



British Telecom – UK

2007/08 Tuck Global Consultancy Team:

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Project Background:

BT is in the midst of a major transformation, moving from being a traditional Telco (telecommunications provider) towards becoming a software-enabled services company with a focus on the end-to-end customer experience. The stated aim is for BT to become #1 for customer service by March 2009, as rated (and independently assessed) against a mixed basket of top tier organizations.

Internally BT is organizing around three key processes:

1. Concept-to-Market (C2M): Idea to deliverable product/service cycle, as further defined below;
2. Lead-to-Cash (L2C): Initial client contact to service delivery, bill generation and cash collection cycle;
3. Trouble-to-Resolve (T2R): Problem identification to rectification.

TGC Project Scope:

The Tuck Global Consultancy (TGC) team was asked to take a look at one of these processes, the concept-to-market (C2M) process. They were asked:

1. To undertake a study of the C2M process of top organizations with recognized excellence in innovation and bringing products/services to market while offering a superior customer experience; and
2. To provide recommendations to BT on specific facets of its C2M that would enable BT to be recognized as world-class.

The team did 32 interviews of 19 different major companies in the U.S. and Europe that excel at C2M and innovation, companies like 3M, Whirlpool, Cisco Systems, Nestlé, Hilti, Unilever, etc. They also interviewed five faculty and consultant experts, and conducted six internal BT interviews to get a baseline

understanding in order to make recommendations. They also did secondary research.

The key lessons the team conveyed to BT were:

- A good concept-to-market capability achieves customer value, and thus sustainable growth;
- C2M must be flexible in order to adapt to innovation types and market conditions;
- C2M requires deep customer involvement and uses customers to help co-develop and test products;
- A C2M process is truly effective only in the context of an innovation nurturing and risk-taking culture.

N.B. – The project summary above briefly describes one of 12 TGC 2007/08 projects, including client, project scope, venue, students and Team Advisor, where the Center for Digital Strategies had a direct management or originating role. Most importantly, the TGC project description has been edited substantially, to comply with restrictions in the respective non-disclosure agreements with all TGC clients.