

When you make big changes the results can be spectacular.

Canon selects TelstraClear to implement flexible cost-saving telecommunications



TelstraClear Case Study: Canon New Zealand

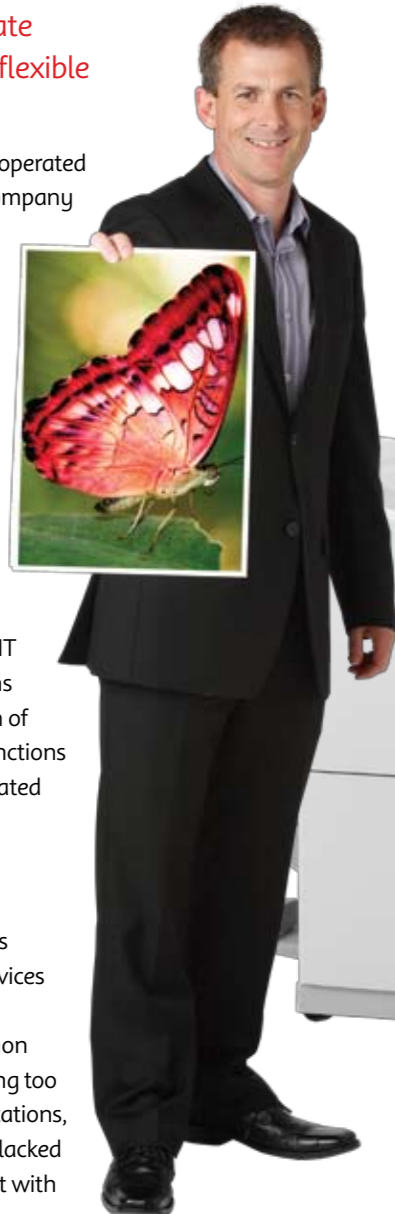
Canon New Zealand Limited supplies the local market with a wide range of leading electronic products, software, consumables and solar energy technology. With a head office at Akoranga Business Park on Auckland's North Shore, the company employs around 270 people in 13 locations around the country. A good percentage of Canon's employees are in mobile sales and customer service roles. The company also has busy call centres.

With a strong presence already established in the SME and consumer markets, Canon New Zealand could see opportunities to grow their share of the corporate and government markets. To achieve this in an environment of increasing competitive pressure on margins, Canon identified a need to review and improve their business model. One of the infrastructure areas identified for significant change was telecommunications.

A legacy of disparate systems and an inflexible infrastructure

Historically, Canon had operated as a regionally based company with local offices in different parts of the country, each with a high level of autonomy. This included making independent decisions about telecommunications systems and providers. Over time the operating model evolved to a national approach, with a single IT and telecommunications team and the allocation of specific consolidated functions to geographically separated call centres.

The legacy, however, included no less than five telecommunications providers with some services on retail and others on corporate accounts. Canon realised they were paying too much for telecommunications, and their infrastructure lacked flexibility and alignment with business strategy.



Well managed delivery of a cost effective foundation

Canon engaged a consultant to independently audit and document their telecommunication services. The resulting information was made available to a group of organisations, who were invited to take part in a closed RFP process. Within three months of first deciding to do something, Canon had selected TelstraClear as the provider. A negotiations and contracts phase of about the same length followed before implementation could begin.

Canon's reasons for selecting TelstraClear included:

- Professionalism – listening to what Canon wanted and translating that into a solution.
- The fit of the proposed solution.
- A comparable cost.

In the first stage of the project, TelstraClear led a series of workshops to discover in detail what Canon had in place and clearly understand their requirements as a business.

"I thought this was the best investment of time in the whole project", says Mike Johnston, General Manager Customer Care, Canon New Zealand. "TelstraClear put a lot of groundwork into very professional project management. The extent of this was quite a new concept to us, but clearly very much business

as usual for TelstraClear. While some of our people were asking why so much time was being spent on the workshops, it proved to be well-invested time. The resulting clarity around exactly what needed to be done meant we were able to avoid a lot of the pain that is normally associated with transitioning to new systems."

Canon deliberately kept the scope of this first project very tight. Rather than taking on a host of brand new services with little idea of their impact on the business, they deliberately chose to stay with their existing services and refresh them with an upgrade.

"We took what we had, consolidated it, rolled it out with a better level of service and reduced our costs."
says Mike Johnston.

Positive outcomes and new opportunities

Staff in the Canon call centres are delighted with the change in technology. Apart from enhanced reliability, the new system is very flexible. They can choose to use a standard phone or a soft phone and they can move calls around between centres, so even fire alarms don't have an impact on customer service. The improved level of reporting is enabling better call management planning, as well as providing detail on who is spending what and when on calls.

"The call centres were virtually standing on their desks celebrating from day one."

"The metrics are showing that efficiency has doubled. We're handling more customers and resolving calls in less time. It has also had a very positive impact on staff morale," says Mike Johnston.

Canon's management and sales teams are now all equipped with BlackBerries. For Canon personnel who are on the road all the time, having mobile and desk phones that work together has been a very positive change. For those who spend 90 per cent of their time in the field, particularly in the sales environment, it has been a big shift to move away from the desk phone. As Mike Johnston explains, "Complete mobility is a culture change. For some individuals it's fantastic. They no longer have to return to the office to collect messages and make their calls for the next day. Other people struggle with the concept of not having a personal space, a desk and a phone. There's quite a mind shift there and it comes down to individuals and the culture of the organisation."

TelstraClear is looking forward to a continuing partnership with Canon. This initial consolidation and system refresh project has laid a robust and flexible foundation.

With TelstraClear, Canon can now confidently implement specific telecommunication technologies that are closely aligned to their strategic direction and desired operating model.

"With that project finished, we're now looking at what specific technologies can deliver to the business. It's a very pragmatic approach and from a whole change perspective we've probably got another year to go."



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About the Solution

Canon's existing solution was no longer meeting its needs and customer service goals. It lacked the flexibility to move with an evolving company and was far too costly. Canon needed a robust solution that could handle a variety of voice and data traffic from different locations. TelstraClear and Cisco developed a new, innovative Unified Communications system which Canon was able to implement, on their new TelstraClear IP platform.

The role of the Canon IP network is evolving and becoming increasingly important as a platform to deliver a personalised experience for Canon users. They can now use the network to communicate from any device in whatever mode they choose, at any time giving them huge paybacks in productivity and customer service.

The technology solution used Cisco Unified Communications Manager (CUCM) Business Edition, which is an appliance model that consolidates resources but also reduces costs, by converging data and voice services onto their IP infrastructure.

The solution gives Canon all the benefits of flexibility and increased productivity to enhance its customer service focus. Additions and changes are easier to manage thanks to CUCM so Canon can be agile in responding to a dynamic market, and manage risks in a more cost-effective way.

CUCM groups services to create a virtualised contact centre so customer service staff can work from a range of locations, including home if need be. Messaging tools such as voicemail and email were integrated using Cisco Unity Connection, allowing the Canon team to respond to customers and colleagues much faster, from any place at any time of the day.

CUCM also includes 'Presence' technology, which means staff can share their whereabouts and easily be contacted. Canon staff now have a single contact number for their mobile phone and landline – both devices ring simultaneously.

Canon is now better positioned to evolve its service solutions and match the needs of its customers. Inspired by the results, Canon is continuing to increase the company's positive business practices in line with its ISO 14001 environmental accreditation. One area of immediate focus is reducing travel by combining Cisco solutions with Tandberg conferencing technologies.

To find out more about how TelstraClear can help you make spectacular changes in your business, call us on 0508 400 300.