Who should own Digital Customer Care?

3 different perspectives on the ownership of digital leadership

Insight from:

giffgaff

BT

zain

Digitalisation is fast becoming one of the most important considerations for operators, yet the telecoms industry are still struggling with the digital transformation of their customer care and services strategy.

A key challenge that seems to be emerging amongst the industry is the ownership of digital customer care. Should the strategy be executed by the marketing team, the customer service team or an entirely new, digital part of your organisation?

With each division building a strong case for ownership,the battle to offer your customers the best digital customer experience, is on. As the debate heats up, Telecoms IQ weighs in with insight from giffgaff, BT and Zain KSA to help answer the question: Where should digital sit?

Maya Fowell
Editor

Where should digital sit?
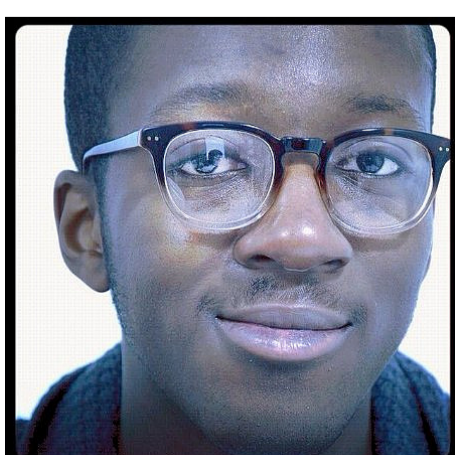
"Digital Customer Care belongs with Digital!"

We have several divisions within BT. At the moment, the care team say it's within BT consumer, which I would say, is the core customer centric bit of BT, so BT broadband and our main products for customers. The customer care team sit within the digital department and handle anything that is related to digital. However, we do have one care team, in general, and social care team too, but they don't sit with the social media team.

I am part of the social media team, when you go on to the Facebook page for BT, the ones putting the posts up, that will be my team doing that. But the ones helping the customers and the customer care queries, they're part of a separate team. Still social care, but they're part of a separate team. They have their own place in Northern Ireland, that's where they are, that's where they have those strategies, which are separate from ours, but they all tie in together under the digital department.

Personally, I'd say whether you choose to have it sat in marketing, or PR, or customer services, or have its own customer service department, I'd say just do whatever fits for you company, as long as it's in close proximity to a leadership team. By leadership teams, I don't mean managers I mean people who can actually make changes.

Basically, don't ask for customer care in PR, when you know that there's no one in PR that can make any changes to the customer care strategy. So, say if you need a new tool for customer care, or if you do need to slowly change your customer care and there's no one in that department that can help them, then that is a sign that you're not sitting a team in the right position. It could also be signs of other things, but mainly that anyway.

Bernardo Donkor, Social Media, Online & Innovations Analyst, BT

"Digital Customer Care belongs with Marketing!"

giffgaff

Where digital customer care lies in giffgaff would be probably be very different to what you'd hear elsewhere because giffgaff was set up with this purpose in mind from the beginning. The company owns the community, not a particular department. For example, my boss is the Chief Marketing Officer, but he's also the Chief of Member Experience, so he manages two very different departments but is able to bring them together. You've got customer support, you've got brand, you've got social, you've got community, you've got member coms, you've got so many different departments under that. Then we have a wider cross-over to the rest of the team, so commerce are very invested in what we do and definitely a part of it as well, and all the other teams from technology to operations. There are so many different teams at giffgaff and they are all very invested in what everyone else does, because of this we all have an element of ownership within digital leadership but typically the driving force comes from my Chief of Marketing and Member Experience.

Providing an experience for your members isn't just about giving them a good experience when it comes to a problem that they're facing, I think it goes beyond just that. It's not necessarily down to a department, it's a culture within a company, and I think that's really important to get from the start because no matter what problem that member faces, it's likely to touch more than one team. For instance, if it's an issue with their mobile device or the way their account's set up, usually that gets escalated to a different department, so everybody has to feel invested in really dealing with that issue in order for it to be given a higher level of importance and respect. For me, the way giffgaff does it is right, our method works for our company but I don't necessarily know if it's the right approach for a company which has been operating for 40 years and has very clear processes set in stone. Personally, the way it is done here does feel like the right way that it should be handled because everybody is invested and is giving the best experience possible and that's the right thing to do.

Gregg Baker, Head of Community Management, GiffGaff

"Digital Customer Care deserves its own dedicated team!"

Zain

Customer care should be reported directly to senior management but it depends on the strategy itself. If it's a strategy based on the experience, to maintain the journey of the customer and to satisfy them in order to grow, it should be handled by a standalone organisation and reported directly to the CEO of the company.

The main digital leadership issues stem from conflict between different teams wanting to take a different direction on the strategy. To put that into context, the main conflict might happen over utilisation between two organisations in any company but if the strategy is based on sales, pillars and direction, I believe they will come up with a solid ground in order to implement.

There a certain pillars within a company that define the direction of a strategy. Teams will come up with specific plans in order to implement what have agreed upon because if they need to improve the experience and there's a certain colleague against the unified goal, he should not be in the company.

I don't think there is anybody against our strategy in our company, it just doesn't make sense. Communication is also one of the major and most important approaches or ways of sorting out any issue related to that change or improvement

Abdulmajid Alrashoudi, Chief Customer Care Officer,
Zain KSA

DIGITAL
Customer Care in Telecoms

WHERE DOES DIGITAL CUSTOMER CARE SIT WITHIN YOUR ORGANISATION?

Digital Customer Care in Telecoms 2015 is here to help you develop your strategy and find answers to all your burning questions. Hear from a specially selected speaker faculty of digital care experts and discover how they are transforming their customer care strategy to improve the customer's experience. Meet and network with like-minded customer care colleagues and discuss the challenges you are facing together.

Come and shape the future at Digital Customer Care in Telecoms Summit on 28th October 2015 London, UK.

To find out more visit the website (www.digitalcaretelecoms.com), email enquire@telecomsiq.com or phone +44 (0) 207 368 9300.