



## Case Study

### Financial Services

Latin America Bank Reaps Rewards Through Business Transition



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## Business Challenge

A large private bank in Latin America had grown quickly, expanding across multiple continents. With 11 separate business units and four locations, the bank needed to centralize operations and technical infrastructure. By doing so, it looked to gain cost savings, improve technology, and increase quality metrics.

TeleTech's expertise in all phases of customer management solutions—from our global technology platform to our experience staffing, transitioning, and managing international call center locations—made us the ideal partner to reduce the bank's costs and improve productivity and service quality.

## TeleTech Solution

TeleTech began by implementing a team of operations, quality, and human resources experts to assess each of the bank's core services. These included phone banking, credit card services, insurance services, home and internet banking, leasing services, savings services, private security, retention, and bank branch support. These operations represent around six million inbound calls each month. The needs assessment identified process and technology gaps that negatively impacted customer service.

Our next step involved assuming operations management to fulfill the bank's service level agreements. As part of the process, the bank's call center agents became TeleTech employees. We completed the transition by implementing a new bonus policy that aligned the bank's and our objectives. We re-located the staff in a new dedicated customer management center (CMC) in downtown Sao Paulo, Brazil.

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The backbone of TeleTech's solution is a redundant Voice over Internet Protocol (VoIP) network with a contingency site in another section of the city. We deployed interactive voice response (IVR), computer telephony integration (CTI), automatic call distributor (ACD), and quality management call recording solutions.

### Results

TeleTech's solution offered the bank multiple benefits. We improved the service level by 12%, from 80% to 92%. We improved the call abandon rate from 4.4% to 2.8%, also indicating a higher level of service. In addition, we will be shifting costs from a fixed to a variable basis in 2005 by implementing a new billing model. This move will improve cash flow for the bank.

Centralizing operations in a single new CMC meant new, ergonomic workstations for employees plus a cafeteria and break room. By transitioning the workforce from the bank, we better defined agent profiles and implemented training. We improved operational processes and developed documentation. In summary, TeleTech operational, human resources, and technology management meant better service and financial results for the bank.

### Quick Facts

- Centralized customer service for 11 business units
- Service levels increased by 12.2%
- Call abandon rate reduced from 4.4% to 2.8%
- Transitioned employees from other third party provider to TeleTech
- Operational costs shift from fixed to variable (during 2005)

North America

Latin America

Europe

Asia-Pacific

