

## CASE STUDY

BT

Launching BT Broadband Online

**30%** of new customers through Online Ordering in first 6 months

**90%** reduction in customer acquisition cost

BT achieved full nationwide availability of its Online Ordering facility from scratch within 10 months using Singularity's results-focused approach to process implementation. BT's Broadband customer base grew from 200,000 to 1,000,000 in the 10-month period, with the Online Ordering facility handling over 1,000 online orders per hour. And the new customers also benefited, receiving a rebate made possible by the cost savings delivered by Online Ordering. Crucially Singularity's assistance enabled BT to leverage its valuable legacy infrastructure while simultaneously implementing new technologies.

Developed to serve the needs of the Broadband launch, the Transaction Automation Platform that forms the flexible, parameterised core of Online Ordering is now being reused to realize additional benefits elsewhere at BT.

*Singularity*

## MOTIVATION

In the fast-moving consumer broadband market where traditional and new competitors are aggressively pursuing new customers, BT was determined to catch the broadband wave while leveraging its strengths to maintain market leadership. To make BT Broadband “easy to buy” the Company determined to offer to consumers, online partners and retail partners a simple-to-use Online Ordering process for BT Broadband. Also, the economics of Online Ordering had to allow BT to cost effectively provide a competitively priced product.



BT is one of Europe's leading providers of telecommunications services. Its principal activities include local, national and international telecommunications services, higher-value broadband and internet products and services, and IT solutions. In the UK BT serves over 21 million corporate and residential customers with more than 28 million exchange lines as well as providing network services to other licensed operators.

## CHALLENGE

### TIME TO MARKET

Nimble new competitors moving quickly to take advantage of consumer interest in faster internet access presented a challenge to BT. It was essential that the Company move at the speed of the market, providing broadband quickly to a new online consumer base while maintaining BT's traditionally high service quality. The opportunity cost of a lengthy online launch schedule would result in the loss of crucial early market share to competitors.

### CHANNEL DIVERSIFICATION

BT required the Online Ordering process to enable an expanded, multi-channel sign-up capability for consumers. The Company needed to support consumer sign-up not only through home or work internet connections but also through the in-store and online locations of BT's retail partners.

### LEGACY INTEGRATION

It was critical that the new Online Ordering process leverage BT's existing infrastructure investments. Core systems, such as the Customer Support System (CSS), underpinned the daily operation of BT's business and were to be key components of the delivery capability behind Online Ordering. At the same time new browser-based systems were the necessary front-end to Online Ordering and needed to tie effectively and seamlessly to the core legacy systems.

*“In Singularity we found a partner who understood the complexity of our challenge yet brought a pragmatism that delivered results. Their ability to think ahead on our behalf and to meet delivery deadlines has earned our respect and trust.”*

Seamus Doyle,  
Broadband Systems, BT Retail

## SOLUTION

### STARTING POINT

Prior to the implementation of Online Ordering a consumer could sign up for BT Broadband only through BT's voice channel.

- 1 In the voice channel a BT Advisor talks the consumer through a pre-order check to authenticate the customer and check the suitability of their premises for broadband. If the check is successful the Advisor gathers further customer information, places the order and provides the customer with confirmation details.

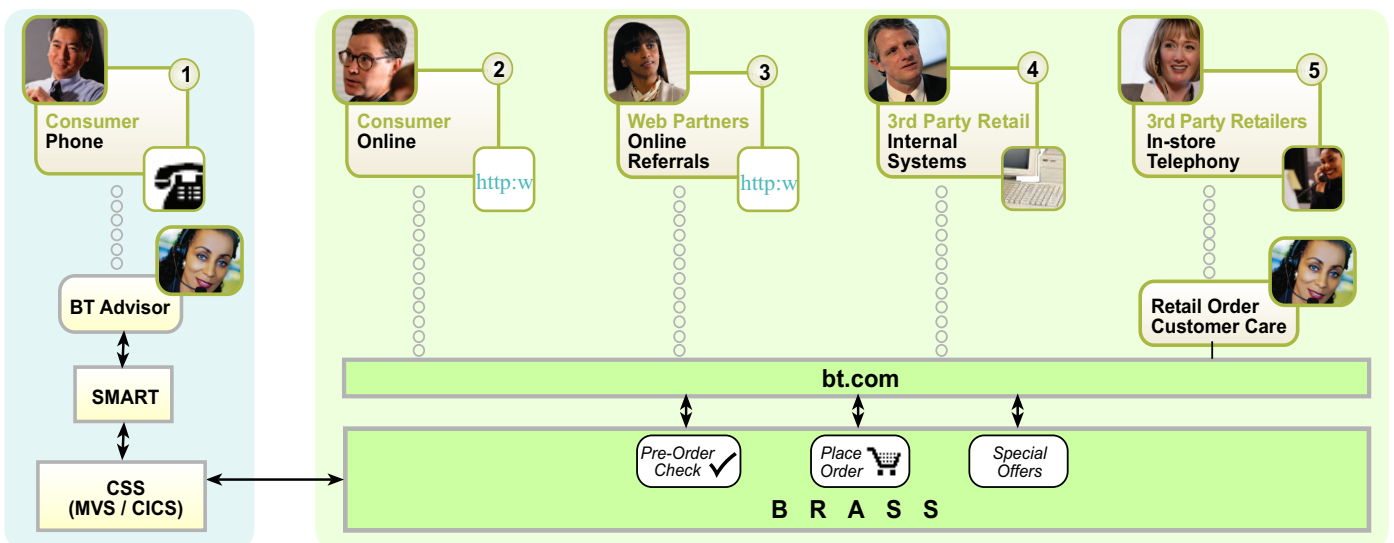
### BT BROADBAND ONLINE

With the implementation of Online Ordering consumers can sign up for BT Broadband through bt.com, through various BT partner websites, via the internal systems of BT retail partners, and in-store at high-street partner locations. A sophisticated Transaction Automation Platform, named BRASS, is the engine at the core of Online Ordering, ensuring fast, reliable execution and information integrity throughout.

- 2 Consumers with a web browser can sign up for BT Broadband directly, quickly and at their convenience through bt.com. Online Ordering has automated the 'pre-order check' and 'place order' processes, offering the convenience of anytime ordering with no BT Advisor involvement.
- 3 Platinum partners of BT can offer BT's Online Ordering to consumers through their own websites, giving BT greater catchment for online sign-up. And partner-specific special offer details are automatically available through BT's Online Ordering process.
- 4 Online Ordering integrates directly to the internal systems of advanced retail partners, easing broadband sign-up for the busy high-street shopper.
- 5 BT's Retail Order Call Centre utilizes the Online Ordering facility to quickly deal with orders from retail partner staff calling from in-store locations.

## RESULTS SUMMARY

- 30% of new customers signed up for BT Broadband through Online Ordering in its first 6 months of operation
- Customer acquisition cost through Online Ordering is 90% less than the cost of acquisition through the voice channel
- BT Broadband's customer base grew from 200,000 to 1,000,000 in the initial 10 months of Online Ordering availability
- Online Ordering handles over 1,000 orders per hour
- BT Broadband customers share in the cost savings delivered by Online Ordering by receiving a purchase rebate
- The technical core of BT's Online Ordering capability, a customized Transaction Automation Platform named BRASS, squeezes value from sunk IT investments and is now being used to realize further improvement in business performance at BT



## PROJECT

The BT and Singularity teams worked together to develop and implement Online Ordering in just 10 months by combining expertise in process automation, architecture design, system integration and project management. Balancing the interests of multiple internal and external parties and integrating legacy and new processes so that Online Ordering could be made possible, the team reliably met forecast deadlines and business objectives.

Following launch a small portion of the team continued to provide maintenance and support while the balance moved on to develop BT's process automation capability more broadly.

## TECHNOLOGY

The technical core of Online Ordering is BRASS, a Transaction Automation Platform developed specifically for BT by Singularity. An integrated suite of software running on Sun Solaris and utilizing Oracle, Versata, WLS and Java/EJB, BRASS is the flexible engine that drives the automated process of ordering BT Broadband. The business logic executed interactively in BT call centres is captured in software logic in BRASS, automating the 'pre-order check' and 'place order' processes among others. BRASS is integrated with bt.com (Broadvision) and the legacy Customer Service System CSS (MVS/CICS) to offer a seamless interaction for the prospective new broadband customer.

## BUILT-IN FLEXIBILITY

Easy and fast implementation of changes to the Online Ordering process is made possible by the inherent flexibility of the BRASS platform. For example, channel- and partner-specific special offers can be quickly and simply changed, and, importantly, the changes can be made at low cost and with no disruption to other BT systems. BRASS is built with a highly flexible core structured from parameter-driven components and this flexible architecture is the practical mechanism that fuels future flexibility.



Singularity won a 2003 Global Excellence in Workflow award given by the Workflow Management Coalition (WfMC), Giga Information Group and the Workflow And Reengineering International Association (WARIA). These prestigious awards are used to recognize organizations that have demonstrably excelled in implementing innovative workflow solutions to meet strategic business objectives.

*"Singularity not only helped us achieve our immediate launch goals for BT Broadband Online; they helped us build a high-quality, automated process with built-in flexibility that will deliver future business value."*

Seamus Doyle,  
Broadband Systems, BT Retail

## Singularity

Singularity helps its customers profit through process. Whether by deploying the award-winning Singularity Process Platform™ or by utilizing our services and solutions, Singularity's customers build, execute, monitor and optimize high performing business processes that deliver tangible results.

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