DESTINATION**excellence**INC.

Optimizing Customer Care Operations

Measuring Forecasting and Staffing Efficiency

TABLE OF CONTENTS

INTRODUCTION

Contact centers are performance driven, metric-focused organizations, with the forecasting and staffing group being key to overall cost and service performance. This group is responsible for determining future needs, scheduling staff, and establishing operational parameters. They support the achievement of the key performance metrics of occupancy and service level, while keeping everyone satisfied with their schedules - not a small task.

While occupancy and service level have been measures used to evaluate the forecasting and staffing group, these metrics have significant issues. These include:

1. Occupancy and service level performance is influenced by contact volume, handling times, and hours of operation. The combination of these variables makes occupancy and service level performance unique to a specific contact center. Given the nature of occupancy and service level, it is difficult to benchmark performance against other groups.

2. People outside the forecasting and staffing group can and do influence occupancy and service level performance. This makes it difficult to hold the forecasting and staffing group wholly responsible for occupancy and service level performance.

3. Occupancy and service level maintain an inverted, non-linear relationship. Occupancy declines as service level improves (and vice versa), while the rate of change varies between the two depending on the performance starting point. Those without a strong understanding of the nature of the relationship between the occupancy and service level are less confident about how to accurately judge performance.

4. The relationship between occupancy and service level changes based on the time period for which performance is assessed. What may be considered outstanding performance on one day may be considered poor performance on another day.

The shortcomings of occupancy and service level metrics have been accepted with no viable forecasting and staffing measurement alternative. That is, until now.

To address the current limitations of measuring forecasting and staffing performance, a metric called the Forecasting and Staffing Efficiency Index, or FSE Index, will be introduced. The FSE Index encapsulates the complex variables that drive the relationship between occupancy and service level into a single, universal, easy to understand metric. The FSE Index mitigates the impact of other groups on forecasting and staffing performance and allows a business to maintain a clear, holistic objective that is in the full control of the forecasting and staffing group.

So, what is the FSE Index, exactly? The FSE Index is the ratio of the achieved occupancy of a contact center versus the ideal occupancy of a contact center, at a given service level. Mathematically, the FSE Index is:

$$\text{FSE Index} = \frac{\text{Actual Occupancy at Actual Service Level}}{\text{Ideal Occupancy at Actual Service Level}}$$

The benefits of The FSE Index include:

- The FSE Index recognizes that every contact center, regardless of the variables associated with it, has an ideal occupancy for every service level goal and for every time period. The FSE Index encapsulates contact center variables to provide a consistent measure.

- The FSE Index recognizes that service level attainment may be influenced by factors outside the control of the forecasting and staffing group. The FSE Index mitigates the impact by outside groups and focuses on areas within the forecasting and staffing group's control.

- The FSE Index is easy to understand and is intuitive. The FSE Index is reported as percent of "perfect world" performance. The ability to express performance as 92%, 94% or 95% creates a clear objective that is easily communicated. The metric makes sense regardless of the depth of knowledge of the forecasting and staffing process.

- The FSE Index provides a good benchmark. Dissimilar centers can be compared in terms of The FSE Index where previously it was impossible to compare groups in terms of occupancy and service level.

Calculations, examples of The FSE Index and an elucidation of the benefits will be provided in more detail in the sections that follow.

THE FORECASTING AND STAFFING EFFICIENCY INDEX

The FSE Index

The FSE Index creates a metric that eliminates the complexity of occupancy and service level as metrics, mitigates the impact of outside forces on performance and creates a simple single number by which everyone can evaluate forecasting and staffing performance. The FSE Index holds service level as a constant and creates a measure of achieved service level compared to the ideal world service level. (Since service level is the dependent variable, it is the one held constant). So, The FSE Index is the ratio of the occupancy achieved versus the occupancy in the ideal world. <u>In other words, The FSE Index measures the ability of the forecasting and staffing group to achieve effective staff utilization independent of service level.</u>

> Efficiency =   <u>Actual Occupancy at Actual Service Level</u>
>   Ideal Occupancy at Actual Service Level

So, to calculate the FSE Index, the first step is to calculate the denominator, or the ideal occupancy at the service level attained.
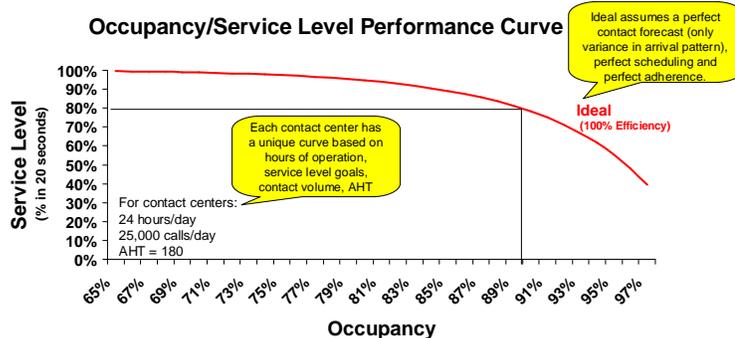
Establishing the Denominator for The FSE Index
Ideal occupancy is defined as the maximum occupancy that can be achieved at a given service level under ideal conditions. These ideal conditions include no variation in forecasted contact volumes, staffing availability that meets staffing needs every half hour of the day and perfect schedule adherence. After reading this list, it is clear why this is named ideal occupancy.

 Ideal occupancy is determined by using an Erlang calculator. It is relatively easy to find an Erlang calculator. Destination Excellence offers one on its ForeScite web site, www.ForeScite.com, and WFM companies normally maintain one on their web sites as well.

Sometimes it is helpful to produce a performance curve that is unique to an operation. The performance curve illustrates the complex *non-linear* relationship between occupancy and service level and helps with the understanding the calculation of The FSE Index.

The ideal occupancy-service level performance curve is built by entering into the Erlang calculator the number of contacts, hours of operation, service goal (e.g., calls to be answered in 20 seconds), and handling time for the period of time for which you are calculating The FSE Index. Next, service level performance points are entered into the Erlang calculator (e.g., 78%, 79%, 80%, etc.). These points and

their resulting occupancies are placed in a chart or table, which defines the "ideal" occupancy-service level performance for the time period associated with the input data. A sample ideal performance curve is provided in the chart to the right. This information will be used to calculate sample Efficiencies in the next section.

Occupancy/Service Level Performance Curve

Calculating The FSE Index

With the calculation of the denominator for The FSE Index complete, calculating the FSE Index measure is straightforward. For the purpose of our sample calculations, we will assume that a contact center has six months of data and that they would like to generate the FSE Index result for each month. The following table provides the data points for the six months of actual occupancy and service level performance. (Note that integer values have been used for this example, but greater precision can be used if so desired.)

Service Level	Act. Occupancy	Ideal Occupancy	FSE Index
28%	93%		
53%	89%		
74%	85%		
78%	79%		
78%	83%		
80%	81%		

Next, the table is filled in with the ideal occupancy for the actual service levels attained. Had the calculations not already been made in the previous section, the ideal occupancy would be calculated by taking the actual service level for each month and plugging that service level into the Erlang calculator with contact volume, handling time and operating hours. As a final step, the actual occupancy would be divided by the ideal occupancy at that service level to calculate the FSE Index. (For example, with a service level of 28%, FSE Index = 93%/98% = 95%.) The following table is then generated as a result of these calculations.

Service Level	Act. Occupancy	Ideal Occupancy	FSE Index
28%	93%	98%	95%
53%	89%	95%	94%
74%	85%	91%	93%
78%	79%	90%	92%
78%	83%	90%	91%
80%	81%	89%	93%

Some contact centers may prefer to use a monthly FSE Index figure and then create a weighted average based on workload (contact volume and handling time) for a given time period. This calculation will approximate the calculation of the FSE Index using the whole period, and should be considered a legitimate alternative. This may be a preferred method if monthly figures would likely align better with performance programs for forecasting and staffing groups and allow them to track their progress through the year.

The six months of actual performance have been overlaid on the ideal occupancy-service level performance

Occupancy/Service Level Performance Curve
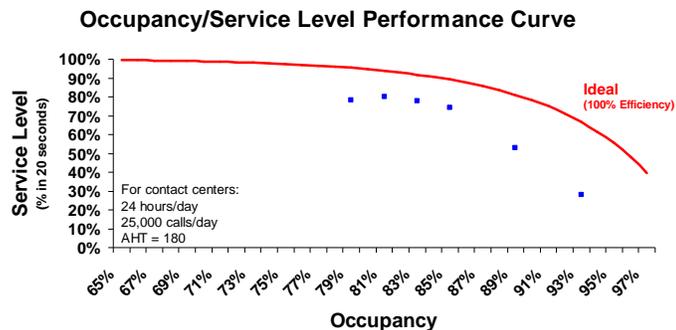
curve developed from the previous section. A graphical depiction may help groups highlight trends or issues they may encounter when attempting to optimize The FSE Index.
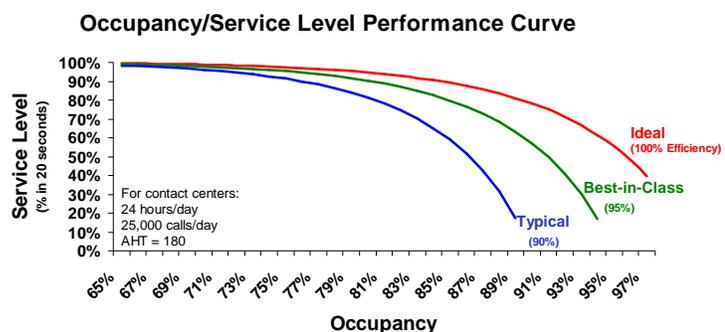
It should be noted that the FSE Index performance will likely vary from month to month, as do other metrics. The FSE Index performance will also vary between contact centers and skill groups, depending on a variety of controllable and non-controllable factors. Establishing FSE Index goals will be reviewed in the following section.

Establishing FSE Index Goals

What is the appropriate FSE Index goal for your organization? For those familiar with the establishment of adherence goals for contact centers, the answer will be familiar; it depends.

Establishing The FSE Indextarget should take into consideration two elements, historical FSE Index performance and operational factors. It is often unreasonable to assume that a group with a historical FSE Index performance of 85% could achieve 95% performance within one year. Process changes take time and must be implemented in a way that maintains the stability of the business. Operational factors for a group including hours of operation, contact volumes and handling time impact the ability to achieve certain FSE Index levels.

So, rather than answering the question directly and establishing FSE Index goals for every organization, it is sufficient to reflect on our experience over the years in working with contact center groups to provide some general guides. The chart to the right provides two benchmarks that companies will find helpful to use when establishing their FSE Index goal. These two benchmarks are the typical and the best-in-class

performance (the third line, the red one, is the ideal and is only used for comparison purposes and not for goal setting). In our experience, a typical, or average, contact center operation achieves an average FSE Index of 90% to 92% over the course of the year. Best in class contact centers operations achieve an average FSE Index of 95% over the course of one year.

Occupancy/Service Level Performance Curve

Companies should pull historical data and perform their own analysis to determine what their performance has been and then establish FSE Index performance objectives for the coming months and year.

Factors Impacting the FSE Index

At this point, the natural question is, "Is FSE Index performance supposed to be 100%? The answer is no. As with any manufacturing or service process, 100% FSE Index performance is not a reasonable goal. Organizations must recognize that inefficiencies will occur in any process. It is the job of the forecasting and staffing group to minimize unwarranted inefficiencies while recognizing that these inefficiencies will never be entirely eliminated.

The Erlang formula assumes that contact centers exist in a perfect world. That perfect world includes a precise contact volume, attaining 100% adherence, and perfectly aligned intra-day schedules. Anyone who works in the forecasting and staffing group knows that, although laudable, these goals are unrealistic. The next few sections will provide a review of the forecasting and staffing process, the activities that take place along each step of the process, and the elements that impact Efficiency.

Forecasting and Staffing Process
In broad terms, the forecasting and staffing process contains three steps: long-term contact and FTE forecasting, scheduling FTE, and managing schedules. Each stage is defined as follows:

1. Creating a long-term contact and FTE forecast establishes the basis for staffing and scheduling requirements, which can be used for budgeting and whose outputs (contacts, handling time, unproductive time and the like) can be used as inputs into the next stage, scheduling FTE.

2. Scheduling FTE takes the inputs from the long-term forecast to generate agent schedules. The output of this process includes assigned schedules to help achieve the best possible occupancy, given the parameters used within the scheduling process.

Workforce Management Systems

Contact/Long Term FTE Forecasts → Schedule FTE → Manage → Occupancy – Svc Level Perf Curve

Contact Forecast Accuracy   X   Schedule Optimization   X   Operational Adherence   →   Forecasting and Staffing Efficiency

Process Areas of Impacting Forecasting and Staffing Efficiency

Like any process, the overall efficiency or effectiveness of the process is limited by the effectiveness of each step in the process. The overall efficiency is the combination of the efficiencies of each process step.

3. Managing schedules focuses on insuring that people are where they need to be when they are scheduled to be there.
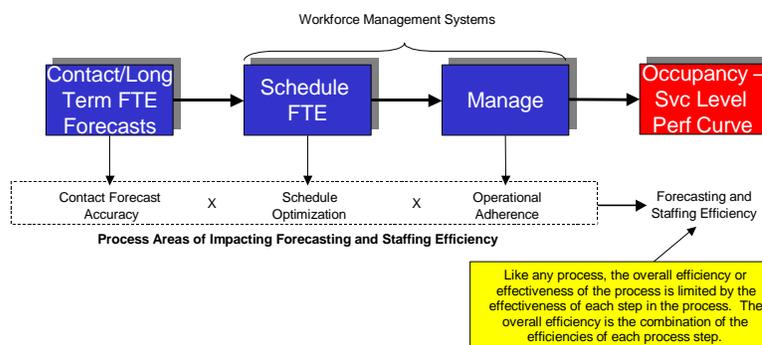
The output of the three combined processes is the actual occupancy and service level for the group. Each of these stages will be reviewed further to more clearly identify the activities that can be managed to maximize FSE Index performance.

Contact and Long-Term FTE Forecasting
Forecasts generate the *daily* contact volume, handling time, unproductive time and other assumptions that serve as the foundation for the budget and long-term plan for the operation. These daily assumptions are used to feed intra-day schedules in the Scheduling Staff stage. FSE Index performance is impacted by the accuracy of contact and handling time forecasts. Each will be reviewed separately here.

Erlang assumes that the contact forecast is known with certainty, and does not account for forecast variances. In reality, the contact forecast for any given day (or hour, or half hour) varies due to a number of factors including the precision with which a forecast can be determined, changes in advertising plans, billing variations, and events that may occur outside the business. Anything less than a "perfect" forecast will potentially drive FSE Index performance to less than 100%.

The graphic to the right illustrates the difference between what Erlang assumes to be true regarding volume forecasts (the top graphic) versus what happens when actual contact volumes vary from forecasts (the bottom graphic). The top (Normal) curve is the one used by Erlang to determine the staff required to answer 80% of

contacts within the specified service time (e.g., 20 seconds). The Erlang calculator essentially simulates this normal curve to determine FTE requirements. In reality, however, variances occur in contact forecasts, and these variations cause the curve to "flatten out" or create higher standard deviations in the normal curve. The practical effect is that the staff required to meet service goal is increased. The less accurate the forecast, the flatter the curve, the greater the standard deviation, the greater the staffing requirement, the lower the occupancy, and therefore the lower the FSE Index performance. Accurate forecasts are key to attaining greater FSE Index performance.
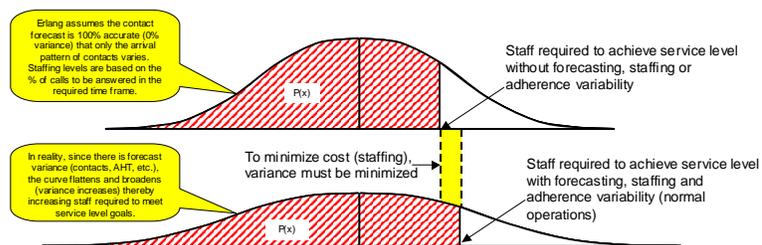
In terms of workload, accurate handling time forecasts are as important as accurate contact volume forecasts. For example, having handling time 10% higher than forecasted has essentially the same effect on an operation as does actual contact volume being 10% higher than forecasted. Therefore, accurate handling time forecasts are as essential as accurate contact volume forecasts.

Handling time forecasts are often overlooked, as people tend to rely on historical data. This simplified approach is sufficient if no changes in technology, processes or people are present. An area that is often missed is the impact new hires have on handling time. The graphic to the right illustrates what can happen to handling time when new hire classes are released to handle contacts.
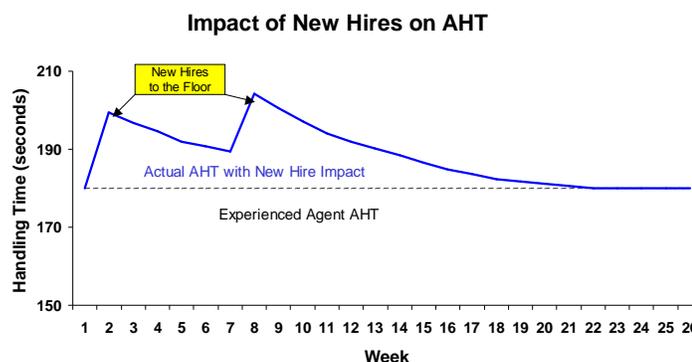
It is not unusual for handling time to increase 10% or more during times when hiring is used to meet rising demand or attrition replacement. When learning curves are measured in weeks (normal learning curves are as long as 13 weeks) and new hire classes are released to the floor in three to four week intervals, the impact on handling time is significant. Such impacts must be taken into account to maintain high efficiencies.

Scheduling Staff
The FTE scheduling process saw tremendous gains when Workforce Management (WFM) systems were introduced in the 1980s. WFM systems not only replaced intensive processes manual (normally performed on spreadsheets), they also helped optimize FTE scheduling through algorithms.

However, as good as WFM system algorithms are, they cannot create a perfect scenario where the staff scheduled exactly matches the staffing requirement throughout the day. Real-world constraints such as scheduling parameters (continuous days off, amount of time between breaks, lengths of shifts) make it impossible to create the "perfect" schedule. There will always be intra-day gaps in half hours providing either too much staff or not enough staff. There will also likely be days that are either overstaffed or understaffed, depending on schedules and business requirements. Even in small amounts, these overstaffing and understaffing gaps reduce overall FSE Index performance.

Staffing and forecasting groups are creative in the ways in which they attempt to optimize schedules. They time unproductive activities to staffing requirements, change routing plans and use overtime and undertime to adjust schedules to best fit operational requirements. These tools can continue to be used in conjunction with efforts to align schedules to operational needs to optimize FSE Index performance.

Managing Adherence
Prior to the introduction of WFM adherence and similar systems, contact centers were left to manage agent's adherence to their schedule through monitoring and reports, be they through the day and/or at the end of the day. In the 1990's WFM systems added automated features to help contact centers manage adherence to schedules. Managing schedules is the third element in the overall forecasting and staffing process that FSE Index performance.

Adherence is a common measure within contact centers. Adherence measures the amount of time agents are where they are scheduled to be. Less than 100% adherence does not mean that you are not getting 100% of the paid time out of agents, it only means that they are not where you planned 100% of the time. One of the most frustrating areas for staffing and scheduling personnel is the diminished control they have over some events. People will call in sick, calls don't stop when it is time for break, meetings run over their allotted time, and people are pulled from their desk without authorization.

Adherence reduces FSE Index performance when people are not where they are scheduled. At times, this may improve for operational FSE Index performance (in the case where an agent is handling a contact rather than being on break at that moment) or decrease FSE Index performance (in the case where an agent is on break rather than handling a call in queue. Regardless, managing adherence to schedules is key in optimizing FSE Index performance.

Interdependence of the Forecasting and Staffing Stages
It should be noted at this point that overall FSE Index performance is <u>not</u> a multiplication of contact forecast accuracy, schedule optimization and operational adherence. In fact, these three influences may at times work with one another to increase FSE Index performance and at other times work against one another to decrease FSE Index performance.

For example, I may be prepared in a day to be understaffed by 3% versus what I am forecasted to need. In this case, I would be coming into the day with a 97% schedule optimization (for example). At the same time, I could be 3% off in my forecast contact volume, which would be 97% in my contact forecast accuracy. Depending on if I were above or below forecast, I would either be (theoretically) on target for the day (100% FSE Index performance, in this narrow example) or 94.2% Efficient (.97/1.03). From this we see that the individual components are not multiplicative.

It should also be noted that contact centers are excellent at mitigating the impact of inefficiencies through intra-day adjustments. So, while some drop in FSE Index performance may be expected due to varying volumes, gaps in schedules, or adherence issues, forecasting and staffing groups will shift unproductive time schedules, add overtime, add undertime or do what they need to in order to better align operational plans with operational needs.

The FSE Index, then, becomes the single measure that can be objectively used to determine the overall performance of the forecasting and staffing groups.

The Role of Occupancy and Service Level Goals

Much time has been spent on the development of the FSE Index as a forecasting and staffing metric that it is important to bring things back in focus and discuss occupancy and service level as measures within the FSE Index scenario. Should both occupancy and service level be eliminated as metrics, just occupancy eliminated, just service level eliminated or should both be maintained?

While every organization will have their preference, it is recommended that occupancy be eliminated as a separate metric and that service level be a metric the forecasting and staffing group shares with other operational groups who may impact staffing. The FSE Index is essentially a metric of occupancy performance (against the ideal at a given service level), making a separate measure of occupancy redundant and unnecessary. Service level remains an important metric for the forecasting and staffing group.

Service level is a necessary ongoing metric as a forecasting and staffing group, measured by the FSE Index alone, could purposely short staff a center and still maintain high FSE Index performance. Maintaining a service goal provides an incentive for the forecasting and staffing group to continue to work toward the common goal of service level. Sharing the service level measure with other groups provides an incentive for all groups to work together.

TIPS FOR MANAGING FSE INDEX PERFORMANCE

So, what steps are necessary to improve FSE Index performance? Here are a few tips and some areas for companies to consider when optimizing their FSE Index performance.

1. <u>Make long-term contact and FTE forecasting part of your normal operations planning cycle.</u> Many companies spend time, justifiably, optimizing their intra-day performance. However, much of this work could be avoided if long-term plans were in place. For example, the timing of new hire classes should be planned months in advance, avoiding a scramble for overtime. Likewise, slow periods can be identified months in advance allowing additional vacation, training or other unproductive time to be scheduled in advance.

2. <u>Utilize a contact forecasting system that accurately projects your contact volumes.</u> What the 1980s were to the automation of scheduling and the 1990s were to the automation of managing schedules (adherence), the first decade of the 2000s are to the automation of forecasting. Most forecasting and staffing groups have homegrown solutions that work well. Automated forecasting systems will provide a leap in productivity and performance similar to what earlier automated systems provided. Destination Excellence's ForeScite solution is such a system. ForeScite provides accurate forecasts for contact groups, along with other features outlined here.

3. <u>Anticipate changes in operating assumptions, such as handling time, to create a more accurate depiction of staffing needs.</u> Changes in IVR usage, CRM platforms or just the introduction of new hires can change the handling time in a contact center substantially.   Since handling time is one of the key elements in staffing to handle workload, accurate handling time forecasts are necessary to appropriately manage FSE Index performance. Solutions like ForeScite automatically adjust your handling time estimates to include new hire impacts. When more accurate inputs are made to your WFM system, higher efficiencies result.

4. <u>Work to align your WFM schedules with your staffing requirements.</u> As good as WFM systems are, manual adjustments to schedules are required to optimize your staffing plan. Continue to rework your schedules until you reach your occupancy-service level target.

5. <u>Establish adherence goals for the operation.</u> If you have not already done so, purchase an adjunct to your WFM system that allows you to measure adherence, implement that system and utilize it to help you achieve a high level of adherence to your planned schedules.

6. <u>Be aware, and be flexible.</u> A common ingredient of high-performing centers is the forecasting and staffing group's awareness throughout the day of what is occurring in that day and in the days to come. They are proficient in making the necessary changes in plans to minimize disruption in the operation while maintaining optimal FSE Index performance.

7. <u>Measure, monitor, and provide feedback.</u> Key to managing performance is creating measures, making sure they are holistic and integrated, communicating about those measures and providing feedback in support of people's success (for additional information, see our paper titled *Performance Measures and Management*, at http://destex.vertex.com/Articles.asp).

AUTOMATED LONG-TERM CONTACT AND FTE FORECASTING SYSTEMS

Most readers are familiar with the concepts described in this white paper, but they may not have experience with an automated long-term forecasting and staffing system. Such a system may seem unusual given that contact centers have survived to this point without such a system. It is helpful to review the history of the automation of forecasting and staffing systems to see how an automated long-term contact and FTE forecasting system fits in the process.

Those of us who have more years in the industry than we like to admit remember the 1980s when scheduling was done on spreadsheets, as many on paper as on a PC, since PCs where rare then (yes, there was such a time). Back then, automating scheduling was a huge improvement. Automation created science out of art, reduced costs through more precise scheduling, reduced the time to perform scheduling, created a common reservoir of scheduling knowledge and freed up time to focus on optimizing schedules to make the center more efficient.

It seems just as we were getting used to the automated scheduling process, we threw ourselves into the manual adherence process, making sure the schedules we developed were strictly followed, and recognizing the connection between adherence and operational performance. In the 1990s, automated systems brought relief. They reduced costs, reduced the time of the adherence process, created a useful database and freed up time to further optimize the center.

What remained as the first decade of the 2000s began was the automation of long-term forecasting and staffing. Like scheduling and adherence, this process was largely manual (including the manual creation of spreadsheets with some limited automation), and was more art than science (with the beauty of it being in the eye of its creator). Automation of this process is now becoming available in the market. The benefits are similar to earlier automation efforts and include the following:

- Improved efficiencies in contact center operations (increased occupancy leads to reduced costs)
- Reduced time to perform the function of long-term contact and FTE forecasting
- Development of a shared reservoir of knowledge making the process collaborative
- Reduced time to perform the forecasting function freeing up time to focus on optimizing contact center operations

Note that positions are not eliminated and total work is not reduced. Rather, these systems allow time to be spent in higher value activities that create greater operational benefit.

A system that has recently become available to achieve the benefits of long-term contact and FTE forecasting is ForeScite. More information on this system is available at www.ForeScite.com.

DESTINATION EXCELLENCE - YOUR COMPETITIVE ADVANTAGE

Excellence is more than a word, it's a destination.
-Destination Excellence Motto

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 is 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 out 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 heirarchical 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. You will be glad that you did.**