

Executive Summary

Establishing a Global Footprint

The continuation of outsourcing as a global phenomenon increases the competition from companies throughout the world, with endless industry competitors developing operations in low labor cost countries—primarily in China and India. As large providers have begun to expand, these companies have established competitive advantages due to economies of scale and the trends towards megacontracts amongst clients, mergers and acquisitions, and market specialization. The result of these advantages is observed with clients seeking outsourcing solutions based almost exclusively on cost cutting. Our proposal is for vCustomer to maintain CRM operations throughout its current market presence, while expanding in the course of 24 months to Bulgaria and Monterrey, Mexico in order to offer nearshore BPO solutions to health care providers in the EU and U.S.

CRM and BPO

vCustomer must maintain CRM service offerings during any form of expansion, while continuing to shift process capabilities toward BPO offerings. vCustomer's must focus on value creation while acquiring new clients through long-term contracts, tying continual evaluation into any contractual agreement.

Expansion Locations

Expansion in Bulgaria will be possible through our previously identified partner, and will be fully integrated and operational in six months. This expansion is strategically located for nearshoring EU clients as vCustomer begins to service the Health Care industry (See **European Health Care** section below). The expansion plan for Monterrey will begin with planning and recruitment in the 15th month and be fully operational by the end of the 24th month. To address issues of recruitment, vCustomer should seek interim help from RPOWorldwide, a company specialized in solving recruitments issues for bilingual employees specifically qualified for the work in the ITES industry. An integral part of the expansion process for vCustomer will be maintaining quality by evaluating expansion goals and operations on a 3-month basis, eventually moving toward a 6-month basis.

European Health Care

The market for BPO solutions in European Health Care is relatively new, but has seen increases steadily since 2005. Many firms offering BPO or other outsourced solutions have been slower to move to the European market for numerous reasons including but not limited to: hesitancy to adopt BPO in Europe, poor performance on long-term contracts, government ownership of primary health care, high costs of nearshoring, and the multiple language barriers throughout the EU. As recently as last week, reports of increasing BPO in European Health Care signal a sustainable movement toward BPO solutions throughout Europe. By nearshoring this market and offering quality, long-term, performance evaluated contracts, vCustomer can have a distinct advantage within this market, while expanding expertise through customer BPO solutions development.

Continuing Consulting Services

Further consulting, as well as allowing seamless flow of information from vCustomer to our consulting services, a more in-depth analysis can take place to include increasingly important financial information. Furthermore, evaluation can be established and monitored to understand all aspects of current and future strengths and improvement areas.