

**What Matters  
Most in a Net  
Promoter World**

Statistics

**~ Lifting Contact  
Center NPS Results**

Analytics

POWER ON  
POWER OFF  
EMAIL  
INTERNET  
WORLD  
NO  
SEARCH

***“In today’s competitive financial services marketplace, continued success is not only dependent on an ability to differentiate your products/services in ways that cannot be easily replicated, but also to tap into the emotional and rational drivers of a customer’s experience.”***

**Sharon Oatway, VereQuest  
President & Chief Experience Officer**

## SITUATION/BACKGROUND

A large financial services institution, who had a long history of using customer satisfaction as the key measure of loyalty, adopted a Net Promoter measurement approach given its improved ability to predict customer loyalty. With the Net Promoter measure in place, the company watched their contact center NPS scores falter with little insight into the root cause for this decline or what could be done to reverse it.

## GOALS

Reverse the Net Promoter score trend by gaining insight into the following questions:

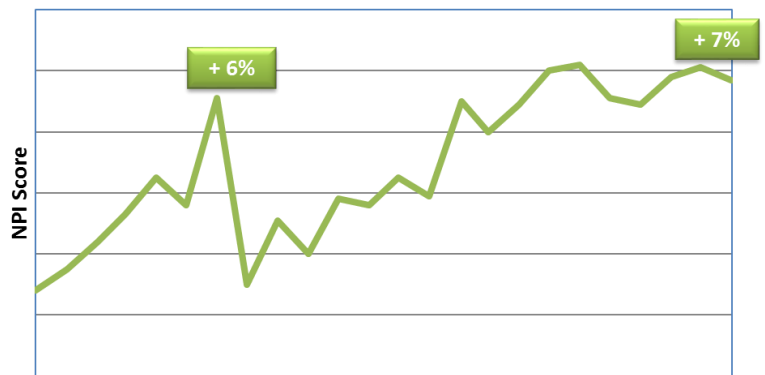
- What were customers' expectations of the telephone channel?
- What were the facts surrounding customer experience pain points and opportunities?
- Were other channels (face-to-face, web, email) influencing why the customer was calling and how they were experiencing the telephone channel?

## WHAT WE DID

- Over a 60-day period, VereQuest employed a variety of techniques and approaches to look at this situation from a number of different perspectives, including:
  - Candid interviews with a broad range of stakeholders from the agent to executive levels.
  - Temporary installation of an IVR to capture post-call customer survey responses immediately following a call.
  - Escalation of high and low scoring customers immediately following the IVR survey (with their express consent) for an in-depth telephone interview.
  - Evaluation of thousands of pre-recorded calls from every center in North America as well as off-shore across all lines of business.

## FINDINGS

- There were pockets of excellence throughout all centers. VereQuest was able to isolate and help the company see its own “best practices” in action.
- Customers who identified themselves as “very satisfied” or “satisfied” with the company overall provided startling insights. The post-call interview process revealed that they had significant concerns with specific aspects of the customer experience, and it was clear that if these issues were not addressed they would be at risk.
- The agents’ product knowledge and the company’s strict policies were not at the root of customer dissatisfaction — which contradicted the current thinking of the management team.
- VereQuest was able to isolate specific attitudes, skills and behaviors that were affecting the customer experience.
- Current up-sell and cross-sell practices (although successful at winning new business) were contributing directly to customer disenchantment with the company, and this reality was being masked by the perceived success in selling.
- Traditional measures of Average Speed of Answer and Average Handle Time were driving poor agent behaviors and customers were responding accordingly.
- Ten key recommendations were made.



## RESULTS

- Following a successful 60-day pilot, roll-out of recommendations occurred over the next 180 days across all centers.
- VereQuest implemented a robust call quality monitoring program coupled with coaching.
- Within 6 months, overall Net Promoter results had improved by 7% with double-digit improvement over the next 90-day period.



**Get to know more about VereQuest!**  
**Email [info@verequest.com](mailto:info@verequest.com) or call 1-866-920-2011**

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