



## TMNG Global Designs and Program Manages a Complex Summary Invoice Implementation Plan

### The Client Business Problem

Secondary and primary qualitative research had already shown our client, a leading wireless service provider, that a Summary Invoice would be well-received by its consumer, SOHOs and Small/Medium Business clients. TMNG Global had also tested and validated those findings with quantitative research. Now the company asked TMNG to develop and execute a strategy to launch the summary invoice and develop specific programs by market segment to drive adoption.

Further, the company was required to comply with the FCC Truth in Billing Ruling extension to wireless providers and their Legal & Regulatory teams had recommended a number of other changes to the Summary Invoice, which were scheduled for implementation later in the year. These changes had to be factored into the strategy to ensure effective and clear communication to its customers.

The stakes were high, as widespread use of the Summary Invoice could potentially produce significant billing cost reductions --postage, paper/envelope, processing of ~\$60+M over five years. And, greater adoption of improved eBilling options could result in even larger benefits.

Thus, the carrier established a large, multidisciplinary team to launch a summary bill to some of its customer segments. A trusted advisor to this carrier for many years, TMNG Global was asked to project manage this key initiative.

### The TMNG Global Solution

Building upon the detailed billing services strategy developed by TMNG Global in an earlier project, the TMNG Global team had the following key objectives and deliverables for the project, including:

- Developing a program that would drive selected customer segments to adopt and use the Summary Invoice and online billing in order to improve the customer experience and reduce costs.
- Demonstrating a significant contribution to variable cost reduction goals.

- Complying with the FCC Truth in Billing Ruling extension to wireless providers
- Delivering a consistent invoicing strategy for an upcoming merger.
- Developing “How to Read Your Bill” Guides
- Implement and train customer care staff

TMNG Global’s Summary Invoice Positioning Strategy was a three-pronged approach to implement the Summary Invoice program for new and existing customers. This approach called for distinct tactics for specific segments:

1. For the existing customer base, the team designed and implemented standardized bill labeling for discretionary charges and crafted brief, clear, non-misleading descriptions of services rendered and charges billed.
2. For those new and smaller customers who would be defaulted to the new summary invoice, the team developed a marketing communications program that communicated this intent, offered these customers the option to receive call detail, and allowed them to change this option in the future, at no cost. These customers would be directed to the online billing site to retrieve their call detail.
3. A third target group involved employees, and other groups of smaller customers and involved the crafting of multiple communications options to educate customers of the change, promote benefits of Summary Invoice and online billing and allow reinstatement of call detail at no charge.

Each program would involve four primary communications vehicles:

- Web messages
- Email campaign
- IVR messages
- Bill inserts

### **Training, Sales Process and Customer Care**

Training & Sales Processes were developed to promote a clear understanding of current invoicing defaults and options, present and educate customers on their invoicing options at the point of sale and update and train on all processes for completing customer orders, subscriber agreements and online ordering.

In Customer Care, the team assessed the impact of the inclusion of existing customers on call volumes, updated all care process, training packages and the IVR to reflect the changes to the invoice appearance and the new invoicing policies.

### **Sales Collateral & Customer Education**

The team crafted information to be provided at Point of Sale regarding online invoice and the paper Summary Bill, including specific information on how and where to access online bill

## Online Billing

The team designed updates to the existing online billing platform to reflect the new invoice appearance and the new invoicing policies. The site was updated with online customer tools that provide invoicing support.

## Benefits to the Client

TMNG Global's program management of the implementation of the summary bill demonstrated flexibility, consensus-building and leadership, as implementation plans were revised over the ten month project. Impacts to each business unit were carefully assessed and decisions and revised plans were negotiated. The Summary Invoice Implementation plan was implemented for new and existing customers as of the beginning of the following calendar year.

TMNG utilized client, industry and the web-based survey results to support implementation plans identifying many valuable considerations in the planning and implementation process related to web-based capabilities and billing and customer service options for each channel and each customer segment.

Implementation plans were also revised as a result of FCC "Truth in Billing" rulings requiring close coordination with the company's Legal and Government Affairs, Sales, Care, Tax, and AMDOCS on invoice presentation requirements.

The implementation of the summary bill contributed to this carrier's first ever cash-positive results; revenue for the coming year was projected to grow by over 30%.

## About TMNG Global

TMNG Global (NASDAQ: TMNG) is a leading provider of professional services to the converging communications industry. Its companies, TMNG, CSMG, and Cartesian and its base of over 600 consultants, have provided strategy, management, and technical consulting, as well as products and services, to more than 1200 communications service providers, entertainment, media, and technology companies and financial services firms worldwide. The company is headquartered in Overland Park, Kansas, with offices in Beijing, Boston, Chicago, London, New Jersey, New York, Shanghai and Washington, D.C.