

2024 WINNERS

CUSTOMER CENTRICITY IMPACT AWARD:



THE CHALLENGE AND STRATEGY

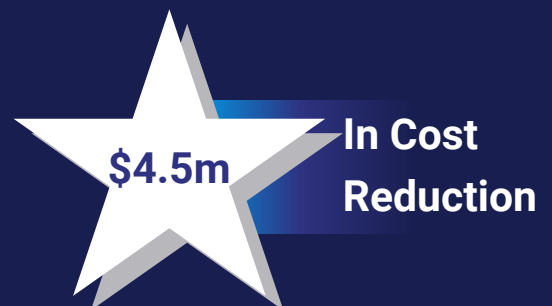
BAT aimed to revolutionize the consumer service experience. Establishing the Engagement Center in Mexico shifted the focus from transactions to meaningful interactions. The key objectives included enhancing service quality, improving efficiency, and measuring consumer satisfaction through new KPIs such as the Quality Assurance Score and First Contact Resolution.

This initiative targeted the US market, leveraging GBS capabilities for operational optimization and fostering strategic partnerships. As part of the “Enable A Better Tomorrow” transformation program, it also aimed to drive corporate financial goals and enhance sustainability. BAT synthesized technology, digitalization, and empowered its workforce by transitioning from traditional outsourcing to a connected Engagement Center model.

The project addressed consumer challenges across various touchpoints, including omnichannel support, social media engagement, web moderation, and product quality.



RESULTS



PROJECT LEAD

Josue Ortiz Martinez
Engagement Center
Operations Manager



THE PROJECT IN BRIEF

The launch of the Engagement Center began with a thorough diagnosis and opportunity assessment, identifying key areas for improvement in technology, organizational design, talent acquisition, and risk management. The solutioning phase involved stakeholder mapping, process flows creation, and certification program design, setting the stage for capability building.

During the Go Live and Stabilization phase, the focus shifted towards empowering super agents with the right tools and insights to deliver world-class consumer-centric services. A robust framework was established to ensure seamless operations and continual improvement.

A revamped CRM system tailored to consumer needs, the introduction of new consumer-centric KPIs, and the implementation of advanced consumer data analytics reflected a commitment to enhancing the consumer experience.

The project unfolded in distinct phases throughout 2023. From the successful installation of FTEs and the implementation of a robust certification program in Q1, to the expansion of capabilities and introduction of additional KPIs in Q2, the project demonstrated steady progress and adaptation to evolving needs. Q3 saw a focus on optimizing processes and improving customer satisfaction, while Q4 witnessed the expansion of the Engagement Center and the development of hyper-personalization plans for future endeavors.

BENEFITS ACHIEVED



Superior Customer/Consumer Service

The in-house Engagement Center, serves over 350,000 consumers annually, fostering a culture deeply rooted in consumer-centricity. The motto "One Team, One Vision" echoes BAT's corporate values of being Truly Inclusive, Love Our Consumers, Passion to Win, and Stronger Together



Process Improvement/Efficiencies

Mapping the consumer journey identified over 120 processes, with agile solutions developed to enhance them. This approach facilitated a successful "Go Live" and ongoing refinement, emphasizing Consumer Experience, Service Levels, and Operational KPIs.



Value Creation and Cost Reduction

The project achieved a \$4.5 million USD cost reduction in 2023 through process transformations and efficiencies. Savings were realized across various areas such as real-time reporting analytics, certification programs, and data audits.

