

F R O S T & S U L L I V A N

2024 CUSTOMER VALUE LEADER

*IN THE NORTH
AMERICAN CUSTOMER
CARE OUTSOURCING
INDUSTRY*

F R O S T & S U L L I V A N

2024
BEST
PRACTICES
AWARD

 **Teleperformance**

Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each Award category before determining the final Award recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Alliance One Receivables Solutions and CFX excel in many of the criteria in the North American Customer Care Outsourcing space.

AWARD CRITERIA	
<i>Business Impact</i>	<i>Customer Impact</i>
Financial Performance	Price/Performance Value
Customer Acquisition	Customer Purchase Experience
Operational Efficiency	Customer Ownership Experience
Growth Potential	Customer Service Experience
Human Capital	Brand Equity

Company Background

Central Florida Expressway. (CFX) is an independent state agency that operates, maintains and owns a regional network of expressways for over 3 million Florida residents. It also supports over 72 million visitors in its user-funded system that includes, but is not limited to:

- 865 lane miles
- 73 interchanges
- 14 mainline toll plazas
- 74 ramp toll plazas
- 343 bridges
- 8 named expressways

Alliance One Receivable Solutions. Alliance One, a Teleperformance company, is a leading provider of full-cycle accounts receivable management services. Alliance One offers a complete suite of collection and contact center solutions, supporting government, education, healthcare retail, telecommunications, utilities and related markets.

This joint Award recognizes both Alliance One and CFX, highlighting the unique re-badging and outsourcing partnership between the two companies.

Customer Acquisition

What is Rebadging?

Rebadging is a process whereby a company’s existing workforce is seamlessly transferred to a third-party service provider, such as Alliance One. Alliance One has a four-year history of delivering customer-facing and back office processes for CFX, including talent acquisition and contact center management. The factors that influenced the four year “rebadging” of the CFX facility are quite numerous.

This initiative was designed to:

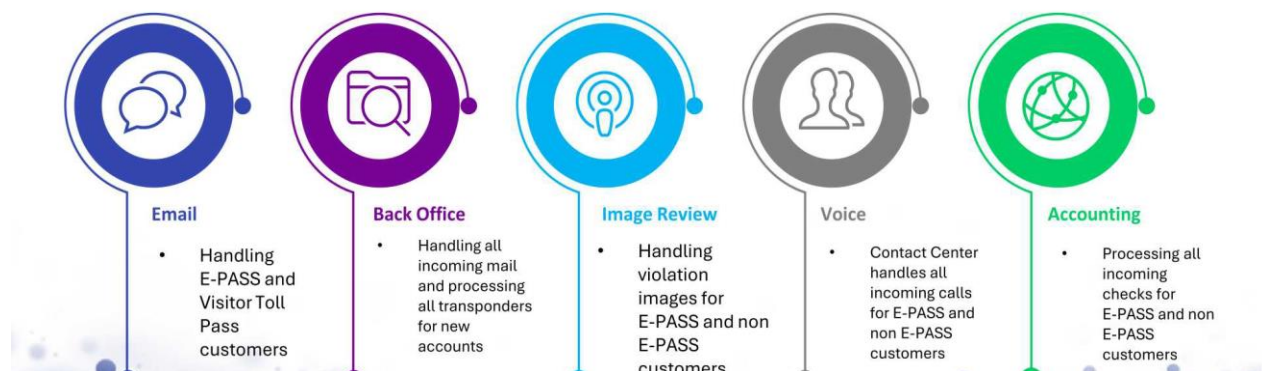
- Open revenue growth opportunities
- Contain labor costs
- Combat attrition and improve business process agility
- Enhance customer satisfaction (CSAT) scores
- Create internal operational efficiencies
- Drive better business process outcomes

Since Alliance One assumed responsibility for the contact center – leveraging its industry-leading best practices – CFX can now focus on its core competencies, see improved KPI performance, and reduce overall costs. This was done, in part, by switching expenses from a capital expense (CapEx) model to an operating expenses (OpEx) model. The rebadging strategy and solid partnership ensures uninterrupted employment for CFX employees and business continuity for the client, CFX.

Customer Service Experience

As shown in Figure 1.0, Alliance One manages multiple, discrete contact center activities while servicing the diverse lines of business (LOBs) for CFX:

Figure 1.0



Source: Alliance One

The support disciplines provided for CFX by Alliance One include voice, back-office, email, image review, accounting and walk-in customer traffic. With Teleperformance leading the charge in customer experience management, Alliance one has demonstrated considerable expertise and experience in transitioning employees. This is for numerous Alliance One clients and incumbent vendors across industries and service lines, globally.

Human Capital

Guided by its proprietary rebadging approach and internal Best Practices, Teleperformance's Alliance One assesses the right rebadging solution, for each client, based on:

- Client-specific requirements
- Type of services offered
- Operational management needs
- Location
- Geography, culture and socio-economic factors
- Existing and future skillsets
- Languages needs

The following benefits of the rebadging and the impact on human capital at CFX include:

- Eliminating the risk of performance degradation during transition to an outsourced provider
- Retaining expertise and ensure continuity of agents' "tribal knowledge"
- Ensuring continued alignment with company culture
- Maintaining jobs in-region and mitigating the social impact of a contact center shutdown
- Facilitating the ease of transition due to retention of exiting technology and application interfaces
- Accelerating the speed to proficiency through reduced training hours and employment of the existing CFX staff

Alliance One has successfully integrated the CFX facilities, senior and operational management, and front-line staff into the Teleperformance family with exceptionally high retention rates. This ensures a very smooth transition for the company's most important asset: its employees.

Growth Potential

The business growth between Alliance One and has been fostered by a strong customer-centric focus that strengthens the CFX brand and reinforces customer loyalty

Improvements in Outcomes and Results

Along with the full rebadge of the previous staff, Alliance One completed the conversion of the network and telephony systems. This included new systems to maintain client culture and the full restructuring of the staffing model to accommodate the agent work-at-home (WAHA)

model. Alliance one also built and staffed a new walk-in center. These developments led to the re-vamping of the escalations and quality assurance programs. The results show green scorecards across KPI (Key Performance Indicators). Alliance One is also able to offer CFX new growth products like gamification, sentiment analysis and customer surveys.

Brand Equity

Alliance One has performed various rebadge models with numerous clients over the years, including:

- Shared services buyouts
- Joint ventures
- Captive support
- Third-party outsourcing models

Continuous Improvement and Focus

CFX and Alliance One have formed a strong partnership where continuous improvement is a planned activity and delivered through:

- Client cultural infusion and improvements
- Frequent audits and performance reviews
- Open and honest sharing of ideas from all levels of the organization

“With this strong and enduring partnership the cost of infrastructure and maintenance are shouldered by Alliance One, which frees CFX’s resources to be spent on innovation and other competitive initiatives for their customers”

*- Michael DeSalles,
Frost & Sullivan*

The teams at Teleperformance and Alliance One have successfully rebadged more employees than any other company in the call center industry. Its extensive rebadge experience also includes a rebadge for a leading automotive manufacturer for three different operations with a total of 2,350 FTE

handling over 25 LOBs.

Operational Efficiency

Partnership Success story: Central Florida Expressway (CFX)

- To contextualize the challenges and key benefits of Alliance One’s contact center solution, consider the CFX case study:

CX Challenges

1. Rebadge the entire employee base
2. Expand services and headcount
3. Mitigate Covid-19 impact on agent staffing and walk-in traffic

4. Build new HR, training and client-specific processes
5. Maintain high efficiency and flexibility

Alliance One Contact Center Solution

Alliance One's Solution effortlessly enabled CFX call center to adjust its resources without extensive infrastructure changes. It now supports omnichannel communication, allows agents to work from *anywhere*, leverages a global workforce and ensures business continuity for CFX. Specifically, Alliance One employed its proprietary:

- **Tiger Team.** The Tiger Team help reduce potential risks by engaging seasoned professionals. It's usually composed of account managers, trainers, operations managers, quality assurance managers (QAs), and subject matter experts (SMEs), providing the client with immediate experience from all aspects of the operations.
- **Baseline Enterprise Standard for Teleperformance (BEST) Quality.** BEST provides global best practices in operations, thought leadership and human resources for CFX.

Partnership Benefits and Results

The implementation of the Alliance One contact center solution brought about several key business benefits, including:

- Successful onboarding of 93% of previous staff
- 90% employee retention
- Maintained steady state key performance indicators (KPIs)
- Reduced infrastructure costs

Tiger Team experts from across Teleperformance and Alliance One infused best practices into each

"It was really a full movement by the Tiger team to come in with our culture, and really drive the results from day one; making sure that CFX understood that we were there to support their team and staff."

*- Jason Koontz,
Alliance One*

functional area, improving day one performance. TOPS and BEST Quality drive top industry performance. With this partnership, the cost of infrastructure and maintenance are covered by Alliance One. This business strategy allows CFX to budget

expenditures and resources on innovation, marketing and other cost-saving operational initiatives.

Conclusion

With the right solution provider and partner, the benefits of outsourcing CX management outweigh the risks. One of the major benefits of outsourcing is the opportunity to switch IT expenses from CapEx to

OpEx, providing companies with the financial flexibility to spend on innovation and other high-value initiatives. Another advantage is access to a highly skilled CX workforce that constantly undergoes career development, training and skills upgrading. Over time, these benefits result in improved operational efficiency and consistently high performance, leading to improved customer satisfaction and increased loyalty.

With their strong overall performance and successful partnership, Alliance One Receivables Solutions and CFX earn the 2024 Frost & Sullivan Customer Value Leadership Award in the customer care outsourcing industry.

What You Need to Know about the Customer Value Leadership Recognition

Frost & Sullivan's Customer Value Leadership Award recognizes the company that offers products or services customers find superior for the overall price, performance, and quality.

Best Practices Award Analysis

For the Customer Value Leadership Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

Business Impact

Financial Performance: Strong overall financial performance is achieved in terms of revenues, revenue growth, operating margin, and other key financial metrics

Customer Acquisition: Customer-facing processes support efficient and consistent new customer acquisition while enhancing customer retention

Operational Efficiency: Company staff performs assigned tasks productively, quickly, and to a high-quality standard

Growth Potential: Growth is fostered by a strong customer focus that strengthens the brand and reinforces customer loyalty

Human Capital: Commitment to quality and to customers characterize the company culture, which in turn enhances employee morale and retention

Customer Impact

Price/Performance Value: Products or services provide the best value for the price compared to similar market offerings

Customer Purchase Experience: Quality of the purchase experience assures customers that they are buying the optimal solution for addressing their unique needs and constraints

Customer Ownership Experience: Customers proudly own the company's product or service and have a positive experience throughout the life of the product or service

Customer Service Experience: Customer service is accessible, fast, stress-free, and high quality

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at <http://www.frost.com>.

The Growth Pipeline Engine™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fuelled by the Innovation Generator™.

[Learn more.](#)

Key Impacts:

- **Growth Pipeline:** Continuous Flow of Growth Opportunities
- **Growth Strategies:** Proven Best Practices
- **Innovation Culture:** Optimized Customer Experience
- **ROI & Margin:** Implementation Excellence
- **Transformational Growth:** Industry Leadership



The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- **Mega Trend (MT)**
- **Business Model (BM)**
- **Technology (TE)**
- **Industries (IN)**
- **Customer (CU)**
- **Geographies (GE)**

