





Case Study Telecommunications

Rapidly evolving technologies and rising consumerism have created both opportunities and challenges for the telecommunications industry. Globalization, de-regulation, and mergers and acquisitions have flattened the playing field but introduced a new set of agile and resourceful players. Telephone, cable, wireless, satellite and broadband communications companies are competing for customer mind-share and share-of-wallet.

To prosper in this marketplace leading telecommunications companies must introduce innovative products and services to support their customers' dynamic requirements. Companies that take advantage of the convergence of voice, data and video will succeed not only in attracting the most loyal customers but also create new revenue opportunities for their businesses.

Client Description

The client has one of the largest voice and data networks – including 3G broadband – in the world. With over 80 million customers the client is a leading provider of telecommunications services to businesses and consumers.

Case Background

The client operated a 500-seat production facility that handled its diverse customer service functions. Contact center operations are complex and require specialized domain expertise to manage efficiently. The client sought to 're-badge' its facility to an outsourcing business partner that could enhance customer satisfaction levels in order to retain existing customers and win back 'lost' customers while managing their operating costs.

Partnering for Success

TRG and the client crafted a collaborative strategy to work through the challenges of transitioning a large-scale and functional operation. TRG partnered with the client's IT team to integrate all systems to its legacy infrastructure. All command center operations were configured within a Rockwell Spectrum-based architecture and secure firewall protection was enabled throughout the center. Total UPS and diesel generator back-up was installed to ensure uninterrupted power supply.

TRG conducted an enhanced orientation and training program to coach the employees to understand TRG's unique operating processes while emphasizing the need to retain the client's prized brand positioning and corporate culture. During its training and development processes TRG recognized an opportunity to create a pool of 'Blended Agents' or 'Universal Agents' who are capable of handling both inbound and outbound calls. Overall agent productivity experienced a material boost as a result of this initiative and the 500-FTE program was ultimately managed by 380 FTE even as higher volumes were handled. The cost savings associated with this productivity enhancement were shared with the client.

Best practices in sales techniques and quality management saw TRG win back 70,000 consumers (120% of target) and 40,000 business customers (110% of target) in the first year of running this program. Critical to this outcome was TRG's success in monitoring and exceeding its service level obligations and Key Performance Indicators (KPIs). TRG employed real-time screen recording and call recording to ensure all interactions with customers were compliant with quality targets



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and high first-time resolution rates were achieved. Quality scores for business customers and consumers jumped to 93% and 92% respectively.

TRG leveraged its extensive contact center operating experience to streamline administrative functions and automate basic business and workflow processes. Year-over-year spend at the client's production facility declined by 17% after one year of operating as a 're-badged' facility which represented over \$10 million of cost savings.

Recognition

The success of this outsourcing partnership has contributed to numerous industry awards for the client including a 'Consumer Win-back Management Award' and the 'Award of Excellence' for their sector in 2005, 2006, 2007 and 2008. TRG was nominated as an 'Outsourced Center of Excellence' and received a five-year contract extension for this program beginning in 2009.

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