

Executive Summary

As service providers continue to evaluate ways to improve their customer experience while maintaining or reducing costs, there are a number of critical questions that must be asked:

- Am I providing a better customer experience than my competitors?
- What do my customers say about my brand when someone asks for a suggestion in the selection of a service provider?
- Are the products and services that my company offers unique and easy for my customers to understand?
- How can I reduce costs and improve my customer experience?
- If I put myself in my customers shoes, how would I feel about my experience?

With more than 22 years of experience managing the customer experience for some of the largest and most successful telecommunications service providers in the U.S., teleNetwork is uniquely positioned to assist in building a new and improved customer support model for customer service, sales, billing and repair of voice, video and data services. Our team has guided several of our clients through complex M&A activity, while responding to changes in customer operations such as consolidating call center operations in short period of time.

The purpose of this paper is to provide a number of case studies illustrating how we have helped our partners stand out against the competition, reduce costs and increase revenue.

Company Differentiation

In the broadband market today there are many options for customers to choose from. Often times these choices are seen as identical from the customer's perspective and little thought is placed into the decision making process when choosing a service provider. The result is that customers tend to choose a provider based solely on price. One way providers attempt to overcome this price hopping phenomenon is by differentiating themselves in the market through either new product innovation or by delivering an exceptional customer experience.

Product innovation, such as offering premium support at no additional charge to all HSI customers is one way in which service providers can stand out against the competition. Unfortunately product innovation only provides an edge for so long and the victory is short lived as other providers begin offering similar products, bundles, or deals. While we do believe that service providers could effectively market premium support services and gain a significant

amount of differentiation, we know that in order to retain new and current customers, a more long term strategy is necessary. Offering exceptional customer service has proven effective for many of our clients in the past.

Example 1: Creating a Memorable Customer Experience.

One of our clients was set to launch a Gigabit Fiber optic service ahead of the competitors in many of the markets that they served. They sought our help with the goal of providing a consistent and memorable experience for the customer every time they called, whether it be for obtaining general information, signing up for new service, billing questions and making payments, or requesting technical assistance.

In order to achieve we planned a multi-phase approach. During phase one we set out to create a universal agent model: One agent capable of handling any type of issue from retention or bill pay to basic and advanced technical support for video and data services. This model allowed us to reduce the number of times the customer gets handed off.

The second phase was to reshape our account team culture to accommodate the types of personalities our client's request demanded. Leveraging our 100% US-based workforce, we created a fun and engaging environment in which we equipped every agent with the tools and knowledge necessary to determine how they felt was the best way to offer a memorable experience to the customer.

We eliminated rigid scripts and tired check-box QA forms. Through consistent development, praise & recognition of top performers, and the deep embedding of core values, we empowered our agents to act and make decisions based on their own good judgment. For example we have empowered the agents to:

- Create individual greetings and closings with a personal touch
- Schedule truck rolls in real time with 100% commitment guarantee
- Send gifts to mistreated customer (e.g. cookies, flowers, gift certificates, etc.)
- Direct access to the NOC for real time resolution of customer issues
- Direct access to the field to expedite resolution if necessary
- Issue billing credits for unhappy customers

If an agent felt like he/she could go beyond the basic scope of support in order to take care of a customer - whether it meant a personalized greeting/closing or even helping a customer

determine if the closest Starbucks in the area had free WiFi - they were free to do so.

“The customer service is outstanding. They’re very apologetic if there’s a problem. They do their best to take care of things. These guys have worked really hard at customer service and professionalism. If you can make the switch, I’d highly recommend it.”

The logo for TIME Magazine, featuring the word "TIME" in a large, bold, red, serif font.

Net Result: Customer service worth mentioning in Time Magazine. Providing a high level of customer service that is memorable is often the deciding factor in making the switch to or from a provider. This client’s subscriber base continues to climb at a phenomenal pace to this day as they continue fiber expansion in new territories.

Commitment to Client Success

Unlike many providers of contact center solutions, teleNetwork prefers to build long lasting partnerships by offering a pay on performance pricing model that challenges us to continue improving our practices. Ultimately, we want to ensure that our clients are successful. This means assisting with marketing efforts for new product launches, helping to improve processes, reducing costs or generating new revenue. This section will provide 4 examples illustrating our commitment to helping our clients achieve their goals.

Example 2: Live Chat and Self-Help FAQs

A Tier II telco customer of ours acquired 1 million access lines and 250,000 high-speed Internet subscribers from Verizon Communications. This transaction required the telco to convert all of these customers from legacy billing, field, sales, order management systems, etc. on a specific date. We were forecast to handle approximately 75,000 calls during the first month of the transition but ended up with over 300,000 calls in the first 3 days causing our trunks to busy out and extraordinarily long hold times for customers.

Within 48 hours, we responded by configuring a custom message in place of the busy signals directing customers to live chat and self-help FAQs on our client’s web site. We were able to furnish a fully integrated chat UI and over 200 FTEs to manage the influx of chat within 2 weeks.

determine This helped decrease hold times by 400% by week 2 and normalized SLA performance by hitting our target daily towards the end of the month.

Net Result: Our client was able to successfully integrate the newly acquired customers and build a culture of loyalty and trust with a group of highly disenfranchised customers who felt uncared for by their previous provider. This customer has renewed business with teleNetwork and has credited us with saving them from the perfect storm during this acquisition.

Example 3: Cost Savings Through Dispatch Reduction

Arguably one of the most significant, yet avoidable, costs of a telecom service provider are non-productive dispatches. Non-productive dispatch refers to scenarios in which an a truck was rolled that was unnecessary, typically due to no trouble found, premises access issues due to scheduling errors, or line card errors.

One of the largest and most successful telecommunications companies in the US experienced dramatic growth through M&A activity. In order to meet synergy goals promised to Wall Street and its investors, this client needed to deliver on several process changes across the combined company. Specifically, reducing the number of unnecessary truck rolls offered an opportunity to deliver dramatic cost savings and improved customer satisfaction.

Taking this project to task required a focus and stability that our client found difficult to achieve in a time of sweeping change. This resulted in a possible reprioritization of dispatch and threatened to delay ROI on our client's recent acquisition. While our client continued to work towards reaching their many goals, they recognized that with constant process changes, varying technologies and network topologies, and an evolving management team, achieving significantly reduced dispatch rates and the resulting cost savings failed to materialize during the initial twelve months of acquisition transformation activities.

teleNetwork had several historically proven approaches to lowering dispatch at its disposal. After reviewing the client's requirements and performing an up front analysis on the root causes of unnecessary truck rolls, teleNetwork decided to trial a strategy that had been used on another project. By focusing on quality assurance, management oversight, and repurposing a proprietary tool, teleNetwork was highlighting finer levels of granularity than had previously been available leading to a 36% reduction in truck rolls.

Before engaging teleNetwork for help reducing dispatch, our client saw dispatch rates as high as

14% on a month to month basis. Within ninety days of the initial analysis, teleNetwork had reduced this KPI (Key Performance Indicator) by more than the client had expected to achieve over two years time.

teleNetwork's overall dispatch rate during this trial dropped by 5%, well below our client's target. After monitoring this trial in a carefully controlled environment, teleNetwork brought it up to production level and rolled it out across the entire account team for this client. Our client now sees an average dispatch rate of around 7 to 8%.

Net Result: teleNetwork lowered our client's overall dispatch rate by more than 35% within 90 days of implementing the new process. Following the complete production rollout, the client rolled our process out across all vendor sites which improved customer satisfaction and saved over \$25 million annually with this highly impactful process change. Wall Street and our client's shareholders were very happy with the savings.

Example 4: Revenue Through Sales Channel Participation

Several years ago a large client of ours began putting together a suite of value added services (VAS) which included online backup, internet security, identity protection, and premium technical support. After designing the product set and developing pricing for various bundles, they looked to us to help drive customer adoption. Initially, with minimal participation we were converting less than 1% of our total data repair call volume into a VAS sale.

Our target was significantly higher than 1% so we identified that we needed to make sweeping changes to our organization in order to meet our client's goals. We shifted the focus of our recruiting efforts to look for more sales oriented individuals. This was done based on the concept that basic-level technical support is significantly easier for an experienced sales rep to learn than it is for a highly technical agent to learn effective sales techniques, which often is predicated upon a high degree of extroversion which technically skilled agents tend to lack.

Over the course of the next year we continued improving our processes. Because the wait times for our client's customer service department were often quite high, we built an offline activations team internally. This allowed us to own the sales process from end-to-end. We generated interest, closed the sale, input the order into an internal system, and passed the customer over to one of our Activation agents who then submitted the order into our client's billing system, activated all necessary VAS components, and performed any PC tune-ups or other immediate services a customer requested.

Net Result: Today we typically convert between 5-6% of our total data repair call volume into a sale generating roughly \$12.5 million in annual recurring revenue for the client.

Example 5: Consumer Customer Service Operations Transition

In 2014, a teleNetwork client to whom we provide data repair and premium technical support services for, hired a global BPO provider to manage the billing, sales, and retention call volume during an impending union strike. Their chosen vendor achieved less than 1% of the target SLA within the first five weeks of launch. As a result, the client engaged teleNetwork based on our historical performance and achievements. We developed a four phase approach outlined below to help improve the performance of this consumer customer care operation.

Phase I - Launched an information queue. This team was dedicated to responding to customer questions regarding new service, upgrades, general info, etc. For example, if a current customer wanted to inquire about obtaining higher speeds, this is the team they would reach to help answer their questions, assist them in making the right choice and then placing the order.

Phase II - teleNetwork opened a live chat operation for a web billing portal and shortly thereafter took over voice interactions as well. This team currently handles all things related to online bill payments. We perform password and username resets, provide general information and technical assistance for browser and bill pay site issues, and process payments for customers who would prefer to do it over the phone.

Phase III - Launched a new order signup queue. Our team performs several functions, using various order management systems, such as providing recommendations to the customer, entering and correcting customer info, selecting packages, entering orders, and scheduling installs.

Phase IV - We will launch a retention queue in phase IV. This team will be responsible for mitigating cancellations through a number of techniques such as offering credits or lower prices and using soft skills to manage unhappy customer experiences in order to convert them from a possible cancellation into a long-term customer.

Net Result: Our client has successfully improved the overall service level performance of the consumer customer care operation with our assistance. They are very happy with their decision to quickly transition these critical customer service functions to our team.

Conclusion

These studies illustrate many of the ways in which we have helped our clients meet their goals. In other cases, we have helped struggling service providers identify improvement opportunities, set goals and shape their internal processes and procedures in order to meet them. It's one thing to talk about how we've helped our clients. However, it's another to determine what ways we can help you.

To fully realize the extent of what gains can be made, we typically go through an ROI analysis process to identify gaps and potential improvements. With a clients full participation, we believe we can deliver a customer support model that is within target budgets while significantly improving your customer experience.

About teleNetwork

teleNetwork has helped many of the largest and most successful telecommunications service providers in the United States develop and execute highly successful customer experience strategies. Our partners have been recognized for the unique and innovative ways that they deliver service to their customers leading to many industry awards and brand recognition. We believe that we can help any organization transform their customers service using white glove principals.

+1.512.707.3111

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