

PORTUGAL TELECOM WITH EXAGO

business case



the challenge

Innovation has long been a part of Portugal Telecom's (PT) DNA but it hasn't always been perceived as a transparent and collaborative process. In 2009, the operator's executive board launched an initiative entitled 'Open Programme' in order to break free from the dogma that was keeping innovation centralised, blocked at the executive level or R&D departments.

Innovation was thus structured into three specific areas: 'Incremental Unit' for continuous innovation aimed at everyday procedures, a 'Planning Unit' for medium term offer and an 'Exploratory Unit' to identify the major long-term technological trends and the company's proper response to them.

Particularly with the 'Incremental Unit', PT wanted to engage its 11.000 employees in Portugal to become the main force of change by continuously contributing with new ideas to efficiently improve the company's operations. Key challenges were identified, from **revenue growth from new products and services, through to churn reduction and better customer experience**. The overall goal was to **enable a corporate culture of innovation and promote organisational change and evolution**.

www.telecom.pt

Founded in: 1994, Portugal

Industry: Telecommunications

Geographies: Europe, Africa and Latin America

With Exago since:
March 2009

Programme target:
11.000 employees

one solution

To support its 'Incremental Unit', PT then decided to adopt **Idea Market - powerful innovation management software** that engages all employees in finding answers to job-related challenges, harnessing everyone's expertise and experience.

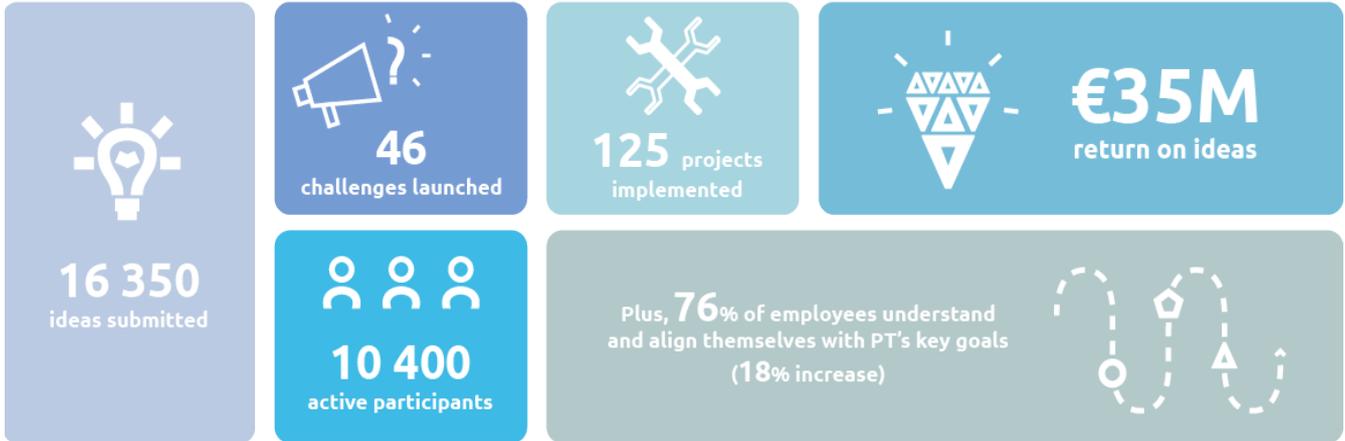
smart crowds
calls on employees, clients, partners and other stakeholders, mobilising their collective intelligence

smart tech
generates powerful prediction markets and rating evaluation processes, as well as social and gamification mechanics, boosting participation and process efficiency

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delivering sustainable results
aligned with company's challenges

multiple results



Examples of key accomplishments



BETTER CUSTOMER EXPERIENCE

- / **14K fewer calls** are now made every year in the customer service department. Simply by adopting different colours for cables, routers and set-top boxes, PT has been able to streamline efficiently its call centre's customer support, improving service quality.
- / Client satisfaction has improved with **new, more rationalised processes** - including a customer survey at the end of technical home assistance to gather information on service and installation quality to minimise recidivism and reduce costs incurred with deactivations and additional technical displacement in services.

COST SAVINGS AND EFFICIENCY

- / The company has saved **€25M** with process-optimised services, **€300K** per year by rationalising building use and **€2M** with a new, eco-friendlier packaging system.
- / Paper consumption has been reduced by 20% and lift electricity costs by 12% (with a 'green hour' during periods of low utility).



DIGITISATION OF CORE BUSINESS

- / **A mobile app has been developed to facilitate a breakdown of network location tracking** used by the field workforce, allowing access to geographic information about the network's infrastructure and related equipment.
- / **Customers have been given access to real time account balances** via the client area in the PT websites' navigation pane.

CLIENT OFFER EXPANSION

- / A new web portal has been made available to the elderly population segment, with relevant news and information articles.
- / New email marketing has been created to complement the existing messaging offer, filling in a blank space in the telecom business by allowing small and medium-sized enterprise clients to develop email marketing campaigns to boost service and product online sales.



CORPORATE CULTURE AND ORGANISATIONAL CHANGE

- / All employees have been invited to become bone marrow donors in their periodic medical exam to promote social solidarity.
- / Internal recycling championships between departments have been introduced to spread the practice of reducing, reusing and recycling.
- / An internal feedback mechanism has been made available for all the company's websites, through which any employee can have a voice, report failures and suggest improvements for those platforms.
- / Support staff has been given technical certification, to promote and share adequate installation and maintenance knowledge.



“The Idea Market has played an essential part in involving our employees in PT’s innovation culture and business strategy. It has allowed us to collect thousands of ideas on how the company can improve its efficiency and performance, reducing our costs and improving customer experience.”

Dalila Martins, head of PT’s organisational communication

Wondering if it could work for you?

If you want to see how, just reach us at sales@exago.com

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