

DESTINATION **excellence** INC.

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## Optimizing Customer Care Operations

### The 100-Point Audit

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## INTRODUCTION

How do I measure the effectiveness of my customer contact group? What are the key performance indicators? Am I cost effective? How good is my service to customers? What are other companies doing? On what processes should I be focused? Does it make sense to get certified? What is world-class?

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*It's the little things that make the big things possible. Only close attention to the fine details of any operation makes the operation first class.*

*- J. Willard Marriott*

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Executives and managers need to know the answers to these questions for their customer contact groups. Unfortunately, most of the efforts in the past two decades have focused mainly on developing general business or manufacturing evaluation tools including Baldrige, ISO 9000 (and its variants), Six Sigma and MSCE. Fortunately, in recent years, tools specific to the customer contact area have been developed.

The use of any tool requires careful understanding of the purpose of the tool and its applications. Just as a carpenter carefully selects tools based on the requirements of his craft and the end product, executives must do the same. The three most common tools used to improve customer contact operations performance are benchmarking, certification and auditing. Each of these is defined in more detail below:

- **Benchmarking.** Benchmarking was developed to answer questions of measurable capabilities and performance. Benchmarking utilizes predefined areas which to measure companies and groups. Results can then be tabulated to provide information on industry averages, best-in-class and other comparisons. The primary use of the benchmarking tool is to compare operational results.
- **Certification.** Certification is a process-oriented procedure, which validates the existence of essential processes within an operation. Certification requires that companies and groups maintain a level of documentation and reinforcement of these processes before certification can be granted. The primary use of the certification tool is to verify that world-class processes are used within an operation.
- **Auditing.** Auditing is a holistic process that evaluates the quality of results within a company or group and examines the ability of the group to determine its ability to replicate those results. Like benchmarking, auditing compares the results of companies against their peer group. Like certification, auditing reviews current processes. Auditing goes beyond these tools by also reviewing the effectiveness of the use of processes and technology to produce results as well as other factors including the financial stability, strength of personnel and the qualitative work environment of the company.

Each tool has specific advantages to its use. A summary evaluation of each of these tools follows.



	Benchmarking	Certification	100-Point Audit
Estimated Cost	\$10,000 + \$20/seat/year	\$50,000	\$15,000
Purpose	Identifies how others are performing in a predefined set of measures.	Provides criteria for minimally qualified candidates.	Provides performance evaluation and identifies areas of process and performance strength and weakness.
Use	Determine how company is performing against a select group of companies.	Serves as a gatekeeper to verify the minimum processes are in place in a company.	Holistic comparison of all elements within a customer contact operation providing granular analysis in over 100 areas of performance.
Strength	Provides comparative information on performance metrics of over 5,000 companies.	Provides assurances that vendors have right processes in place.	Identifies areas of strengths and weaknesses for both processes and results. Provides best practice
Limitations	Does not define processes to be put in place to improve or obtain consistent results.	Non-prescriptive and does not provide comparative information on results.	Requires clear understanding of processes and measures by users.
Considers long-term viability of company?	No	No	Yes
Evaluates strength of operating team?	No	No	Yes
Provides comparison results?	Yes	No	Yes
Appropriate for establishing performance objectives?	Yes	No	Yes
Appropriate to judge future performance?	No	No	Yes
Appropriate to fully train managers?	No	No	Yes
Appropriate for continuous improvement?	Yes	No	Yes
Appropriate for best in class?	Yes	No	Yes

The Destination Excellence 100-Point Audit was developed to combine the advantages of benchmarking and certification and tailor the process to companies who desire to operate a high levels of performance. The following sections provide additional information on the 100-Point Audit as well as case studies on the use of the audit.



## DESTEX 100-POINT AUDIT

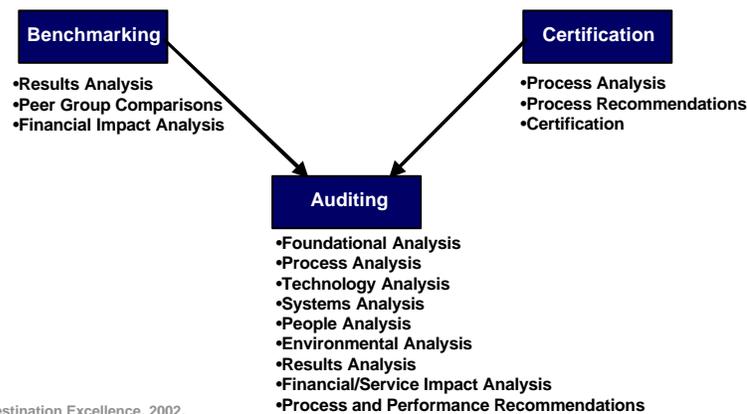
*“Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skillful execution; it represents the wise choice of many alternatives.”*

- Willa A. Foster

Auditing is a process that combines the objectives of benchmarking and certification into a single process. An audit evaluates the quantitative performance of a group and the existing processes within a group. In addition, an audit evaluates the systems, structure, personnel and stability of a company. While an audit is not used to compare performance against average companies, or for certification, an audit does help companies determine where they are relative to best practices

and what actions they must take to achieve world-class status.

### Benchmarking v Certification v Auditing



Source: Destination Excellence, 2002.

Destination Excellence developed its proprietary 100-Point Audit in 1997 to provide a common basis for analysis in *both internal and outsource* centers. The audit is inclusive of inbound, outbound and Internet customer service disciplines. The audit is used by customer care groups to *target areas of performance improvement* and provide a benchmark against other customer contact operations, and can help companies improve margins, improve service and prioritize capital projects. The audit can be used to assess either internal or outsource groups and *highlight areas of strength and deficiencies* within those groups.

Another facet of the 100-Point Audit is that it is both customized and calibrated at the same time. The audit is flexible enough that individual operations can change the weights of various areas to reflect their internal priorities. When comparing against other groups, the traditional weights can be plugged back in to provide accurate and calibrated comparisons. So, groups cannot only answer the question of how they are performing against a peer group, they can also identify areas of particular strength and weakness based on their individual priorities.

Destination Excellence's 100-Point Audit provides three areas of differentiated advantage to its users. First, *processes and results* are included in call center certification and assessment score. Second, a



benchmark *comparison* is made with other call centers that have been audited and included within our proprietary database. Third, *specific feedback and recommendations* regarding the improvement of *processes and results* are provided for each area within the customer care audit. These areas of differential advantage translate directly to higher customer satisfaction, a better work environment and increased profitability for our clients.

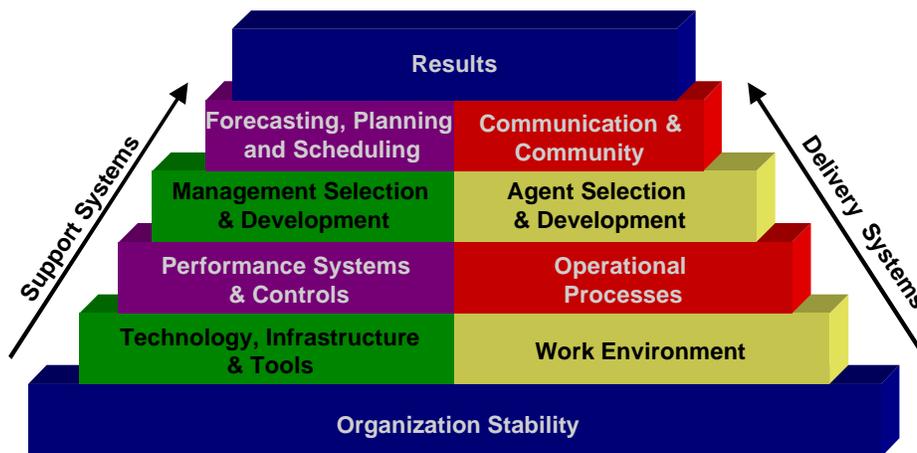
The 100-Point Audit recognizes the interdependency among different areas of a business. The audit is developed to assess both the support systems used to deliver services as well as the delivery of the services. It also recognizes the dependency of the company on the organization as well as the importance of producing high-quality results.

Each audit category includes a number of review points. Each review point is weighted to represent its relative importance in the area and each area is weighted to reflect its relative importance to long-term performance. Areas that are not applicable (e.g., outbound technology for inbound centers) are given a zero weight to ensure comparative results.

Based on the audit findings, each review point is scored from zero (meaning that area is missing or performing poorly) to a maximum score reflecting world-class standards. Each review point is then multiplied against its associated weight to determine a category score. Each category is then multiplied by their associated weight to develop a total audit score.

The following provides a pictorial view of the audit model.

## 100-Point Audit Approach



Source: Destination Excellence, 1998.

Figure 1 – 100-Point Audit Approach

The following provides a brief summary of the ten areas in the audit as well as a short description of the review points within each area.

- A. **Organization Stability** - The stability of a company determines the basis for performance during a contract. During the late 1990s, a number of outsource companies developed serious financial difficulties because of their financial structure, internal personnel or their client base. Clients of these companies incurred additional expenses as they either moved programs or provided additional funding to their vendors. The Organizational Stability assessment helps companies determine the overall ability of an organization to operate as an ongoing concern and to avoid such pitfalls.
- B. **Technology, Infrastructure and Tools** - Contact centers run on a platform of technology. Technology directly impacts the quality of service and the speed at which activities are completed in a contact operation. Technology is useful only when it works, and when it doesn't, operations can stop. Integration between technologies increases efficiencies and service through the flow of information and tools it provides to users. This area reviews technology applications and their tool set within the contact operations and their impact on the continuing operational viability of the group.
- C. **Work Environment** - Contact operations are a people-centric business. The environment in which people operate directly impacts their perception, which in turn impacts quality. Sweatshops are hard to find today, but the size of representative positions, availability of facilities and the hues and sounds of the operations generate an atmosphere that either supports or detracts from the quality of the contacts. The work environment reviews areas such as agent work station ergonomics, placement of support personnel, design of training and other administrative areas and the configuration of rest and break areas.
- D. **Performance Systems and Controls** - Four features are critical of performance systems. First, there must be clear linkage between measures in all levels of the organization. If profit is important to the CEO, everyone in the organization should carry some element in their performance evaluation that links them to that goal. Second, the measures between organizations and levels in the company should be consistent. Assumptions used to develop profit targets should define the same performance level for everyone who shares a component of that goal. Third, performance criteria should be clear, communicated and predetermined for its impact on financial compensation and recognition. Finally, systems must be in place to verify results so that they are fair for everyone.
- E. **Operational Processes** - Operational Processes include the detailing and understanding of all processes, interfaces and support within the operations. This category evaluates the understanding of those items, plus the identification of breakdowns (and highly effective areas) as well as the process to improve the overall operational process. Benchmarking is a key component here given that benchmarking can drive efforts to reengineer (streamline) operations and establish efforts to continually improve results.
- F. **Management Selection and Development** - Efficient and effective processes and controls are important, but an organization must be composed of leadership that can make the most effective use of systems. Managers must be selected based upon their ability to support the overall success of the organization, and grow and adapt to the changing environment. They must be continually



developed to maintain a current skill set and succession planning must be a part of the process to ensure leadership bench strength.

- G. **Agent Selection and Development** - While different from the Management Selection and Development process, the agent process is critical given that these individuals become the front line of the organization. The testing, hiring and training of agents is key to the success of the operation. Once agents are hired, substantial training programs during the initial phases of employment must be coupled with continuing education to deliver high quality service. All efforts to support quality must be accompanied by retention efforts.
- H. **Forecasting, Planning and Scheduling** - The final phase of support systems encompasses the Forecasting, Planning and Scheduling of appropriate agent staff levels. As with any operation, inadequate staffing leads to less than required output (understaffing) or lower productivity (overstaffing). Appropriate scheduling requires the appropriate forecasting of workload and the planning of off-line and on-line activities. With the appropriate allocation of agent staff, the last portion is the management of adherence to the plan. The focus of this category is to see that the proper resources are allocated and available within the operation as a normal course of business.
- I. **Communication and Community** - Within the agent population, the appropriate preparation and support is important. However, in today's changing workforce, agents require companies to create work atmospheres of partnership and inclusion. This category reviews the elements companies have in place to create an atmosphere that will maximize the retention of its contributing members.
- J. **Results** - The rubber meets the road on results. Companies can have perfect processes, but often fail because they do not focus on producing meaningful results. "If you can't measure it, you can't manage it," is a phrase operating groups should live by. This category reviews the holistic approach an organization takes with measures, and provides some information on benchmarks against others in the industry.

Destination Excellence maintains a database of audit results of companies. As part of the review process, Destination Excellence will provides its clients with their individual ranking relative to other companies. Due to the proprietary nature of the information the scores of other groups will be revealed, but the names of those companies will not be divulged.

The 100-Point Audit certainly provides mission-critical information. Companies utilize this information to develop tangible benefits from the audit. These benefits include:

1. Destination Excellence provides a detailed assessment that can be used to highlight current strengths of the company as well as areas of development. Areas of efficiencies in customer service and cost performance are highlighted, including and excluding capital investments, to assist the client in their project assessment.
2. The client receives a list of prioritized activities on which to focus future efforts including increasing service levels, reduced handling time, improved caller inquiry handling, incentive plan implementation and targeted training.
3. Destination Excellence provides an independent source for other companies to determine the client's compliance with industry standards. This helps the client support an objective view of their level of service should it require validation.



Companies find the 100-Point Audit useful in achieving the above benefits, as well as others. The 100-Point Audit serves as an effective springboard to assist companies focus their efforts on attaining and maintaining world-class performance.



## 100-POINT AUDIT CASE STUDIES

*"If you don't do it excellently, don't do it at all. Because if it is not excellent, it won't be profitable. If it is not excellent, it won't be fun and if you're not in business for fun or profit, what the hell are you doing here?"*

*- Robert Townsend*

### **Using the 100-Point Audit for Vendor Selection**

A client came to Destination Excellence to review its current vendors, assess new vendors and consolidate outsource volumes into two vendors. Programs included inbound customer service, inbound technical support, outbound and IVR handled calls. The client preferred a vendor with integrated capabilities, but was open to solutions that included sending calls between vendors (e.g., transferring calls from an IVR vendor to a technical support agent) if that provided the best overall solution.

Destination Excellence began by reviewing with the client the 100-Point Audit and its review areas. After this review, Destination Excellence worked with the client to identify which areas of the audit contained the minimum requirements necessary. These areas would become the minimum requirements to respond to the RFP.

Since this was a five-year contract, the client required any vendor to meet minimum financial criteria, not wanting to switch vendors part way through the contract. The client also required experience in their industry. Since the client was positioned as the quality leader among their peer group, maintaining quality contacts was extremely important. Finally, the client required that any vendor have certain technology in place since their strategic efforts over the first year of the contract required that technology. Based on the volumes, handling times and criteria provided by the client, an RFP was developed.

Destination Excellence used the minimum criteria provided by the client to review all vendors in the market and identify those vendors that met the minimum criteria. Seventeen vendors were identified and invited to a RFP meeting. At least one of these vendors was invited due to their current outsourcing arrangements with the client.

Vendors accepting the invitation and attending the RFP review received a copy of the RFP document as well as an explanation of the audit that would be conducted. Vendors were provided with a list of results and information that would be required in the audit, as well as an agenda to interview key individuals within the organization. A commitment was also made to make the scores available to the vendor being audited with an explanation of each audit score.

Based on a review of the requirements, seven vendors withdrew from the RFP process. This was considered a success in the project seeing as how the company would not waste the time and effort of vendors who could not adequately compete for the business.

Each vendor received an on-site review of their operation with the opportunity to provide any additional information they felt was helpful. Destination Excellence audited the vendor operation through system reports, reviews of files, interviews and monitoring. In addition, Destination Excellence contacted a number of current and former clients to validate the information gathered. With this information in hand, all vendors were reviewed using their audit scores and pricing.



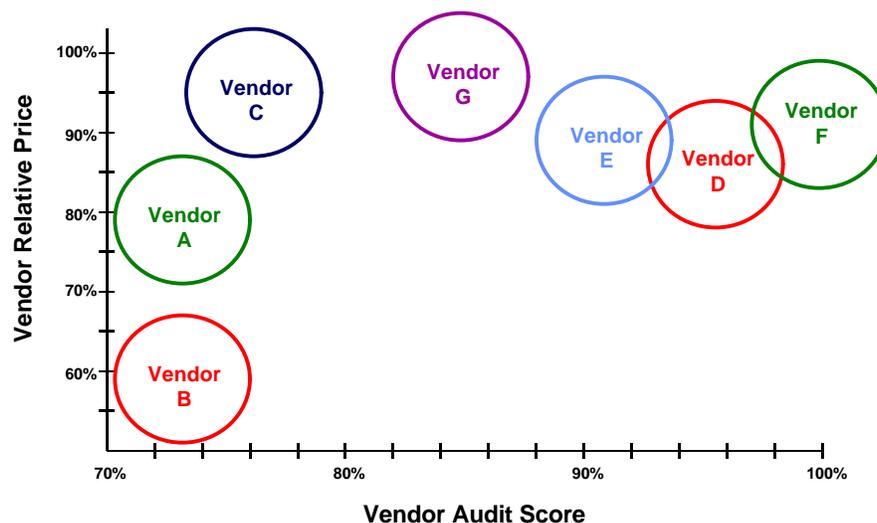
Because all vendors were not fully integrated, Destination Excellence provided separate assessments on each functional area (inbound customer service, inbound technical support, outbound and IVR) as well as integrated solutions. Integrated solutions utilized a summary of costs and an integration of the audit scores of compatible vendors.

The client requested that all scores be normalized on a scale of 0 to 100. Pricing normalization was accomplished by utilizing the lowest total cost vendor (or group of vendors) as the denominator and calculating the total cost from other vendors as a percentage of lowest cost vendor. Similarly, audit scores were normalized by using the best vendor quality score as the numerator, and calculating the other vendor scores by dividing their score into the best quality vendor. A score of 100% meant that a particular vendor was the best in either quality or total cost.

At this point, the client could make a final selection in one of two manners. First, they could assign a weight to price and a weight to quality, multiply the normalized scores by the weighting and see which vendor had the highest composite score. Second, they could plot each vendor on a quality versus price matrix and visually select the vendor that provided the qualitatively best combination of quality and cost. The client chose the latter approach.

Of the ten vendors responding to the RFP, five provided a full service offering to the client. Two combinations of the remaining five vendors providing partial services were developed for evaluation. The chart below illustrates the vendor evaluation chart prepared for the client.

## Vendor Analysis & Review



Source: Destination Excellence, 1997.

Figure 2 – Outsource Vendor Assessment

Based on their need to maintain a quality presence in the market, the client decided that Vendor F would best meet its needs. Vendor F was roughly 9% higher in cost than Vendor G, but had significantly better



quality of service than Vendor G (scoring 15% higher in the quality scores). Destination Excellence negotiated a contract successfully with Vendor F on behalf of the client.

After five years with the vendor, the client has seen significant benefits from the utilization of this approach, and particularly the 100-Point Audit model. These benefits include:

- A 40% decrease of in outsourcing costs.
- A dramatic increase in the quality and consistency of service to customers.
- Access to and utilization of leading edge technology to increase service to customers.

Clients of Destination Excellence find the 100-Point Audit informative, useful and flexible. While this particular client chose to include pricing with its selection of a vendor, some clients have not and others have placed less emphasis on the audit score while others have included other factors in their decisions. The strength of the audit process is that it provides quantifiable information for comparative purposes, improving the process of vendor selection.

### ***Using the 100-Point Audit for Internal Assessment***

Other clients of Destination Excellence have used the 100-Point Audit to evaluate and compare internal operations. One particular client had two geographically separate inbound customer care centers, and were looking to accomplish two key goals:

1. Ensure that both centers were operating at all levels in a manner that was consistent with one another, and
2. Ensure that the operational philosophy at both centers was based on best-in-class customer care standards.

The project began with a half-day meeting with the executive team. Destination Excellence walked through every element of the 100-Point Audit with the client to validate the audit items and weights. A review of the planned outputs was also conducted. This included the ranking of recommendations in the order of activities that would *have the greatest impact on customer service at the optimal cost*.

A total of five days were spent in both centers to perform the audit. The audit process produced a mapping of the client's call flows, a technology schematic, a work flow from recruiting to hiring to initial training to retention activities, an evaluation of current training programs, an analysis of current performance systems, an assessment of monitoring used and feedback from focus groups with agents and management.

As with other clients, Destination Excellence provided a quantitative score of over 100 areas in the business. Scoring information from the audit, as well as recommendations for each area, were placed in a detailed analysis document. This document both provided a comparison of the client's operations with best practice contact groups as well as highlighted areas of strength and opportunity for the client.

An action item list was provided to the client highlighting the recommended activities to improve the overall audit score. Each activity included an estimated cost and time required for completion. These activities were ranked in two sets, one in order of impact on the audit score and the other in order of estimated cost. From these two lists, the client worked with Destination Excellence to establish a priority order of activities to take place in the coming year, establish project leaders and establish a budget for those activities. Specific goals and measures were established for the project leaders, as well as a project and review plan. A sample of the summary scoring provided follows:



Table 1 – Internal Evaluation Feedback Example

Evaluation Category	Center A Score	Center B Score	Center Average	Best Practice Objective
Organizational Stability	2.25	2.30	2.28	2.50
Work Environment	2.18	2.50	2.34	2.50
Technology Infrastructure & Tools	2.00	1.70	1.85	2.50
Operational Processes	1.15	1.15	1.15	2.50
Performance Systems & Controls	1.90	1.50	1.70	2.50
Agent Selection & Development	2.60	2.40	2.50	2.50
Management Selection & Development	2.20	2.20	2.20	2.50
Communication & Community	2.41	2.45	2.43	2.50
Forecasting, Planning & Scheduling	1.50	1.40	1.45	2.50
Results	1.65	1.40	1.53	2.50
<b>Total Score</b>	<b>2.05</b>	<b>1.99</b>	<b>2.02</b>	<b>2.50</b>

The audit uncovered specific areas of strengths for the client, as well as areas of opportunity. These findings confirmed what the client suspected intuitively. The client was very strong in areas of human relations, but not as strong on structured processes. In reality, this was positive news for the client. They were already strong in the areas that are typically the most difficult to change: culture and leveraging people for results. The areas they needed to work on the most were more easily implemented, applying structure within the operation.

The following three key findings were highlighted in the audit:

- Both customer care centers had excellent *people*, in both the agent and management ranks. Their knowledge of their vertical market and dedication to excellent customer care were exemplified in their day-to-day activities.
- The *technology* utilized in both customer care centers was somewhat lacking, particularly in the areas of forecasting, planning and scheduling. Additional technology would be required in key areas to provide managers with the appropriate tools.
- A key area of improvement noted in the audit was the lack of *process*. In the areas of training, forecasting & staffing planning, adherence and communications, it was determined that both centers required significant implementation of documented, operational processes.

Key in the implementation of the recommendations was communication. Because these call centers were in a union environment, all activities required the support of the union and the employees. Destination Excellence held meetings with union representatives to review the audit process and findings. The company also worked with the union on the action plan making changes to improve the probability of



success. With the support of the union, Destination Excellence met with employees to review the audit findings and implementation plan.

Within six months, both customer care centers were operating consistently with one another. Most importantly, the centers were attaining service levels within budgeted FTE, lowering their attrition rates and increasing quality scores within the customer care group. Interestingly, most of the changes made by this organization were operational and process-driven – all enhancements to the operations were accomplished with existing resources and technology, with little capital expense.

As with other audits, Destination Excellence seeks to utilize the current strengths of a client to leverage successful and positive change in other areas of the client's business. This client was particularly adept at recognizing their internal strengths to create the leverage for change in their business. The client is more than halfway through the implementation of the planned changes and is finding rapid improvement in their overall results. The client has asked Destination Excellence to return in one year to reassess their operations.



## DESTINATION EXCELLENCE - YOUR COMPETITIVE ADVANTAGE

***"Excellence is more than a word;  
it's a destination."***

***- Destination Excellence, Inc.***

Many companies today use outside professionals to augment internal resources. Destination Excellence has the advantage of bringing hands on knowledge and experience of customer care operations along with a history of success across industries. Your company will not spend valuable time and funds training us in what needs to be done – our experience has taught us. You will only need to spend a short amount of time with us to describe your operation, your procedures and your objectives. After that, we work proactively with you to achieve your desired results.

More than 75% of our revenues come from repeat clients. Generally, our clients hire us for one project and find our expertise so valuable, they hire us for additional projects. In addition to providing forecasting, staffing and performance services described in this document, Destination Excellence provides the following additional services (please see our web site for more detail):

- **IMPROVING PROFIT MARGINS.** There are two sides to the profit equation, revenues and costs. Destination Excellence can help you improve revenues through service and sales. We can also assist you in controlling costs through disciplined systems and processes, either for internal operations or outsource partnerships. Destination Excellence has developed strategic business modeling for companies in a number of vertical markets: wireless, utilities, travel, financial and e-commerce to name a few.
- **AUDITING AND BENCHMARKING YOUR OPERATIONS AND SERVICES.** Destination Excellence utilizes its proprietary 100-Point Audit tool to help clients benchmark their current operations and performance against the industry. With a database of over 30 audits across a number of industries, Destination Excellence works with clients to provide recommendations and information on the areas where they have attained world-class performance and which areas that require development. Feedback to clients is provided in a way that they can assess their relative performance against other call centers as well.
- **CREATING A CULTURE OF EXCELLENCE AND SUCCESS.** Companies increasingly understand that a culture of service begins with service to the people within the company. It has been shown that companies that create cultures of excellence with their people have higher customer satisfaction and profits. Destination Excellence helps companies to:
  - Define a culture using organizational principles and practices rather than processes and procedures.
  - Create an organizational dynamic using a concentric circle approach rather than the traditional hierarchical approach.
  - Develop a sense of community within an organization to reduce turnover and increase performance.
  - Envelop activities with communication streams to maximize the effect of each individual.
  - Instill a sense of continuity within each individual in the organization to optimize their tenure in the group.
  - Engage individuals in community activities to promote a strong corporate image.
  - Train for specific outcomes with measured goals and objectives to increase the impact of the investment in training.



- **HIRING THE RIGHT PEOPLE AND DEVELOPING THEM FOR SUCCESS.** Hiring the right person is a great beginning. The next step is to train them to achieve their best for themselves and the company in order to create an environment of excellence. Destination Excellence will help your company accomplish the following:
  - Identify the best tools to predict the success of people before you hire them.
  - Develop a comprehensive hiring program to maximize the potential success of everyone you hire.
  - Implement a new-hire training program to equip people to perform at their maximum potential.
  - Design ongoing training and communications systems to maintain the enthusiasm of your people throughout their career.
  
- **ASSESSING AND INSTALLING SYSTEMS AND TECHNOLOGY.** Destination Excellence has hands-on experience in call center systems. Telecommunications services, ACDs, Manpower Planning Systems, and CRM systems are included in the array of call center technology experience found at Destination Excellence. Destination Excellence provides a three-dimensional analysis of not only the cost of new technologies, but also the return on investment to the call center. Our services also include user specification development, contract negotiation, vendor management and post-installation quality checks.
  
- **SELECTING AND MANAGING OUTSOURCE PARTNERS.** Destination Excellence understands that not all businesses require, or desire, to maintain their own call centers. Successful businesses focus on their own core competencies. Strategic partnerships with excellent outsourcing centers provide a company with professional customer contact, while freeing up valuable internal resources. Destination Excellence has helped companies place outsourced call center and e-center business, as both a partner and intermediary. Utilizing a proprietary 100-point call center audit, Destination Excellence has successfully placed over \$10 million in call center business, and helped to create excellent, metric-driven long-term partnerships.
  
- **MEETING YOUR CUSTOMER CARE NEEDS.** The information provided here is just the tip of what Destination Excellence can do for your customer care group. Other client projects Destination Excellence has worked on include:
  - Turning around failing companies increasing their market value and long-term success.
  - Strategic planning for start-up and ongoing firms.
  - Industry opportunity and market analysis.
  - Financial planning and modeling.
  - Workshop development.
  - Executive education.

Contact Destination Excellence to see how we can help you.

**Contact Destination Excellence toll-free on 877-433-7839, or e-mail us at [info@destex.com](mailto:info@destex.com). You will be glad that you did.**

