

Customer Centric

Liberty Global (VTR)
How to transform a telco
from head to toes



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What was needed?

Acercando al cliente – Transforming the Organization.

After enjoying a solid position of leadership in the TV and broadband market, VTR was faced with the need to take a much more customer-oriented approach and at the same time make its operations more efficient.



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Our challenge



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Our challenge

- Transform the organisation to simplify decision-making and include customers in all processes.
- Complete the organisational changes in less than one month without interrupting operations or having a negative impact on customers.
- Make the entire structure more agile and implement a lean culture of operational excellence during the technological transformation process.
- Implement a global outsourcing strategy that would enable the company to focus on a new way of doing business while externalising certain tasks



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Impact

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- We launched more than 5 projects simultaneously with the same line of reasoning that covered everything from strategy to processes and change management throughout the organisation.
- We redefined everything from the top tier structure of the company down to the last level of the sales, clients, technical operations and sales areas.
- We transformed the technical operating model, implementing the Lean Six Sigma philosophy and building an operational control tower to enhance the clients' e2e experience.
- We defined a new multi-channel customer service strategy segmented by value and assisted in the process of outsourcing the call centre platforms.
- We centralised and simplified the support functions and processes, including HR, finance, trade marketing, accounting and facilities



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Results



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Results

- We managed to improve operational indicators by more than 10%, which translates into a 20% savings in OPEX dedicate to technical services.
- The company's HC improved by nearly 25% thanks to an organizational transition process that impacted clients and employees only minimally.
- The service level of the customer service platforms increased by more than 10 p.p., which in turn had a positive impact on NPS.
- Customer calls to report technical or sales problems were reduced by 25% and the number of technical service visits dropped by 40%.
- More than 100 professionals were trained and certified in Lean Six Sigma and almost 200 technicians receiving training on how to work more effectively and collaboratively.
- It is estimated that the company saved more than US\$10 million per year, which is equal to 10% of the company's investment budget



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