



# 2002 Award Recipient

## SPRINT LOCAL TELECOM - CONSUMER MARKETS GROUP



Sprint is a global communications company serving more than 26 million business and residential customers in over 70 countries. With approximately 75,000 employees worldwide and more than \$26 billion in annual revenues, Sprint is widely recognized for developing, engineering and deploying state-of-the-art network technologies, including the United States' first nationwide all-digital, fiber-optic network and Sprint's award-winning Tier 1 Internet backbone. Sprint provides local voice and data services in 18 states and operates the largest 100-percent digital, nationwide PCS wireless network in the United States. Founded in 1899, the company maintains its world headquarters in Kansas City.

Sprint is comprised of the FON Group and the PCS Group, representing the company's wireline and wireless businesses. The FON Group consists of Sprint's local, long distance, product distribution and directory publishing businesses.

Sprint's Local Telecommunications Division (LTD), is the fifth largest incumbent local exchange carrier (ILEC) in the United States. It is comprised of the Consumer Markets Group, Business and Wholesale Markets, Sprint North Supply and Sprint Publishing and Advertising.



The Consumer Markets Group provides local service to approximately 5 million households in 3,000 communities in 18 states. A large field organization, 93 percent of the workforce, is responsible for direct customer contact on a daily basis in call centers and 12 retail stores.

CMG's vision and that of the entire Sprint corporation is "To be a world-class telecommunications company – the standard by which others are measured." This vision is directly supported by the LTD's mission: "Profitably grows Sprint's business in targeted markets by offering integrated, advanced communications solutions to attract and develop lasting customer relationships."

Consumer Markets Group continues to follow a core set of values to build motivation and help create a positive work environment: passion for growth, unbending integrity, respect for all, expectations for high performance, the promise of a great place to work and the opportunity to have fun.

Strong leadership is the key to progress on the journey to become world class. The president of Consumer Markets, a member of the LTD leadership team, actively participates in planning the LTD's long-term, overall strategy. The planning process includes a market-by-market SWOT analysis, creation of broad objectives and a roadmap of direction-setting priorities. The Consumer Markets executive lead team reviews the plan at various stages to provide feedback.

Once the plan is finalized, Consumer Markets builds its market plan directly supporting the overall LTD direction, ensuring attention to long-term



as well as short-term needs. Consumer Markets' planning process drives the evaluation of past performance, market competition, evolving customer needs, and future financial and operational performance. It combines "top-down" direction and vision-setting with the subject-matter expertise and tactical planning that comes from "bottom up" involvement. Based on these analyses, the Consumer Markets lead team determines performance objectives and supporting organizational changes to drive a common focus on strategies and achievement of results.

The leadership team seeks feedback from employees throughout the year regarding the organization's direction. It conducts field operation reviews six to eight times per year in various field locations. LTD senior executives also hold Direct Dialogue sessions about six times a year in the field to give associates an opportunity to ask questions and provide feedback directly to the senior executive team. Feedback is also gathered through employee focus groups, field management meetings, call center surveys about recent changes, suggestion boxes, suggestion walls, sales reviews and "All Hands" meetings that allow the executive team to share information directly with the headquarters staff and the field via a webcast.

Consumer Markets leaders continually identify marketing opportunities using feedback from sales and marketing associates, industry trends and customer research. For example, the group leveraged

a growing trend of customers doing business online by launching the [sprint.com/local](http://sprint.com/local) site. The Web channel enables customers to order 38 products, establish new service, view and pay bills, download user guides, report service outages, and more. In 2001, online sales revenue tripled and unique visitor sessions reached 6.2 million, representing 18 percent of all customer contacts.

The leadership team clearly recognizes the need for associates to take ownership of their jobs and to leverage organizational strengths and knowledge to position themselves and the company for success in a rapidly changing environment. Product ideas from associates are submitted and evaluated through a systematic process called Rapid PACE that measures product potential and prioritizes opportunities. Front-line associates, representing the voice of the customers, have been used in the trial and development of new products, such as Talking Call Waiting (traditional Call Waiting beep is followed by caller's name) and Privacy ID (intercepts unidentified calls before the phone rings).

Consumer Markets also uses formal processes to assess the organization's need to "build bench strength" for future leaders. For managers, this includes Employee Succession Planning and the development of a clear plan to help employees identified for potential advancement. Recognizing a gap in lower ranks of the organization, Consumer Markets launched a Leadership Development Program Pilot to identify, develop and seed the base with potential future leaders. Based on its success in 2001, the program was expanded in 2002.

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