LET’S CELEBRATE!

Loyalty Awards
Above & Beyond Awards
1 YEAR ANNIVERSARIES!

Alexandra Chancy
Cesar De Leon
Jason Fuentes
Tadd Wilson
5 YEAR ANNIVERSARIES!

Kelly Antolak
Meiling Avelino
Martin Ingram
Julia Turovskiy

Thank You
ABOVE & BEYOND AWARDS!

OUR SHARED SERVICES TEAM AWARD GOES TO…

PATTI MITCHELL
MICHAEL GONZALEZ
BRANTLEY PEERS

MARCO CASTRO
SAUL DOLGIN
MIKE NUTT

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ABOVE & BEYOND AWARDS!

OUR CLIENT RESULTS TEAM AWARD GOES TO...

KRYSTY CHOATE

KELLY TRAMMEL

YOLANDA JOHNSON
ABOVE & BEYOND AWARDS!

OUR SHARED SERVICES INDIVIDUAL CONTRIBUTOR AWARD GOES TO...

RANDY BOWNNESS
ABOVE & BEYOND AWARDS!

OUR CLIENT RESULTS INDIVIDUAL CONTRIBUTOR AWARD GOES TO...

DEON REID
ABOVE & BEYOND AWARDS!

OUR STANDOUT AWARD GOES TO...

MELISSA CHOUNET

CHRISTINA ARIAS
ABOVE & BEYOND AWARDS!

Thank You
CEO UPDATE

John Meyer
Picture collage
FINANCIAL UPDATE – 1Q 2017

Scott Etheridge
April Business Update

April 13, 2017

Miramar, FL
1Q 2017 Actuals

**Revenue**
- 113% of Plan
- +13% vs. 1Q 2016
- +$9.6M vs. 4Q 2016
- +$3.2M vs. Feb BOD

**Adj. EBITDA**
- 147% of Plan
- +25% vs. 1Q 2016
- +$3.2M vs. 4Q 2016
- +$0.9M vs. Feb BOD

**Gross Profit**
- 123% of Plan
- +10% vs. 1Q 2016
- +$4.9M vs. 4Q 2016
- +$1.6M vs. Feb BOD

### $M's

<table>
<thead>
<tr>
<th>1Q '17 Forecast</th>
<th>1Q '17 Plan</th>
<th>1Q '16 Actuals</th>
<th>4Q '16 Actuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>$39.2</td>
<td>$34.6</td>
<td>$34.8</td>
<td>$29.6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1Q '17 Forecast</th>
<th>1Q '17 Plan</th>
<th>1Q '16 Actuals</th>
<th>4Q '16 Actuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>$11.6</td>
<td>$9.4</td>
<td>$10.5</td>
<td>$6.7</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1Q '17 Forecast</th>
<th>1Q '17 Plan</th>
<th>1Q '16 Actuals</th>
<th>4Q '16 Actuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>$5.0</td>
<td>$3.4</td>
<td>$4.0</td>
<td>$1.8</td>
</tr>
</tbody>
</table>
## Commentary

1. Top 15 clients up $4.1M vs. Plan driven by Intuit, Carnival, Agero, and Road America. Disney continues to run soft vs. plan and vs. 2016.

2. Top 15 clients up 21% vs. 2016 driven by Cross Country, Agero, Comcast, Intuit, and Interactions. Staples will be up in 2Q and Road America beginning to level off vs. 2016

3. +12% vs. 2016 which is very strong considering Apple was down (30%) vs. 2016.

### Q1'17 Actuals vs. Plan vs. 2016

<table>
<thead>
<tr>
<th>Client</th>
<th>Q1’17 Actuals</th>
<th>vs. Plan</th>
<th>vs. 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carnival</td>
<td>$5.9</td>
<td>$0.5</td>
<td>10%</td>
</tr>
<tr>
<td>Disney</td>
<td>$3.9</td>
<td>($0.5)</td>
<td>(7%)</td>
</tr>
<tr>
<td>Agero</td>
<td>$3.9</td>
<td>$0.3</td>
<td>26%</td>
</tr>
<tr>
<td>Comcast</td>
<td>$2.8</td>
<td>$0.1</td>
<td>37%</td>
</tr>
<tr>
<td>Intuit</td>
<td>$8.9</td>
<td>$2.6</td>
<td>36%</td>
</tr>
<tr>
<td>Interval</td>
<td>$2.4</td>
<td>$0.1</td>
<td>12%</td>
</tr>
<tr>
<td>Cross Country</td>
<td>$1.5</td>
<td>$0.0</td>
<td>86%</td>
</tr>
<tr>
<td>Road America</td>
<td>$1.7</td>
<td>$0.3</td>
<td>(7%)</td>
</tr>
<tr>
<td>Interactions</td>
<td>$1.3</td>
<td>$0.1</td>
<td>58%</td>
</tr>
<tr>
<td>Staples</td>
<td>$0.7</td>
<td>$0.3</td>
<td>(41%)</td>
</tr>
<tr>
<td>Reliance</td>
<td>$0.6</td>
<td>($0.1)</td>
<td>11%</td>
</tr>
<tr>
<td>nPower</td>
<td>$0.4</td>
<td>$0.1</td>
<td>16%</td>
</tr>
<tr>
<td>Walgreens</td>
<td>$0.4</td>
<td>$0.0</td>
<td>58%</td>
</tr>
<tr>
<td>TXU</td>
<td>$0.3</td>
<td>$0.0</td>
<td>100%</td>
</tr>
<tr>
<td>MDLive</td>
<td>$0.7</td>
<td>$0.3</td>
<td>229%</td>
</tr>
<tr>
<td>Total Top 15</td>
<td>$35.4</td>
<td>$4.1</td>
<td>21%</td>
</tr>
</tbody>
</table>

| Other Exist/Corp  | $3.8          | $0.5     | (34%)    |

| Total Arise       | $39.2         | $4.6     | 12%      |
## 1Q 2017 Financial Summary

<table>
<thead>
<tr>
<th></th>
<th>Pass Thru P&amp;L</th>
<th>SP P&amp;L</th>
<th>Platform P&amp;L</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1'17 Actuals vs. 2016</td>
<td>Q1'17 Actuals vs. 2016</td>
<td>Q1'17 Actuals vs. 2016</td>
</tr>
<tr>
<td><strong>Client Revenue</strong></td>
<td>$20.2 15%</td>
<td></td>
<td>$17.7 11%</td>
</tr>
<tr>
<td><strong>SP Revenue</strong></td>
<td></td>
<td>$1.2 9%</td>
<td></td>
</tr>
<tr>
<td><strong>SP Payments</strong></td>
<td>$20.2 15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SP Support</strong></td>
<td></td>
<td>$0.7 1%</td>
<td></td>
</tr>
<tr>
<td><strong>Admissions</strong></td>
<td></td>
<td>$0.7 74%</td>
<td></td>
</tr>
<tr>
<td>Connect/Depr.</td>
<td></td>
<td>$1.9 (13%)</td>
<td></td>
</tr>
<tr>
<td>CV/Forecasting</td>
<td></td>
<td>$1.9 4%</td>
<td></td>
</tr>
<tr>
<td>Certification</td>
<td></td>
<td>$2.1 28%</td>
<td></td>
</tr>
<tr>
<td><strong>Gross Margin</strong></td>
<td>$0.0 0%</td>
<td>($0.2) (100%)</td>
<td>$11.8 12%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>66.7% 140bps</td>
</tr>
<tr>
<td><strong>SG&amp;A</strong></td>
<td></td>
<td></td>
<td>$7.7 (3%)</td>
</tr>
<tr>
<td><strong>Adj. EBITDA</strong></td>
<td>$0.0 0%</td>
<td>($0.2) (100%)</td>
<td>$5.2 32%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>29.4% 520bps</td>
</tr>
</tbody>
</table>
1Q 2017 Quarterly ERR Actuals – Plan Reviewed Quarterly

- **Existing**
  - 2016 ERR Actual: $122
  - 1Q 2017 ERR Actuals: $130
  - 1Q 2017 ERR Plan: $122
  - 2Q 2017 ERR Plan: $124
  - 3Q 2017 ERR Plan: $126
  - 2017 ERR Full Year/4Q Plan: $128

- **New Logo**
  - 1Q Actuals Npower, Intuit, and Staples driving existing client growth vs. plan. Nespresso and Enterprise LaaS 1Q New Logo Wins
  - 1Q 2017 ERR Actual: $132
  - 2Q Actuals Continue Existing Client Growth. Looking to close Conifer, Enterprise, Sears, Hilton, Weight Watchers, and Stericycle
  - 2Q 2017 ERR Plan: $134
  - 3Q 2017 ERR Plan: $140
  - +20% vs. 2016 ERR Actual

**Note:**
- $146

1Q Actuals Npower, Intuit, and Staples driving existing client growth vs. plan. Nespresso and Enterprise LaaS 1Q New Logo Wins.

2Q Actuals Continue Existing Client Growth. Looking to close Conifer, Enterprise, Sears, Hilton, Weight Watchers, and Stericycle.

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## Commentary

### Top 15 clients up $0.3M vs.
Plan driven by Staples and Agero.

### Top 15 clients up 19% vs.
2016 driven by Agero, Cross Country, Interactions, Staples, and Road America. Disney, Interval, and Reliance down vs. 2016 could be a forward trend.

### Timing of New Logo could lift 2Q higher. Expectation is that existing clients trend higher than current forecast

### Arise is +5% vs. 2016. Excluding Apple – Arise is +14% vs. 2016.

<table>
<thead>
<tr>
<th></th>
<th>Q2’17 Forecast</th>
<th>vs. Plan</th>
<th>vs. 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carnival</td>
<td>$5.0</td>
<td>($0.1)</td>
<td>10%</td>
</tr>
<tr>
<td>Disney</td>
<td>$3.9</td>
<td>($0.6)</td>
<td>(7%)</td>
</tr>
<tr>
<td>Agero</td>
<td>$4.2</td>
<td>$0.9</td>
<td>55%</td>
</tr>
<tr>
<td>Comcast</td>
<td>$2.6</td>
<td>($0.1)</td>
<td>26%</td>
</tr>
<tr>
<td>Intuit</td>
<td>$3.1</td>
<td>$0.2</td>
<td>8%</td>
</tr>
<tr>
<td>Interval</td>
<td>$2.1</td>
<td>($0.2)</td>
<td>(3%)</td>
</tr>
<tr>
<td>Cross Country</td>
<td>$1.7</td>
<td>($0.1)</td>
<td>55%</td>
</tr>
<tr>
<td>Road America</td>
<td>$1.6</td>
<td>$0.1</td>
<td>40%</td>
</tr>
<tr>
<td>Interactions</td>
<td>$1.4</td>
<td>$0.0</td>
<td>36%</td>
</tr>
<tr>
<td>Staples</td>
<td>$1.2</td>
<td>$0.7</td>
<td>93%</td>
</tr>
<tr>
<td>Reliance</td>
<td>$0.6</td>
<td>($0.2)</td>
<td>(10%)</td>
</tr>
<tr>
<td>nPower</td>
<td>$0.5</td>
<td>($0.2)</td>
<td>(12%)</td>
</tr>
<tr>
<td>Walgreens</td>
<td>$0.5</td>
<td>$0.0</td>
<td>45%</td>
</tr>
<tr>
<td>TXU</td>
<td>$0.4</td>
<td>$0.0</td>
<td>100%</td>
</tr>
<tr>
<td>MDLive</td>
<td>$0.2</td>
<td>($0.1)</td>
<td>(41%)</td>
</tr>
<tr>
<td><strong>Total Top 15</strong></td>
<td>$29.0</td>
<td>$0.3</td>
<td>19%</td>
</tr>
<tr>
<td>New Logo</td>
<td>$0.3</td>
<td>($1.9)</td>
<td>100%</td>
</tr>
<tr>
<td>Other Exist/Corp</td>
<td>$1.3</td>
<td>($0.3)</td>
<td>(69%)</td>
</tr>
<tr>
<td><strong>Total Arise</strong></td>
<td>$30.6</td>
<td>($1.9)</td>
<td>5%</td>
</tr>
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</table>
2Q 2017 Forecast

<table>
<thead>
<tr>
<th>$M's</th>
<th>Revenue</th>
<th>Gross Profit</th>
<th>Adj. EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$30.6</td>
<td>$3.9</td>
<td>$2.0</td>
</tr>
<tr>
<td>2Q '17</td>
<td>$32.5</td>
<td>$4.0</td>
<td>$2.8</td>
</tr>
<tr>
<td>Forecast</td>
<td>$29.1</td>
<td>$3.4</td>
<td>$1.7</td>
</tr>
<tr>
<td>2Q '17</td>
<td>$39.1</td>
<td>$4.5</td>
<td>$5.4</td>
</tr>
<tr>
<td>Actuals</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Revenue**
  - 94% of Plan
  - +5% vs. 2Q 2016
  - ($8.5M) vs. 1Q 2017

- **Gross Profit**
  - 88% of Plan
  - +7% vs. 2Q 2016 – driven by higher revenue
  - ($3.8M) vs. 1Q 2017

- **Adj. EBITDA**
  - 71% of Plan
  - +18% vs. 2Q 2016 – driven by higher revenue
  - ($3.4M) vs. 1Q 2017
# Q4 2015 – Q1 2017 Growth & Maturity of Pipeline

**Q4/15 - Q1/17 Pipeline Growth**

<table>
<thead>
<tr>
<th></th>
<th>Q4/15</th>
<th>Q1/16</th>
<th>Q2/16</th>
<th>Q3/16</th>
<th>Q4/16</th>
<th>Q1/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTE</td>
<td>1,605</td>
<td>2,270</td>
<td>3,745</td>
<td>3,271</td>
<td>4,216</td>
<td>4,219</td>
</tr>
<tr>
<td>Total ERR (SM)</td>
<td>72,225</td>
<td>102,150</td>
<td>168,525</td>
<td>147,195</td>
<td>189,720</td>
<td>189,855</td>
</tr>
<tr>
<td>Net New ERR (SM)</td>
<td>19,575</td>
<td>29,925</td>
<td>66,375</td>
<td>(21,330)</td>
<td>42,525</td>
<td>135</td>
</tr>
</tbody>
</table>

**Q4/15 - Q1/17 New Deals in Pipeline**

<table>
<thead>
<tr>
<th></th>
<th>Q4/15</th>
<th>Q1/16</th>
<th>Q2/16</th>
<th>Q3/16</th>
<th>Q4/16</th>
<th>Q1/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTE</td>
<td>565</td>
<td>1,261</td>
<td>805</td>
<td>1,461</td>
<td>1068</td>
<td>1,507</td>
</tr>
<tr>
<td>ERR (Total New Deals)</td>
<td>25,425</td>
<td>56,745</td>
<td>38,225</td>
<td>65,746</td>
<td>48,060</td>
<td>68,315</td>
</tr>
</tbody>
</table>

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New Logo Opportunities
Pipeline / Opportunity Summary

Phase I: Qualify
AirBnB
Best Buy
Brakes Order Line
British Gas
Bupa
E.On Energy
Facebook
Frontier Telecom
Home Retail Group
Hospital Corp America
HSN
JC Penny
Priceline NYOP
Prime Therapeutics
RenToKil
Shaw Industries
Smart Tuition
Sirius XM
Solstice
Three UK
Urgent Jy
Vera Bradley
Verizon
Walmart
Williams Sonoma
Yodel

Phase II: Discovery
Academy
($1.4M)
Florida Blue
($4.0M)
Humana
($4.6M)
Kohl’s
($4.5M)

Phase III: Solve
Hilton Worldwide
($4.6M)
Sears
Routing & Recovery
($1.1M)
Smart Tuition
($1.2M)

Phase IV: Propose
SimHire Solutions
($2.3M)

Phase V: Negotiate
asurion
($3.5M)

Phase VI: Won
Intermediaries
($1.8M)

Following is the breakdown of ERR in each phase:

Phase I: Qualify
- AirBnB: ($1.4M)
- Best Buy: ($4.0M)
- Brakes Order Line: ($2.3M)
- British Gas: ($4.6M)
- Bupa: ($1.2M)
- E.On Energy: ($3.5M)
- Facebook: ($4.6M)
- Frontier Telecom: ($3.3M)
- Home Retail Group: ($4.5M)
- Hospital Corp America: ($1.1M)
- HSN: ($6.8M)
- JC Penny: ($4.6M)
- Priceline NYOP: ($1.4M)
- Prime Therapeutics: ($4.6M)
- RenToKil: ($4.6M)
- Shaw Industries: ($1.8M)
- Smart Tuition: ($4.6M)
- Sirius XM: ($2.2M)
- Solstice: ($2.3M)
- Three UK: ($4.5M)
- Urgent Jy: ($4.6M)
- Vera Bradley: ($4.6M)
- Verizon: ($2.3M)
- Walmart: ($4.6M)
- Williams Sonoma: ($6.8M)
- Yodel: ($2.2M)

Total for Phase I: $33.2M

Phase II: Discovery
- Academy: ($1.4M)
- Florida Blue: ($4.0M)
- Humana: ($4.6M)
- Kohl’s: ($4.5M)

Total for Phase II: $4.6M

Phase III: Solve
- Hilton Worldwide: ($4.6M)
- Sears: ($1.1M)
- Smart Tuition: ($1.2M)

Total for Phase III: $19.1M

Phase IV: Propose
- SimHire Solutions: ($2.3M)

Total for Phase IV: $16.5M

Phase V: Negotiate
- asurion: ($3.5M)

Total for Phase V: $1.8M

Phase VI: Won
- Intermediaries: ($1.8M)

Total for Phase VI: $1.8M

Total ERR across all phases: $60.9M
FORECASTING UPDATE

Michael Gonzalez
Forecasting Update

Innovation Roadmap
Forecasting Innovation Roadmap

2016
- Team
  - New team composition
  - Culture of innovation
- Fundamentals
  - Foundational Forecasting
  - Sensitivity Analysis
  - Capacity Standards
- Technology
  - Forecasting Databases
  - Interval Risk Predictor
  - Master Disaster

2017
- Supply Chain Management
  - Anaplan
  - 90 Day Cadences
  - Engaged Network
  - Inventory Management
  - Predictive Demographics
- Documentation
  - SharePoint Knowledge Base
  - Stakeholder Reference Guides
- Automation
  - Database Migration (SQL Server)

2018
- Starmatic Integration
  - Predictive Shrinkage
- Anaplan Forecasting
  - Best-fit modelling
- Schedule Demand Curves
  - Demand elasticity
Last Year – Forecasting Fundamentals

- Team
  - New team composition
  - Cultivated a culture of innovation

- Fundamentals
  - Poisson Call Arrival Patterns
  - Economies of Scale & Production Possibilities
  - Sensitivity Analysis
  - Holt-Winters Triple Exponential Smoothing
  - Capacity Statistics *(hours per CSP, flex potential, posting behaviors)*

- Technology
  - Forecasting Databases *(6)* feeding numerous reports across the org.
  - Interval Risk Predictor
  - Master Disaster / BCP Tool
Team Composition

- Added Ricardo and Collin to the team
- Expanded our scope into capacity planning and predictive analytics
- Increased collaboration cross-portfolio; standardized best practices
- Encouraged to innovate and challenge the status quo
Economies of Scale & Production Possibilities

In order to maximize the advantages that our model creates, we needed to better understand the mathematical fundamentals of WFM

1. Understand volatility in scaled Poisson distributions
2. Measure the trade-offs between SL and UTL
3. Map the production possibilities for each scenario (Sensitivity Analysis)

Key Lesson - As we scale, the beta on call arrivals decreases, the number of marginal CSPs needed per call decreases (efficiency increases), and we see a more efficient trade-off between SL and UTL
In order to ever become an elite Forecasting team, we needed to mature our core forecasting techniques.

Forecasting Maturity:

a) Last Observation / Simple Average
b) Linear or Weighted Moving Average
c) Simple Seasonal Moving Average
d) Exponential Smoothing: single, double, triple
e) ARIMA (Auto Regressive Integrated Moving Average)
   a) Best fit may vary by application
Capacity Planning Fundamentals

In order to assess relative capacity we needed to determine a standardized benchmark to compare against.

**Lessons Learned**

1) ¾ CSPs service <20 hours per week

2) Majority of CSPs post the same amount of hours each week
   
   a) Only 15% of the population posts >±5 hours week over week

3) Definitively proved that as the hours per CSP requested increases, CSP behavior worsens
Interval Risk Predictor

In 2015 and prior, 80% of our Clients were SL based. In 2016-17, 80% of our Clients are LAT based. We needed to shift our focus away from traditional Erlang models to more capacity planning and shrink optimization

Key Features

• Generates predictions for each IB/CSP at the interval level
• Receives live data feeds from Starmatic
• Provides a full-week Enterprise outlook on a single page
Business Continuity Planning

In order to better address BCP risks we needed to identify risks at a more granular level with much quicker speed

**Key Features**

- Reduced the run time from multiple hours to <10 mins
- Integrated live data feeds from Starmatic and BMS
- Built several reporting views with drill down capabilities to the interval level
- Identified which IBs were at risk and returned their contact info
- Provided a measure of flex potential for BCP events
This Year – Year of the Supply Chain

- **Supply Chain**
  - Anaplan
  - Standardized 90 Day Cycle
  - Quantifying the Engaged Network
  - Improving Supply Chain Efficiency
  - Inventory Management
  - Predictive Demographics

- **Documentation**
  - SharePoint Knowledge Base (*Daniel Torres*)
  - Client WFM Handouts (*Daniel Torres*)

- **Automation**
  - Database Migration (REP08, Forecasting SQL Server)
  - Interdepartmental Workflows in Anaplan
# Anaplan – Class Order Model

<table>
<thead>
<tr>
<th>Class Order Model Version</th>
<th>Pros</th>
<th>Cons</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 2015</td>
<td>• A single definitive point of view</td>
<td>• Run once per quarter</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Manual Data Entry</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• High level assumptions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Back-of-Napkin math</td>
</tr>
<tr>
<td>2015 – 2016</td>
<td>• Refreshed Weekly</td>
<td>• Limited by Excel</td>
</tr>
<tr>
<td></td>
<td>• Automated Data Feeds</td>
<td>• Relied on Access DB</td>
</tr>
<tr>
<td></td>
<td>• Precise Assumptions</td>
<td>• No version control</td>
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<td>• Complex Algorithms</td>
<td>• Did not support collaboration</td>
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<td>• User interactive functionality</td>
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<td>• Cloud based SaaS</td>
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<td>• Hyperblock Calculation Engine</td>
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<td>• Enables collaboration across the supply chain</td>
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<td>• Interactive reports and dashboards</td>
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<td>• Licensing cost</td>
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<td>• New content requires SME development</td>
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*Hyperblock Calculation Engine enables collaboration across the supply chain.*

*Interactive reports and dashboards.*

*New content requires SME development.*
Supply Chain & Engaged Network

Questions to Answer
- How many learners do we need?
- How many new profiles are needed to offset network attrition?
- Is our existing network big enough to support Client growth?
SharePoint Knowledge Base

Key Features

- Documented process guides, methodologies, and philosophies
- Downloadable resources and hyperlinks to content
- Full video demos and walkthroughs for new Forecasters

**Erlang Video Tutorial**

[Diagram showing Erlang C formula]

\[ \lambda = \text{traffic intensity} \]

\[ u = 1 - \frac{\text{number of agents}}{\text{agent capacity}} \]

The formula above defines the Erlang law, used in the Erlang C model to:

\[ \text{P(X=n)} = \frac{\lambda^n (1 - \lambda)^n}{n!} \]

\[ \text{E(\lambda)} = \frac{\lambda}{u} \]

\[ \text{E(X)} = \frac{1}{u} \]

In the example, \( \lambda \) is in a level of 0.61 with a service level of 95%. The Erlang C formula is used to calculate the probability of a system becoming overloaded, given the arrival rate and service time. The Erlang C formula is used to estimate the queue length, waiting time, and number of servers needed to handle a given load. This formula is particularly useful in call centers and computer networks.
Next Year

- Starmatic Integrations?
  - Predictive Shrink

- Anaplan Forecasting
  - Best-fit model assessing 17 different forecasting methodologies
  - Integration with Class Order Model

- Schedule Demand Curves:
  - Unknown Schedule Demand
  - Starmatic Postings
  - Flex Potential
  - Structural Shortfall
THANK YOU
NEW HIRES!

Richard DeJesus
Mickenzie Devening
Sarah D Morris

Daniel Patino
Sarah Pearson
Ricky Royster

#GAMEON