

# Delivering on the partnership promise

In an effort to strengthen their core business through increased focus and investment, while managing costs and staffing levels, service providers are outsourcing select customer and back-office support functions. All too often though, service providers focus too narrowly on financial objectives. The true value of outsourcing comes from partnerships that combine cost savings with new opportunities for innovation and business transformation.

## **PARTNERSHIP AS A STRATEGIC OBJECTIVE**

The traditional view of outsourcing, with its narrow focus on reducing costs by using a low-cost offshore provider, is being challenged for the better. Done right, outsourcing today is a collaborative engagement with experts skilled at managing and performing key functions with scale, quality and flexibility. The right outsourcing partnerships are not transactional but transformative, helping the client achieve and sustain a leadership position, produce internal efficiencies, improve operational performance and enhance business value.

By factoring a wider range of business goals and longer-term objectives into the partner selection process, companies create the potential for a greater return on investment. For example, companies looking to grow through acquisition can pursue contact centre consolidation with a partner, to provide a single point of contact for newly merged operations, and to deliver a stellar customer experience.

By outsourcing functions including service desk, companies can ensure 24/7 expert support globally through a single point of contact. Having the expertise and technology investments of an outsourcing partner can also speed the launch and adoption rates of new software applications and tools designed to streamline processes and workflow as well as improving employee productivity.

By embracing a partnership approach, service providers have an opportunity to transform core revenue generating processes.

## **CHOOSING A PARTNER**

When contemplating an outsourcing relationship, there are many factors to consider. First, and most importantly, it is essential that you maintain strategic control over key aspects of your business, even if they are being staffed and managed by outside resources. That level of control has a direct correlation to the team assigned to your business by your outsourcing provider.

It is important to look for a partner that can provide leadership in the outsourcing process – from engagement to implementation to post-launch. A multi-faceted team should work to understand your business, drawing on resources that combine managers and support professionals. You also want a direct link between your team leader and executives in the

outsourcing organisation to ensure that your business priorities remain at the forefront.

In any partnering scenario, openness, communication and collaboration are critical. It is essential that you share your vision of potential results or end state rather than dictating how things should run and expecting a simple transfer of current functions. For innovation to flourish, it is critical to target opportunities for transformation up front and then use process efficiency to support that change. Access is also important. For outsourced agents to create new revenue streams, they need to have complete interaction with your products. That way, your products can be integrated into the training process so end user scenarios reflect how you want agents to represent your products, business and brand.

Choosing a partner with a formalised programme

## **The client:**

A leading north American telecommunications company that provides a wide range of communications products and services including data, internet protocol (IP), voice, entertainment and video. The client outsourced some of its technical support requirements for its ADSL and dial-up internet services to TELUS International.

## **The challenge:**

TELUS International was tasked to improve the quality metrics including:

- Overall Satisfaction Rating (OSR)
- One Call Resolution (OCR)
- Customer Service Representative (Agents) Satisfaction Rating (CSR)

A Six Sigma Green Belt project was launched by the TELUS International Business Process Improvement team.

## **For the approach, solution and results:**

Visit our website [www.telusinternational.com/quality](http://www.telusinternational.com/quality)



management approach that integrates measurable accountability is also vital. That methodology should touch every stage of the solution process from project scoping to implementation and launch. It is also important to choose a partner with shared values and a common vision, and the commitment and capabilities to pursue ongoing innovation in its business, and as a result, in yours. Companies that invest continually in seat capacity, broadband infrastructure, training processes and facilities enable the rapid launch of new programmes or seamless scalability to support changing business requirements.

### SHARING EXPERTISE

TELUS International is dedicated to providing world-class contact centre, IT and business process outsourcing solutions on a global basis. TELUS International offers fully connected, multi-site, multi-language solutions delivered from locations throughout north America, central America and Asia, giving clients easy access to a broad talent pool of agents while enhancing the business continuity of their contact centre operations. As an integral part of a large, established telecommunications company, TELUS International is a partner of choice for service providers, in part, because of its award-winning best practices, and, in part, because it can draw on the relevant experiences of its parent company, full service Canadian carrier TELUS.

"Understanding the telecoms business, from the inside out, and knowing what it takes to effectively deliver excellent customer care, technical support and directory assistance really sets us above other providers of outsourced services," says Jeffrey Puritt, President, TELUS International.

"Everything we do is delivered with carrier-grade reliability, security and privacy. We can also share best practices from our

experience serving the outsourcing needs of other industries back into improving the operations of our carrier clients," adds Puritt. "When you're a customer care partner for your \$9.7 billion (Cdn) parent company and wireless service providers and cable companies alike, you can build resilience across the needs of all organisations involved, deepening telecoms expertise, training and knowledge among our staff. It's a unique value proposition and point of differentiation."

TELUS offers more than an outsourcing arrangement; it adopts a partnership approach with their peers in the telecom sector. "Our carrier operations are focused in Canada so we don't compete with US, Asian or European service providers in their home markets," Puritt adds. "That means they're comfortable with us delving into their operations and sharing best practices and providing trusted advice as a truly strategic, innovative outsourcing partner."

### THE VALUE OF PARTNERSHIP

By working with clients at the strategic level to design solutions to address their key business drivers, and by sharing their experience, expertise, ability to execute, TELUS International is selling measurable results that carriers can take to their own customers and employees.

Many of TELUS International's clients come to the partnership with a priority of balancing outsourcing benefits with meeting or exceeding current quality and performance metrics of internal resources. But more importantly, when viewed as a strategic objective, outsourcing can be much more than a vendor relationship. The right partner is one who is engaged and invested in the client's business and success, and who builds trust by delivering on the promise of innovation and transformation.

### The client:

One of the top wireless service providers in the United States. TELUS International launched the client's post-pay customer service programme in 2007 and was awarded the pre-pay account several months later.

#### We handle the following transactions:

- General billing (explanation and dispute resolution)
- Rate plan and feature explanations
- Equipment information
- Network and roaming explanation
- Basic troubleshooting

#### The challenge:

One of the Key Performance Indicators (KPI) of this programme is the Net Promoter Score (NPS).

TELUS International engaged its Operations, Quality Assurance and Business Process Improvement (BPI) teams to improve the NPS metric by way of a Six Sigma Green Belt project.

#### The approach, solution and results:

Visit our website [www.telusinternational.com/promoter](http://www.telusinternational.com/promoter)

### About TELUS

TELUS (TSX: T, T.A; NYSE: TU) is a leading national telecommunications company in Canada, with \$9.7 billion of annual revenue and 12.1 million customer connections.

As TELUS Corporation's global arm, TELUS International delivers world-class contact centre, IT and business process outsourcing solutions. With a strong background in the wholesale service provider market, our outsourcing solutions are backed by a full suite of managed IT, collaboration, wireless and connectivity products.

For more information, please visit:  
[www.telusinternational.com/capacity2010](http://www.telusinternational.com/capacity2010)

#### Contact

Brent Allison  
Vice President, Marketing  
TELUS International  
T: +1 403 530 3303  
E: [brent.allison@telus.com](mailto:brent.allison@telus.com)

Rick Stokes  
Vice President, Sales  
TELUS International  
T: +1 604 663 1618  
E: [rick.stokes@telus.com](mailto:rick.stokes@telus.com)