

Case study: bt retail

Business



When the telecommunications arm of the British Post Office was reformed as a separate entity in preparation for privatisation in 1994. The various challenges came with this privatisation which included competition, very tight government regulations which had an impact on product prices and the day to day running of the business.

As a result of the privatisation, a different direction had to be adopted by the company as having continued doing things in the same way as they previously were being done in the public sector was not going to give them a competitive advantage over their competitors. Also a programme of change management would be required to ensure the transition from operating as an arm of the British Post office to BT on its own. Hence the need for BT to transform itself from a bureaucratic monopoly to a customer focused organization. Keeping the customers in mind at everything they did.

Essentially making the customer “KING” and also understanding that the customer is the “HEART” of BT retail.

Understanding that the change will give BT a competitive advantage over its competitors is also a component that is taken into consideration by the author. Various other initiatives were undertaken within the company to ensure BT yielded profits i.e. Reducing costs and doing other exercises in ensuring minimizing of loss of market share and keeping their existing customer base whilst on the other hand trying different initiatives to grow their book.

There are various initiatives that the author proposes to be used by BT in moving from a public operating entity to a fully fledged competitive private

organization. These include the introduction of the customer driven strategy to be adopted by the top leadership as well as the introduction of the balance scorecard and how it feeds into the performance of each and every employee within BET.

The different processes involved in implementing the different initiatives that support the strategy adopted by the top leadership.

The author also makes reference to bringing in a new project management and change management team to dealing with the hanged required by the organization. The introduction of CRM and SCM teams within the organization to support the adopted strategy. Given the earlier adoption of the TTS philosophy by BET, a revitalization of this philosophy is unavoidable considering the depreciation of the quality within BET. BET was created in 1981 when the telecommunications arm of the British Post Office was reformed as a separate entity in preparation for prevarication in 1994.

The various challenges came with this prevarication which included competition, very tight overspent regulations which had an impact on product prices and the day to day be adopted by the company as having continued doing things in the same way as they previously where being done in the public sector was not going to give them a management would be required to ensure the transition from operating as an arm of the British Post office to BET on its own.