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CUSTOMER REACH®

VOLUME 8, ISSUE 3

MARCH 2011

ISSN 1718-8938



Effectiveness Indicators – Customer Satisfaction

[Turaj Seyfrafaan](#)

In the past several months, we have reviewed a number of contact centre efficiency and effectiveness indicators. While each article discussed a specific grouping of indicators, it was always emphasized that we cannot analyze them in solitude and need to view them as part of a larger holistic picture. From time to time, however, I have been asked which one of these indicators is the most important measurement for the business? Is there one measurement that a contact centre manager can / must follow?

Well, I don't know if "Customer Satisfaction" should be the only measurement but I do know that it should be the primary measurement. You see, we are all in business because we are trying to generate revenue from our products and services. We are the "Providers" who offer those products and services to customers. Without customers there is nothing for us to offer! We need customers!!

As contact centres play a bigger and bigger role in today's businesses, their impact on the customers, and as a result on their loyalty to a company, become more and more evident. In fact best-in-class contact centres pride themselves in making the difference and increasing the overall customer satisfaction. Many years ago while doing a benchmarking study; I had an opportunity of discussing the role of the contact centre with a senior VP of a multi-million Dollar mail order company. Several of our questions were focused on the sales process at the centre, but he simply pointed out that "*the catalogue does the selling; we are here to serve customers and are responsible for their satisfaction*"!! He had clearly understood that without satisfied customers the business could not grow and had entrenched that as the main role for his centres. Don't get me wrong! They did have all kind of efficiency and effectiveness measurements and he knew his operation in fine detail, but the goal of the operation was to increase Customer Satisfaction.

Impact on Business

In the past twenty years, there have been many studies trying to define the impact of customer satisfaction on long term revenue / profit in more tangible relationship in order to convince those skeptical executives who felt the cost of customer satisfaction would far over weigh its benefits. Majority of these studies pointed to the same conclusion that customer satisfaction matters and can increase both short-term and long-term revenue for the organization.

Here are three of the well known conclusions:

- It costs significantly more (6-12 times) to attract a new customer than keeping an existing customer ("Satisfied" or "Very Satisfied").
- In a competitive environment, a company with "excellent customer satisfaction" can charge up to 10% premium for similar products and services than its competitor (in other words it take 10% price differential for a "Very Satisfied" customer to consider changing his provider). This premium drops to under 3% for "Satisfied" customers. On the other side, those customers who rate their satisfaction as "Poor" and "Very Poor" will consider a change as soon as similar products and services are available from a competitor.

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Companies that provide multiple products and services can have up to 60% higher revenue from “Very Satisfied” customers than from “Satisfied” customers.

As mentioned all these studies deliver the same conclusion: customer satisfaction is important to the long term survival and growth of an organization. So, if we agree that customer satisfaction is important, how do we achieve that and how do we measure our progress?

Customer Satisfaction in contact centre is an ART

There have been many theories around what is it that customers value, and how to increase their satisfaction. In general there are many factors contributing to the customers’ overall satisfaction. These factors vary from customer to customer and from environment to environment but typically include factors such as product (functionality, quality), price, delivery and service. Contact centres don’t have much to contribute to the product itself, price or fulfillment but can have a major impact on the service and this is where contact centres can differentiate themselves while creating wealth for the organization.

As a rule, customers’ expectation of a contact centre can be grouped into three major categories: Access, Resolution and Treatment (ART for short). “Access” defines how easy it is for customers to reach a centre (long wait time or a convoluted IVR certainly does not help). “Resolution” deals with the solutions that were offered / delivered to the customers during their contacts and how easy or difficult was to obtain such solutions (FCR comes to mind). Finally “Treatment” describes how customers were treated during their contacts. Each of these three major categories can be linked back to one or more of the efficiency / effectiveness measurement. For example Access can be linked back to Service Level and ASA.

Customer Satisfaction Index

Having customer satisfaction defined around ART, makes its measurement a lot easier. Typically, contact centres develop a short survey (5 to 10 questions) around these three categories (plus one or two loyalty questions which we will discuss later in this article) in order to measure the overall satisfaction. At the same time a secondary (detailed) survey is developed around each of these categories. These surveys are only used if and when there is a need for more detailed analysis (such as an improvement initiative or investigation about certain category).

Obviously different organizations use different scale for their survey measurement. These scales fall into two categories: Quantitative (such as 0 – 10) and Qualitative (such as “Very Satisfied”, “Satisfied” and so on). Quantitative scale is more adaptable for numerical analysis, however, it makes it harder for customers to pick a number that represents their true feeling (for example what is the difference between a “6” vs. “7”). Qualitative scales, on the other hand, provide a better definition to the scale for customers to choose. Regardless of which scale you decide to use, the result can be presented as an index that combines all the results. An index is simply an average of all the numerical results. In case of qualitative scale each grade is given a numerical value in order to cover entire range (for example if the scale has only 4 options, then the lowest grade is 0, the highest grade is 100 and the other two are 33 and 66).

There are still a few organizations who report their result for top 1 or 2 grades only (for example “79% of customers rank their satisfaction as “Satisfied” and “Very Satisfied”). By choosing a specific grouping of the respondent, this method fails to provide a complete picture of what customers (all of them) think as we cannot tell if the majority of customers are “Very Satisfied” or just “Satisfied”. In addition there is no report about satisfaction of the other 21%.

Although it has been proven that customer satisfaction can and will lead to higher revenues, there is still the question of customer intention, especially when it comes to the large ticket items such as automobiles. Is the customer satisfaction a valid indicator of future revenues? Would a satisfied customer purchase the same brand when it is time for an upgrade? The problem here is that there are many other factors involved that will impact customers’ intention and as a result even a “Very Satisfied” customer may not become a repeat customer. (Although even in these situations, the probability of a customer becoming a repeat customer increases with the level of their satisfaction).

In order to gauge the likelihood of customers repeating their purchases and becoming repeat customers, many organization – large and small – have introduced one or two questions with regard to customer’s intention, loyalty and potential recommendation to others. When reviewing results from such surveys, we must keep in mind that: a) customers are evaluating the entire organization (including product features and quality, price, delivery and service); and b) customers provide their feelings at the moment of the survey which is highly influenced by their latest experience with the company. Such feelings may change over time depending on more recent interaction with the organization.

Net Promoter



Over the years, loyalty questions have expanded from individual customer's purchase intention (*would you use us again?*) to his or her willingness to recommend the company's products and services (*would you recommend us to your colleagues?*). The idea here is based on the old adage that word of the mouth is the best advertising. By including the question about recommendation, organizations hope to capture a simple and accurate indicator for future growth.

In 2003 Bain & Company introduced a more formal / structured format for this question and the related analysis called Net Promoter. The survey simply asks about the likelihood of a customer recommending the product and/or service to others on a scale of 0 (not at all likely) to 10 (extremely likely). Customers with scores between 0 and 6 are considered to be "Detractors" while those customers with scores of 9 and 10 are considered to be "Promoters" (customers with scores of 7 and 8 are considered to be "Passive"). Net Promoter Score (or NPS) is the difference between the percentage of "Promoters" and "Detractors". A positive number indicates that there are more customers recommending the company than those who are denouncing it. Clearly a higher positive number indicates higher number of "Promoters" and higher possibility of revenue growth.

Although Bain & Company introduced this metric as the "the one number you need to grow", there is no statistical evidence that this indicator is more accurate than any other loyalty indicators or for that matter any typical customer satisfaction indicators already in place.

The Bottom Line

Regardless of which method is used to survey and report customers' intention, there is no question that customer satisfaction has a major impact on future buying decisions either from current customers or their network of acquaintance. In many organizations contact centres are major source of providing services to customers which magnifies the impact of customer satisfaction with the centre on the overall survival / growth of an organization. For these contact centres customer satisfaction must become a major goal (if not the only goal) for the operation.

Let us know what you think of this article, please visit www.thetaylorreachgroup.com or send us an email at info@thetaylorreachgroup.com. 

Call Center Wishes Can Come True...No Genie Required

An open letter to all companies considering hiring a call center consultant



Every call center manager wants their center to run as effectively and efficiently as possible. Every Senior Vice President wants the call or contact centers that they are responsible for to be „best practice“ and every Chief Marketing Officer wants the call center to capture or generate the maximum possible orders and revenue. Every CFO wants each of the pervious desires to come true, but without increasing spending or making capital investment.

Can the CFO get their wish or do they need a genie to grant these wishes?

The short answer is yes, you can have it all, but as with most things the devil is in the details. Do you know what the specific areas where call center improvement will have the biggest impact? Do you have the skills and experience to lead such an initiative within your organization? Do you have the bandwidth available to manage a call center re-engineering process in addition to your day job? Is there anyone within your organization who can answer yes to these three questions? Don't feel bad, most companies can't answer "yes" either.

The obvious solution is to find a knowledgeable consultant whose expertise and experience you can rent to identify and address these issues. But who do you call? Let me be completely transparent, you should call me. Now let me tell you why.

First, to be effective you want a consultant that has broad experience in a number call/contact centers and environments.

Environments such as: Customer Service, Technical Support, Inbound, Outbound, Blended, Captive, Outsource, domestic and international. Someone who has only seen one type of center is „blind“ to what they haven't seen before. My personal experience is 35 years in the call/contact center industry, beginning on the phones, running a center, building an in-house call center , outsource sales, account management and executive management of a successful outsource agency. I followed this with 7+ years assisting some very

well regarded firms improve the operation of the call and contact center infrastructure. Along the way my clients and I received 27 awards for call center operational excellence on two continents.

Second, you want the consulting firm you work with to have demonstrable experience and reference-able success. We have achieved a number of significant results for our clients. Some of our successes include:

- \$6 million in annual savings for a Major Bank,
- \$1 million in first year savings for a Publisher,
- \$1.5 million saved through process re-engineering for a major printer manufacture,
- Creation of Call Center Strategic Plan for services company rolled out to 25+ centers,
- Transformed services center: improving Grade of Service from 20% to 80% while reducing costs.
- For an international eCommerce retailer improved agent productivity by 54% while reducing cost per contact by 47%
- \$2 million dollar improvement call center operational cost due to increased revenues and reduced expenses on a 50 seat center.

References, you can ask any one of our clients about our services and capabilities and we are confident you will be pleased with what they say about us.

Thirdly, you want a consultant that will stand behind their work. Where we are asked to implement recommendations we have made we will guarantee the Return on Investment (ROI)! Can you get a lower risk scenario than where the ROI is guaranteed?

Of course we are not the only good call/contact center consultants out there, but there aren't that many good ones. There are literally thousands of call center consultants out there, well technically 26,900 according to Google. How can you know which one is „right“ for you? I can offer you some advice which I have used throughout my career:

1. Hire people you like, after all who wants to work with someone we don't like.
2. Hire someone you trust and respect. As the hiring manager you will be judged by who you retain, so they had better garner your respect and be someone you can trust with your reputation.
3. Hire someone who can teach you and your staff something. Life is journey and we can all enjoy the journey more if we are constantly learning.

Now, I really can't control if you like me, trust me or respect me, and you likely can't judge this until we meet. But you can gain an insight into our knowledge and experience by reviewing some of the 100 plus articles and whitepapers we have written. You can review these on our website.

So what happens now? Well that is entirely up to you. If I have intrigued you, even a little, I hope that you will research us by visiting our website, reading some of our articles, reviewing my LinkedIn profile and perhaps even checking out my tweets (@colinsataylor).

If you want to discuss your center and challenges and gain my open and honest comments and perspective give me a call at 416-979-8692 ext 200 and I will gladly invest an hour of my time. If it is easier, just drop me an email posing some questions or suggesting a call of meeting and I will respond.

So if you want to improve your centers performance, then improve your centers performance and if we can help, we are happy to do so.

Best Regards,

Colin Taylor
CEO

The Taylor Reach Group, Inc.
Phone- 416-979-8692 ext 200

Let us know what you think of this article, please visit www.thetaylorreachgroup.com or send us an email at

info@thetaylorreachgroup.com. 

Call Centers Defined

“Customer service centres are uneven energies of people process and technology moving at an uneven pace yet aiming to deliver in an instant and on demand a cohesive package of expectations and promise to customers and other interested parties”, Deepak Selvaratnam, Director, Customer Services Audit.

Trends for 2011 from Snapshot

Last month Taylor Reach partnered with Customer Services Audit the company the developed the Snapshot Online SaaS call center audit. We asked Deepak Selvaratnam to share with us some of his thoughts on the New Year.

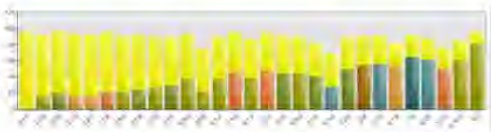


As we get set well into the saddle of 2011 we would like to share trends emerging from Snapshotz customer engagements in 2010 and continue to share these with you as the year 2011 goes by.

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*Where are others making changes to Improve Customer Service,
Areas where others have identified savings
Identify Key Priorities*

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Enter online by **May 30, 2011** at www.thetaylorreachgroup.com/snapshotz

- The cost reduction focus has lifted from „slash“ to spend on what is necessary to increase or maintain competitive edge.
- Whilst freezes on recruitment remain in the public sector there is critical need to deliver service by raising productivity. Low cost offerings with holistic approaches and ready implementation and importantly impact will have an open door. (Snapshotz Online really is a winner here)
- Customer Engagement (not to be confused with customer service) is the buzz word with a focus on how to manage all customer touch points across the business.
- Quality approaches are being completely overhauled as these costs money and cost more if not employed right to meet the needs of the organization and its customers.
- For 60% of our customers, Information system strategic plans (ISSP) refreshes for contact centre technology is on the cards. There is an absolute need to add more functionality upgrade or get new technology across every aspect of the contact centre. Get in front of your CIO. NOW!

Let us know what you think of this article, please visit www.thetaylorreachgroup.com or send us an email at info@thetaylorreachgroup.com. 



THERE CAN BE A LOT OF QUESTIONS REGARDING YOUR CONTACT CENTER

Are our service levels competitive? Why is our turnover so high? How can we increase revenue generation? What new technology will improve our effectiveness? What do our customers think of our service? How do we measure up against our competitors? How do we make customer service a strategic asset? Should we consolidate our contact centers? How can we improve the accuracy of our forecasts? Can we improve performance and reduce costs? How can we increase first contact resolution? Should we be looking at outsourcing? How do we select a new location for our contact center? Would 'home agents' improve our performance? How happy are our channel partners with our service? Have we optimized our contact center processes? Are we measuring the right things? How can we deal with rapid growth in contact volumes? How do we improve efficiency? Will our disaster recovery plan work? How can we support the new sales/marketing initiatives? Are we fulfilling our Mission Statement through our contact center? Are we doing the right activities in the contact center? Can we automate the contact center and keep the human touch? Will our customers accept speech recognition instead of a live agent? Are our wait times reasonable? How can we improve agent productivity? Is occupancy the best measure for agent performance? How satisfied are our agents? Are we staffing the center appropriately? How can we improve the customer experience? How much wrap up time do our agents need? How can we cost justify the new technology we need? How do we reduce costs?

Call the Taylor Reach Group, Inc (TRG) today and see what leading companies from the around the globe already know...TRG has the answers to your contact center questions
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FOR HUNDREDS OF
ORGANIZATIONS THE ANSWER
HAS BEEN TRG



Inside Taylor Reach

As you have seen above Taylor Reach has partnered to offer the Snapshotz Online™ Call Center Audit tool and we will be promoting Snapshotz over the next few months. If you are interested in finding out more about Snapshotz please contact [Colin Taylor](#)

Upcoming Speaking Engagements

Colin will be speaking at a number of events and conferences over the next few months;

[ICSA Toronto Chapter](#) March 22, 2010 on Call Center Audits and Assessments

14th Annual Customer Service Conference -ICSA Toronto Chapter May 4, 5th on Customer Experience

"Design the roadmap, deliver the customer experience and you will gain customer satisfaction and by extension customer loyalty", so goes the mantra. It all sounds so simple, how can it fail? But fail it does, frequently and painfully. Often the failure is due to a disconnect between marketing and the organizations primary customer communication channel: the contact center. In this session you can learn from the mistakes others have made and gain an insight into how to effectively plan the journey from concept through roadmap, experience and to satisfaction. You will also learn the five things you need to do successfully execute on the plan.



3rd Reinventing Customer Service Conference September 26 to 28th
Customer Roadmap, Customer Experience and Customer Satisfaction: Planning the Journey and Executing the Plan

More details will be posted for all of these events as they become available.



Thank you to everyone who shared their condolences on the passing of my Granddaughter Brooklyn Berry. Brooklyn our „Peanut“ passed away on March 8th at age 1 year and 349 days. She spent about half of her short life in Toronto SickKids hospital where she was first admitted at the age of 16 days. She was diagnosed with an anaplastic astrocytoma a rare brain tumor (malignant) on her brain stem. Her passing was made more difficult as it followed her father’s by less than 3 months.

The many notes and sympathy and kind words from many friends are a big help to Crystal (Brooklyn’s Mom) and to all of the family as we move through this difficult time.

Thank you so much, Colin Taylor

Case Study

In this regular column we review the successes that Taylor Reach is part of.

Taylor Reach assists Health & Fitness Technology Company manage surging call volumes

Taylor Reach helped an established Health and Fitness technology company adjust their operational model to deal with surging call volumes, long wait times and unsatisfactory service levels.

The Challenge:

This very successful health and fitness technology company achieved a great coup when they secured agreement to roll their technology out to a 10,000 location fitness chain. However the as the installations rolled forward so did the calls to the contact center. The callers were less comfortable with technology than was expected and required longer and more frequent calls to make them feel comfortable. The call volumes surged and the wait times kept increasing. Training was scaled back in an effort to get agents on the phones quicker. But this of course contributed to even long handle times and further reduced the service levels. The result of the disjointed training process was that some staff could handle some types of calls and other staff could not. In the month before Taylor Reach was called in to assist the center abandoned 72% of their calls, lost the center manager and had a service level of less than 16%.

The Process:


Taylor Reach analyzed the center data and assessed the staff, training process, volumes and service expectations. Taylor Reach developed a demand volume forecast and reviewed with senior management. It was obvious, that the company could simply not hire and add staff quickly enough nor could it provide enough training to new staff given the continuing increase in call volumes.

The Solution:

Taylor Reach recommended a novel solution. Changing the contact center from an answer and solve model to a triage model would allow the agents to handle cases that fit with their knowledge, training and skill base. At the same time it was essential that new staff were hired and properly trained to be able to service 100% of the call and case types received. To gain time to effect this hiring and training process Taylor Reach recommended the tactical use of an outsource agency. Within 24 hours of the outsource triage model being approved and within 48 hours of arriving on-site the Taylor Reach sourced the outsource agency, established call flows to deliver calls to the outsourcer, facilitated the required data connectivity to allow the outsource firm to create new cases in the client CRM system and had provided training to the outsource agency staff. The outsource firm received the calls directly from the client queue, opened cases and registered them on the CRM. The client agents shifted to an outbound focus selecting cases they were trained to deal with from the case list. At the same time Taylor Reach established desired skills and competency maps for the client, extended these skills and competencies and developed and provided the associated assessment tests to the staffing agency being used by the client and scheduled a two-day initial training for 50% more staff than the center had before Taylor Reach’s arrival. The agency administered the assessments and provided the staff as scheduled 3 days after receiving instructions from Taylor Reach and 5 days after Taylor Reach arrived on-site. For this first time in company history they didn’t experience agent attrition through the training process and over the next two weeks the staff was rotated

through the call center as well as through the training and installation departments to deliver the best possible training and understanding of the products.

The Result:

The service levels began to improve immediately with 79% of calls being answered the first day by the outsource agency. This would meet the 80% goal everyday thereafter. The non-serviced calls (abandons and voicemails) declined from almost 70% the day preceding the outsourcing implementation to under 3% a day later. The backlog of cases went from over 400 to zero within 7 days. The staff through the enhanced training secured universal capabilities to answer all case types within two weeks and their First Call Resolution increase by three fold. All told Taylor Reach was only on-site for two and a half weeks and yet we helped the client significantly improve their service quality, service performance, load forecasting, training, first call resolution and customer satisfaction. All of this was achieved at a lower cost per call than was being achieved before Taylor Reach arrived. The clients summarized their satisfaction with Taylor Reach's efforts, by remarking that they wished they had called Taylor Reach sooner. 

Testimonials

“Colin is a rock-solid business professional with a deep knowledge of the contact center industry. With honesty, integrity, and excellent interpersonal skills, Colin will tell you what you need to hear, rather than what you want to hear. His exceptional communication abilities allow him to deliver a message without the nonsense, and he is a trusted listener and advisor to colleagues and subordinates alike. He really understands what “partnership” is all about. He is a hands-on leader, who completely understands the requirements, committing and delivering on-time/on-budget projects by rolling up his sleeves and getting the job done. He will do whatever it takes to complete the project and do so with style.”

December 2010 ~ Vice President-Sales and Service, ING Bank

“Colin's years of Call Center experience have resulted in him becoming one of the premier experts in this field. He has helped countless companies improve their Call Centre and Customer Service processes, and his monthly Newsletter provides valuable information and advice for all of those who are lucky enough to subscribe. In one place, you can find industry happenings, statistics, advice on problems/questions, case study information and much more. It's invaluable, and an easy on-line read, which makes it even more valuable in my view. I would recommend contacting Colin if you find that you are having problems providing the service you want in your call centre. Although his business is recommending and providing call centre solutions, he will not hesitate to be honest with you and tell you that with a few changes, you can manage everything on your own. This is an honesty that I value highly.”

Senior Customer Service Executive, Readers Digest Asia

“Colin is one of the leaders in the Contact Center industry. He really understands the key drivers of this business. He always showed me a better way to understand each side of this very complex business. He really helped me to develop my knowledge and view of Contact Centers.”

EDS

“Colin's vision, direction and management style was motivational and inspiring as he grew the business. Working along with him on many new and exciting ventures I admired his ability to build strong relationships with customers and suppliers, his strategic and visionary thinking, business savvy, and his supportive nature for his employees.”

Customer Care Manager, BMO

“John was retained by Advantex to lead a prototyping effort to outsource the sales cycle of a new business concept. John and his team worked diligently on this Proof of Concept, proving that business could be sold over the phone; this was an important step forward for Advantex, in terms of validating the opportunity to decrease the cost of sales, as well as confirming that it was a viable alternative to feet on the street. John took a complex offering, which worked in person, and broke it down to a workable over-the-phone pitch. John was a pleasure to work with every step of the way on this POC.”

VP Advantex

“Colin's depth of knowledge greatly enhanced the results. His recommendations made good business sense, and created a good outcome for the company and the employees. I trusted the research and the deliverable he and his company provided in a timely manner.”

Customer Service Executive, Rodale



“Colin understands the complex service requirements needed to support large multi-channel companies and he is able to articulate those needs to a range of audiences. Once the needs are defined, Colin has the ability to create a roadmap and structure for a given project, communicate the plan effectively, and deliver the desired results within the defined timelines. Colin is a creative thinker and has deep industry knowledge that would make him an asset to any company that engages in his services.”

Senior Contact Center Executive, Best Buy

“John is a true pleasure to work with. A leader in every sense of the word. John has the ability to motivate, guide, and instill confidence - All within a 3-4 minute phone call. You can always depend on John to give a swift and direct cure to any dilemma you may get stuck in.”

Outsource Service Provider

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The Taylor Reach Group, Inc. provides Strategic and Operational customer interaction consulting services that deliver Operational Innovation breakthroughs in Contact Center operations. Download our corporate brochure at http://thetaylorreachgroup.com/pdf/taylor_reach_group_corporate_brochure.pdf

Award winning service and more than 200 years of industry experience serving 'Fortune 1000' companies. Extensive North American and International experience with both captive (in-house), remote agent and outsource centers. More than 14,000 agent desktops worldwide employ Taylor Reach designed operational business models.

Delivering Operational Innovation to your Contact Center

- | | |
|---|--|
|  Contact Center Consulting, |  Quality Monitoring & Assurance, |
|  Customer Satisfaction Consulting, |  Outsourcing/Offshoring Assessments, |
|  Contact Center Technologies, |  Total Cost of Ownership Assessments, |
|  KPI and Best Practices, |  Service to Sales Migrations, |
|  Contact Center Performance Assessments, |  RFP and RFI Development and Management |
|  Commissioned Research, |  Site Location Selection, Analysis and Research |

Award winning service...Reach Beyond! 

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