CHAPTER 5

ANALYSIS OF THE CRM SYSTEMS

In the end, the efficiency of the CRM will determine the satisfaction level of the customers. It is therefore very important to analyze the CRM, and find out if it is serving its customers well. In this chapter, we are first going to analyze the CRM systems in relation to the survey results for each of the operators, before analyzing all three of them together and making a decision to which one is the best.

5.1 Analysis of Company A

Company A was initially using the legacy system called the BSBC Billing System. In 2002, using the consulting services of LogicaCMG, it migrated to a new system. It was first using a Billing system from Geneva, from the company Convergys. It then integrated this system with a system called charge@once from Siemens, so that customers could switch from pre-paid to post-paid cards, as many times as they wanted to. Due to this system, Company A was able to release a very innovative product called HH Card, one of the products from the product like H CARD, which consists of various packages, and a customer can choose a package depending on the customer's needs. Other advantages are that for post-paid customers, they are able to check their post paid bill anytime they want simply by sending a text message or by calling the Call Center and asking them for it. Company A serves its customers through a Call Center called Caroline (Customer Care On-Line). Some of the functions are answering questions about the network, product features, promotion programs, pricing information, and also take complaints as well as solve customers with their problems.

5.2 Analysis of Company C

Company C uses products from Amdocs. The current products that it uses are Amdocs Billing 7, Amdocs CRM 7, and Amdocs Partner Management 7. Company C has been using this company for its system ever since it started operating. By integrating the all the sub systems as one, Company C is able to serve its customer

better. It also provides Mobile banking facilities. In addition, since it is an open architecture, it is easier for them

5.3 Analysis of Company B

For its CRM system, Company B uses the Geneva Active Revenue Management (ARM) software for billing, Comptel AMD for provisioning and mediation, ePoint from Point Information Systems, Doc1 for bill presentment, and Interconnect for its accounting. These components are all integrated. For its Call Center, Company B uses the services of Avaya. The components that it uses from this company are Avaya Contact Center Solution with Avaya Call Center Software for Automatic Call Distribution(ACD) , Avaya Interactive Response(IR), the Avaya basic call management System, as well as Avaya Intercation Center for its inbound and outbound functions.

5.4 Analysis of all three companies

In Indonesia, there is a company called CCSL (Center for Customer Satisfaction and Loyalty). Their services include Audit and Assessment, Training and Consulting. For the past three years, they have given awards to companies who have served their customers well. Through research and through certain criteria, such as how quickly the customers are served, and the knowledge of those who pick up the telephone to help the customers at the call centers, the company gives a score to the Call Center of that company. One of the research tools used for this is called Mystery Shopping, where a mystery shopper acts as a user. A team of mystery shoppers called the call centers and gave them marks based on their results. The next table shows the CCSEI (Call Center Service Excellence Index) for Company A, Company C , and Company B.

No.	Company	Year 2005	Year 2006	Year 2007
1	Contact Center Company B	55.21%	84.1%	89.4%
2	Caroline Company A	-	93.2%	89.3%
3	Customer Service	66.99%	90.3%	81.7%

Table 8: Call Center Service Excellence Index for all three Company A, Company C, and Company B

From the above table, Company B's Index has increased by 5.3% from 2006 to 2007. Company A's index, however, decreased by 3.9% from 2006 to 2007. In addition, Company C's Index decreased by a whooping 8.6% from 2006 to 2007. The Index for Company A was not available. However it is interesting to see that from the year 2005 to 2006, the Index increased by 28.89% for Company B. Also, the index rose by 23.31% for Company C. This is a good indication that operators started paying attention to their Call Centers in 2006, and they may have realized that with the competition getting more and more fierce, and with the tariffs becoming lower, and the marketing programs more and more attractive, the operators realized that to keep customer satisfied and happy, they must improve the service of their Call Centers. This is very different from the results gained by the survey performed for the thesis. The table below shows the factors used for determining the satisfaction of the customers from the call centers, and then the average of all four factors.

	Company A	Company C	Company B
Is the system easy to connect to?	68%	72%	64%
Is the system easy to understand?	84%	82%	70%
Are the operators friendly?	82%	88%	79%
Are the operators helpful?	70%	84%	74%
Average	76.00%	81.5%	71.75%

Table 9: The results from the survey regarding the call center

From the above table, the highest score from the survey was received by Company C, followed by Company A and Company B. A reason why the figures are different may be because of the age of the respondents, and the figures don't represent the real profile of the customers in the operators. This means that for pre-paid and post-paid, 10 of each were taken. In reality, there are much more pre-paid subscribers than post-paid subscribers. The profile for the age of each operator is shown below.

	Company A	Company C	Company B
Below 16 years	0	1	0
between 16 and 26 years	8	11	9
between 27 and 36 years	9	4	6
Between 37 and 46 years	3	3	2
Between 47 and 56	0	1	3

Table 10: The age profile of all three operators

For the Company A respondents, most of them were 27 to 36 years old. For Company C, most of them were between the age of 16 and 26. This is because its product BB Card is aimed at youngsters and therefore this makes up for a lot of this segment. The most number of respondents in Company A fell into the 27 to 36 years category. This may be because it appeals less to the younger age group and more to the older segment. IM CARD from Company B, for example, appeals more for the younger segment.

5.5.1 Current Strategies

All three operators have similar strategies. Below is a table showing the competitors of each of the products as well as which segment they are targeting at.

	Company A	Company C	Company B
Lower Segment	KA Card	JJ Card +JI Card	IM CARD
Middle Se gment	SI Card	BB Card	ME Card
Upper Segment	H Card	XP Card	MA Card

Table 11: This table shows the competing products on each of the segments

In terms of tariffs, each product has competitors from other operators. Initially, operators only used to target the upper segment. At present, all three segments are targeted. In the lower segment, Company A's KA Card is competing with Company C's JI Card and JJ Card, and Company B's IM CARD. In the middle segment, Company A's SI Card is competing with Company C's BB Card and Company B's ME Card. In the upper segment, Company A's H Card is competing with Company C's XP Card and Company B's MA Card.

In terms of CRM, it is clear that the operators are striving to serve the customers in a better manner so that the number of complaints reduces and the satisfaction level of the customers increases. This will make the customers stay, and make them more loyal to the brand that they are using, as the cost of switching to other operators is very low. In addition, positive word-of-mouth is very useful in increasing the number of subscribers. If a customer is satisfied, that customer may tell a friend who is dissatisfied with the current operator that is used, or wants to try a new operator. The friend could then switch to that operator, which was positively talked about.

In addition, to increase their revenue and customer satisfaction, all three operators have provided many kinds of value -added services (VAS). The most often used VAS

is the ring back tones. This is where customers can set their tone to a tune of their choice. Therefore, when a caller calls, the caller will not hear the normal beeping sound, but a tune chosen by the person that is being called, or the receiver of the call.

5.5.2 Recommendation on future strategies

Each of the operators has very interesting promotions. The operators should continue to do this as it attracts the customers. In addition, they should continue to provide exciting and interesting VAS to the customers. Also, from the survey, it was discovered that a lot of them found the VAS too expensive.

	Company A	Company C	Company B
Are the prices reasonable?	66%	66%	60%

Table 12: Table showing the customer satisfaction in relations to VAS prices

The table above is an extract of the results. According to the results, the most expensive VAS prices are Company B.

In addition, they should continue to come up with more innovative products. As of July 2007, one of the most innovative products is HH Card from Company A, where customers are given a choice to either top up their card with credits or pay their bill i.e it can either be pre-paid or post-paid. The other operators should follow this and come up with something like this.