on television and another one on a BT.com Website, and have to sort things out by phone with a customer service agent. Each step of the way, customer satisfaction suffered and transaction costs rose.

Behind the scenes, BT's business units lacked the ability to process their own content changes, and bottlenecks in the company's centralized marketing operation made it difficult to achieve the responsiveness demanded by the fast-moving telecommunications marketplace. The complex Web infrastructure also lacked scalability and flexibility, and was unable to support next-generation online strategies like segmentation and analytics.

As such, BT embarked on a strategic initiative to transform its online presence in order to enhance the customer experience, increase online conversion rates, and improve operational efficiency. The company had already implemented

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Paul Farnsworth, Programme Director, BT Design

Interwoven TeamSite for the consolidated portal that serves its 500 wholesale customers. Thanks to tight integration between Interwoven and BEA, the company was able to fully leverage its existing investment in portal and systems integration technology. Now, BT would standardize on a common Interwoven-BEA platform enterprise-wide to better serve all constituents, including customers, employees, and suppliers, through a common, highly efficient Web content management infrastructure.

Today, BT's Interwoven-powered Web presence encompasses four lines of business—BT Global Services, Openreach, BT Retail and BT Wholesale—and handles millions of transactions per day. The flexibility of the Interwoven solution has made it possible to achieve a far simpler, more efficient infrastructure while fully leveraging existing investments: in all, 22 back-end systems have been integrated into the bt.com solution.

Achieving "Netcentricity" for Better Service at a Lower Cost

Underlying BT's Interwoven implementation is a concept BT calls "Netcentricity": making the right information available at the right time to the right people, to provide a simple and consistent customer experience across all channels. Now a key focus for business units throughout the company, this goal is defined in terms of a "Netcentricity Index," the ratio of online transactions to total transactions.

"By increasing the number of transactions carried out via the Web without the direct involvement of our staff, we can reduce transaction costs while increasing customer satisfaction," says Paul Farnsworth, Programme Director, BT Design. To make this possible, BT must make sure that its navigation and search are constructed in a way that anticipates its customers' needs. To this end, the company uses Interwoven TeamSite's dynamic content creation and content re-use to construct journeys around specific types of customers, then delivers an online experience designed to guide them effortlessly through the purchase and service lifecycle.

Industry

Telecommunications

Challenges

- Inconsistent content, pricing, and look-and-feel across channels resulted in an inefficient customer experience
- Lack of business user empowerment slowed time-to-Web for content
- Mismatched content management platforms and back-end complexity hampered scalability and flexibility

Benefits of Using Interwoven:

- Enabled faster time-to-market for new products and services for competitive advantage
- Accelerated time-to-Web to a single day or less by empowering business units to create their own content
- Reduced complexity and improved scalability by consolidating BT.com Websites around a standardized Interwoven platform



BT is one of Europe's leading telecommunications providers with more than 20 million business and residential customers for its retail, wholesale, and global services lines of business.

Solution

Interwoven TeamSite® content management software, closely integrated with BEA WebLogic Portal software, is the standard platform for content creation, management, and publishing on BT.com. TeamSite supports and provides rapid content changes with the scalability and flexibility to support diverse lines of business. Templating tools allow for decentralized content creation while supporting content re-use and policy enforcement.

BEA WebLogic Portal provides a flexible, powerful framework for creating portal interfaces.

When customers do require assistance, contact center advisors use internal Websites built on the same Interwoven platform, ensuring consistent information on product, pricing and promotions, as well as accessing additional content to aid the sales process. By highlighting the information already available on BT.com, this “assisted self-service” sales process both empowers customers to handle their own needs and lowers transaction costs. For its most recent fiscal year (2006-2007), BT has achieved a blended Netcentricity Index of 22% and margin contribution of £57M (approx. \$115M USD).

“We all pay close attention to these numbers,” says Farnsworth. “They’re a vivid indicator of the success of our implementation.” BT is now working toward a unified experience across all channels: call center personnel will use the same tools and pages as Website visitors, further improving consistency and Netcentricity.

Speeding Time-to-Web While Improving Brand Consistency

Interwoven is now bringing new levels of efficiency and responsiveness to BT’s content creation, management and publishing. Individual business units and product lines create their own content based on generic templates that ensure consistency in look and feel, then route these pages to a content management team for expedited approval. Promotions can be tailored to changing markets more quickly and effectively than before, and content re-use has improved to 40%, improving overall productivity. “We’re delivering a more consistent experience for our customers while radically speeding time-to-Web for promotions and other content,” says Farnsworth. “Instead of waiting for weekly updates, we make changes as often as twice daily, and a given change can go live in half a day as needed.” As BT continues to grow through acquisition, the company is using Interwoven TeamSite templates to more quickly and efficiently integrate new businesses and their customers into the BT brand, including both static pre-sales content and dynamic Web functionality.

Just as BT’s customers are being freed from reliance on call center personnel to handle their needs, the company’s business users are becoming less dependent on IT. “As people realize they can handle their own change requests much faster without getting IT involved, we’ve been able to free development resources to focus on more strategic projects,” says Farnsworth.

Laying the Foundation for Next-generation Online Strategies

By standardizing on a single unified Web content management platform, BT is laying the foundation for new strategies like segmentation and analytics. “Web optimization strategies like audience segmentation and multivariate testing play an increasingly important role for our business,” says Farnsworth. “Interwoven gives us a solid platform for this kind of initiative.”

As BT continues to introduce advanced IP-based telecommunications products and grow their business, Interwoven will enable the company to maintain market agility while showcasing its own technological savvy. Farnsworth continues, “Our next wave of IP-based telecommunications applications will drive people to the Internet in increasing numbers. Customers will expect a richer experience on the Web and we must be well-poised to accelerate the speed at which we introduce new products and services to them via online channels. Interwoven enables us to deliver on these requirements.”

About Interwoven

Interwoven is a global leader in content management solutions. Interwoven’s software and services enable organisations to effectively leverage content to drive business growth by improving the customer experience, increasing collaboration, and streamlining business processes in dynamic environments. Our unique approach combines user-friendly simplicity with robust IT performance and scalability to unlock the value of content. Some of the most recognised enterprise and professional services organisations worldwide have chosen Interwoven, including: adidas, Airbus, Avaya, Cisco, DLA Piper, the Federal Reserve Bank, FedEx, HSBC, LexisNexis, Microsoft, Samsung, Shell, Samsonite, White & Case, and Yamaha. Over 20,000 developers and over 300 partners enrich and extend Interwoven’s offerings. To learn more about Interwoven, please visit www.interwoven.com.

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