

5 Commitments Every BPO Must Make

Ensuring Financial Success For Our Clients

INTRODUCTION

The call center world runs amok in marketing, but lacks real results. The days of the “biggest billboard wins” are long gone. At the same time, cutting costs can’t mean cutting corners. Impeccable service must be our cornerstone. It’s time BPOs lead by the Golden Rule and realize that every interaction matters. It’s not just about the client and a contract. These are call centers—with real people calling real people about real problems that should have real resolutions. Call center operations have a grand impact—not only for your client, but also for your client’s customers, your client’s employees and, of course, your own employees.

1 WE ARE YOU

We are not “us.” We are an extension of you and your brand. Yes, every BPO has its own corporate identity, but when it comes to providing contact center services, the customer should see and hear only you. BPOs should operate so effectively and so seamlessly that every call and transition has the appearance of being an internal operation. In doing so, clients experience a net increase in customer satisfaction.

This is evident in the call center operational practices across all industries, but is particularly important when addressing more sensitive matters related to consumer financials (and health). As an example, by fully adapting the culture and brand of a financial services client, and truly coming to know its products, services, history and processes, Alorica creates a customer experience that manifests itself as a singular, results-oriented solution. Alorica leads the way for sales, retention and quality; Alorica is, in fact, this Fortune 100 Company’s Top Performing vendor partner for Net Promoter Score and Quality.

While this client-vendor partnership is materially important to both Alorica and this leading Financial Services client, the relationship between our two companies is virtually non-existent from the customer’s perspective. Creating this unified customer service experience has directly contributed to this client’s achievement of seven consecutive JD Power Awards for customer service.

2 PROVE OUT PERFORMANCE PROMISES

Too often, incumbent providers have no incentive or desire to reduce volume or handle time for fear of short-term losses. The client experiences no service cost reductions that, if received, would directly impact profit margins—and do so on an on-going basis.

To earn business on an on-going basis, BPOs must be accountable for the promises they make. Proof of past successes for one client will not necessarily translate to assurance that the call center can handle a new or additional program. One mechanism for ensuring performance is to implement a Champion-Challenger approach to define goals, analyze outcomes and compare results. This approach will allow Client’s to make performance-based partnering decisions.

OUR BELIEF

- We believe in creating opportunities for our clients, for our people, and in our communities.

FACTS AND FIGURES

- Established in 1999
- Privately and minority-owned
- Headquartered in Irvine, California
- 100,000 employees, including 6,000 virtual employees
- 150 locations across 16 countries

BPO SERVICES PROVIDED

- Customer care
- Revenue generation
- Technical support
- Back office processing
- Customer retention
- Reverse logistics
- Fulfillment
- B2B solutions
- Hosted contact center solutions
- Direct Response
- Receivables management

As a Six Sigma organization dedicated to lean management, we are opposed to the idea that things can't or won't get better. Recognizing that each client and each program is unique, we examine interactions with customers on a daily basis and are constantly looking to improve. We have an entire Process Improvement team dedicated to continuous improvement for our own organization and for our clients.



Our success in this realm is evidenced by our success with a Credit Monitoring client. With a growing customer base, the Client needed to expand inbound customer care, sales and retention support. Of course, the incumbent provider wanted the business based on the existing relationship. Alorica offered the client a different option—one based on performance and results. We began a 90-day pilot with just five agents. After meeting goals each month, Alorica was awarded permanent expansion.

This program has grown to 350 customer service agents and continues to expand. Today, Alorica supports 60 percent of this Client's contact center volume and continues to outperform five other contracted vendors. In addition to ongoing analysis to increase performance (it doesn't stop after winning the business), some of our secrets to success include offering agents a lucrative incentive plan and daily incentive competitions.

3 KNOW WHAT MAKES THE PROGRAM EBB AND FLOW

Data. Analytics. Business Intelligence. Trends. Too often, this is where the "metrics" discussion begins and ends. Beyond analyzing key performance metrics and being able to put this data in the client's hands, BPOs must understand the impact changes have on the program—and be adept at communicating this with the Client.

Of course data is important. Creating benchmarks and tracking metrics are key to understanding efficiency gains and satisfaction as well as lackluster performance. But, ultimately—data are just numbers. Unless your BPO knows how to effectively interpret data and implement change to achieve stated targets, it doesn't do much good. Moreover, your BPO provider should have a good sense of how change will impact performance data before change occurs.

A financial services client knows this well. Over the last 12 months, this financial services client has seen a ten percent increase in

OVER 20 YEARS' OF FINANCIAL SERVICES EXPERIENCE

- PCI DSS and SSAE (SAS70) certified company
- Over 10,000 financial services professionals serving customers around the world
- Services across the customer lifecycle: acquisition, account management, fulfillment, service, support, up/cross-sell, retain and renew
- B2C and B2B Sales Solutions, integrate analytics and targeted multichannel marketing

AWARDS & RECOGNITION

- Global recognition as "Best Outsourced Provider" by Call Center Week
- Recognized BPO in "Visionary" category on Gartner's Magic Quadrant
- Winner of Frost & Sullivan's North American "New Product Innovation Award" in the Healthcare Vertical
- AloriCares veterans initiative wins "Best Home Agent Program" by Contact Center World
- Customer Interaction Solutions Magazine's "Product of the Year" for Alorica Helix CRM and Alorica Analytics for fifth and sixth year, respectively

conversion rates, significantly increasing customer spend revenue based on customers retained. As a long-time Alorica client, this is one of many positive results obtained through program analysis and ongoing focus groups. Through an integrated CRM Alorica captures more analytics and customer intelligence than previous financial services providers. By analyzing customer feedback alongside employee feedback, we also provide the financial services client with the monthly scripting and product offer recommendations that directly contribute to increased retention and conversion rates.

Our success in this realm is a result of not just having the data, but using it to produce results on behalf of our client. This includes changes to “course-correct” when agent attrition fell off slightly in 2008. After implementing several improvements per our Six Sigma process, Alorica has consistently met or exceeded targets for the last six years.

As a result of our data-led program initiatives and consistent, exceptional performance, this financial services client auto-renewed the program. Also, when they consolidated vendors, Alorica was awarded 100 percent of the inbound program volumes as well as an outbound acquisition program for the same product lines.

4 TRUST & TRANSPARENCY: THE STAKEHOLDER STRONGHOLDS

From clients and employees to investors and outside vendors, all companies have a number of stakeholders with varying interests. With so many different perspectives and sometimes seemingly competing needs, executives are pulled in a number of directions. Trust and transparency are crucial for meeting stakeholder expectations and maintaining healthy client-vendor relationships.

Alorica has long been dedicated to creating opportunities for our clients, for our people, and in our communities. We bring this value proposition to life by creating trusting relationships and delivering results. As an organization that is committed to continuous process improvement, we value client and employee insight and always look for transparency and quality in our operations and communications. Additionally, we understand the importance of speed and flexibility, and the impact each can have on a program’s success.

We have many, many programs where we have demonstrated time and again our capacity to handle every aspect and provide in-depth reporting to reflect the program’s operations and successes. After investing the time and energy in creating these relationships, clients trust us to manage these programs for them while they focus on their core business. This is fantastic.

We have programs on the other end of the spectrum, as well—programs that require more hands-on client involvement. One such program is with an insurance client for their debt cancellation products. The client desired a close working relationship that would make it easy for them to spend time at the call center and oversee operations. This is key for them as the client’s programs are 100 percent scripted and changes can be frequent.

Alorica provides a very flexible and transparent environment, making it easy to implement modifications quickly. We consistently meet or exceed goals against quality and saves metrics, achieving top

FULL SPECTRUM OF FINANCIAL SERVICES

- Inbound Bank & Card Customer Care
- Fraud Prevention
- IB & OB Card Sales & Retention Services
- (Membership & Travel) Rewards Services
- Credit Protection and Retention Programs
- Card & Bank Customer Acquisition
- B2B Lead Generation and Appointment Setting
- Special Events Campaigns
- Back Office Processing
- Fulfillment Services – Mailing
- Data Loss Care Solutions
- Shareholder Services
- Credit Term Adjustment Care RLA
- Fee Services – Enrollment Retention

performance over three client support centers. As a result, in mid-2013, we were awarded additional business for the client's programs, which more than doubled our staffing to 100 bilingual agents.

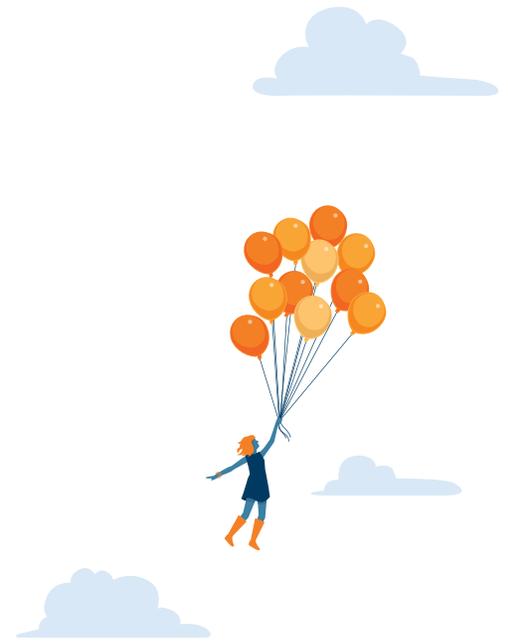
5 CORPORATE COMMITMENT TO SOMETHING GREATER THAN THE BOTTOM LINE

It seems paradoxical to say that to ensure financial success, BPOs must commit to something other than the bottom line—but it's not. People want to be part of something bigger and better than a paycheck. Honestly, it doesn't matter if it's the environment, supporting a good cause, or hands-on on community service—maybe a bit of all three! Doing good and work that matter makes a difference to people. And, frankly, it's good for everyone when we all give back.

While Alorica supports a number of initiatives as well as employee community involvement, one of the efforts we are most proud of is our AloriCares initiative, a military veteran program created to employ, train, mentor, care for and educate veterans and military spouses. AloriCares is now part of JP Morgan Chase's 100,000 jobs initiative but was established three and a half years ago before a national program was created.

Alorica has deep and enduring commitment to a wide variety of philanthropic causes and activities in locations where we do business. Often, we keep our efforts local and involve employees because it's important to us to support our employees where they live and work. Alorica also encourages employees to volunteer time for local charities and local organizations.

By maintaining our commitment to these efforts, we remain The People's Choice—for clients and employees alike.



ABOUT ALORICA

At Alorica, we only do one thing—we make lives better. How? By creating insanely great experiences for customers—online, on the phone and through social media. From acquisition and sales to customer care and support, Alorica provides a host of world-class services, including customer relationship management and back office support. We're proud to passionately serve clients as diverse as we are—including communications, financial services, healthcare, retail and tech companies, many in the Fortune 500. We call Orange County home, headquartered in Irvine, CA, with 100,000 employees in 150 locations across 17 countries around the globe.