



Utility Case Study

Today's competitive environment requires utilities to become as efficient as possible. Call centers represent a significant cost opportunity.

BASE LINE

Entergy Corporation, a large regional utility, realized that its call center costs could be significantly improved. All calls were being serviced from generalized internal Entergy call centers, at high unit cost. Entergy recognized three problems with their approach:

- High absolute unit costs;
- Limited flexibility in the event of a natural disaster or other unexpected event;
- Inability to focus internal skills on "premium" call types deserving a higher per call investment.

CONVERGENT APPROACH

Within 30 days of contract signing, Convergent had 50 agents dedicated to Entergy credit and collection calls. After six months, based on performance, Entergy moved the call volume from three more operating companies to Convergent, while simultaneously making a system conversion. Convergent absorbed the extra volume in less than 45 days.

Convergent now maintains more than 150 dedicated Entergy agents in a facility devoted to first party utility outsource programs. Since Convergent agents are focused on

specific call types, they can become more efficient than a universal agent juggling many call types. In addition, by strict adherence to client policy and procedure, we prevent the consumer from "shopping" the call to many agents in the hope of obtaining a better deal.

Convergent has worked with Entergy to further reduce unit cost and volume:

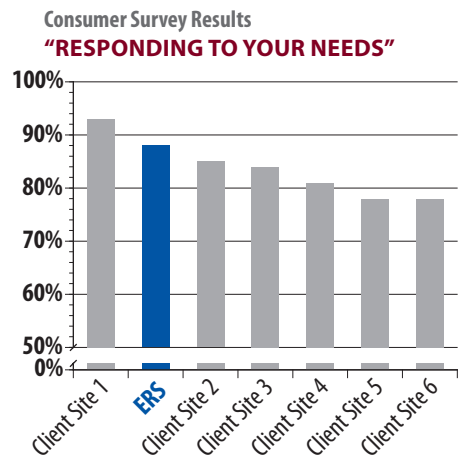
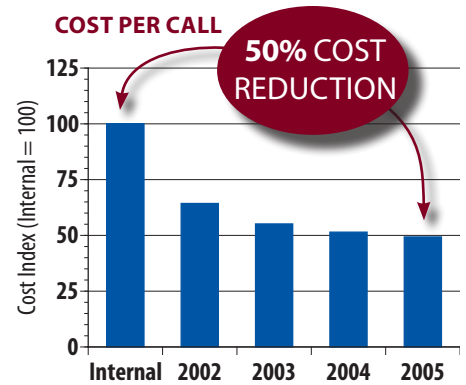
- An Convergent-recommended change in the management of telco costs resulted in substantial savings to Entergy.
- Convergent implemented procedures to reduce repeat calls, for example a "pick a date" program to better align the consumer's billing date with his paycheck date.
- Additional Convergent staff training has reduced call center re-directs.

OUTSOURCING RESULTS *Significant Cost Benefit*

Convergent now handles 30% of Entergy's call volume—over 275,000 calls per month. Entergy's cost to handle those calls has fallen by 50% per call.

Above Average Consumer Satisfaction

Entergy has also benefited from higher consumer satisfaction. On Entergy customer surveys, Convergent gets better marks than five of the six Entergy call centers.



Improved Flexibility

The Convergent relationship has given Entergy the additional strategic flexibility it was seeking. Call volume can be moved to or from Convergent in a matter of days. As a result, Entergy can try new programs, respond to emergencies, and benchmark best practices easier and quicker.

Disaster Relief

The Convergent staff proved to be invaluable after the Katrina disaster, assisting with outage calls and keeping Entergy customers informed. Meanwhile, the Convergent technology team was able to improvise a VPN solution that kept communications up and running throughout the crisis.

