

# Telenor modernizes customer communication management

OpenText™ Exstream boosts document production efficiency and document quality for leading telecom operator

Proposals and agreements are a vital part of Telenor's customer engagement but production and management processes were laborious, expensive, and time-consuming. By allowing business users to create and change their own content, OpenText Exstream has speeded up time to market while improving document quality and reducing cost.

## Challenge

Telenor is Norway's leading provider of fixed and mobile telephony, broadband, and data communication services for residential and business customers. With 3,066 million mobile subscriptions and 4,006 employees, it has total revenues of NOK 26,035 million (2016) and is headquartered in Fornebu, outside Oslo.

The operator's telemarketing, customer service, and direct sales departments distribute a total of 1,500 customer communications a month via email, mail, or personal visits. The documents range from four-page proposals in response to telephone calls to complex 80-page corporate agreements with many appendices that can follow sales processes lasting weeks or months.

Despite the quantity and importance of its communications, Telenor had an inefficient process for altering or customizing document templates or creating new templates. It used a Siebel solution and a system developed in-house called Company.

"It was very manual and laborious. We didn't have a bespoke system for templates, just a homemade scripting function based on Microsoft® Word," says Piero Notaro, Telenor's business manager for customer communications. "All users had to download a local package of the two templates and we would only update them a few times every quarter because we had to hire an IT consultant for several hours to make even small adjustments. The consultant then had to roll out all of the content, not just the adjustment, to all our sales reps who each had to download 200 or 300MB of data.

## INDUSTRY

Telecommunications

## CUSTOMER

Telenor

## CHALLENGES

- *Customize and unify 1,500 complex customer communications a month*
- *Replace old document management process, which was expensive, time consuming, and prone to error*
- *Implement a quicker, more flexible system that will decrease the need for IT support*

## SOLUTIONS

- *OpenText™ Exstream*

## BENEFITS

- *Document changes that used to take hours, days or even weeks can now be achieved in minutes*
- *Business users can make their own changes without having to rely on expensive IT services*
- *Communications can be personalized and are more relevant, error-free, consistent, and easier to navigate*
- *Corporate branding and image is consistently in line with the Telenor Design Guide with the same look and feel as web and direct mail*

**“Since we’ve started using OpenText Exstream, business users can easily create or change their own content every day. The output is more consistent and error-free and time to market is much quicker.”**

PIERO NOTARO, BUSINESS MANAGER CUSTOMER COMMUNICATIONS, TELENOR

“This labor-intensive process was very expensive and time consuming and the content quality could be poor. Also, staff often needed help because it was not user-friendly. All this meant that our time to market for new products or new portfolios was not measured in seconds and minutes but in days or weeks.

“These were perfect reasons for implementing a professional system that could manage both content and templates.”

## Solution

Telenor wanted a flexible, quick, and reliable multichannel/multi-format solution that would streamline the administration of templates, improve document quality, and decrease the need for user support.

The OpenText team had visited Telenor during a Scandinavian customer tour and following a product demonstration, the company decided Exstream was the best solution due to its technological feasibility and price. Also important was the fact that OpenText promised, and delivered, a three-month total runtime for the implementation project.

“I have always appreciated the cooperation with OpenText through email and phone and especially using the support resources where I can quickly get help,” says Notaro.

OpenText Exstream is a customer communication management (CCM) program that allows business users to optimize customer engagement through the design and delivery of ultra-personalized, consistent, compliant, communications – delivered anytime,

anywhere. The omnichannel CCM solution gives business users the power to create communications using delivery formats and channels customers prefer – including email, web, and mobile.

Initially, Exstream was used in conjunction with Siebel but was later transferred to Salesforce®, with the Direct Sales department using it first. The company implemented two existing templates for proposals and agreements using Microsoft® Word DOCX, then added English versions and created additional agreement templates. Exstream was then implemented for Telemarketing and later, Customer Service. Telenor now has 13 document templates and 370 employees using Exstream.

“Telemarketing and Customer Service representatives use Exstream almost every day and often, several times a day because their sales process can be as short as five minutes,” says Notaro.

Two instances of Exstream are in place. The one that Direct Sales uses is connected to Salesforce Sales Cloud and the one used by the other two departments is connected to the home-built system, Company.

## Benefits

“Exstream is very flexible. We can re-use content in several different ways and define rules for how and when it is used. We now make changes to documents every day. Small changes can be done in seconds or minutes while more extensive changes can be done in a couple of days,” says Notaro. “This was not possible before because we were dependent on IT. This meant that we had to plan ahead for all rollouts and costs were related to all changes.”

Exstream makes it easy to create templates for including personalized messages or logos or Telenor tables for product comparisons. Another benefit of using Exstream is consistency of Telenor’s content and image with all template design now based on the Telenor Design Guide.

“Every communication we send out has the same look and feel and is in line with direct marketing and web communications,” says Notaro. “Sales reps productivity has also improved because they do not have to waste time constantly changing documents and can concentrate on selling. The content is better because they used to write proposals in their own style, which could be a combination of Norwegian and Swedish with odd spelling that was not always professional.

“Receiving documents that are more consistent and clear also makes life easier for Telenor customers. Thanks to the routines created in Exstream, everything is explained in the same way, which makes it easier to navigate around the information.

“All content is more consistent and error-free because it is built using approved text blocks,” adds Notaro. “I can also change content on the fly. For example, if I get a call from the regulatory department regarding a change that needs to be made, I can do that in seconds and the templates are updated for all users. Changes that used to take hours now take just minutes.”

Efficiency has also been improved by moving from local clients on each machine to flexible web clients. Exstream has also given Telenor a firm foundation for increased customer satisfaction and future growth.

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