

# Press Release

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**Contact:** Joanna Kelly, Marketing Manager, Beyond Philosophy  
Jo.Kelly@beyondphilosophy.com  
**Phone:** Atlanta: +1-678-638-6162 or London: +44 (0)207 917 1717

## **NEW RESEARCH RELEASED: Beyond Philosophy Reveals the 7 Key Ingredients of a Successful Customer Experience Program in Telecoms**

**Atlanta, Georgia - December 12, 2012** New research released today by [Beyond Philosophy](http://BeyondPhilosophy.com), reveals why telecoms fail to deliver good customer experiences and how they can overcome some of the challenges and gaps in their customer experience programs.

**LinkedIn: "Telecommunications Industry provides the worst Customer Experience"** Bloomberg Business Week research reported that 92% of Telecom executives say that Customer Experience is a top strategic objective for them and yet they themselves rate their own experience pretty low. And so do customers. A poll in LinkedIn found that the Telecommunications industry provided the worst customer experience (39% of the votes) followed by the Banking industry (with 22% of the votes).



This prompted Beyond Philosophy to investigate why the experience Telecoms provide is so poor given that executives say it is a top priority and they commit resources to it. The research was conducted amongst senior customer experience professionals and executives from 40 leading Telcos in North America, Latin America, Europe, Africa and the Middle East.

### **70% said that "silo mentality is the biggest organisational hurdle they face"**

A whopping 70% of the respondents in the research said that silo mentality is the biggest organisational hurdle they face. In Beyond Philosophy's experience it was found that cross functional Customer Councils help overcome this obstacle. Another issue that was highlighted is that only 30% of the Telecoms say their front line people would have an understanding of what is the experience they are trying to deliver. Having not defined what is the experience the company wants to make manifest leads to people at all levels doing what they think is right and results in a disjointed experience.

In terms of governance, the Customer Experience (CE) usually sits within the Marketing department, but where the organisation has been on the CE journey for more than 3 years it has been elevated to a cross functional unit and in some instances the Head of CE even has veto rights. However in many Telecoms the Head of CE has only been given responsibilities but hardly any authority.

### **Telecom's main focus is on fixing the basics and cutting costs**

It was identified that the approach to Customer Experience that most telecoms have taken is primarily focused on fixing the basics aiming to deliver "total quality" using methods like Lean and Six Sigma. The true driver for those actions is the desire to cut costs (50% of the customer experience initiatives are justified as cost saving initiatives) and in best cases these lead to reducing the negative emotions in the experience. However the opportunity for differentiation and loyalty lies in purposefully building positive emotions in the experience and one of the ways to do that is via Journey Mapping. Yet few companies have recognised this opportunity as 75% of Telecoms prioritise their CE initiatives based on customer complaints data and what customers say they want. The problem with that is that people are not necessarily aware of the true drivers of their behaviour, which are often subconscious or emotional and thus not able to verbalise on these. Basing investment decisions on what people say they want may also prove to be a quite costly mistake and is the main reason why it took so long for Customer Experience to take off as a business discipline.

With all the above said it's no surprise that customer experience professionals struggle to build the business case for CE initiatives.

### **No Telecom stood up as most admired**

One of the questions asked really proved to be the 'killer' question. Beyond Philosophy asked the respondents '*Which Telecoms company do you most admire for delivering a good Customer Experience?*' The silence was deafening. A few names were mentioned such as O2, Vodafone, AT&T but the answers were not convincing.

### **A recommendation from Beyond Philosophy**

"If you wish to improve your customer loyalty and retention the solution does not lie in the Telecoms' industry. DO NOT look to other Telecoms companies for best practice. As no one is standing out in providing a good Customer Experience it is suggested that you don't try and copy your competition. Therefore, it is critical to look at the Customer Experience outside the telecoms industry, attend seminars, conferences from other industries sectors or employ consultants with a broad background and learn from them."

**The full whitepaper can be found [here](#).**

## **Beyond Philosophy**

Founded in 2002, Beyond Philosophy is a leader in helping organizations to create deliberate, emotionally engaging Customer Experiences that drive value, reduce costs and build competitive advantage. Specializing in strategic consultancy services, custom research, training and education, the company's thought leaders have also pioneered new methods of analyzing both the rational and emotional sides of the Customer Experience. Beyond Philosophy's four internationally bestselling books – *Building Great Customer Experiences*; *The DNA of Customer Experience*; *Revolutionize Your Customer Experience*; and *Customer Experience: Future Trends and Insights* – are available through the company's website or through any bookseller.

Beyond Philosophy maintains offices in Atlanta, Georgia and London, England. Additional information can be found at [www.beyondphilosophy.com](http://www.beyondphilosophy.com).

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