

2003 Excellence in Practice Citation

Performance Improvement



Cendant Mobility

Danbury, Connecticut

Project Resolve

SUMMARY

Our company chose to attack a long-standing problem in customer service: the ability of service personnel to answer a customer's need on a single call. Because we deliver a complex and stress-laden benefit program on behalf of corporate clients, customer expectations of receiving an answer in a reasonable amount of time are high. Our goal of exceeding, rather than just meeting, customer expectations therefore required a fundamental re-engineering of the telephone counseling process from a technical, organizational, and interpersonal perspective, and a multi-tiered training program to ensure technical proficiency and behavioral change for consultants.

"Project Resolve" began by analyzing the elements customers considered critical to quality and focused internal resources on meeting those criteria. This challenge, appearing at first to center around the availability of our consultants, actually involved:

- ◆ understanding the customer's real-world expectations for responsiveness,
- ◆ giving more people the tools to answer or help answer the customer's question,
- ◆ introducing sophisticated telecommunications technology providing consultants an immediate desktop view of the caller's benefit program parameters, call history, and log of unresolved issues, if any, and
- ◆ integrating training that combines selection and "on-boarding" of new employees, just-in-time classroom and on-the-job training, and personalized coaching.

The results of this initiative – and related ones directing status information to the customer in time to avoid the need for many calls and aligning support groups to help frontline personnel meet customer needs – have been higher customer satisfaction, improved productivity, enhanced industry competitiveness, and greater job satisfaction leading to higher employee retention.

BACKGROUND

Project Resolve is an effort to increase our company's ability to answer customer questions more quickly and professionally. A great majority of the contact between our consultants and the employees receiving the services governed by their company's policy is by telephone; therefore, improving customer satisfaction and productivity in

answering employees' inquiries was a core issue. We identified the need for a new approach by examining customer feedback (specifically, an analysis of the issues they felt were critical to quality), plus operational metrics (including consultant availability and customer use of voicemail). The results of this analysis pointed to the need for an organizational focus on maximizing the availability of service personnel, new tools for accessing the customer's file and case history, internal resources ready to research the customer's more involved inquiries, and a comprehensive training and development initiative to support the new processes and desired consultant behaviors.

Project Resolve, so named because its aim is to resolve customer questions quickly and fully, had an ostensibly simple goal. Achieving that goal, however, opened the door to a significant number of additional organizational changes that involved (1) providing frequent status updates to customers to remove the need for many calls and (2) the alignment of support groups to help expedite the answering of customer inquiries. Additional technical enhancements to our telecommunications and computer systems, beyond the eContact software that permits consultants to identify pertinent information on the caller as the call is being answered, have supported the process of achieving single-call solutions.

Project Resolve began in October 2002 and, together with its related initiatives, is an ongoing program. It began with a pilot involving two major clients and now includes all of our headquarters-based business, representing over 50% of our total U.S. volume. Together with the related initiatives involving technology and "back room" support of customer counseling, we see this as an ongoing core element of service delivery. By the same token, we view the training program developed to enable this change as a permanent L&D structure, one that has strong application to other parts of our business because of the speed with which it creates employee competencies and the emphasis on behavioral change it contains.

We are planning future enhancements involving further integration of technology into the telephone counseling function. These include proactive outbound calling support tools to help consultants reach their customers at key milestones in the process, plus the blending of fax technology with desktop functionality and the future integration of email.

The practice has been implemented in our headquarters location. We intend to expand application of Project Resolve into all available areas of the company. The timetable calls for expanding the program to cover 100% of our U.S. business by mid-year 2004. Support groups are targeted to receive this program in 2005.

The primary users this practice serves are the 350 consultants charged with supporting their assigned customers through a 3-4 month business transition. These consultant represent approximately 15% of our company's total employee base. They are professional level and first-line management employees.

Developing and implementing these initiatives required the ongoing involvement of a core project team of twenty individuals at various levels of management in the organization, from business operations, IT, telecommunications, and business process management. This group formed a “Six Sigma” team that took responsibility for training, support, coaching, and other implementation functions, in addition to their role in creating the initiatives.

Costs to create and implement the program involve several systems development projects that span a number of applications. The total of specific capital costs and expensed costs of professional services is anticipated to be \$740,000. All training costs were internal and did not involve incremental expense.

Three factors make this a best practice and set it apart. First, a fundamental, quantitative understanding of customer needs is the foundation of these initiatives and drives their continued use and enhancement. Second, the integration of technology into the customer service process, far beyond the level of a retail call center, shows how business process engineering can empower service personnel in ways that promote predictable improvements in customer satisfaction. Third, employees are trained to master a stressful counseling function using advanced technical tools in such a way that the training is successful both with employees new to the company and the industry and with career employees whose behavior sets are already strongly established and difficult to change.

DOCUMENTATION

Needs Identification

1. *Describe the problem or need for which this practice is designed and implemented. How was this problem identified, and how was it determined that this practice is an appropriate response?*

Background

Our company provides services to over 100,000 customers per year on behalf of over 2,000 corporate and government clients worldwide, including over 50% of the Fortune Top 50. The service is governed by a policy that details the support provided by the company. The delivery of service is coordinated by a consultant assigned to each employee. The consultant resides within a team of employees that handles all of the activity for that client. The relationship between the consultant and the employee is a close one, extending over several months, often focusing on issues of high stress for the employee. What is unique about the consultant/customer relationship is that the two never meet. All counseling is conducted by telephone. This business necessity makes consultant availability and effective telephone communication paramount and has led to highly specialized training in this area.

Identifying the Problem

The core problem had two aspects. First was the need to answer a greater percentage of customer questions when they called (i.e., “single-call solutions”). The second was to provide the information customers sought within a timeframe they considered reasonable (determined through customer polling to be within two hours). This issue was preventing our company from achieving customer satisfaction levels that exceeded, rather than just met, overall customer satisfaction, which is the goal the company has set for itself.

The second problem concerned the need for a new approach to training in order to make certain that consultants were competent to use the new tools well and were motivated to adopt the behavioral changes that would promote more single-call solutions.

Understanding the Problem

In order to achieve a breakthrough in customer satisfaction, we began by asking the customer what is important. Using Six Sigma methodology benchmarked against one of our largest clients, General Electric, we analyzed customer feedback to determine those issues that are Critical-to-Quality (CTQ) in their eyes. This “voice of the customer” information is both fact-based and first-hand. For service delivered by the consultant, the five CTQ’s are:

- ◆ Availability – Access to an individual who can provide assistance when needed
- ◆ Responsiveness – Meeting customer time requirements
- ◆ Knowledge – Someone who can accurately impart information and provide direction
- ◆ Accuracy – Errorless verbal and written communication and financial disbursement
- ◆ Professionalism – Conducting oneself in a courteous and respectful manner

Project Resolve focused the challenge of developing consultant competencies around these dimensions.

Designing an Appropriate Response by Understanding Root Causes

Historically, the only option available to service companies to increase capacity has been to increase staff. This is not a viable long-term solution, however, in view of: (1) the high cost of personnel, (2) the considerable learning curve in the consultant position, (3) seasonal and economic business cycles, and (4) the low productivity that results from having consultants continually ready to accept calls from their assigned customers at all times. The central issue that influenced the decision to move forward was the sustained benefit of an organizational change that *re-engineered* the customer call resolution process with the aid of new technology.

Project Resolve is the keystone program in a broader series of initiatives aimed at enhancing the customer’s telephone counseling experience. All were driven by customer feedback received through 23 separate data sources that provided the specific information and insight needed to determine that we were attacking the correct issues and approaching them correctly. From this research we learned that a high

percentage of calls were routine in nature, inquiring about status, a supplier's telephone number, or simple aspects of their company's policy. This led to related initiatives, eContact and Customer-Focused Status Screens, which provide ready access to more than 90% of the information (specific to each individual customer) required to answer the ten most common questions.

Other issues uncovered by our research indicated that a number of calls could be prevented by "pushing" information to the customer as various milestones, known to prompt inquiries from customers, were reached. This proactive strategy led to Project Email, which developed system-generated messages sent to customers from their consultants acknowledging that certain events, such as receipt of a document or payment of an expense, had just taken place.

Our customer and process analysis further indicated that meeting and exceeding the customer's expectations for responsiveness required an alignment of the frontline service team so that other consultants could successfully field inquiries, plus the development of a customer-focused orientation in support groups, who otherwise have no particular knowledge or stake in each individual client or customer. This led to Project Lifeline, which set a standard for internal departments to provide information to the service team in order to meet the customer's need. (Please refer to Figure 2 on page 8 to view the interrelation of these initiatives in the context of alignment with overall company goals and strategies.)

Designing an Effective Training Approach

Creating the process and tools to promote more effective customer service represents only one half of the need. The other half was training, but not training of the traditional kind. Consultants had to be shown not only how the technology works, but also how it helps solve customer issues. They also had to give up old ways of doing things, i.e., adopt long-term behavioral changes. Finally, a number of the consultants affected would be new to the company, and yet they would need to reach an advanced competency level, both in terms of product and process, rapidly.

We saw the appropriate approach as a three-tiered process:

1. Exposure. Consultants first observed mentors, who were modeling the desired behaviors in real-life situations.
2. Instruction. Systems and behavioral training was conducted in a classroom setting.
3. Coaching. Consultants beginning to apply these skills were assisted by management and core team members, who provided a SWAT team resource for problem solving in real time.

The importance of this approach was its ability to ensure that consultants, whether new hires or veterans, learned the specific behaviors that permitted them to meet customers' Critical-to-Quality needs using advanced tools and were able to improve in acquiring this facility through just-in-time training and reinforcement.

Design Values

2. *Please describe how this practice takes into account the best interests of both the organization and the employees targeted.*

The specific objectives of Project Resolve link closely with our company's larger goals of improved customer satisfaction and process improvement, both fundamental to issues of employee job satisfaction and retention, not to mention organizational productivity and competitiveness.

Organizational Advantages

Although appearing to call for incremental changes in the way one type of position within the company approached service delivery (i.e., *how can consultants answer more customer questions without the need for voicemail or call-backs?*), Project Resolve also raised significant organizational issues relating to best practices in our service delivery model. It also explained in large measure why consultant availability is a customer need felt universally in our industry – one where no product differentiation or competitive advantage existed. The central internal issues in play included:

1. Customer-Focused Use of Technology

Implementing Project Resolve meant changing an entire set of infrastructure elements, including computer and telecommunications hardware, plus internally developed software and systems. At the heart of this change is the need to help our employees prepare for the new software product, eContact, that integrates telephone and computer systems. Instead of the consultant asking the customer for information needed to locate his or her file, eContact recognizes the incoming telephone number, links it to a customer file in the computer system, directs the call to the appropriate consultant, and displays a profile of that customer on the consultant's computer screen. In this way, the consultant accesses not only policy and status information, but also a history of prior calls and a listing of what customer issues remain unresolved based on previous calls, regardless of which consultant actually handled the call. Even a secondary consultant on the team (one not specifically assigned to the customer) can know instantly whether an issue is being resolved for the customer and whether progress or resolution can be reported. *This initiative thus serves the best interests of consultants by permitting them to be more responsive to customers' actual needs. For the organization, it provides information on what customers call about, which links to a deeper understanding of their actual needs and provides the foundation for customer-driven process improvement. This, in turn, translates directly into increased customer satisfaction, one of our key competitive advantages.*

2. Consultant Effectiveness

Project Resolve and its sister initiatives increase the consultant's ability to perform the core function in service delivery – answering customer inquiries. These questions are often complex, time sensitive, and emotionally charged. The consultant's increased proficiency in answering these concerns, or marshalling resources that prevent the need for the call in the first place, represents a benefit. *Increased effectiveness thus serves the best interests of consultants by increasing their job satisfaction, and benefits the company through lower turnover and the retention of skilled employees.*

Alignment

3 How is this practice in alignment with the performance identified, as described in your answer to question 1?

Alignment With Core Company Functions

Project Resolve, together with its related initiatives, is aligned with our company-wide quality and continuous improvement efforts and focuses on a core competency in service delivery. This effort is related to our company's "Top Block" philosophy of exceeding, not just meeting, the customer's expectations. Top Block is the "stretch" goal that we have applied throughout our organization for more than five years and which has resulted in nearly seven out of ten customers saying that "we couldn't have done any better."

Within the Six Sigma discipline of continuous improvement, we examine business processes to identify opportunities not only for eliminating service defects that can lead to customer dissatisfaction, but also for raising satisfaction to Top Block levels by focusing on the criteria the customer has reported are most important. The following chart illustrates the alignment between our Top Block and Six Sigma quality initiatives in the context of a customer satisfaction evaluation.

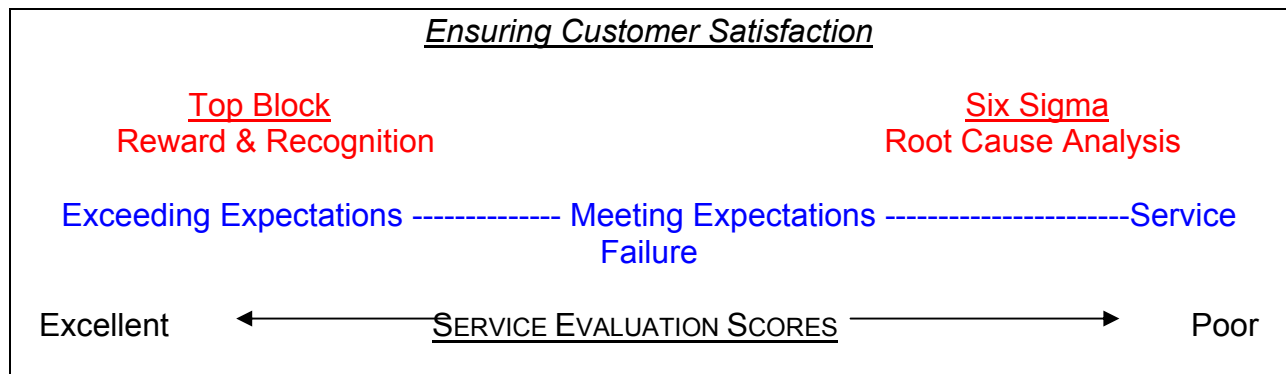


Figure 1. Relating Customer Feedback to Quality Initiatives

In short, launching a project to improve the experience of a customer calling his or her consultant with a question or issue that cannot be answered through our written or online tools offered us the opportunity to reach toward a world-class standard in one of the most fundamental aspects of service delivery.

4. Please describe how this practice integrates other training, learning, and performance improvement practices, and aligns itself with organizational goals to achieve the desired outcomes.

Tactical Alignment

The following chart shows the related projects that were initiated in tandem in order to achieve the larger goal of Project Resolve. In particular, it shows the relationship between technological and behavioral programs and between proactive and reactive activities enabling the success of Project Resolve. Integrating these different aspects of customer service has been critical to the sustained success of the program.

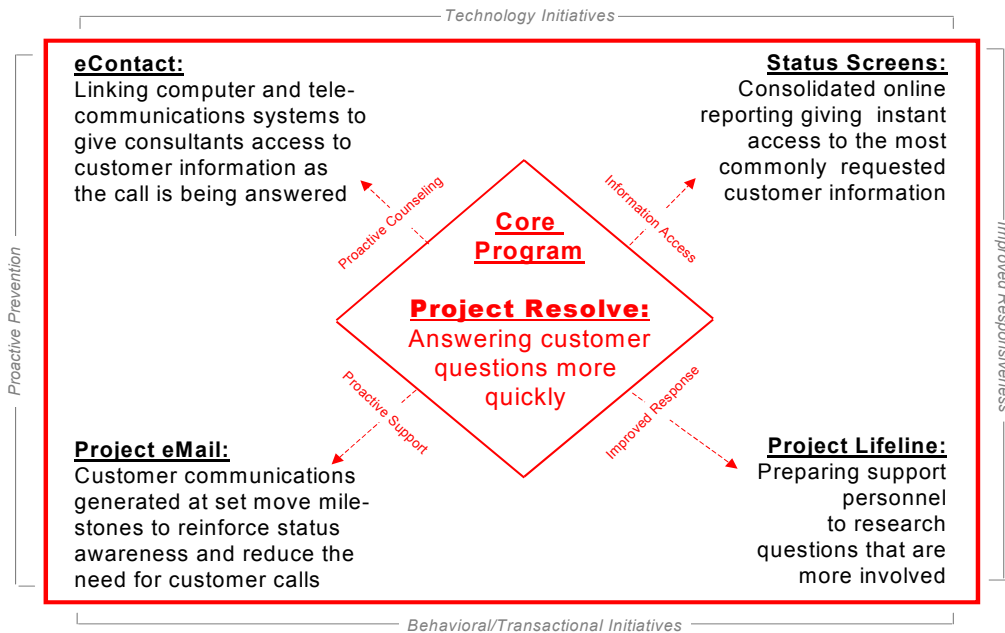


Figure 2. Project Resolve and Related Initiatives

The training associated with Project Resolve aligns with other training programs for consultants in a way that further increases their effectiveness and drives increased customer satisfaction in documented ways. Two examples are MAGIC and the New Consultant Development Program.

- ◆ **MAGIC.** To improve the consultant's ability to communicate with a customer by telephone, absent any face-to-face contact, we implemented MAGIC™ (Make A Great Impression on the Customer). MAGIC, a program developed by Communico, Ltd., teaches consultants skills to use that promote clarity, reduce customer emotions, and generate friendly, productive communication. Consultants trained in MAGIC are better equipped to use the tools available through Project Resolve to manage customer issues quickly and smoothly.
- ◆ **New Consultant Development Program.** We have introduced a new hire training program that guides employees through eight weeks of balanced classroom work and on-the-job mentoring, combined with personalized coaching and progress assessment. This approach integrates well with Project Resolve to individualize training in a real-world, just-in-time setting that produces the most effective results.

Strategic Alignment

At the strategic level, the principal benefits that Project Resolve delivers are in remarkably close correspondence with our five Key Business Strategies: drive revenue organically; execute margin improvement initiatives; champion service excellence; develop and retain a diverse global workforce; and lead ebusiness and new products to market.

Project Resolve Objectives

- ◆ Improved Resolution Rate – Customers experience single-call solutions more often, whether they reach the primary consultant assigned to them or a secondary team member.
- ◆ Increased Productivity – By (1) removing administrative duties from the consultant's job, (2) adding technology (like desktop fax capability) that saves time, (3) providing tools for customers that reduce their need to call, and (4) permitting access to needed information more quickly, employee counseling, which is a core management function, can be provided with fewer people.
- ◆ Improved Customer Service – As the source of the customer call is invariably an issue of missing information, confusion on how to proceed, or an unanticipated problem, customers improve their ability to manage a stressful transition and see our company's role as facilitating that success.
- ◆ Standardization of Process – Reducing variation in the key process of answering customer inquiries leads to more reliable service and fewer service breakdowns (a Six Sigma process refinement objective).
- ◆ Metric Management – Continuous improvement from this initiative is generated through extensive process and service metrics allowing us to monitor and enhance performance in an ongoing manner.
- ◆ Organizational Alignment – Involvement of support groups through Project Lifeline will focus our entire organization on the needs of external customers and continually educate us on their changing priorities.
- ◆ Staffing Refinement – Together with improved productivity, we anticipate increased flexibility in staffing that will allow consultant coverage to mirror customer needs for access at different times of the day. (We were one of three companies to be awarded an Innovative Practice Award by the Society for Human Resource Management (SHRM) in 2003, for our Flexible Work Options and related programs.)

5. *What evidence is there of partnerships within and outside the organization (e.g., with senior management, frontline supervisors, unions, external training suppliers, consortia)?*

Conception and Development Phase

Once the realization of the need arose from a careful analysis of customer feedback, our Quality, Workforce, and Business Process Management group developed the idea of the solution and immediately created Sigma Teams from existing employees (largely

volunteers) to develop the solution and support its implementation. We created teams for Project Resolve, Project Lifeline, and Project Email to research the needs, design an improved process, and implement the new approach.

Rollout

The following groups shared in the implementation of the new programs:

- ◆ *Senior Management* – Implementation of these solutions began with company communications (by email and conference calls) that were personally championed by our president and by other senior management members.
- ◆ *IT/Telecom* – Computer System Demos were developed to explain the functionality of the new tools.
- ◆ *L&D, Business Process Management* – Training was then designed to ensure that execution of the strategy would be accurate. This included an internally produced video, “*The Phone Zone*,” featuring company employees (including our president) illustrating best (and worst) practices in telephone counseling with customers. It also involved behavioral and technical training, a simulation center, and on-the-floor chair-side coaching.
- ◆ *Frontline* – Finally, these learnings were reinforced at the local team level through “Huddles,” weekly departmental meetings that focus on important operational issues. The script for initiatives described in these Huddles (“Huddle Notes”) is prepared on a centralized basis so that consistency of implementation is achieved.

Client and Customer Involvement

Partnership with clients is a key element in developing a solution that meets the needs of their employees. We established pilot programs to elicit input from several of our largest clients and their affected employees, resulting in a number of revisions and enhancement to the program.

Evaluation Strategy

- 6 *How is this practice evaluated? What factors are included in your calculations (e.g., time, costs, staff count, lost phone calls, customer satisfaction)? Are the financial costs of this practice calculated? If so, how? How often is this practice evaluated?*

Ongoing Evaluation

As part of our Six Sigma process improvement methodology, Project Resolve and the initiatives that grew up in parallel with it are subjected to continued rigor under the DMAIC (define, measure, analyze, improve, and control) discipline. This review cycle will be driven by the Quality, Workforce, and Business Process Management group that originated the initiative. In this way, the program will maintain momentum and will be continually refined as a best practice in customer service delivery.

Evaluation of training effectiveness involves several innovative steps:

- ◆ Call Recording. Through special Avaya software, consultants, alone or together with their managers, are able to listen to customer calls and evaluate their success in implementing the learnings presented in training.
- ◆ Synchronized System Tools. The computer/telecommunications system that enables Project Resolve also allows for call recording to synchronize with system usage, showing how the consultants use system tools to solve customer problems.
- ◆ Surveys. The Learning and Development group surveys consultants to determine how comfortable they are in using the new tools.
- ◆ Chair-side Coaching. Managers assess the proficiency of consultants through one-on-one coaching.

Program Review and Analysis

Once any effort of this complexity has been rolled out, it takes active effort to make certain that it does not lose momentum or become fragmented. For this reason, we maintain and report metrics related to these programs as part of our quality reporting regimen.

Quantitatively, we measure the system's performance at two levels: process metrics and customer satisfaction:

- ◆ The *process measurement systems* we use combine (1) the internal measurement capabilities latent in the telecommunications software with (2) customer metrics that relate performance to customer CTQ's (Critical-to-Quality elements). Thus, we measure such elements as call resolution, voicemail usage, hold time, and involvement of secondary vs. primary consultants.
- ◆ *Customer satisfaction* data are analyzed by region, team, and even consultant. We can also discriminate between component elements, such as timeliness and availability.

Qualitatively, we examine this kind of program through such mechanisms as pilot programs and internal/external feedback. We even review taped conversations between customers and consultants, which reveal the interrelationship between telephone, computer, and consultant in solving the customer's issue as efficiently as possible.

Financial Impact

As a long-term initiative, we anticipate that the cost of these initiatives would be more than repaid in increased productivity alone. Thus, headcount reduction through productivity gain is calculated and projected company-wide. Furthermore, costs of investment are calculated and compared against cost reductions generated by the program to determine pay-back timing and ongoing infrastructure cost reduction.

Results

7. *What specific participant behaviors are observed as a result of this practice, and how do these behaviors contribute to the goals of the practice? Are the impacts of these behaviors short-term or long-term? How do these behaviors differ from the results of previous practices?*

Behavioral Aspects

The behaviors of consultants trained in Project Resolve demonstrate greater productivity and enthusiasm about their work. For example, consultants involved in the pilot program who were then moved to teams that had not yet implemented the program showed surprisingly strong resistance to giving up these tools.

One significant outgrowth of this strategy is the spontaneous development within the operations team of the “Sunset Report.” Because we, as a company, had committed to guaranteeing a return call within two hours, the Sunset Report is run at 3:00 PM (or two hours before the consultant leaves work) to summarize the calls that a consultant would be required to make by the end of the business day. This prioritization tool illustrates how the principles of customer service inherent in Project Resolve have impacted the daily activities of our service personnel.

Closely behind technology as an impact was a behavioral focus on solving the customer’s problem during the call, no matter what individual on the team actually received the call. This approach has been translated into training reinforced through a video that concludes with the senior management of the company repeating “I Can Help” as a way of instilling a problem-solving motivation in team members who might otherwise ask if the customer wanted to go into voicemail.

Long-Term Behavioral Change

These initiatives are all long term in nature and fundamental to our success as a company. The behaviors of customers, as they relate to improved satisfaction ratings for our service, are fully documented. The behaviors of our employees, as tracked in our process metrics, service evaluations from customers, and first-hand accounts, support a change that is more satisfying for individual consultants and more productive for the service delivery team.

8. *What was the impact of the practice on your organization? Are the impacts of these behaviors short-term or long-term?*

Core Results

The core metrics of Project Resolve (including eContact telecommunications technology) based on the pilot program are:

Metric	Result (as of 6/30/03)
Single call resolution rate	45% to 72%
Customers electing voicemail	reduced by 57%
Average time spent with each customer throughout the service delivery process	reduced by 15 minutes
Percent of customers receiving a call-back within 2 hours of an unresolved call or voicemail	98%
Percent of support group calls resolved within 1 hour	95%

Additional results realized in Project Resolve and associate programs are:

PROGRAM	RESULTS
Project Email	<ul style="list-style-type: none"> ◆ 95% of customers surveyed reacted positively to the change. The remaining 5% were neutral. ◆ The program contributed to a 10% increase in the response rate on final evaluations from customers, improving the quality of customer feedback.
Status Screens	<ul style="list-style-type: none"> ◆ 90% of the most frequently requested information is now housed in a set of instantly available screens.
Project Lifeline	<ul style="list-style-type: none"> ◆ Customer-focused desktop tools were created for support groups showing status, ownership, and customer critical-to-quality dimensions.

Finally, these initiatives have contributed to an improvement in the overall metric for customer satisfaction (i.e., Top Block satisfaction rating) from 63% in 2002 to 67% in 2003 (June YTD).

Financial Performance

On a purely financial basis, the ROI from Project Resolve (including eContact and Status Screens) involves a payback within the first year following the pilot, and continuing savings year over year. The total of capital costs and expensed costs of professional services is anticipated to be \$740,000. Savings averaging \$1,018,000 per year should accrue, based on increased productivity from the higher resolution rate, applied to 1.1 million inbound customer calls per year. Additional ROI elements include: 57% reduction in customer voicemail usage; 60% increase in single-call solutions; and higher job satisfaction reported by consultants supporting customers.

The Larger Significance

In the context of our industry and the historical expectations of customers and clients, this is a *breakthrough initiative*, one that we expect will give us a competitive advantage and lead to increased consultant retention within our company. It represents the blending of business process engineering, Six Sigma quality methodology, technology, and innovative training in a way that clients recognize as indicative of an industry-leading service provider operating at a world-class level.

Shared Learning

9. *What have been some of the specific lessons learned from designing and implementing this practice for the purposes of continuous internal improvement? Please discuss whether and how this practice might be transferred and replicated both internally and external to your organization.*

Lessons Learned

Beyond the conventional wisdom of aiming at understanding the customer's needs, this initiative provided several important insights that contributed to success in this venture.

- ◆ Cross-Disciplinary Involvement – We owe much of the success in designing and implementing these new approaches to a Sigma Team (modeled on Six Sigma methodology) comprising business operations, learning and development, IT, telecommunications, and business process management.
- ◆ Understand How the Technology Will Really Work – Process re-engineering of this type requires an extremely close examination of the way people actually use technology, which can vary enormously from person to person and can be resisted strongly, particularly when entrenched behavior patterns are involved. Our analytical tools include recording of customer calls and tracking of computer usage while calls take place in order to understand exactly how behavior patterns in service personnel are changing. Our training also observed this difference between employees by allowing them to absorb the new learning through a variety of means (classroom, coaching, observing a mentor) with active methods of assessing their success in acquiring the desired proficiency.
- ◆ Manage by Fact, Not Intuition – We established metrics that examine multiple variables, all of which give us the ability to determine whether trends are causal or anecdotal.

Transferable Insights

Our company is one business unit within a Fortune 500 corporation involved in many different businesses. We have been recognized internally as a benchmark for business process management and have successfully transferred our techniques of process management, if not the exact Project Resolve/eContact, initiative, to sister companies. Similarly, some of our clients, including several Fortune 100 companies, have modeled processes in their own organizations on our initiatives, again adapting the process and training we applied rather than the exact application.

Contact

Lynette Wagner
Director, Global Learning and Development
Cendant Mobility
lynette.wagner@cendantmobility.com