

# CX outsourcing: The secret to successful digital transformation

Your company and your competitors  
have already transformed.  
Why hasn't your contact center?





# More personalization, less patience: The new standard for customer experience.

Leading platforms like Amazon, Netflix and TikTok have set new benchmarks for customer experience (CX) across all industries. With a strong focus on speed, personalization and convenience these customer-centric platforms have become the standard by which all interactions are measured. As a result, customers now expect instant gratification and tailored service at every point of contact, without exception.

## As customer expectations soar, contact center leaders face complex challenges:



Fragmented systems and disjointed customer data limit personalization, diminish actionable insights and disrupt the customer journey.



Overwhelmed agents juggle outdated tools, repetitive tasks and increasingly complicated customer inquiries.



Long response times and inconsistent service continue to frustrate customers.

For brands that fail to keep up, the consequences are clear: lost customers, higher costs and reduced market share.

If this “always-on” culture compels you to adopt new technologies that deliver experiences as intuitive, responsive and individualized as those offered by tech giants, you’re not alone. However, digital transformation brings both significant opportunities and complex challenges. While achieving scalability, speed and personalization is crucial for customer satisfaction, in-house digital transformation can be a risky gamble—it’s costly and challenging to execute successfully.

**74%** of organizations consider digital transformation a top priority, yet only **35% succeed.**

Source: Exploring Topics



# The DIY approach to digital transformation is set up for failure—But there's a better option

For contact center leaders, digital transformation typically involves adopting innovations like AI, chatbots, self-service and agent assist tools. To meet rising customer expectations, enhance the employee experience and ensure lasting success, digital transformation is essential.

But simply introducing new tools isn't enough. A successful transformation requires skilled teams, streamlined processes, global standards and continuous optimization. Without these, even the best technology can fall short.

Transforming your contact center can feel overwhelming, especially amid resource gaps, rising costs and ever-increasing customer demands. In-house transformations can worsen these challenges, leading to increased expenses, long timelines and substantial risks. Despite large budgets and extended timelines, many in-house efforts fail to deliver measurable ROI.

The good news? You don't have to do it alone.

By working with a business process outsourcing (BPO) partner, you can access cutting-edge technology, a global talent pool and proven operating standards that will transform your contact center from the outside in.

**64%** of companies say they need to build new digital businesses to avoid becoming obsolete.

Source: McKinsey



### **In-house transformation: Numerous options, greater limitations**

As a contact center leader, you face a critical choice: invest in transforming your internal contact center or partner with an external BPO provider. While in-house transformations can bring improvements, they often come with high costs, service interruptions, skill gaps and lengthy timelines. On the other hand, traditional BPOs may lack the innovation, expertise and scalable solutions needed for a successful transformation.

When enabling digital transformation in-house, you have several options to explore, including hiring consultants, partnering with technology vendors, utilizing your internal teams or simply sticking with the status quo. Each choice comes with its own benefits and challenges, but each has key limitations that make it difficult to achieve your desired outcomes. Let's take a closer look at these options:

#### **Consultants: Short-term guidance at a premium**

External consultants bring specialized knowledge and fresh perspectives to your transformation efforts. Even so, their high fees and temporary involvement mean they won't be around for ongoing optimization, testing or support—crucial for maximizing ROI.

#### **Technology partners: Powerful tools, generic solutions**

Technology vendors provide advanced tools, platforms and expertise to deploy scalable technologies like AI, cloud solutions and CRMs. Conversely, integrating these tools with existing systems can be challenging.

Moreover, most technology vendors offer one-size-fits-all solutions rather than tailored approaches, limiting their flexibility to recommend the best-fit technologies for your unique needs. This lack of customization can hinder the success of your transformation efforts, leaving vital gaps unaddressed.

#### **Internal teams: High costs and steep learning curves**

Building an internal team for digital transformation offers greater control and alignment with your culture and goals. That said, this approach is often time-consuming and costly, especially if your team is learning as they go.

Internal efforts can sideline other necessary projects, leading to missed opportunities. Without the right expertise and resources, the risks and costs of internal transformation may outweigh the benefits—with no guarantee of success.

#### **The status quo: Why inaction is not an option**

Sticking with outdated systems may avoid short-term disruptions, but it comes with steep long-term costs. Brands risk losing market share and customer loyalty to competitors that embrace innovation and new technologies.

Outdated processes also mean missed opportunities for greater efficiency, enhanced security and cost savings. In today's fast-paced landscape, inaction is simply not an option.

The journey toward internal digital transformation is often long, challenging and uncertain. To overcome these obstacles and unlock your full potential, ask yourself: **How can the right external partnerships accelerate success and secure your competitive edge?**

Global spending on digital transformation is expected to hit **\$3.9** trillion by 2027.

Source: IDC





# CX outsourcing: The most straightforward path

New technology should enhance CX, not disrupt it. While traditional BPOs primarily focus on cost reduction, they often lack the innovation and scalability needed for extended success. Choosing the right BPO simplifies your digital transformation with ready-to-use, pre-implemented solutions, enabling a seamless and efficient transition.

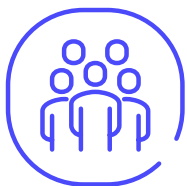
## **Start at the finish line: Leverage Foundever's established infrastructure and proven technology**

At Foundever,<sup>®</sup> we operationalize digital transformation by blending advanced technology with expert talent. Unlike in-house teams learning on the job, Foundever leverages established processes and the latest CX technologies to ensure continuous optimization and growth. This proven approach helps clients achieve faster deployments, enhanced customer satisfaction and measurable ROI.

Our solutions experts can recommend proven technologies aligned with your goals —or build custom solutions to address unique challenges. Foundever handles implementation, training and ongoing operations, allowing you to focus on your core strengths. Together our pre-implemented solutions and established CX infrastructure put forward smoother deployments, minimal disruptions, skilled agents and enhanced security.

For optimal results, Foundever integrates contact center operations with customer experience management through Centers of Excellence (COEs) across eight countries.

**Each COE is organized by specific disciplines and staffed by hundreds of experts:**



# +110

customer intelligence  
professionals



# +300

data specialists



# +160

digital strategists



# +400

technical engineers



## Foundever's global operating standards: People + tech + consistency at scale

At the heart of Foundever's success is PeakOS (Peak Operating Standards), our proprietary operational framework. PeakOS combines people, processes and technology to deliver scalable, secure and consistent CX across all touchpoints.

With over 140 on-site and hybrid locations and 9M daily interactions in +60 languages, PeakOS unifies global operations, ensuring every customer interaction meets the highest standards of quality, security and personalization.



# 150K

agents



# 45

delivery  
countries



# +140

on-site and  
hybrid locations



# +60

languages

By standardizing processes and technologies across teams and locations, PeakOS ensures consistent, high-quality customer experiences no matter which agent, technology or location delivers them. We also empower agents with continuous support for their tasks, mental wellbeing resources and recognition for hard work. By equipping our teams with uniform tools, training and support, we cultivate a motivated workforce that delivers better performance with less churn.

### How Foundever's PeakOS framework drives digital transformation forward

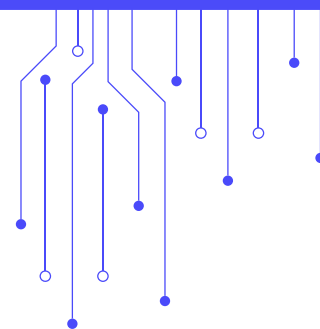
Unlike traditional BPO models that primarily focus on cutting costs, Foundever offers tailored solutions built on the consistent, proven foundation of PeakOS. We act as a digital transformation partner, making it easier to streamline processes and rapidly integrate advanced CX solutions.

[Learn more](#) about Foundever's innovative solutions from generative AI to intelligent automation.

Foundever  
consistently  
achieves a

# 99.9%

uptime rate.





# Digital transformation in a fraction of the time

In-house digital transformations can take several months to over a year to complete, while **Foundever's BPO-led implementations typically take 60 to 90 days**. For instance, a roadside services company partnered with Foundever to implement radio dispatching technology, progressing from project initiation to wave one training in just six weeks.

Foundever's implementation process ensures seamless execution through:



## Resource selection

Matching the right talent and tools to your needs.



## Structured training

Preparing teams for quick productivity.



## Rigorous testing

Eliminating risks from untested processes.

Guided by our PeakOS framework, every implementation follows a global methodology. This results in faster deployment, lower Total Cost of Ownership (TCO), minimal risk and measurable improvements in CX performance.

All projects adhere to Project Management Institute (PMI) and Project Management Body of Knowledge (PMBOK) standards, enabling Foundever to demonstrate our true value in the market.

Foundever's Project Management Office (PMO) has success rates of  
**92% on-time** and  
**99.8% on-budget** projects.



# Why Foundever® is the partner you need

With integrated technology and operations, real-time customer insights, enhanced scalability and rigorous security standards, Foundever consistently delivers outcomes like a 12% improvement in agent performance and an 18% decrease in average handling time.

## Shatter siloes with seamless technology integration

Successful CX technology implementation requires seamless integration and standardization. PeakOS acts as an operational guide, unifying AI, automation and analytics to enhance contact center efficiency while ensuring consistent, omnichannel experiences.

Gartner reports that **64% of customers would rather companies not use AI in CX**. This is largely due to difficulties in reaching live agents after exhausting self-service options—often the result of poorly managed transformations. Foundever bridges this gap by blending technology with human expertise, enabling smooth interactions. Beyond just new tools, PeakOS optimizes human-tech collaboration, delivering real-time insights for faster, more personalized service without adding complexity or disrupting operations.

### CASE STUDY



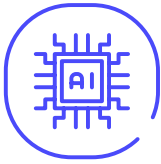
A global hospitality disruptor worked with Foundever to implement AI Trainer, boosting agent proficiency and performance by 12% year-over-year while reducing attrition by 87%.

[Learn more ►](#)



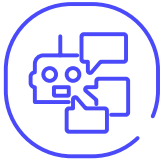


## PRE-IMPLEMENTED TECHNOLOGY INTEGRATIONS – POWERED BY PEAKOS:



### Generative AI for scalable automation

- Provides **24/7 support through chatbots, voicebots and IVRs** using NLP and ML.
- **Automates repetitive tasks**, improving agent productivity with real-time insights.
- **Reduces response times by 35%** and improves first-contact resolution rates.



### Conversational AI for faster resolutions

- Increases first-contact resolution by 35%.
- Delivers responses **3X faster than live agents**.
- **Reduces service costs** by 49%.
- Simplifies complex tasks and ensures consistent experiences across channels.



### Contact Center as a Service (CCaaS)

- **Cloud-based, all-in-one solution** that scales with demand.
- Integrates phone, email, chat and social media into a seamless omnichannel experience.
- **Ensures adaptability, service continuity and data security** while meeting compliance standards.



### Unified Agent Desktop for efficiency

- Consolidates all customer interactions into **a single interface**.
- **Seamlessly integrates with CRM tools** like Salesforce and Zendesk.
- Enhances agent productivity and provides real-time operational oversight.



### Knowledge management for accuracy

- Streamlines access to information, **reducing error rates by 73%**.
- Empowers agents with timely knowledge and enhances self-service for customers.
- **Supports multilingual and multichannel interactions** while lowering operational costs.



### Intelligent automation for productivity

- Eliminates repetitive tasks and **improves service accuracy**.
- Consolidates data into a single interface, enhancing customer satisfaction metrics.
- **Leverages leading automation technologies** (UiPath, Blue Prism, Automation Anywhere, Pegasystems).
- **Backed by +100 experts** and 40 years of industry experience for long-term value.



## Proactive performance monitoring and real-time customer insights

Meeting heightened customer expectations requires actionable insights. Foundever's PeakOS framework integrates data sources and processes to deliver real-time performance monitoring via live dashboards and reporting tools. By connecting structured and unstructured data, PeakOS enables brands to analyze customer interactions anytime, anywhere resulting in faster issue resolution and improved customer satisfaction.

### CASE STUDY



A large tire manufacturer partnered with Foundever, using the PeakOS framework to achieve 95% analytics accuracy.

[Learn more ►](#)

With this insight, contact center leaders can make swift, informed decisions, ensuring agile operations that support digital transformation and ongoing optimizations. Additionally, predictive analytics identifies patterns in customer interactions, enabling brands to address potential issues before they escalate and determine key areas of opportunity.

### Maximizing CX with AI-driven analytics:



#### Interaction Analytics for real-time insights

- Uses **Natural Language Processing (NLP)** to extract actionable insights from unstructured data.
- Analyzes conversations in real-time to provide agents with relevant information.
- Categorizes call drivers and enables targeted coaching for improved performance.
- Provides **detailed metric scorecards and performance dashboards** for data-driven feedback and ROI optimization.



#### Advanced Analytics for smarter decision-making

- Leverages **AI and machine learning** to uncover patterns and trends beyond traditional Business Intelligence (BI).
- Delivers a **9% increase in Voice of the Customer metrics** and an **8% boost in customer retention**.
- Helps businesses anticipate customer needs, identify improvement areas and proactively solve challenges.
- Enhances **data strategies** with data enablement services and cloud management.
- Predicts behaviors, reduces fraud, drives revenue growth and strengthens brand differentiation.

With these advanced capabilities, brands can better anticipate customer needs, personalize interactions and enhance service offerings. This proactive approach not only improves customer experiences but also fosters a data-driven culture that shapes future transformations.



## Flexibility at scale

In an accelerated market, businesses need to scale operations quickly and remain agile to meet changing demand. PeakOS is specifically designed for rapid, enterprise-wide changes to processes, personnel and/or technology.

In addition, Foundever's global operating standards allow you to quickly adjust workforce capacity, whether you're preparing for busy seasons or responding to sudden demand shifts.

### CASE STUDY



An international food company partnered with Foundever to scale multilingual customer support to 80 languages using real-time machine translation.

[Learn more ►](#)

## Seamlessly consistent global operations:



### Single global account executive

- Work with one global account executive instead of multiple regional contacts.
- Fewer meetings, less training and a **faster request process**.



### Standardized recruitment, training and retention

- Uniform standards across all teams and locations.
- Every agent **aligns with your brand, policies and procedures**.
- Quick updates for **changes, upgrades or new market expansions**.



### Consistent technology and KPIs

- All teams use the **same technology, KPIs and knowledge base**.
- Delivers a **seamless, uniform experience** across all customer touchpoints.



## The global standard in security and compliance

PeakOS meets top certifications and adheres to the highest industry benchmarks to minimize the risk of data breaches, foster trust and ensure uninterrupted operations.

### CASE STUDY



In collaboration with Foundever, a retail bank exceeded its goal, achieving a 93% Risk Management and Compliance Index (target: 80%).

[Learn more ►](#)

### Key security and compliance features:



#### Active compliance monitoring

- Automated tools and routine audits ensure adherence to industry regulations.
- Certifications include **ISO 27001, PCI-DSS v3.x, HITRUST/HIPAA and SOC Type 1 & 2.**
- A proactive approach to compliance.



#### Cyber threat intelligence

- Collaborates with security teams to share **best practices in security, privacy and fraud management.**
- Identifies common threats and deploys effective mitigation strategies.
- Uses **speech and text analytics, geolocation** and advanced tech to detect and manage high-risk contacts.



#### Continuous training and robust end-user security

- Mandatory **ongoing security training** for all team members.
- Security measures include **endpoint detection and response, vulnerability management, MFA** and more.

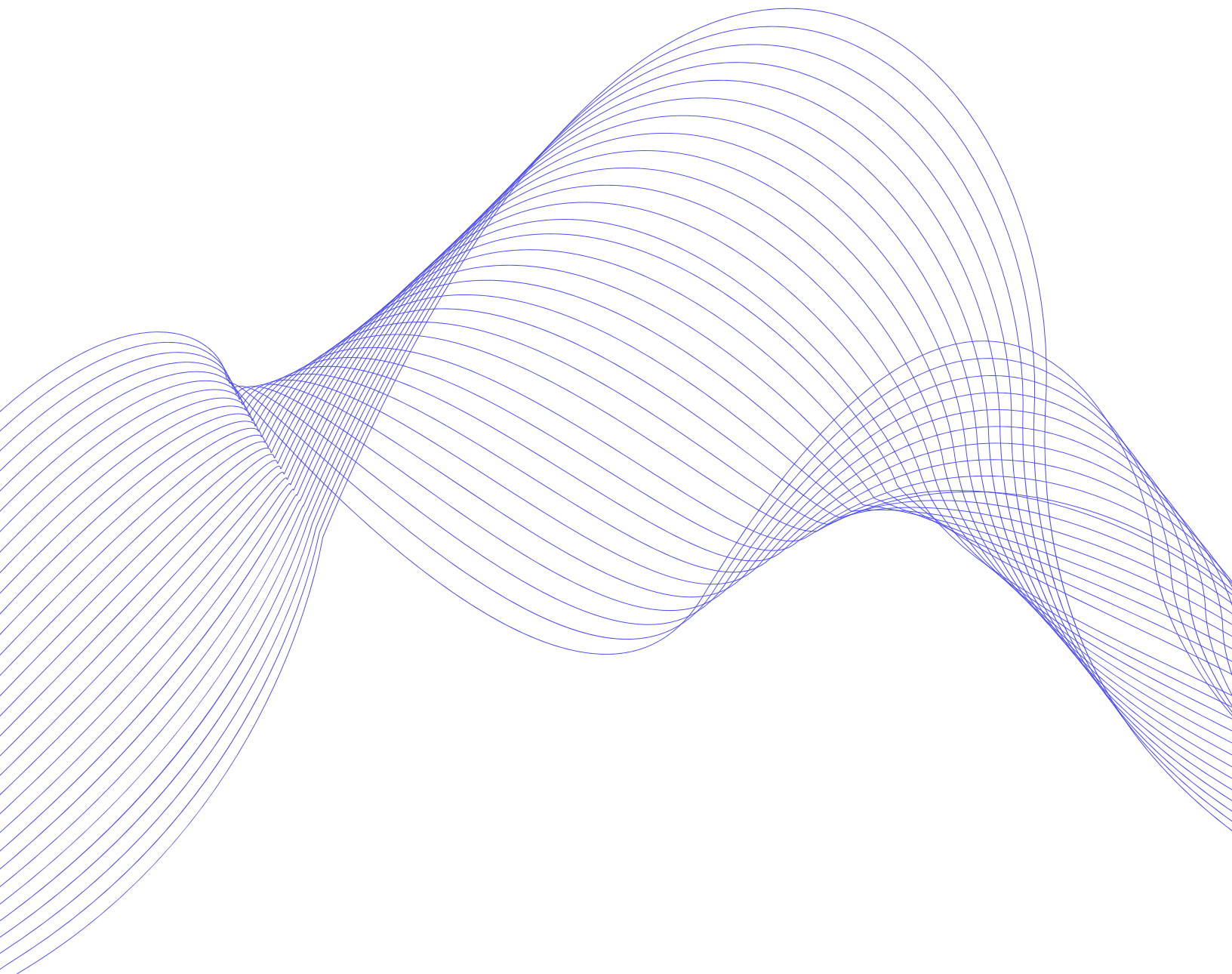


By incorporating risk management protocols and compliance systems aligned with industry regulations, Foundever delivers dependable services while safeguarding customer data and cultivating trust—even for industries with the most demanding data privacy requirements, such as financial services and healthcare.



# The Foundever® advantage: Powering digital transformation

Staying competitive requires a CX partner that delivers both enterprise-level consistency and adaptability. Foundever has a proven track record of driving ROI through digital transformation, achieving 95% analytics accuracy and seamlessly scaling operations to +80 languages with zero downtime. We recognize that technology alone isn't enough—successful transformation requires the right balance of innovation and expertise. That's why our +150,000 global workforce leverages PeakOS to execute fully managed, cost-effective transformations. This strategic approach is faster and more effective than in-house efforts, maximizing efficiency and long-term results every step of the way.







# Appendix

# Hospitality leader leverages AI to reduce attrition by 87%

A global hospitality platform connecting travelers with unique accommodations had to maintain high-quality customer support to ensure a seamless booking and stay experience. However, they struggled to balance fluctuating customer demands, seasonal patterns and retaining skilled agents. This put them at risk of costly agent turnover, absenteeism and a poor customer experience.

## SOLUTION



### AI Trainer

Implemented a conversational simulation tool to improve agent proficiency and performance metrics.



### Multilingual support hubs

Established strategically across North America, EMEA and APAC to cater to diverse language needs (English, French, German, Portuguese and Spanish).



### Continuous improvement

Applied methodologies to identify and enhance critical areas impacting customer satisfaction.



### Recruitment and training

Focused on ensuring a sufficient number of trained agents to handle seasonal fluctuations.

## OUTCOME

**61**

### Net Promoter Score (NPS)

Achieved a score of 61, 50% above the industry average.

**↑12%**

### Solves Per Day (SPD)

Increased by 12% year-over-year.

**↓23%**

### Work Handle Time (WHT)

Reduced by 23%.

**↓87%**

### Employee attrition

Dropped to less than 1%, reflecting an 87% decrease.



**The AI tool exceeded my expectations.** It gave me a practical and safe way to improve my call skills, which were very weak as I had no previous experience in this business.”

– Agent testimonial

These results demonstrate just how effectively our global operating standards enhance technology integration and effective collaboration between people and technology. By partnering with Foundever, the client not only surpassed industry standards in customer satisfaction but also achieved operational stability through enhanced support and training with solutions like AI Trainer. This led to remarkable improvements in both customer loyalty and employee retention during peak seasons.

# Multinational tire manufacturer partnership with Foundever® achieves 95% analytics accuracy

A multinational tire manufacturer sought to gain insights into the market performance of their tire designed for Alternative Fuel Vehicles (AFVs). To achieve this, they collaborated with Foundever to facilitate digital transformation by implementing an integrated end-to-end customer experience, encompassing customer care, intelligent digital agents and advanced analytics. This partnership aimed to quantify consumer evaluations of the AFV tire by measuring inbound call volumes related to the product, identifying key call drivers and assessing customer sentiment regarding its performance.

## SOLUTION



### Actionable insights

Utilized PeakOS established global operating standards to ensure highly accurate insights into product performance.



### Interaction analytics

Developed a new AFV tire category using Foundever's interaction analytics.



### Call listening

Conducted in-depth call listening to pinpoint call drivers, trending tire names and customer sentiment regarding AFV tire performance.



### Customer dashboard

Created a new dashboard tile to monitor daily, weekly and monthly call volumes.

## OUTCOME

**95%**

### Accuracy of analytics

Achieved 95% accuracy (15% above target).

**87.1%**

### Net Promoter Score (NPS)

Recorded an NPS of 87.1% for customer care call handling.

**95%**

### Customer satisfaction (CSAT)

Attained a CSAT score of 95% for AFV tire-related calls.

This strategic partnership allowed the tire manufacturer to enhance their understanding of the AFV tire market, leading to improved customer satisfaction and performance metrics. Foundever's PeakOS framework provided the integrated systems and consistent processes needed to produce the highly accurate, actionable customer insights that made this digital transformation a measurable success.

# Foundever® helps a multinational food company expand service to 80 languages

A leading food corporation aimed to create a sustainable and scalable multilingual customer experience that maintains brand integrity and service quality. They also wanted to reduce operating costs and optimize human resources to improve employee experience. Although they were hesitant to adopt AI, the client needed a technology-driven solution.

## SOLUTION



### Translation tools

Foundever addressed concerns about losing nuanced communication by collaborating with the client to evaluate various translation tools, including crowdsourced services.



### Multilingual capabilities

Leveraged Foundever's multilingual capabilities for linguistic accuracy benchmarking.



### Real-time machine translation

Implemented a customized real-time machine translation platform integrated with the client's email-handling tool.



### Brand terminology

Enabled agents to respond to emails in ten different European languages, utilizing the brand's specific terminology.



### Accurate translations

Verified accuracy of translations by native speakers across Foundever's multilingual CX hubs.

## OUTCOME

↓81%

### Agent attrition

Decreased by 81%.

↑100%

### Occupancy rates

Increased by 100%.

96%

### Customer satisfaction (CSAT)

Rose from 94% to 96%.

80

### Languages supported

Expanded to 80 languages, including Arabic, Danish, English, French and German.

With PeakOS providing the framework for seamless scalability throughout this digital transition, the translation tool's user-friendly design required less than one hour of training, enabling a reduction in the CX team to 13 tenured agents. This optimization allowed the redeployment of former agents into more engaging roles, significantly improving job satisfaction. The project's success has led to discussions about adapting the solution for synchronous channels, such as online chat.

# Retail bank teams up with Foundever® to achieve a 93% risk management and compliance index

Over a 21-year partnership with Foundever, a retail banking disruptor, focused on innovation, quality service and customer satisfaction needed to navigate evolving cybersecurity threats and data management vulnerabilities while maintaining cost efficiency and high service quality.

## SOLUTION



### Global support

Provided from eight locations across Costa Rica, Nicaragua, Panama, the Philippines and the U.S.



### Comprehensive security

Emphasized understanding client needs, adhering to global standards and leveraging advanced technology for risk mitigation.



### Risk mitigation technology

Utilized software and token-based multifactor authentication and geolocation technology to prevent unauthorized access, along with synchronized remote agent login systems to enhance security.



### Training and awareness

Offered annual cybersecurity training for agents, along with random phishing tests to foster a culture of vigilance.

## OUTCOME

**93%**

### Risk management and compliance index

Achieved 93% (goal: 80%).

**98%**

### Performance Score

Reached 98% (goal: 90%).

**100%**

### Certification Index

Maintained a perfect score of 100%.

**↓12%**

### Average Handle Time (AHT)

Reduced by 12%.

**50**

### Net Promoter Score (NPS)

Scored 50, which is 25% above expectations.

The results of this digital transformation showcase how PeakOS enhances Foundever's strong adherence to risk management and regulatory compliance standards while reinforcing a reliable partnership in the banking & financial services industry.



# Why partner with Foundever®?

Managing CX can be a challenging undertaking for companies of any size. Foundever offers a strategic solution to high operational costs, scalability and complex technology integration. Thanks to +40 years of industry expertise, over 800 brands across 45 countries trust us to deliver our services in over 60 languages. Our global teams handle 9 million customer interactions daily, blending innovation with operational excellence to tackle your CX challenges effectively.

## Our services and delivery models

Foundever provides CX outsourcing services tailored to every stage of the customer journey. Our services include customer care, technical support, back-office support, collections, trust & safety and sales & retention. Our CX delivery solutions include in-center, work-at-home and hybrid work models utilizing onshore, offshore and nearshore support, ensuring scalability and flexibility to serve your customers wherever they need us.

## Ensuring operational excellence

Our global operating standards, PeakOS, ensure consistent performance, efficient processes and high-quality outcomes. PeakOS streamlines operations, enhances security and complies with PCI DSS, ISO 27001, and SOC Type 1 and Type 2 certifications. It supports globally consistent hiring, training, and performance management practices, promoting continuous improvement, professional development and employee engagement.

## Leveraging advanced CX solutions

Foundever leverages advanced CX solutions to streamline and improve the quality of customer interactions with technologies like conversational AI, generative AI, intelligent automation and interaction analytics. Our CRM and CCaaS platforms ensure seamless integration and flexibility, complemented by effective CX strategy and design.

Our knowledge management delivers the right information to agents and customers faster, while our learning and development uphold high-performance standards. We offer omnichannel CX strategies with self-service options that allow customers to engage through their preferred channels. Our social media CX strategies transform platforms into powerful support channels, and our unified agent desktop equips agents for exceptional service delivery.

## Delivering Industry-specific expertise

Foundever understands how to meet each client's unique needs, offering tailored solutions across various industries, including banking and financial services, insurance, healthcare, retail, technology, telecommunications, media, utilities and logistics. We scale our services to meet the needs of disruptor brands preparing for or experiencing rapid growth. By partnering with Foundever, brands across diverse sectors and growth stages can enhance customer experiences, improve operational efficiencies and achieve measurable success.

## Cultivating a culture of care

With over 150,000 associates worldwide, united by an award-winning performance culture, we ensure every customer interaction builds long-term loyalty. Our forward-thinking approach to customer experience outsourcing delivers competitive advantages when they matter most. Our mission is clear: to be the solutions and the teams behind the best experiences for the world's leading brands, transforming customer service into a powerful tool for business growth and customer satisfaction.

## Our promise to you

Foundever is more than just a service provider – we're your strategic partner in navigating the future of CX. By blending human expertise with AI-driven capabilities, we empower your brand to deliver exceptional customer experiences. Our global reach, advanced technological solutions and industry-specific expertise make us the trusted choice for brands looking to stay competitive and customer-focused in today's rapidly changing marketplace.

Truly global

## Connect your CX to a world of experience

### Americas

Brazil  
Canada  
Colombia  
Costa Rica  
El Salvador  
Mexico  
Nicaragua  
Panama  
Peru\*  
United States

### Europe

Belgium  
Bulgaria  
Cyprus  
Denmark  
Finland  
France  
Germany  
Greece  
Hungary  
Ireland  
Italy  
Luxembourg  
Netherlands  
Norway  
Poland  
Portugal  
Romania  
Serbia  
Spain  
Sweden  
Turkey\*  
UK

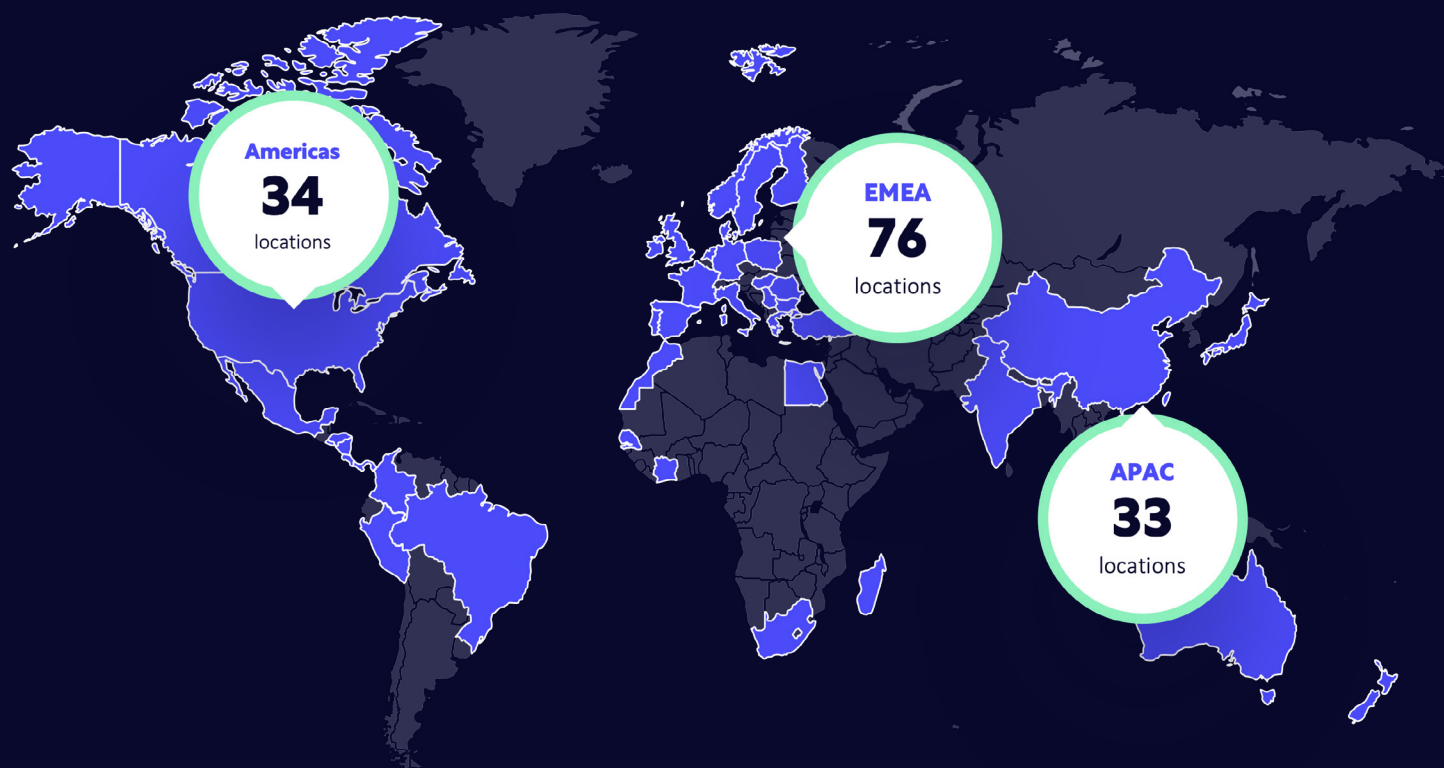
### Middle East & Africa

Egypt  
Ivory Coast  
Madagascar\*  
Morocco  
Senegal  
South Africa\*

### Asia Pacific

Australia  
China  
India  
Japan  
Malaysia\*  
New Zealand  
Philippines

\* Countries are new locations in 2023 and 2024



Diverse  
domestic and  
near/offshore  
locations

In-center, at  
home and hybrid  
delivery models

Multilingual  
hubs to support  
complex CX  
language needs

Digital centers  
of excellence and  
innovation hubs  
in every region

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