



The Call Center – Driving Customer Satisfaction Performance

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Agenda

Key Drivers of Call Center Satisfaction

Call Center Strategies for Excellence:
Lessons Learned and Case Study

J.D. Power and Associates Call Center
Certification

Questions

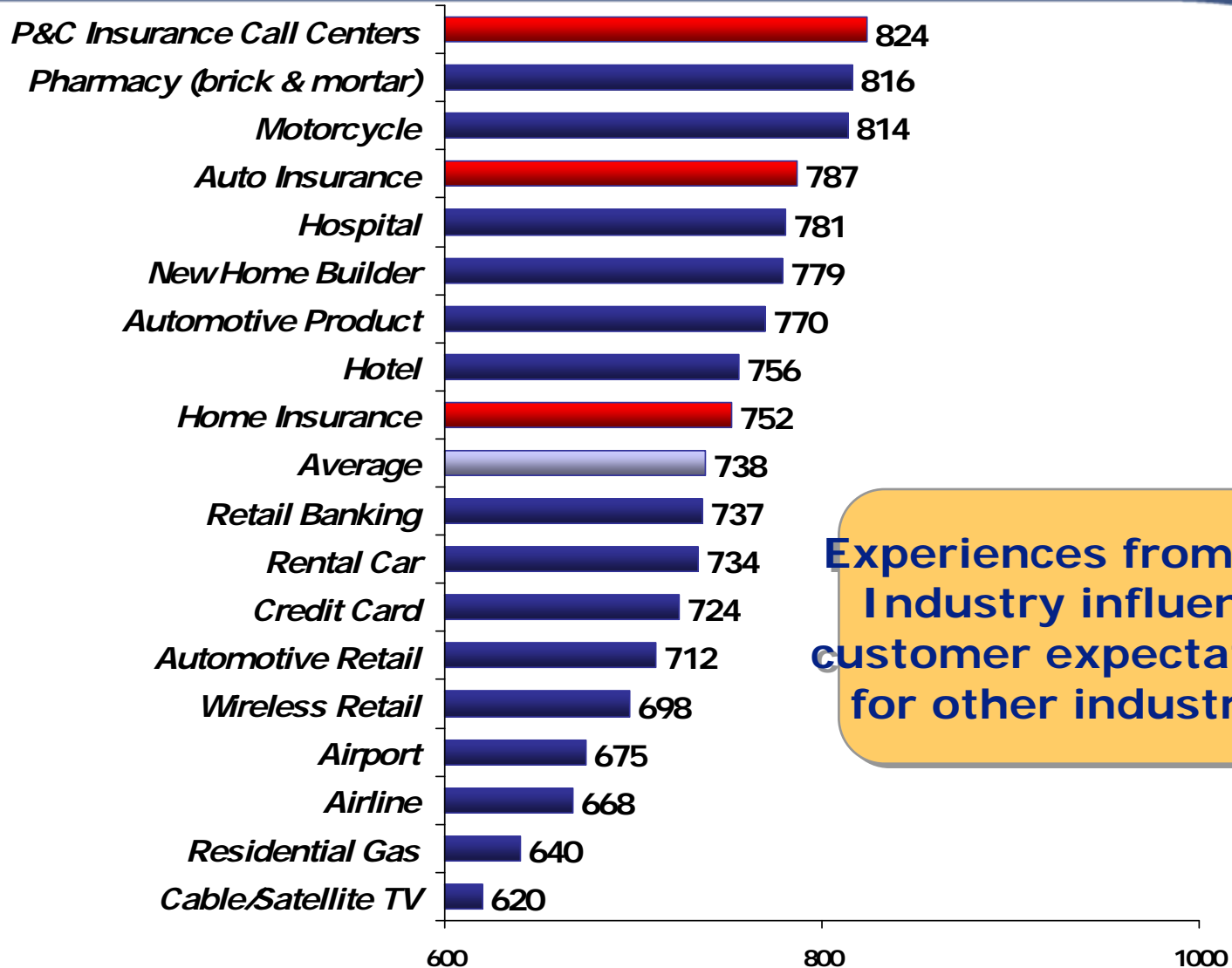
About J.D. Power and Associates

Industry Leader in Measuring Quality and Customer Satisfaction



For 40 years, J.D. Power and Associates has been providing information, tools and guidance for our clients - and, in some instances, entire industries - to improve the quality of their products and services.

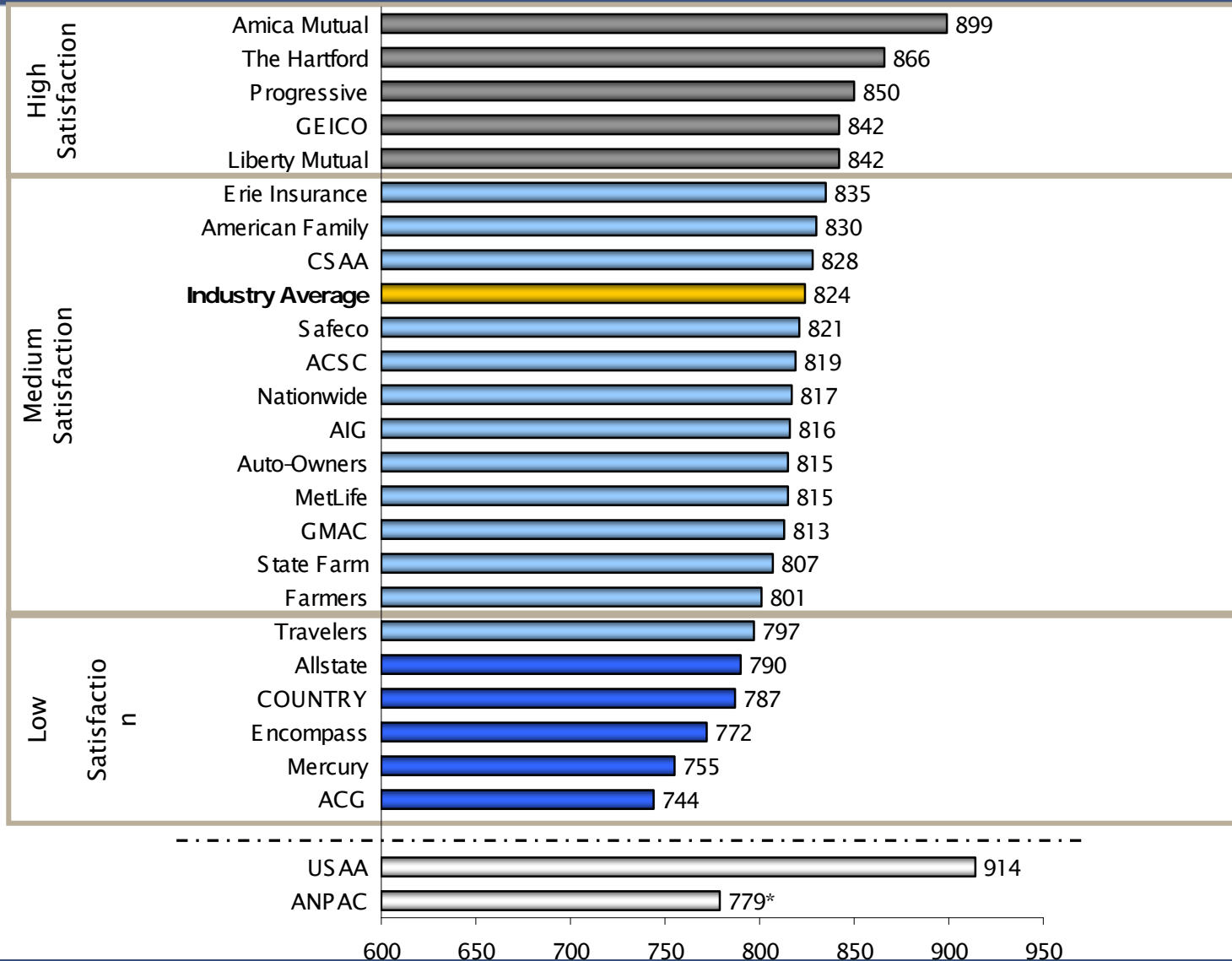
Customer Satisfaction Varies by Industry



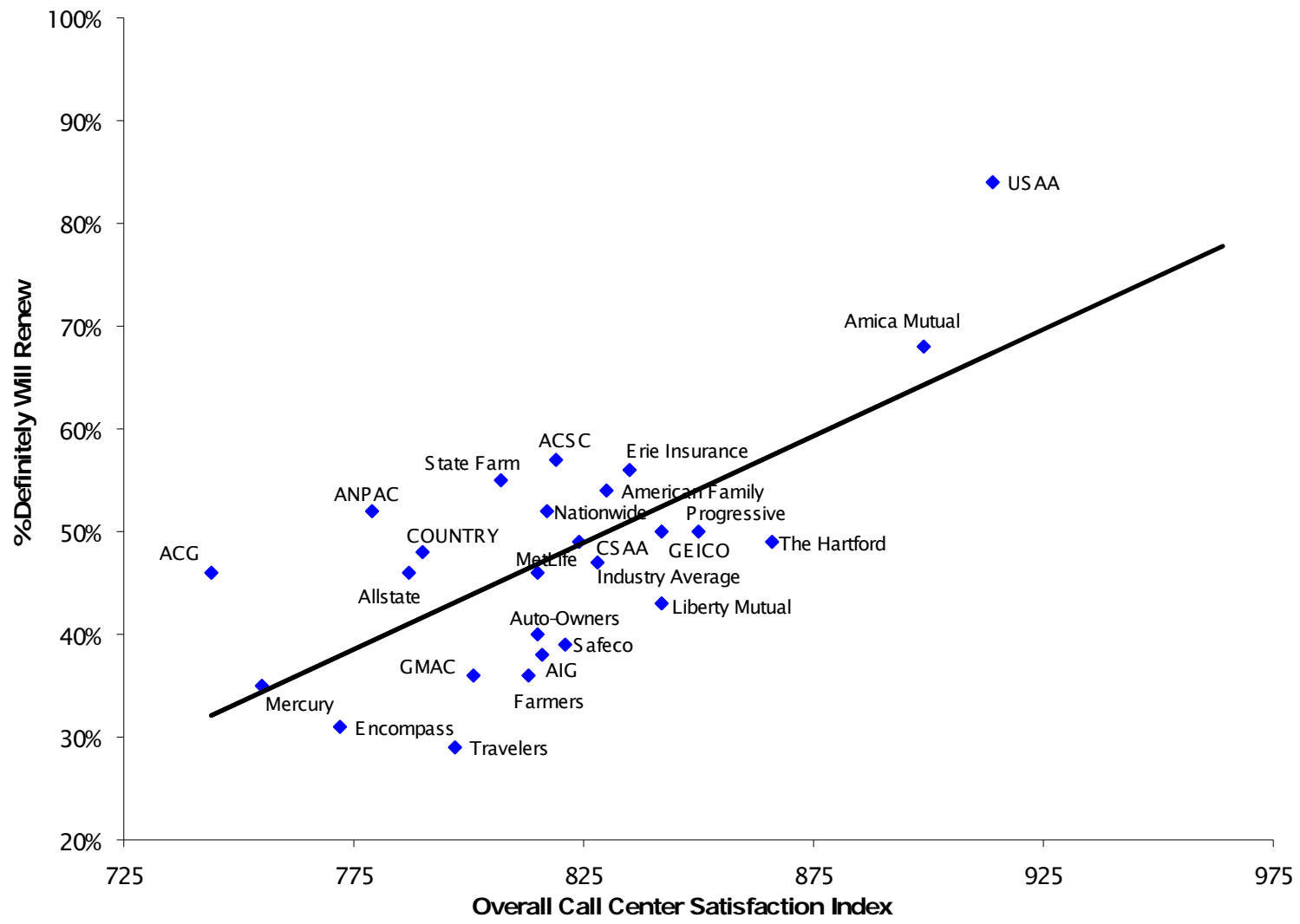
Experiences from one industry influence customer expectations for other industries

Overall Call Center Index Ranking

2008 Insurance Customer Contact Study



Overall Call Center CSI vs. Likelihood to Renew





Key Drivers of Call Center Satisfaction

Channel Incidence—Last 12 Months

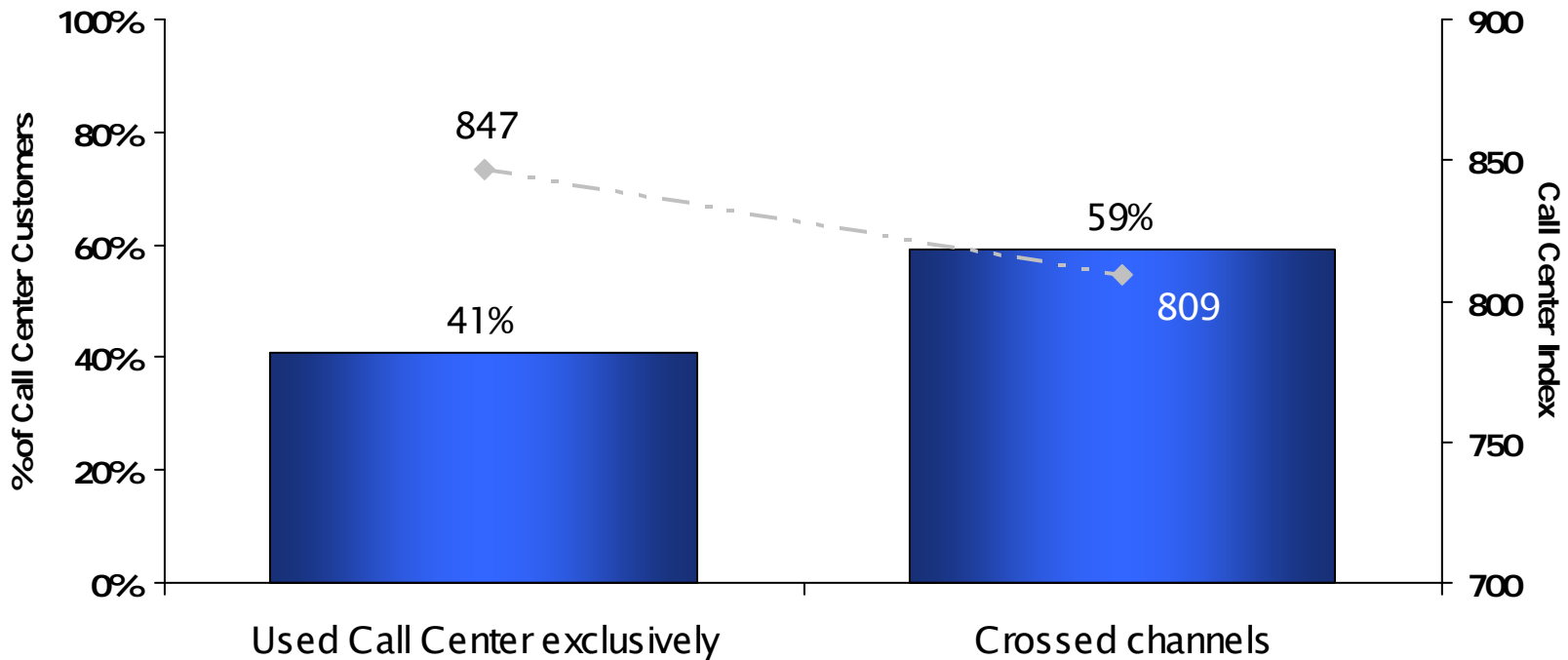
2008 Insurance Customer Contact Study

Over half of customers contact their insurer's call center in the past 12 months.

	Agency	Call Center	Web Site
Industry Average	78%	54%	53%
Allstate	89%	52%	56%
GEICO	43%	90%	85%
Progressive	60%	67%	72%
Safeco	80%	50%	51%
State Farm	93%	39%	46%

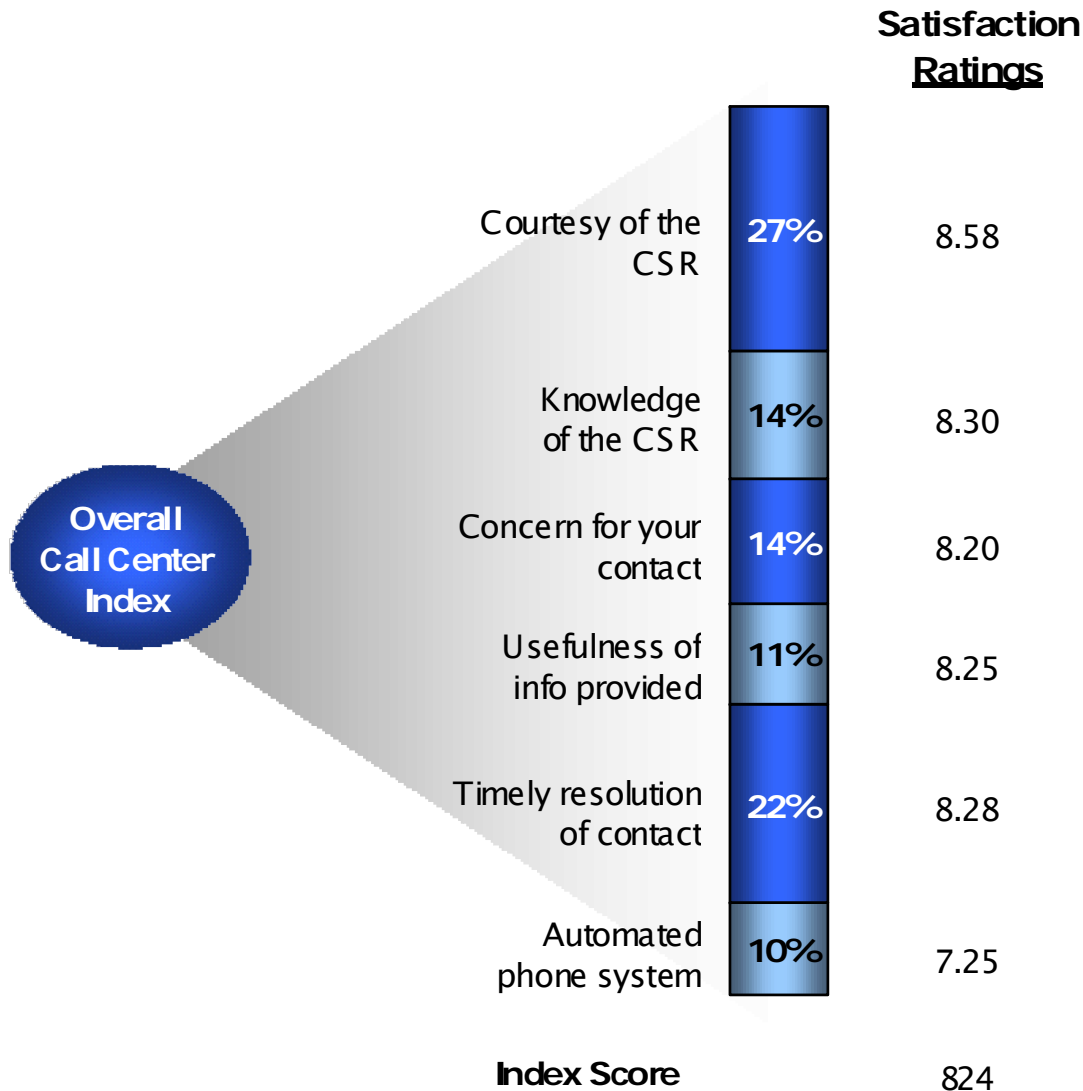
Used Call Center Exclusively for Most Recent Issue—2008 Insurance Customer Contact Study

More than half of call center customers must cross service channels to resolve a single issue—a significant dissatisfier.



Drivers of Call Center Satisfaction

2008 Insurance Customer Contact Study

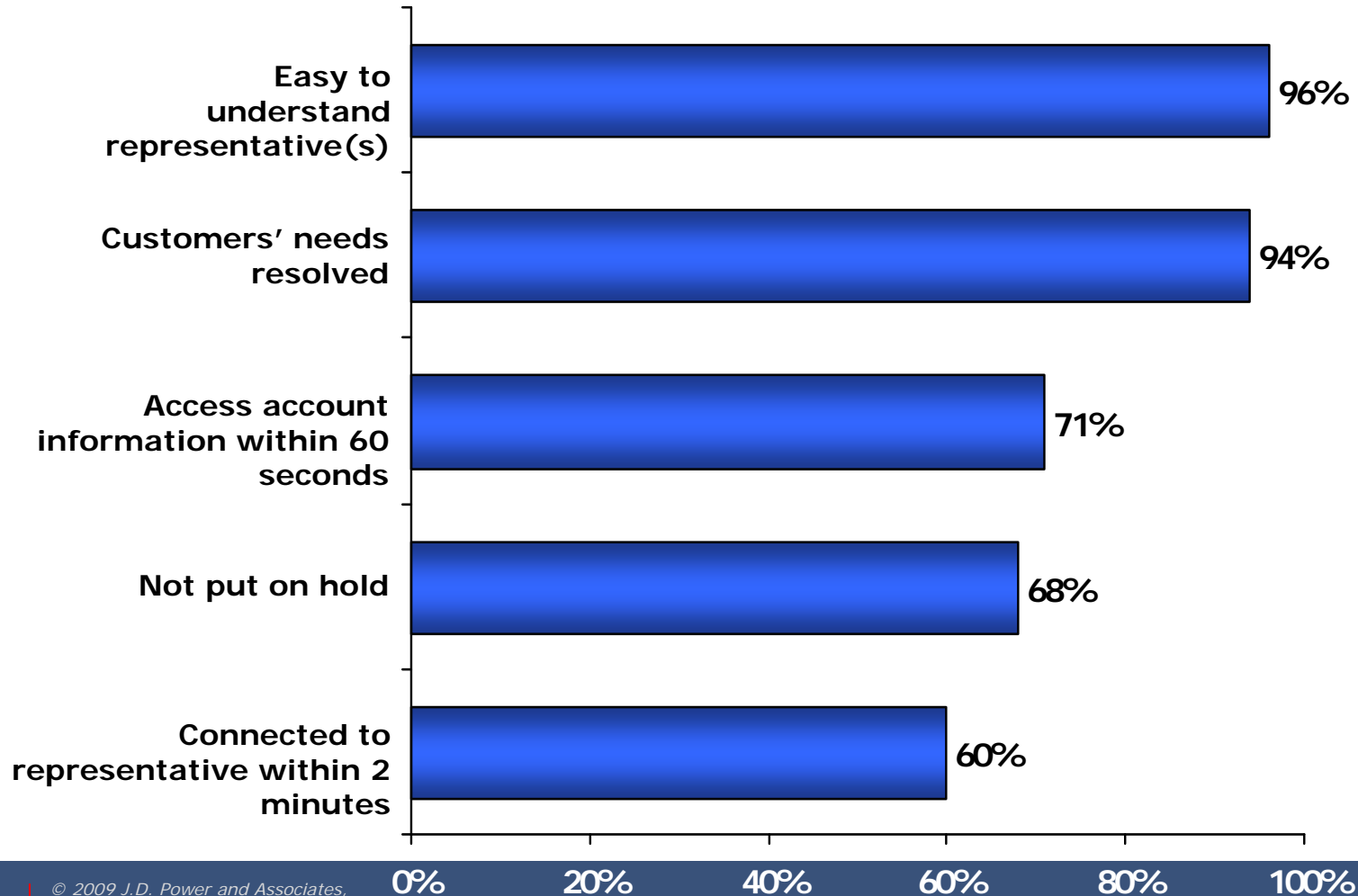


- Customer satisfaction with the call center is driven by courtesy of the representative and timely issue resolution.

Top Call Center Service Practices

2008 Insurance Customer Contact Study

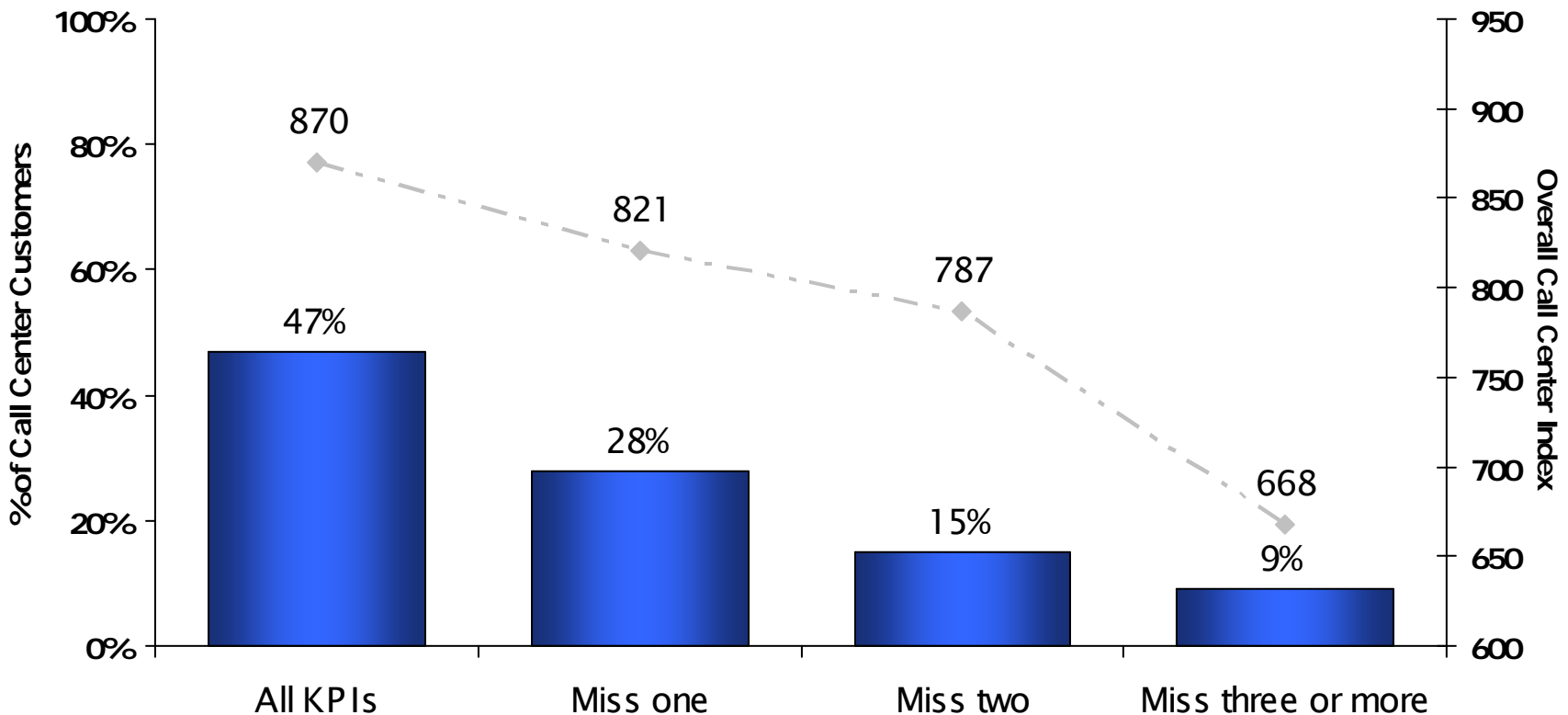
5 key call center service practices for handling a customer.



Delivery of Top Call Center Service Practices

2008 Insurance Customer Contact Study

Call centers hit on all KPIs a near majority of the time; satisfaction, however, erodes more quickly with each additional KPI missed.





Call Center Strategies for Excellence: Lessons Learned and Case Study

Why Undergo a Call Center Assessment Through J.D. Power and Associates?

- Cultural impact
 - If you are serious about inculcating or reinforcing a culture built around your customers, J.D. Power and Associates is uniquely positioned to drive that message home for employees and stakeholders at all levels
- Performance impact
 - We help organizations meet and exceed customer expectations through collecting, analyzing and effectively integrating VOC information into their operations – creating competitive advantage
- Bottom–line impact:
 - Better service yields higher retention rates and more advocacy, which reduces sales cycles and protects your pricing power
 - In the current economy, customers are more concerned than ever about value for their money
 - Reduce attrition– especially of good people who consistently enable or deliver excellent customer service in a timely manner
 - Saving only a few people pays for our CCA
- Cost–effective
 - Combine with Call Center Certification to save tens of thousands of dollars

Top Five Attributes of Cross Industry Call Center Customer Satisfaction in Order of Weight

Timely Resolution of Problem/
Question/Request

Ease of Getting Through to a CSR

Knowledge of the
CSR

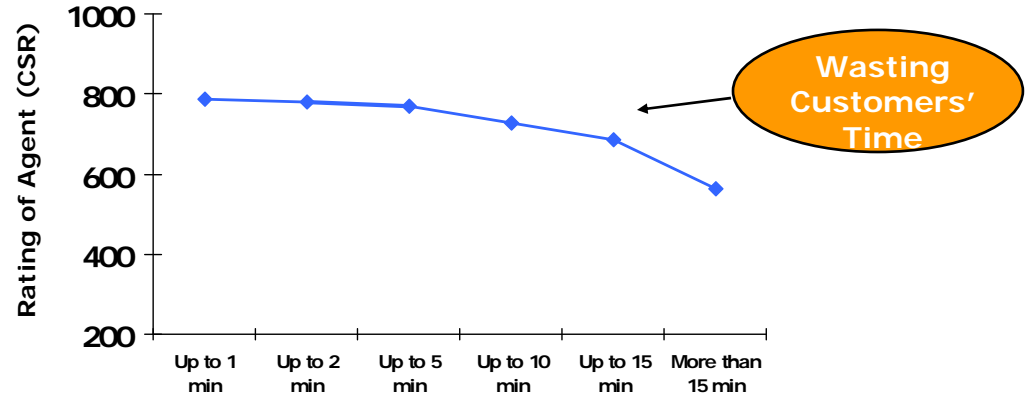
Courtesy of the CSR

Concern of CSR for
Question/ Problem

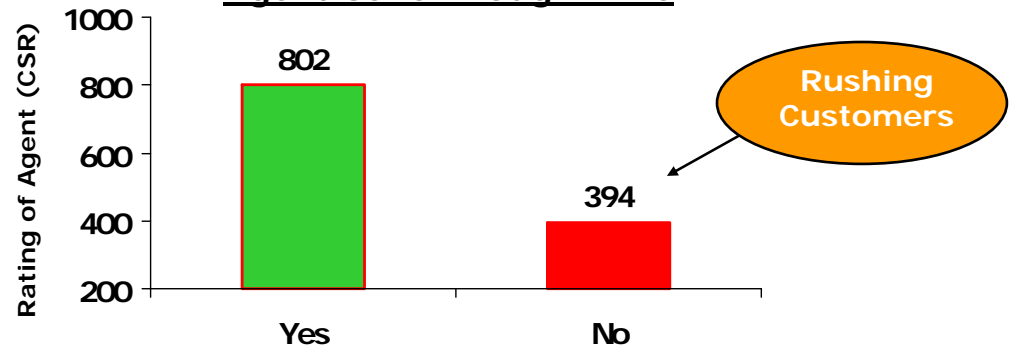
Customers often prefer to have a longer call than to feel rushed...



Satisfaction with Agent



Agent Gave Enough Time



Source: J.D. Power and Associates

Success Strategy #1: Start With the Strategy and Build From There

Brand X



The call center must be aligned with the corporation's brand, strategy and UVP

Strategy #2: Leadership Drives Everything



- Set a clear vision and communicate it
- Orchestrate and lead change efforts
- Make decisions based on customers



- Value and recognize teamwork among management



- Over-weight communication
- Engage employees to solve challenges
- Create a fun, performance-oriented culture

Success Strategy #3: Keep a Close Eye on a Few Things



Employee Satisfaction Scores



Adherence to Consistent and
Good Coaching Levels at
All Times



Customer Satisfaction Scores



Attrition Rates

Call Center Assessment Offering



Four Levels

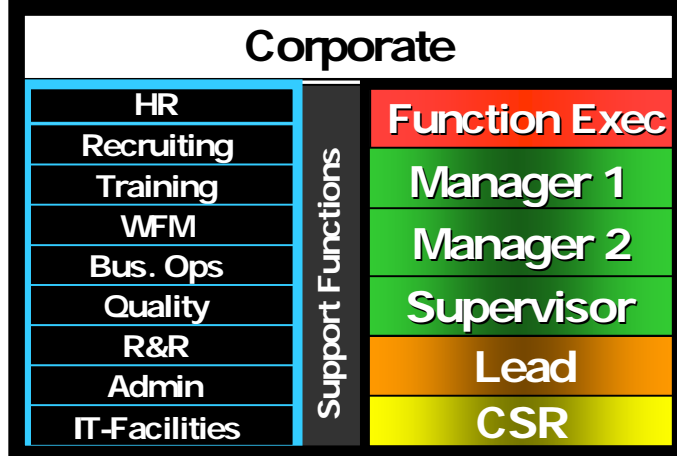
- Corporate Strategy Level,
- Strategic Call Center Level,
- Operational Call Center Level,
- Tactical Call Center Level

Three Foundational Elements

- Leadership
- Communication
- Relationship

Seven Executional Areas of Focus

- Performance Management
- Planning
- Execution
- Measurement
- Adjustment
- Processes
- Technology



Call Center Assessment Offering

Program Components and Deliverables

- **A**ssessment– Operational and CSAT
- **I**ssue **P**rioritization
- **R**oot Cause
- **S**olution **P**lanning and **I**mplementation



Case Study- Insurance Industry

Situation

Award winning call center in Insurance industry looking to understand relative strengths and weaknesses compared to cross-industry leaders.

What we did

Multi-week engagement to do full analysis of Customer Service Ecosystem

Challenge and Root Cause

Operation was metrics and project oriented rather than employee and customer oriented

Solution

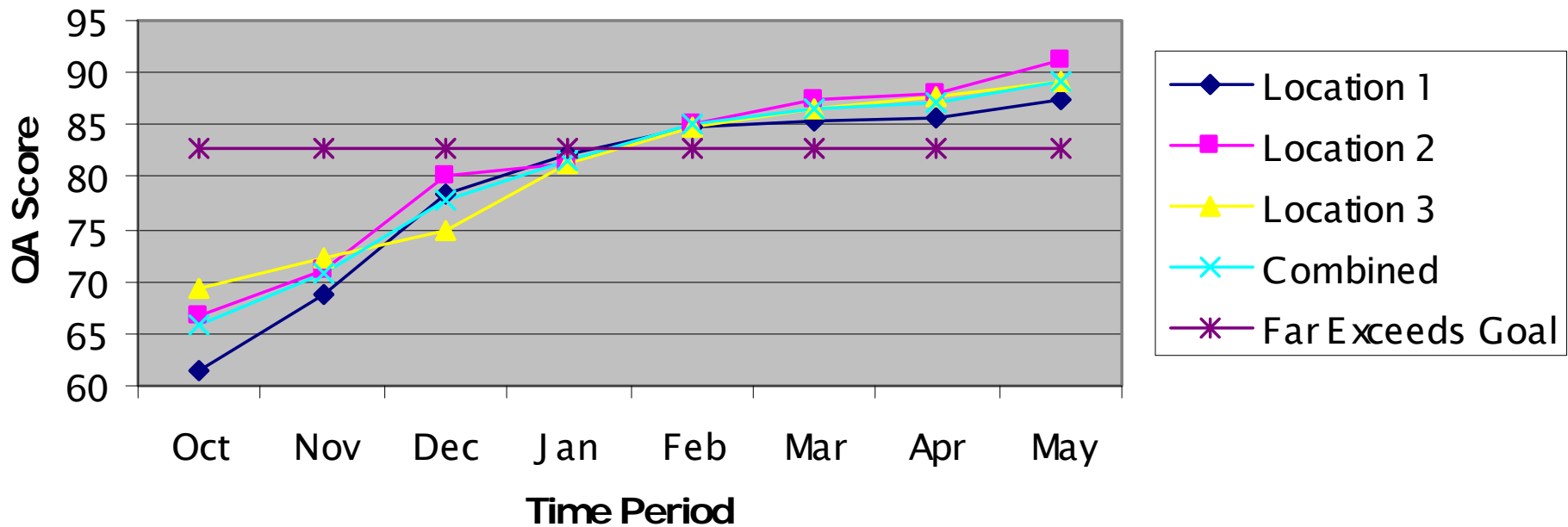
Shifted focus “from projects to people” while reducing the number of initiatives/projects undertaken

**CSAT
& QA Linkage**

**ESAT
Employee Engagement
Reward and Recognition**

Case Study Results

QA Results After Shift "From Projects to People"





J.D. Power and Associates Call Center Certification Program



Goals of the Certification Initiative

- Relate call center effectiveness metrics to customer satisfaction
 - Uniquely deep cross-industry satisfaction data
 - Proprietary Voice-of-the-Customer satisfaction modeling tools and expertise
- Encourage development of best practices
 - Help call center management understand areas to focus on for improvement
 - Provide call center management with unbiased, impartial data to support their change initiatives
- Provide a unique, satisfaction-driven call center performance measurement model

Why Certify Through J.D. Power and Associates?



Certified Call Center Program

Offered to customer-centric centers meeting standards across two dimensions:



Site Audit



Customer Survey

The Process

Readiness Assessment

- Pre-audit call with J.D. Power and Associates auditor

Scheduling

- Onsite audit and survey launch dates are determined by mutual agreement

Decision

- Audit pass/fail decision delivered within 24 hours of audit
- Survey pass/fail decision delivered within 5 days following close of fieldwork

Reporting

- Complete audit and survey reports are provided within three weeks following each phase

Deliverables to Clients

Reports include:

- Practices and procedures where center meets or exceeds standards
- Focus areas for further work to achieve higher performance



Successful Companies Can License Certification

- Clients licensing their certification can use the J.D. Power and Associates' certification emblem and trophy image:
 - In mailings (including e-mail) to
 - existing customers
 - prospective customers who have requested additional information
 - On the certified company's Web site, with a link to www.jdpower.com for details of the program
 - In B2B presentation materials and sales tools
 - On printed literature describing the Call Center Certification program
 - On signage at point-of-sale and at all Certified Call Center locations

2006-2008 Sample of Call Center Services Clients

Operations
Assessment & Strategy



Strategy & Training



Mercedes-Benz

Call Center
Assessment



20+ Site Service Consistency
(Assessment + Implementation)



Call Center Certification



Call Center
Assessment



Strategy & Training



Call Center
Assessment



Call Center Assessment
and

Call Center Certification
Major Insurer



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