Advantages of a Global Operating Model

Christine Timmins Barry – Sr. Vice President, Global Operations
Winning Business Model

Convergys Strengths

Quality Delivery
- Global operating model
- Metrics that matter
- Cost-effective and consistent service

Comprehensive Solutions
- Breadth and depth of services
- Global capacity and work-at-home
- Analytics and technology

Close Client Engagement
- Account mgmt. approach
- Understand unique needs
- Partner to win more business

Combined = Sustained Competitive Advantage
Agenda

Why a global operating model

Key components of our model

Evidence of our model working
WHY A GLOBAL OPERATING MODEL

Drives Performance Excellence

- Clients reward consistent, predictable performance

- Global operating model drives consistent operating performance regardless of contact type, geography or method of service delivery
  - developed “by operations for operations” using best practices
  - includes 100+ call center areas critical to superior service delivery
  - audited monthly for compliance to global standards

- Quality and consistent service delivers value to clients and makes it easier to sell

Delivering performance excellence SELLS
Agenda

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Key Components of Our Model

Superior Agent Performance

1. Recruit
2. Train
3. Perform
4. Retain

5. Technology & Tools / Global Platform

Customer management is a people business
#1 Recruit
Acquiring the Talent to Do the Work

- Select, test and validate candidate staff to meet 30/60/90-day demand forecast

- Invest in tools: talent acquisition
  - pre-screening
  - behavior assessment
  - applicant training
  - technology testing

- Maximize start work rate = \#started work / \#requested

Typical Hiring Profile

\[
\text{\# Hired} \quad \frac{\text{\# Started work}}{\text{\# Requested}}
\]
#2 TRAIN
Performance-based Learning to Graduation

- New hire orientation
  - communications skills
  - culture training
  - program-specific courses

- Tools: learning management systems
  - schedule and track training and development
  - global standards

- Maximize graduation rate = 
  \[#\text{graduated} / \#\text{started training}\]

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Typical Graduation Profile

<table>
<thead>
<tr>
<th># Start training</th>
<th># Graduated</th>
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#3 PERFORM

Managing Performance for Operational Excellence

- On-boarding to minimize time to proficiency
  - nesting process
  - smooth transition into production

- Analytics: quality assurance for superior service
  - scorecard for coaching, improvement
  - cluster management glide paths

- Measure productivity, client metrics
  - agent engagement, retention
  - stack ranking vs. peers, in-house
  - track what matter most to clients
**#3 PERFORM**

**Example: Focus on Metrics That Matter to Clients**

**Reduce Cost**
- Improve first call resolution
- Reduce call backs
- Decrease transfer rate
- Lower average handle time
- Reduce agent turnover
- Improve self service rates

**Improve Satisfaction / Quality**
- Improve retention and reduce churn
- Improve C-SAT scores
- Net promoter scores
- Relevant personalized interactions
- Holistic view of customers across all channels and media

**Increase Revenue**
- Effective up-sell and cross-sell
- Increase average revenue per user
- Consistent offer management
- Improve offer take rate/ conversion rate
# 4 RETAIN
Coaching and Career Development

- Increase agent commitment/engagement
  - reward top performers
  - promotions from within (~70%)

- Team leader effectiveness
  - agent-to-team leader development
  - coaching certification

- Tools: e-Coaching technology
  - best practices repository

- Maximize retention rate = 
  \[ \frac{\# \text{retained}}{\# \text{into production}} \]

Typical 60-day Retention Profile

| # Into production | # Retained |
#5 TECHNOLOGY & TOOLS/GLOBAL PLATFORM

Enables Consistent, Predictable Performance

- **Workflow management tools**
  - web-based scheduling
  - real-time adherence tracking

- **Customer interaction technology**
  - multi-channel (IVR, email/chat, phone, web)

- **Global command centers**
  - monitor queue and call routing
  - rapid response at program level

- **Global network infrastructure**
  - multi-shore centers & home agent
  - scalable diverse networks
  - business continuity

Scale = unique ability to invest in enabling technology
Best Practices Continuously Improving Agent Throughput

- **Start Rate Improving**
  - 2011: 100
  - 2012: 105

- **Graduation Rate Improving**
  - 2011: 100
  - 2012: 102

- **In Production Rate Improving**
  - 2011: 100
  - 2012: 109

- **Retention Rate Improving**
  - 2011: 100
  - 2012: 111

Note: First 10 months of year results indexed to 2011 performance.
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## Advantages of a Global Operating Model

### Unique Ability

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# Evidence of Our Model Working

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<th>Client Example</th>
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<td>Ability to ramp quickly</td>
<td>Communications: Large US provider</td>
<td>Content dispute Ramped 22% in 3 weeks</td>
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<td>Smartphone and related support (4 sites in 2 countries) Top ranked in channel</td>
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<td>Comprehensive agent, technology &amp; analytics solution</td>
<td>Healthcare: Large insurance provider</td>
<td>Transformation to reduce overall TCO Grew from analytics entre to &gt;700 seats in 2 countries</td>
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<td>Superior quality delivery</td>
<td>Technology: Large online shopping company</td>
<td>Client won service excellence awards Rated #1 in client stack rankings 7 key metrics</td>
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SUMMARY

A Powerful, Global Operating Model

**Performance**
Convergys delivers unmatched consistent, predictable performance

**Execution**
Superior execution and unique ability to delivery – a key differentiator

**Global**
Our industry-leading global best practices drive performance excellence

**Growth**
Investment in global operating model positions us for sustainable growth