



CENTER PARTNERS OVERVIEW

Daisy Colorado
Customer Service Specialist
Financial Services

CENTER | PARTNERS

Your brand is a promise. We'll keep it.

CENTER PARTNERS
WAS ESTABLISHED
IN 1997

Center Partners Headquarters
Fort Collins, Colorado

CENTER PARTNERS OVERVIEW

Center Partners is a subsidiary of The Kantar Group, a global market research company owned by media conglomerate WPP Group with annual **revenues in excess of \$14.4B**. Its advertising agency networks, including 24/7 Real Media, Grey Worldwide, JWT, Ogilvy & Mather, and Young & Rubicam.

CENTER PARTNERS FACTS

- IB Sales, Proactive/Reactive Retention
- Number (1) performing vendor for financial services, consumer technology, telecom/wireless, and consumer products.
- (6) domestic locations, 4,000 employees and accent neutral locations
- Primary or the sole/full service provider on all of our accounts (after winning on accounts segments)
- Clients, (100% referable)



<http://www.wpp.com/wpp/investor/financials/reports>

<http://www.centerpartners.com>

CENTER PARTNERS FACILITIES



Fort Collins, Colorado
Corporate -- 711 seats



Ziegler Rd, Fort Collins,
Colorado, 400 seats



Coeur d'Alene, Idaho
550 seats



Idaho Falls, Idaho
350 seats



Liberty Lake, Washington
500 seats



Hayden, Idaho
300 seats

ENGLISH, SPANISH, FRENCH, PORTUGUESE

SITE SELECTION CRITERIA

- **Right Location Analysis:** Center Partners utilizes a proprietary process in locating contact centers in the most desired locations
- **Access to High Quality Affordable Talent:** Finding a location that supports and sustains the clients desired skill sets availability and agent retention is essential
- **Location Saturation Analysis:** Research has concluded that saturation levels in excess of 3.0% are at greater risk of escalating wage rates and employee attrition
- **Accessible For Clients:** There are major airlines providing non-stop service to Denver
- **Cost:** Cost considerations includes cost of living, cost of doing business and agent wage analysis

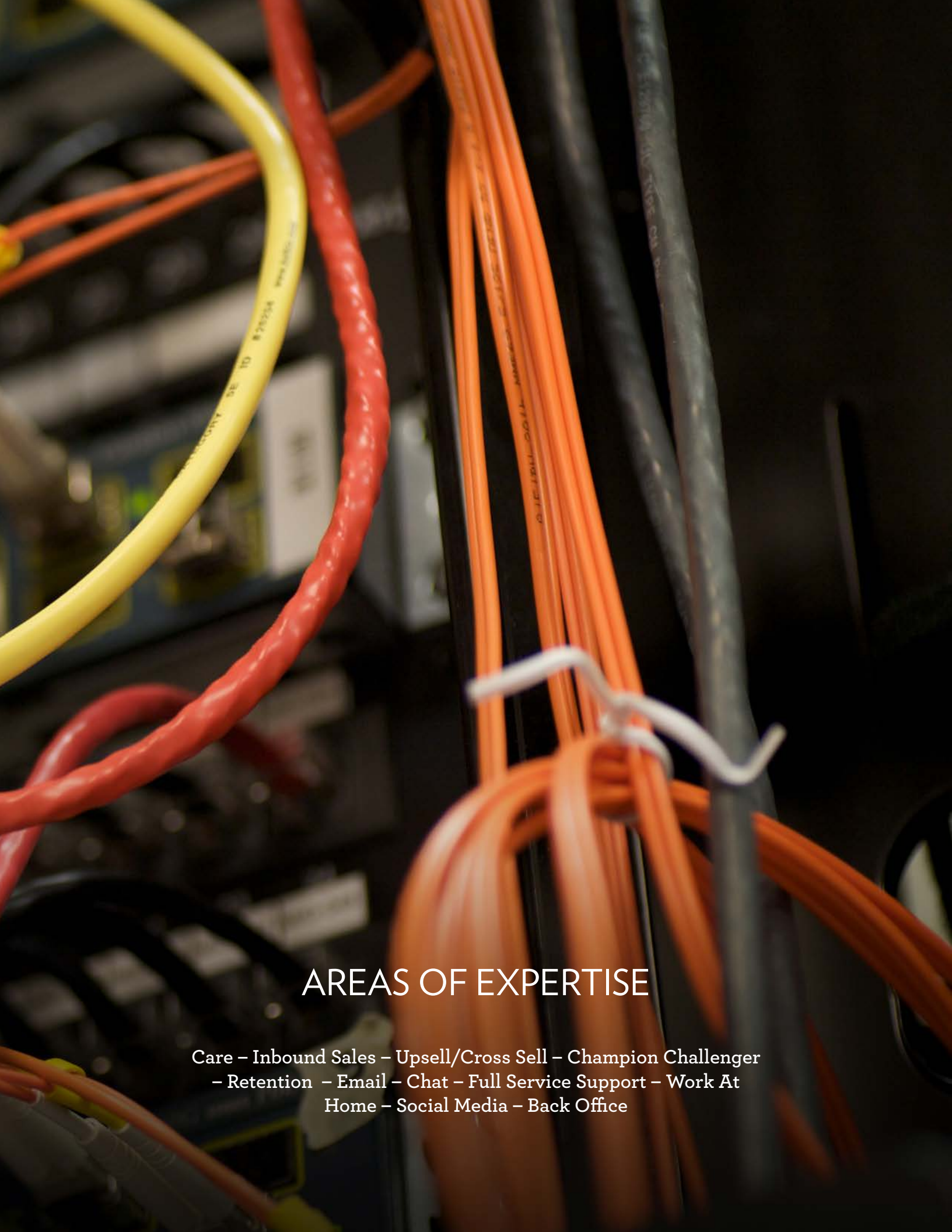
Demographic Analysis Example

| POPULATION VARIABLES | Community | Nat. Avg. | LABOR FORCE | Community | Nat. Avg. | RECOMMENDED MARKET WAGES |
|--|-----------|-----------|---|-----------|-----------|--|
| 2010 Population | 4,448,760 | 328,067 | Labor Force Population | 2,206,687 | 168,971 | Entry Level Retail \$9.00-\$10.50 per hour |
| Population Growth (2010-2015) | 12.87% | 4.09% | Labor Force Participation Rate | 76.26% | 76.56% | CSR Level 1 \$12.00 per hour |
| Age Group Distribution | | | Unemployment Rates | | | CSR Level 2 \$14.00 per hour |
| Age 15 to 17 | 4.07% | 4.20% | 2011 - June | 9.0% | 9.3% | CSR Level 3 \$16.00 per hour |
| Age 18 to 20 | 3.93% | 4.28% | 2010 Average | 9.2% | 9.6% | |
| Age 21 to 24 | 5.02% | 5.43% | 2009 Average | 9.1% | 9.3% | |
| Age 25 to 34 | 14.68% | 13.33% | 2008 Average | 5.3% | 5.8% | |
| Age 35 to 44 | 14.15% | 13.65% | 2007 Average | 3.3% | 4.8% | |
| Age 45 to 54 | 12.89% | 14.42% | Employment Status | | | |
| Age 55 to 64 | 10.10% | 11.47% | In Armed Forces | 0.21% | 0.48% | |
| 2010 Estimated Median Age | 34.27 | 36.98 | Civilian - Employed | 62.33% | 60.96% | |
| 2010 Estimated Average Age | 35.73 | 37.75 | Civilian - Unemployed | 4.14% | 4.14% | |
| | | | Not in Labor Force | 34.09% | 34.41% | |
| | | | Speaks Spanish & English "Very Well" and "Well" | 13.00% | 7.60% | |
| EDUCATIONAL ATTAINMENT | Community | Nat. Avg. | OCCUPATIONAL COMPOSITION | Community | Nat. Avg. | |
| Less than 9th grade | 7.75% | 6.40% | Management Occupations | 9.61% | 9.61% | |
| Some High School, no diploma | 8.46% | 8.85% | Business and Financial Operations | 4.98% | 4.38% | |
| High School Graduate (or GED) | 24.71% | 29.00% | Sales and Related Occupations | 12.73% | 11.34% | |
| Some College, no degree | 24.62% | 20.71% | Office and Administrative Support | 14.83% | 14.21% | |
| Associate Degree | 7.81% | 7.47% | Computer and Mathematical | 2.58% | 2.35% | |
| Bachelor's Degree | 17.29% | 17.42% | Architecture and Engineering | 2.28% | 1.94% | |
| Graduate or Professional School Degree | 9.36% | 10.12% | Community and Social Services | 1.61% | 1.60% | |
| INCOME VARIABLES | Community | Nat. Avg. | Education, Training, and Library | 4.72% | 5.79% | |
| Median Household Income | \$56,890 | \$52,795 | Arts, Design, Entertainment, Sports, and Media | 1.62% | 1.87% | |
| Average Household Income | \$74,534 | \$71,071 | Healthcare Practitioners and Technical | 4.44% | 5.10% | |
| Per Capita Income | \$28,798 | \$27,034 | Healthcare Support | 1.59% | 2.26% | |
| Estimated Household Income | | | Protective Service | 2.33% | 2.15% | |
| \$0 - \$14,999 | 9.12% | 12.10% | Food Preparation and Serving Related | 5.45% | 5.37% | |
| \$15,000 - \$24,999 | 9.14% | 10.16% | Building and Grounds Cleaning, and Maintenance | 4.53% | 3.86% | |
| \$25,000 - \$34,999 | 10.38% | 10.56% | Service: Personal Care and Service | 3.58% | 3.31% | |
| \$35,000 - \$49,999 | 15.61% | 14.98% | Farming, Fishing, and Forestry | 0.29% | 0.29% | |
| \$50,000 - \$74,999 | 20.86% | 19.53% | Construction and Extraction | 7.71% | 6.05% | |
| \$75,000 - \$99,999 | 13.30% | 12.52% | Production | 4.18% | 6.49% | |
| \$100,000 - \$124,999 | 8.69% | 7.77% | Transportation and Material Moving | 5.23% | 6.13% | |
| \$125,000 - \$149,999 | 4.48% | 4.37% | Installation, Maintenance, and Repair | 3.85% | 3.44% | |
| \$150,000 - \$199,999 | 4.21% | 3.91% | Other | 1.58% | 2.06% | |
| \$200,000 - \$499,999 | 3.43% | 3.34% | UNION PRESENCE | Community | Nat. Avg. | |
| \$500,000 and Greater | 0.77% | 0.75% | Right-to-Work Status | | | |
| COST OF LIVING VARIABLES | Community | Nat. Avg. | % Union Participation | 8.00% | 12.80% | |
| Median Owner-Occupied Housing Unit Value | \$181,847 | \$170,676 | TAX VARIABLES | State | Nat. Avg. | |
| ERI Cost of Living | 108.6 | 100.0 | | | | |
| Crime Index | 139 | 100 | | | | |

| CALL CENTER EMPLOYMENT | Employees | IB/OB | Entry Wage |
|---------------------------------------|---------------|---------|------------|
| PayPal | 3,000 | Inbound | \$30,000 |
| American Express | 2,850 | Inbound | \$13.59 |
| Vangent | 2,830 | Inbound | |
| Discover Financial Services | 2,500 | Inbound | \$12.00 |
| Bank of America | 2,200 | Inbound | |
| e-Telecare Global Solutions (2 Sites) | 2,200 | Inbound | |
| Honeywell International Inc. | 2,000 | Inbound | |
| JP Morgan Chase Card Member Services | 2,000 | Inbound | |
| (256 other Centers) | 75,438 | Total | |
| TOTAL | 85,918 | | |
| SATURATION RATE | 4.31% | | |

| MAJOR EMPLOYERS | Employees | Industry |
|--------------------------|-----------|--------------------|
| State of Arizona | 40,252 | Government |
| Wal-Mart Stores Inc. | 30,608 | Retail |
| Banner Health | 28,220 | Health Care |
| City of Phoenix | 15,544 | Government |
| Wells Fargo | 13,100 | Financial Services |
| Apollo Group Inc. | 13,000 | Education |
| Maricopa County | 12,458 | Government |
| Arizona State University | 12,221 | Education |
| Bank of America | 12,000 | Financial Services |

| EDUCATIONAL INSTITUTIONS | Type | Full-Time | Part Time |
|--------------------------------|---------|----------------|-----------|
| 4-Year Institutions | | | |
| Arizona State University | Public | 58,815 | 16,52 |
| Grand Canyon University | Private | 21,680 | 23,17 |
| (28 other Institutions) | | 50,927 | |
| Total 4-Year Enrollment | | 171,124 | |
| 2-Year Institutions | | | |
| Rio Salado College | Public | 11,937 | 38.84 |
| (46 other Institutions) | | 207,640 | |
| Total 2-Year Enrollment | | 258,424 | |
| TOTALS | | 439,548 | |
| % OF LABOR FORCE | | 18.47% | |



AREAS OF EXPERTISE

Care – Inbound Sales – Upsell/Cross Sell – Champion Challenger
– Retention – Email – Chat – Full Service Support – Work At
Home – Social Media – Back Office

TECHNOLOGY

Center Partners has made a sustainable improvement in customer service performance while lowering operational costs by moving to a SIP switch.

Our SIP enables true enterprise-wide customer service by virtualizing resources across the organization to drive a superb customer experience while optimizing resource usage and lowering the delivery cost. Open, standards-based SIP facilitates customer engagement with a rich set of IP applications and complete ecosystem.

Technology Partners:

OnviSource
VPI
Cisco Systems
Lucent
Oracle-RightNow
Hewlett Packard
Five9
nVoq
Moxie
Pipkins

WE LOVE
WHAT WE DO



Idris Amhad
Supervisor
Financial Services

CORE COMPETENCIES

Customer Care and Tech Support

Billing inquiries/password resets/etc.
Repair
Tier 1 and Tier 2 help desk
Complex products support
Issue resolution

Sales and Acquisition

Inbound sales
Up-sell / cross sell
Field sales support
B2C and B2B
Champion Challenger

Customer Loyalty and Retention

Churn reduction
Order verification
Inbound welcome center
Save desk

Sensitive Customer Contacts

Executive escalation resolution (voice of client)
Vendor support team (for other out-sourcers)
High spend customers
B2C and B2B

Learning and Development Services

Curriculum development
E-learning development and hosting

Bilingual Capabilities

Spanish, French, Portuguese
For voice and email/chat

Multi-Channel Exchanges

Phone
Email & chat
Social Media

CONSULTATIVE SALES

Right Fitting Customers

The Center Partners Consultative Sales approach resolves customer issues through right-fitting the right product based on the customer's lifestyle preferences and needs. This approach ensures conversion for both product and ancillary services meets or exceeds objectives for gross and net results. Our sales capabilities are leveraged in all transactions including care and technical support.

Actionable Intelligence Through CP Analytics

Center Partners will help create new sales and revenue by providing you with actionable intelligence that comes from analyzing every customer interaction. By combining data from average user patterns and current offers & promotions with customer lifestyle preferences, average monthly use and likelihood to renew we discover the common factors that drive revenues.



Adam Hunzecker
Supervisor
Quality Assurance

PERFORMANCE DIFFERENTIATORS

- Entrepreneurial Minded
- Well capitalized
- Accountability...ability to make a change
- Our managers are empowered to make changes
- Coach behaviors vs. metrics
- Performance minded...always looking for ways to improve
- All call centers are strategically located in low saturated areas

Manage by the Hour vs. the week month or quarter – Center Partners manages performance by the hour vs. a larger interval. Problems are identified on the spot and ensure Client provided cash and incentives drive performance during historically low performing intervals

Bonus Plans – Our agents can make over 30% of their base by simply achieving program objectives

Team Lead Dashboards – The team lead dashboards quickly identify the bottom, middle and top performers. These reports are pushed daily to help

the TL quickly identify who to focus their attention on for the day

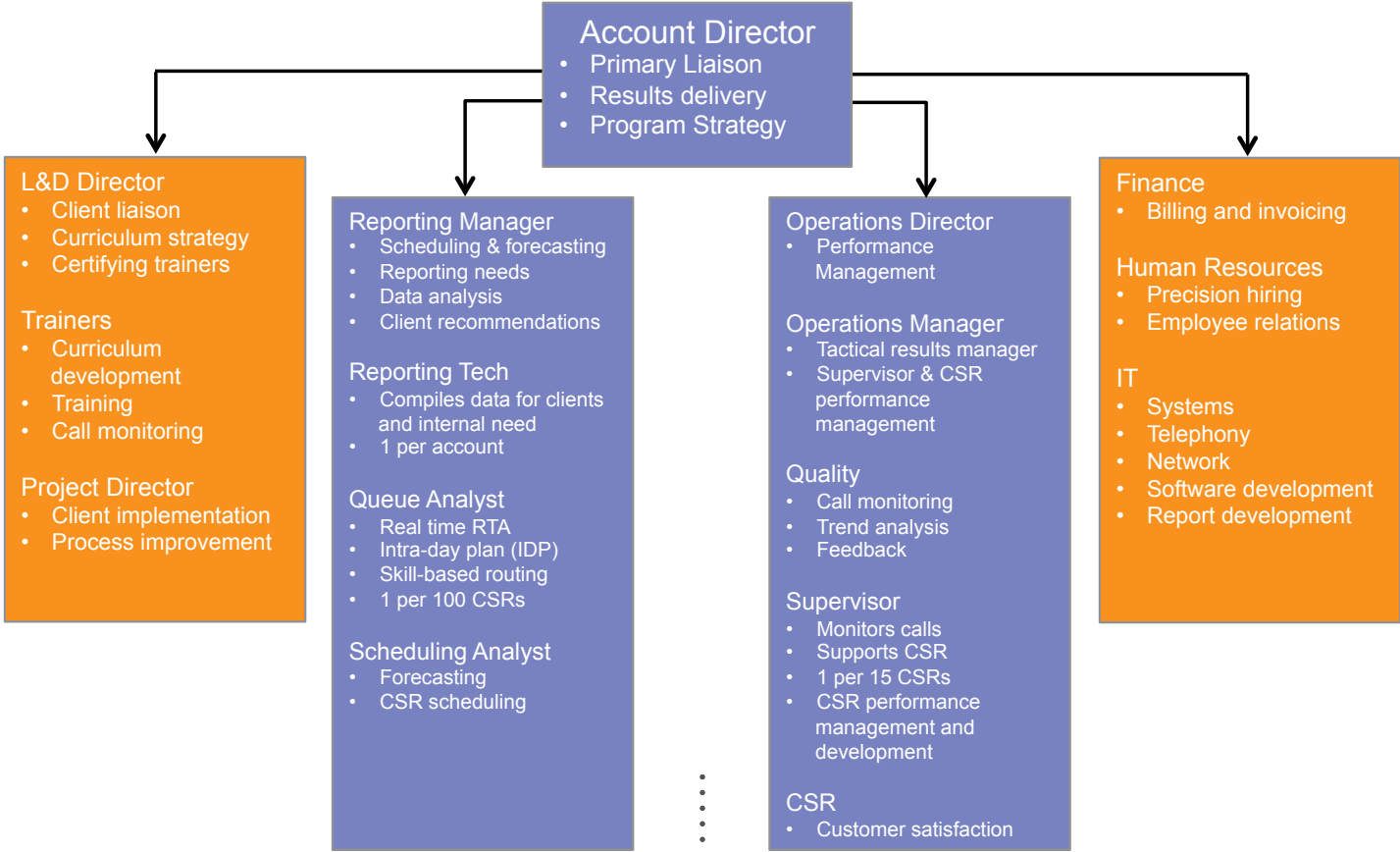
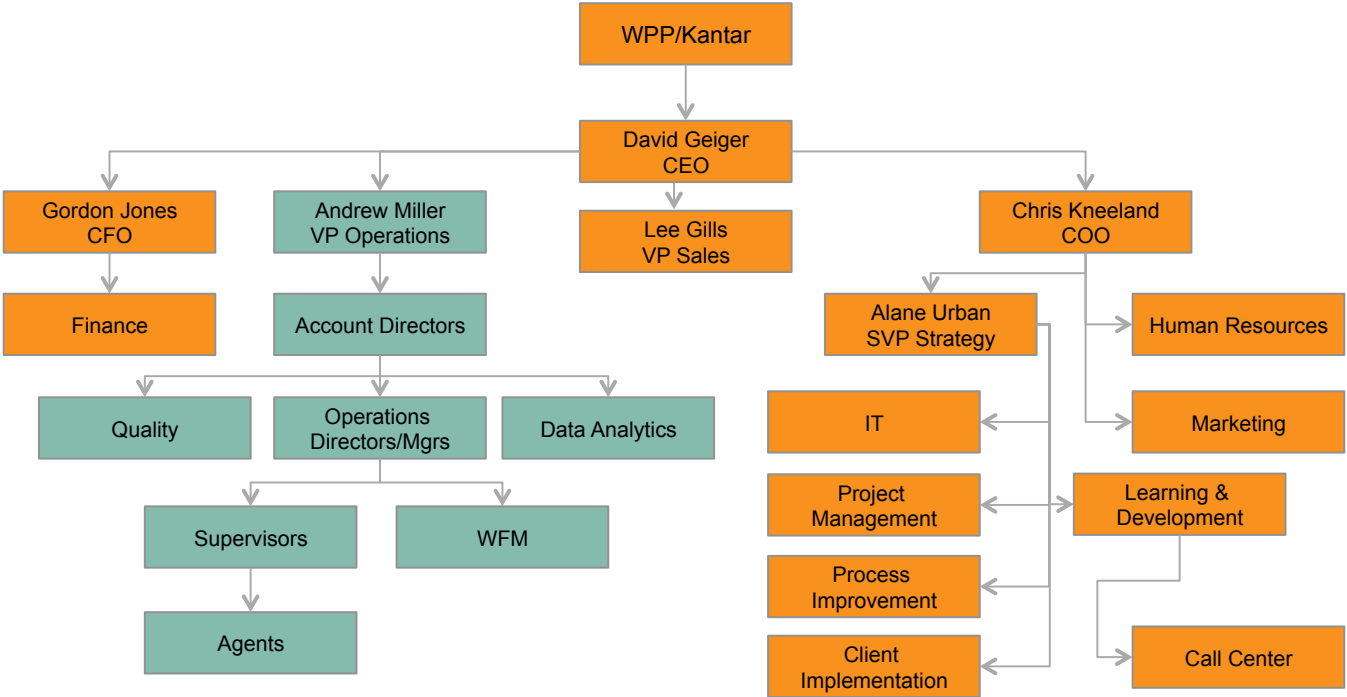
Recognition Programs – Special perks for the top performers include preferred parking, dinners with the VP, nominated supervisor readiness program, top tier for commission (based on program performance)



Felicia Smith
Customer Service Specialist
Financial Services

KEY DIFFERENTIATOR: ORGANIZATIONAL STRUCTURE

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STREAMLINING COMMUNICATIONS: AND IMPLEMENTATION

Center Partners combines CSM and Operational functions, streamlining communication and implementation.

RECOGNITION



Center Partners' Financial Services industry recently achieved certification from J.D. Power and Associates in the Certified Call Center Program for Outsourcers, which evaluates overall customer satisfaction with call centers and increases their efficiency and effectiveness by establishing and continually updating leading practices for handling service calls.



Brian Santistevan
Customer Service Specialist
Financial Services

CENTER | PARTNERS

CENTER PARTNERS, THE BEST IN CONTACT CENTER SERVICES

Your brand is a promise. We'll keep it. Center Partners is a full service contact center focused on delivering one of a kind customer experiences. We measure our performance in valuable moments, not impersonal minutes.

- ✓ **AQUIRE** new customers with outbound campaigns.
- ✓ **ENGAGE** customers by proactively offering new services.
- ✓ **EDUCATE** your customers about the value of their products and services.
- ✓ **SUPPORT** your customers when they need it most.
- ✓ **RETAIN** existing customers by leveraging value.



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