



Ready, Set, Go!

Winning the Automotive Race through Superior Customer Experiences

A TeleTech Success Story

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Overview

When top-level executives at a major automotive manufacturer looked toward the future of their industry, the road ahead was stormy. The automotive marketplace was becoming hypercompetitive and highly commoditized with new players winning more and more market share. Recognizing the dark skies ahead, the executives turned their focus to the customer experience in order to reshape the company's competitive edge. But, this road didn't come without its own potholes and speed bumps. Customer services were disconnected. Technologies were disjointed, and service employees had a difficult time putting all the pieces together. Even worse, customers were being passed from one person to another without receiving immediate answers to their questions. If the auto company was going to make their customer service experience match the sleek lines and seamless silhouettes of their newest vehicles, they had work to do. So, they centered their attention on three areas to improve the customer experience: integrated technology, enhanced customer service delivery, and a targeted customer growth and retention strategy.

Focusing on Customer Experience

To improve the customer experience, attention was centered on three areas:

- Integrated technology
- Enhanced customer service delivery
- A targeted customer growth and retention strategy

Technology Enablement

When Customer Data is in Fragmented Pieces, Nothing Works

Big data is at the heart of creating a superior customer experience, but the company's information systems were too fragmented to provide the proactive service its customers demanded. Customer care and dealership support operations lacked continuity. A mix of disconnected legacy applications, databases, and spreadsheets stymied a seamless customer service process. E-mail was the most commonly used workflow to serve customers and dealers, and employees found it difficult to toggle between screens, spreadsheets, and disparate systems while trying to gather enough information to create a clear and accurate assessment of the customer's situation. To enter new service cases into the system, employees had to use a series of codes, and it was often difficult to connect multiple service cases to a single customer. To make matters worse, some processes were outsourced to third-party vendors whose customer-related data was not readily available. With information stored across separate data silos, there was no easy way to get a complete understanding of the customers, their interaction histories, or their potential value.

Recognizing these challenges as the crux of the problem, the automotive executives set out to modernize their customer relationship management (CRM) platform and adopt new technologies that would lay a foundation for customer experience excellence. They specifically needed a solution that could unite all the technologies and data into a consolidated system to empower employees with a complete view of all of the customer's records in a single location.

Using Technology to Supercharge the Customer Experience

TeleTech's professional system integrators partnered with Salesforce.com® to develop an integrated CRM solution and customer database that would serve eight separate lines of business within the automotive company. First, the solution engineers transitioned the auto company from their existing CRM system to a Salesforce Service Cloud® CRM system that had the capacity to condense multiple service technologies into a central customer experience technology platform.

The solution was a comprehensive and unified customer experience technology infrastructure that acted as a CRM system, a database for customer and dealer information, and also enabled real-time data integration into the auto company's data center and back-office systems. Therefore, information updates made in the company's legacy systems were immediately reflected in the new system—providing reliable, consistent, and up-to-the-minute information to each customer-facing employee.

All in all, the solution included 40 different points of integration and 500 custom Salesforce.com database tables, each one containing multiple custom data fields. Through a single user interface, the customer experience technology platform allowed fast and easy access to comprehensive information for 21 million customers and 16 million vehicles, and it handled more than 1 million customer record updates each day. The system populated each customer record with detailed sales and service data and instant updates to information such as warranties, warranty claims, repairs, roadside assistance, service reminders, customer service cases, buyback program participation, customer service surveys (conducted by outside parties), and more. Due to the sheer volume of data, some information was stored remotely, but it was instantly recalled when a customer or dealership had an inquiry or service need.

A Traceable 360-Degree View of the Customer

Whether a customer contacted the company via e-mail, online chat, or telephone, all of their communications and service cases were recorded, stored in a single system, and tracked for reporting purposes. With a single customer collaboration hub providing a 360-degree view of each customer's history and interaction activity, the auto company had a newfound visibility into its customer base. Rather than relying on its vendors or partners to build multiple reports and then struggling to unite all the information, today the auto company directly manages the reporting process and proactively generates service reports using the new technology's integrated reporting visual.

These insights have allowed the company to share new information and performance reports across many departments and better position themselves to operationalize customer experience improvements and drive sustainable competitive advantage. "The technology platform has truly been a catalyst for change," said Mike Duplessis, executive director at TeleTech, who oversees TeleTech's partnership with the auto company. "By more closely controlling reporting, the auto company's

A single system provides comprehensive information for more than 21 million customers and 16 million vehicles

An In-depth Look at the Technology Solution

To create the customer experience technology platform, TeleTech's Customer Technology Services division integrated multiple service applications into a single system. These service applications included:

- Salesforce.com
- Oracle® Live Help On Demand
- Salesforce Service Cloud
- TeleTech's Simulated Learning technology
- IBM® Cast Iron®

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business leaders have tighter management over performance analysis, can clearly see performance across all communication channels, and are better equipped to leverage insights and incite organizational transformation.”

Customer Service Excellence

Making Measurable Improvements in Customer Experience

With the tightly integrated technology in place, the auto company was ready to test run its new customer experience engine and truly operationalize their business initiatives.

While the auto company’s own employees leveraged the new platform for their service tasks, TeleTech’s Customer Management Solutions division used the customer database to provide higher levels of service on behalf of the auto company. TeleTech plugged its Cisco dialer and contact center telephony system into the auto company’s new customer experience technology platform and began to execute outbound campaigns notifying customers of overdue services and missed appointments. Each day, the system automatically loads roughly 200,000 calls and customer service scripts into the contact center. Today, TeleTech handles these and other customer service calls for the auto company.

Voice-of-the-customer and operational ratings are the highest they’ve been since 2001

Faster Customer Service

With an entire customer history at employees’ fingertips, the time it takes to serve customer inquiries decreased by 36.25 percent, and the number of calls answered increased by 18.2 percent (see Figure 1). The vehicle buyback procedure is faster, too. Previously, employees had to manually collect the required documents needed to buy back a vehicle under the federal “lemon law,” but today the system automatically pulls the necessary documents into a format that is easy to review and process. Thus, the time it takes to collect these documents for arbitration review decreased by 30.9 percent (see Figure 1).

Figure 1: **Measurable Improvements in Customer Service**

The auto company accelerated customer service, decreased document preparation time, and answered more customer service calls.

KPI	Before	After	Change	% Change
Days to Close: Number of days needed to resolve a customer inquiry	16	10.2	5.8	36.25%
Average Handle Time: Amount of time needed to serve a call	733 seconds	631 seconds	102 seconds	13.91%
Case Turn: Amount of time required to collect all necessary documents in order to buy back a vehicle under the federal “lemon law”	2.20	1.52	0.68	30.9%
Service Level: Percentage of calls answered in a predetermined timeframe	63.3%	74.8%	11.5%	18.2%

Higher Net Promoter® and Voice-of-the-Customer Scores

By listening to the voice of its customers, business leaders were able to use this wealth of information to create feedback loops and perform root cause analysis on recurring customer concerns. Acting on this insight spawned process improvements, outbound follow-up campaigns to dissatisfied customers, and new customer retention efforts that enabled the company to use Net Promoter Score™ (NPS®) to drive improvement in both production and qualitative key performance indicators.

“We now have customer surveys coming through the integrated technology platform, which allows us to target specific customer problem types, identify the communication channel that the customer used, and also see which customer service employee handled the case. As a result, we can quickly decide on actions to improve resolution and satisfaction,” said Sher Coria, TeleTech’s director of Customer Loyalty, who oversees the customer experience delivery program.

As an outsourced customer service provider, TeleTech’s Customer Management Services division measures NPS for the automotive company and uses it as a key performance indicator of customer experience success. “The automotive company tracked NPS before we started working with them, but it was not driven into the day-to-day operations. Now customer centricity is a strategic priority,” said Duplessis.

Today, NPS is measured daily and monthly, and tracked at both the line-of-business level and also at the individual service employee level. “NPS is seen as an overall barometer of the customer experience that points us to the areas where service improvements are needed. The automotive business leaders recognize the direct correlation between NPS and the lifetime value of their customers, and they see that this

The system automatically loads 200,000 calls each day to provide higher levels of customer service

Personal Attributes Directly Influence NPS

At the contact center, Sher Coria and TeleTech’s customer care team are constantly aiming to make deeper customer connections and drive brand obsession for the auto company. As a result, they are closely studying individual Net Promoter Scores, and they have identified personal characteristics and specific behaviors that appear to be directly linked to increasing NPS (see right).

“We have found a list of service employee personal attributes that, when positive, create higher Net Promoter Scores for the automotive company,” said Coria. Recognizing these “soft skills” as pre-requisites for achieving a higher NPS, Coria’s team defined, indexed, and then integrated these skills into each service employee’s performance scorecard. “We are focusing on the softer side of service. We have embedded NPS soft skills into our operational process, into our pay-for-performance

business model, and into our coaching process—and we’re seeing real results. At the outsourced contact center, TeleTech’s voice-of-the-customer and operational ratings are the highest they have been and the highest the auto company has seen since April 2001.”

TeleTech research shows that the following personal attributes contribute to higher individual Net Promoter Scores.

- Attitude
- Caring
- Valuing the Customer
- Friendliness
- Helpfulness
- Honesty
- Politeness
- Professionalism

Which attribute most influences NPS? It seems to vary, but TeleTech continues to watch trends in this data in hopes of ultimately answering this question.

metric coincides with the company's J.D. Power and Associates Customer Experience rankings," said Duplessis. In 2010, the auto company ranked dead last out of 36 original equipment manufacturers on the J.D. Power list, and since then it has experienced a six-point jump—one of the highest year-over-year improvements ever recorded by any auto company.

Transformation Creates a Better Experience for Service Employees

The auto executives knew that creating a culture of customer centricity would need to start with employees. So, they turned inward and empowered service employees to both understand the value of creating a superior customer experience and utilize the new system to its utmost potential. To help with this, TeleTech implemented Simulated Learning technology, which uses a simulated work environment to accelerate learning. Before, new service employee education was bogged down by systems training and code memorization, but today training is 33 percent shorter and focuses on building customer relationships. "This technology has helped new employees get a feel for the technology and systems they will be asked to use on the job. Plus, it forces training leaders to concentrate on role playing activities and life-like scenarios that enable new service employees to practice making personal connections that drive customer loyalty," said Dan Schop, TeleTech's manager of Learning and Leadership Development.

The new technology has given the service management and operations a much-needed boost. Gone are the days of manual data entry across multiple systems. Today, information updates are automated and everything is found in one central system. Customer service workflow processes and case escalations are handled entirely within the customer experience technology platform, so employees no longer need to manage service through e-mail and manually track their progress in spreadsheets.

Customer Growth and Retention

Powering More Sales, Stronger Engagement, and Happier Car Buyers

With a proven process in place to enhance the customer experience, the auto executives were ready to ignite sales. After all, the leaders had high-functioning capabilities to better engage prospects and customers, and were sitting on a wealth of rich information to help them do it.

The auto company's employees now had the information they needed to create an effortless and more personalized sales experience to build buyer confidence, foster relationships, and strengthen sales. Today, sales lead information is imported in real time and connected to any existing customers, ensuring repeat buyers (who were already in the system) aren't asked for information more than once. This gave the auto company the ability to immediately recognize high-value, returning customers and treat them as such.

"When the competition is just a click away, companies are begin to recognize that increasing loyalty and creating a strong emotional connection with customers is essential. By simply connecting fragmented customer data, we eliminated points of customer frustration and helped sales and service employees immediately engage customers in a meaningful conversation," said Bill Hughes, TeleTech's Engagement Proposal Advisor and an advisor on the project.

Customer service
times decreased
by more than
36.25%

Generated
more than
\$50 million
in incremental
profit in one year

To further boost their sales growth, the auto company partnered with TeleTech's Customer Growth Solutions division to design and execute customer engagement and sales processes. In the first year of the program, TeleTech increased the sales conversion rate by as much as 10 percent and generated more than \$50 million in incremental profit for the automotive company. Even today, TeleTech's revenue generation professionals leverage customer insight to convert more prospects into buyers and drive revenue for the auto company.

These revenue gains are driving ROI for the auto company's customer experience initiatives. The technology platform is on track to exceed the business leaders' ROI objectives. Early anecdotal evidence indicates that within two years the increased sales will have paid for both the technology solution and the implementation costs. This positive ROI is attributed to both the solution's ability to provide a 360-degree view of the customer and also to Revana's sales success.

Winning the Race: Taking Customer Experience to the Next Level

By investing in technology, service, and customer growth, the auto company addressed three critical areas to help them build their customer experience competitive edge and get ahead of the competition. But, the work needed to win the customer experience race is never really done. Customer demands evolve and technologies are ever changing. The business leaders continue to incorporate more people, technologies, communication channels, and processes into their vision of customer excellence. And, some of these enhancements are creating excitement among executives.

With help from TeleTech, business leaders layered on additional technologies to expand collaboration and enable real-time reaction to dissatisfied customers. A web portal was built to both facilitate remote employees and to quickly alert staff of any important service needs or changes in service. These alerts are causing a buzz among the auto executives because of their ability to help the company instantly react to customer concerns. If a high-value customer provides negative feedback, that low score automatically triggers a message to a newly formed 27-member alert team that will immediately remedy the situation.

Furthermore, the auto company has started to make the integrated technology platform accessible to its dealerships and field staff, enabling real-time collaboration, and allowing all parties involved to weigh in for superior service experiences. Dealers and field staff can comment on service cases that have been explicitly shared with them.

Additionally, the auto company is working to meet the demands of its digital customers. It has begun to post educational articles and resources to the technology system, which will soon allow customers to access the technology as a self-help service solution. At a later date, access will also be extended to other internal business units.

To lap its competitors once more, the auto company is tapping into the power of social influence to increase word-of-mouth marketing. It is using social media monitoring software and reputation management tools

Early anecdotal
evidence indicates
positive ROI within
2 years

Now the auto
company can
react instantly
to negative
customer
feedback

to record social media comments and track customer sentiment alongside all of its other customer data. And, with that data will come a heightened potential to mobilize brand promoters and proactively address brand detractors before negative online comments escalate into public relations issues.

With proven success and more future possibilities, customer experience initiatives are gaining even more momentum at the executive level. The auto company recently created a new customer experience organization complete with an SVP-level executive champion and dedicated staff focused solely on creating superior customer experiences.

Conclusion

Using a three-pronged approach, a major automotive company created a complete view of their customers that ultimately empowered faster, more informed customer service while creating a seamless experience for both its customers and its employees. The company's integrated portfolio of customer experience solutions continues to be an important contributor in helping it generate more revenue, achieve a higher Net Promoter Score, and maintain a sustainable competitive advantage in today's globally-competitive and highly-commoditized automotive marketplace.

The same technology that employees use to **serve** customers will be used to provide **self-help** for customers

About TeleTech

Celebrating its 30th year in business, TeleTech and its subsidiaries have helped the world's most successful companies design, enable, manage and grow customer value through the delivery of superior customer experiences across the customer lifecycle. As the go-to partner for the Global 1000, the TeleTech group of companies delivers technology-enabled solutions that maximize revenue, transform customer experiences and optimize business processes. From strategic consulting to operational execution, our more than 39,000 employees drive success for clients in the communications and media, financial services, government, healthcare, technology, transportation and retail industries. Through the TeleTech Community Foundation, the company leverages its innovative leadership to ensure that students in underserved communities around the globe have access to the tools and support they need to maximize their educational outcomes. For additional information, please visit www.teletech.com.

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