



## Case Study

### Communications and Media

Complete Solutions for Number Portability



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## Navigating Uncharted Waters

TeleTech assisted a wireless carrier in the development of strategies and processes to comply with new industry portability initiatives. At the same time, TeleTech helped the carrier gain customer insight and validate business decisions.

## Background

In November 2003, a new FCC rule went into effect that allowed consumers to keep their existing wireless phone numbers when they switched service providers. To comply, carriers had to port, or transfer, a wireless phone number to any provider the consumer designated.

## Challenge

Wireless number portability brought both challenges and opportunities to the wireless carrier. The carrier not only needed to respond to customers porting their current numbers in or out, but also needed to capture resulting customer and market data. Because wireless number portability was a new FCC requirement, the wireless carrier had no historical data about how customers would respond to the new rules, nor did it have best practices in place for handling their requests. The program to support the portability initiative went live the same day the rule went into effect.

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### TeleTech Solution

TeleTech provided a full spectrum of services to support the carrier's entry into the new business environment of wireless number portability. These included planning, developing business processes, systems infrastructure, customer analytics, reporting, collaborating with an industry clearinghouse, and integrating with all major carriers. TeleTech handled both portability calls and cases for the carrier.

### Professional Services

Initially, the wireless carrier engaged TeleTech's Professional Services team, which helped create and document the framework of the project plan. The engagement spanned the six months prior to the go-live date. During that time, TeleTech worked closely with the wireless carrier's technology, operations, and marketing organizations to design, staff, and forecast the program's anticipated volume.

The team took a consultative approach and worked closely with the wireless industry's clearinghouse. This was important because the clearinghouse would handle the actual number porting. If the porting process didn't run smoothly, customers would be unhappy. Successfully handling portability calls also depended on ensuring that the carrier was integrated with every major provider and that they were compliant with all regulations. The program deployed resources from two locations. Calls were handled in Manila, Philippines while cases were handled in Melbourne, Florida.

### Call Handling

TeleTech's ability to learn and quickly apply knowledge was evident in the program's metrics. For example, while the number of inbound calls increased from January through September 2004, the average handle time per call decreased by 45%. TeleTech accomplished this by setting agent goals and monitoring performance. Call quality improved as well. In January, call quality was rated 91.7% against a goal of 92%. By August, those metrics had climbed to a quality rating of 97% against a goal of 94%.

### Case Handling

Case handling also trended in a positive fashion. In January, there were 197 cases aged 25 days and older; by September that number had dropped to 38. The number of newer cases (those 0 – 3 days) was 2154 in January; by September it had dropped to 1300. Case quality improved as well. January's case quality rating was 96.3% against a goal of 92%. By August, the case quality rating was 99.7% against a goal of 94%.

→ "TeleTech provided a full spectrum of services to support the carrier's entry into the new business environment of wireless number portability."



## Customer Insight

The wireless carrier depended on TeleTech to serve as its primary source of information about customer behavior. Our Disposition Manager tool consistently captured customer interaction data and gained market intelligence. Disposition Manager's reporting capabilities enabled the carrier to learn:

- The net gain or loss of customers during each period. By tracking this information, the carrier was able to gauge the health of the business.
- Which competitors were losing the most customers to the carrier. This information showed the carrier where it was superior to the competition.
- Which competitors were attracting more of the carrier's customers. This data showed which competitors posed the greatest threats and which were relatively insignificant.
- An understanding of why customers called. Were they concerned about porting in, porting out, overall porting questions, or other service issues?
- That reasons for calling changed over time: in May, Disposition Manager data indicated that 63% of callers wanted to port in, 15% wanted to port out, and 10% had general questions. By September, 50% of callers wanted to port in, 16% wanted to port out, and 27% had general questions. This increase in general questions meant agents needed to be better prepared to answer them.
- Service factors such as the age of the port and the number of days needed for the port request to be resolved. By tracking this information, the carrier could identify bottlenecks in the process and implement improvements.

→ "TeleTech's Disposition Manager tool consistently captured customer interactions and gained market intelligence."

## Business Process Improvement

The wireless carrier modified business processes as a base of experience emerged from its partnership with TeleTech. For example, the carrier learned that it was more efficient to provide carrier-specific solutions than to randomly assign portability calls. Disposition Manager also indicated that many customers were calling within 24 hours of contracting for new service. Closer analysis revealed that retail sales agents had been setting up unrealistic expectations for service activation. Armed with this information, the wireless carrier was able to monitor and correct the problem and therefore strengthen its overall position with customers.

→ "The knowledge gained from the TeleTech partnership enabled the carrier to quickly fine-tune the process"

## Decision Support in an Unfamiliar Environment

Customer and market insights are important but the lessons learned were valuable in a greater context. Wireless number portability did not exist prior to November 2003; thus, the carrier had to build processes and infrastructure from the ground up to comply with FCC regulations. The knowledge gained from the TeleTech partnership enabled the carrier to quickly fine-tune processes as necessary. Also, by comparing its existing knowledge with what TeleTech had learned, the carrier was able to move forward, confident that its business decisions were grounded in fact.

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### Conclusions and Results

Getting it right the first time is always a worthy goal but in the unknown environment the carrier faced, it was of critical importance. The wireless carrier had to have the right processes, systems infrastructure, database integration, and staffing in place. If any component of the program was lacking, the carrier would incur substantial risk and possible penalties. Consider these scenarios:

- The carrier had to be compliant with FCC regulation or risk the consequences
- The carrier had to capture customer interactions and develop market intelligence. Without this data, the carrier was at a loss to define whether it was gaining or losing customers, which competitors were attracting its customers, and which competitors were losing customers to the carrier. Market data enabled the carrier to develop an effective marketing strategy to attract and retain customers.
- The carrier needed to accurately and quickly handle port calls and cases. Customer satisfaction and retention depended on performance in this area. In many cases, customers who had decided to leave the carrier decided to stay, based on their positive experience with the portability process.
- The carrier needed solid partnerships and integration with other carriers and the industry clearinghouse. Wireless number portability was an industry initiative that depended on cooperation and collaboration.

Going forward, the wireless carrier and TeleTech will continue to refine operations. The program has a solid foundation on all fronts: systems infrastructure, business processes, call and case handling, marketing data collection, and industry relationships. Bottom line: TeleTech's knowledge, tools, and resources guided the carrier safely through uncharted waters.

North America

Latin America

Europe

Asia-Pacific

