

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

2024

ENTREPRENEURIAL COMPANY OF THE YEAR

*IN THE NORTH
AMERICAN CUSTOMER
EXPERIENCE
MANAGEMENT
INDUSTRY*

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

BEST
2024 PRACTICES
AWARD



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. Alta Resources excels in many of the criteria in the customer experience management space.

AWARD CRITERIA	
<i>Entrepreneurial Innovation</i>	<i>Customer Impact</i>
Market Disruption	Price/Performance Value
Competitive Differentiation	Customer Purchase Experience
Market Gaps	Customer Ownership Experience
Leadership Focus	Customer Service Experience
Passionate Persistence	Brand Equity

Challenges Hindering Growth in the Customer Experience Management Industry

The North American customer experience management (CMX) services industry navigates a complex

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Best Practices Research Analyst

landscape marked by several evolving challenges. Therefore, the demand for sophisticated solutions grows as organizations increasingly outsource to address the complexities of customer experience (CX) operations. At the same time, there is a trend toward downsizing contact centers through automation, artificial intelligence (AI), and self-service tools. While economic uncertainties complicate these challenges, many clients view customer service as a cost burden, hindering CX providers’ ability to showcase their value.

Within this framework, contact center agents must master social listening, omni-channel engagement,

and advanced customer relationship management (CRM) technologies. This breadth of interaction requires extensive training and knowledge management.

To this end, the industry's complexity has increased exponentially, from simple phone and email support to a comprehensive and multifaceted approach. Frost & Sullivan's research finds that the North American CMX services market will reach \$40.67 billion in revenues by 2029, growing at a compound annual growth rate of 2.23% from 2024 to 2029.¹ Uniquely addressing the multiple pain points in the CMX space, Alta Resources (Alta) invests in comprehensive training programs and integrates advanced technology to meet and exceed client needs. The company focuses on developing robust knowledge bases and content management systems, leveraging its expertise in customer experience, sales, e-commerce, and fulfillment.

Alta Resources: A Solution

Founded in 1995 and headquartered in Neenah, Wisconsin, Alta is a service provider that excels at creating exceptional CX. Its approach boosts customer satisfaction, retention, and loyalty, directly enhancing clients' bottom lines. Beyond exemplary customer service, the company offers robust sales, e-commerce, and fulfillment solutions. Alta's sales division delivers substantial aid for business-to-business and business-to-consumer sectors, enabling internal teams to concentrate on managing high-value relationships. In the e-commerce domain, the company navigates leading brands through digital transitions, ensuring smooth integration into online marketplaces and fostering positive brand experiences. Finally, the fulfillment services team skillfully manages the logistics of 11 million shipments each year.²

Delivering Optimized Consumer Interactions and Improved Agent Efficiency

Alta excels across multiple verticals (i.e. retail & e-commerce, automotive, consumer goods & services, healthcare & insurance, entertainment, nonprofit, and tech), delivering an industrial-strength performance that enhances sales, customer growth, efficiency, and cost savings. This ensures daily satisfaction for millions of consumers while boosting loyalty and customer management.

Distinguishing itself by developing its technology as middleware, Alta ensures seamless integration with clients' existing systems. This focus allows the company to simplify the interfaces agents navigate and automate backend processes, enhancing the customer experience and boosting agent retention and satisfaction.

As a business process outsourcing company, Alta stands out for its dedication to optimizing consumer interactions and agent efficiency, redefining industry standards. The company has developed cutting-edge solutions that significantly enhance the efficiency of the customer service process. Alta's proprietary agent assistive technologies integrate information from various systems, such as knowledge bases, content management systems, order management, and enterprise resource planning systems. This approach addresses the inefficiencies of traditional customer service models, which often require agents to toggle between multiple systems, increasing the potential for errors. Further complementing this integration, the company automates backend processes, enabling agents to concentrate on meaningful human interactions instead of administrative tasks.

¹ *Global Customer Experience (CX) Outsourcing Services Growth Opportunities* (Frost & Sullivan, January 2024)

² "You bring the brand, we'll bring the satisfaction." (Alta Resources webpage: <https://www.altaresources.com/what-we-do/>)

Seamless Integration Enabling Standout Innovations

Alta facilitates seamless integration with various platforms, including Microsoft and Salesforce, by adopting a technology-agnostic approach. However, recognizing that technology alone is not a complete solution, the company strongly emphasizes training its agents to use AI and other technologies effectively. For instance, Alta's autoMate voice-driven AI is a standout innovation. autoMate collects data and offers

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real-time recommendations, allowing agents to focus solely on customer engagement. This system transcribes call content, auto-populates customer data, suggests relevant knowledge base articles, and completes case summaries, drastically reducing the need for manual input. The solution, enhanced with multilingual capabilities and robust analytics, empowers businesses to make well-informed decisions. Alta's investment in consumer-facing automation aligns with modern preferences, enabling customers to self-serve effectively and accurately.

Ultimately, the company's innovative solutions have significantly improved key performance metrics for

their clients. For example, one of its largest clients saw a 200-second reduction in average handle time and an 8% increase in consumer experience ratings.³ These improvements enhanced operational efficiency and translated into substantial financial benefits. Additionally, Alta's approach positively impacted the client's employee retention, with teams reporting lower stress levels and reduced job turnover.

Focusing on Consistent Support and Employee Satisfaction

Alta designs its implementation process to be efficient and tailored to meet each client's specific needs. The company's base agent assist package, which includes capabilities such as real-time speech transcription fed directly into the CRM, typically takes four to six weeks to implement.⁴ This initial phase involves detailed scripting and collaboration with partner information technology teams to ensure smooth integration.

Support during and after implementation is a key focus for Alta. The company emphasizes thorough training for the selected agents, encouraging passive operation to gather data for improvements. This training is crucial for increasing accuracy and adoption rates. Following the initial implementation phase, a two- to four-week speech adaptation period further customizes the AI model to the business context.⁵ This meticulous process ensures that clients realize significant benefits within two to three months.

Furthermore, Alta's support extends beyond implementation, with ongoing refinements to maintain high performance and a focus on nurturing human capital. The company conducts annual employee

³ Frost & Sullivan Interview with Alta Resources (Frost & Sullivan, May 2024)

⁴ Ibid.

⁵ Ibid.

engagement surveys through its eight-year partnership with Gallup to gather crucial feedback.⁶ At the company's core lies a proprietary coaching strategy encapsulated in the CARE program: "Communicate, Assess, Resolve, and Execute."⁷ Alta employs a structured four-step coaching approach to ensure all leaders can effectively coach.

The first step, "Communicate," emphasizes building trust and credibility through daily interactions, which includes clear communication of results. The second step, "Assess," encourages employees to independently identify their strengths and areas for improvement. The subsequent "Resolve" stage dedicates to collaborative brainstorming to convert challenges into opportunities. The final step, "Execute," involves creating a detailed, actionable plan with accountability measures for both coach and coachee, documented within an electronic goal book to track progress and build on previous sessions. The success of this program is evident, as its implementation in March 2020 resulted in a threefold increase in engagement scores in subsequent Gallup surveys.⁸

A Promising Outlook: Alta Resources' Market Positioning

Since its origin, Alta has experienced substantial market growth, expanding its global footprint to nine locations, including onshore sites in Wisconsin (Fox Cities), Florida (Fort Myers) and California (Brea), nearshore centers in Belize (Belize City), Colombia (Bogotá and Medellín), Mexico (Mexico City), and Peru (Lima), and an offshore hub in Philippines (Manila). During this journey, the company has bolstered its capabilities through strategic acquisitions, such as purchasing BRM and enhancing its presence in key markets. Its commitment to employee engagement, evidenced by a 91% participation rate in its proprietary CARE coaching program and its innovative, technology-agnostic solutions like autoMate voice intelligence, has positioned Alta as a rising star in the CMX sector.⁹

In 2023 and 2024, Alta Resources demonstrated exceptional business performance, driven by its focus on employee engagement. This emphasis comes at a crucial time, as Gallup's latest survey indicates a broader trend of declining employee engagement in the United States. While the national average dropped to 33% in 2023 from a peak of 40% in 2020¹⁰, Alta has achieved an impressive 70% engagement rate among its employees.¹¹ The survey also noted that each percentage point change in engagement impacts about 1.6 million employees, with disengagement costing the economy approximately \$1.9 trillion in lost productivity annually.¹² Alta's success in maintaining a high engagement rate is vital, as engaged employees produce better outcomes and foster more meaningful customer interactions.

⁶ "Alta Resources 2022 Year in Review" (Alta Resources press release, January 2023)

⁷ "Gallup Interview Highlights Alta's Employee Engagement Efforts and Results" (Alta Resources press release, December 2021)

⁸ Ibid.

⁹ "Alta Resources 2022 Year in Review" (Alta Resources press release, January 2023)

¹⁰ "In New Workplace, U.S. Employee Engagement Stagnates" (Gallup website: <https://www.gallup.com/workplace/608675/new-workplace-employee-engagement-stagnates.aspx>)

¹¹ Frost & Sullivan Interview with Alta Resources (Frost & Sullivan, May 2024)

¹² "In New Workplace, U.S. Employee Engagement Stagnates" (Gallup website: <https://www.gallup.com/workplace/608675/new-workplace-employee-engagement-stagnates.aspx>)

Conclusion

As customer service complexity grows, many organizations struggle with integrating new technologies into existing systems without disrupting their operations. Alta effectively bridges this market gap, ensuring its advanced solutions seamlessly enhance existing customer service frameworks.

Developing its technology as middleware, the company simplifies the interfaces agents navigate and automates backend processes. This distinctive approach improves the customer experience and boosts agent retention and satisfaction. The company's proprietary technologies, such as autoMate voice-driven artificial intelligence, collect data and offer real-time recommendations, streamlining customer interactions and reducing the need for manual input. Furthermore, Alta incorporates client-centric strategies, building strong brand equity and elevating its market leadership status.

With its strong overall performance, Alta Resources earns Frost & Sullivan's 2024 North American Entrepreneurial Company of the Year Award in the customer experience management industry.

What You Need to Know about the Entrepreneurial Company of the Year Recognition

Frost & Sullivan's Entrepreneurial Company of the Year Award recognizes the best up-and-coming, potentially disruptive market participant.

Best Practices Award Analysis

For the Entrepreneurial Company of the Year Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

Entrepreneurial Innovation

Market Disruption: Innovative new solutions have a genuine potential to disrupt the market, render current solutions obsolete, and shake up competition

Competitive Differentiation: Strong competitive market differentiators created through a deep understanding of current and emerging competition

Market Gaps: Solution satisfies the needs and opportunities that exist between customers' desired outcomes and their current market solutions

Leadership Focus: Company focuses on building a leadership position in core markets and on creating stiff barriers to entry for new competitors

Passionate Persistence: Tenacity enables the pursuit and achievement of seemingly insurmountable industry obstacles

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

