

SAFELITE AUTOGLASS®

A Laser Focus on Customers Helps Build Brand Advocacy and Drive Growth

As the United States' leading provider of vehicle glass repair and replacement, serving nearly 4 million customers, Safelite uses the Net Promoter Score™ (NPS®) to measure customer satisfaction, and its rating is higher than those recognized as Net Promoter® industry leaders, including Apple, Amazon.com, and Trader Joe's.

Net Promoter has become a driver for Safelite's cultural transformation that has spread from the executive boardroom to the individual level, improving business processes and employees' customer focus and driving growth.



About Safelite AutoGlass

Safelite AutoGlass is the United States' leading provider of vehicle glass repair and replacement services, providing mobile service to more than 95 percent of the population in all 50 states. The company employs nearly 10,000 people in the United States and served 4 million customers last year. www.safelite.com

What Is Net Promoter?

Co-developed by Satmetrix, Net Promoter¹ is a loyalty metric and an operational discipline for managing your business. The Net Promoter metric separates your customers into three categories based on their willingness to recommend your brand (on a scale of 0 to 10).

Promoters (score 9–10) are loyal customers who keep buying more and refer others.

Passives (score 7–8) are satisfied but unenthusiastic and vulnerable to competition.

Detractors (score 0–6) are unhappy, impede growth, and damage your brand through negative word of mouth.

To calculate your Net Promoter Score, take the percentage of customers who are Promoters and subtract the percentage who are Detractors.

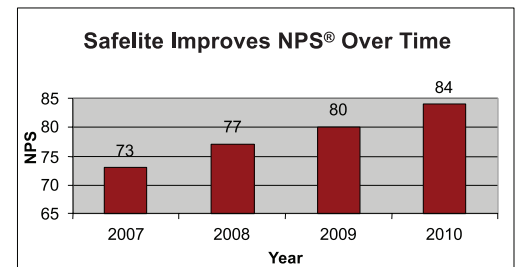
Simply measuring your NPS does not lead to success, however; what are important are the actions an organization takes to improve the score. For the greatest chance of success, companies need to drive improvements throughout the organization, create more loyal customers, and drive growth.

¹ www.netpromoter.com/np/calculate.jsp.

² Fred Reichheld, *The Ultimate Question: Driving Good Profits and True Growth* (Boston: Harvard Business School, 2006).

Safelite's NPS Outscores Brand Leaders

To measure customer satisfaction and loyalty, Safelite began implementing the Net Promoter metric in 2006 and rolled it out officially in the United States in 2007 with phenomenal results. NPS increased from 73 percent the first year to 84 percent in 2010.



This was quite an accomplishment because, according to Fred Reichheld, author of the best-selling business book on Net Promoter — *The Ultimate Question*² — average companies have a 5 to 10 percent NPS.



Annual Net Promoter industry benchmarks produced by Satmetrix highlight market leaders such as Amazon.com, Apple, Trader Joe's, Costco, and other well-known brands whose Net Promoter Scores range from 50 to 80 percent. Here are the 2011 leaders:³

1.	USAA Banking	87%
2.	Trader Joe's	82%
3.	Wegmans	78%
4.	USAA Homeowner's Insurance	78%
5.	Costco	77%
6.	USAA Auto Insurance	73%
7.	Apple	72%
8.	Publix	72%
9.	Amazon.com	70%
10.	Kohl's	70%

This begs the question: How did Safelite outscore most of these widely loved brands?

Using NPS as a catalyst for change, the company has embarked on a cultural transformation, creating a laserlike focus on customer delight, which has in turn prompted many customer-led business improvements and accelerated profitable growth.

Business Process Improvements

Every customer who provides Safelite with an e-mail address receives a customer satisfaction survey within 24 hours of their service or transaction with the company. The survey includes the "recommend" question along with an opportunity for customers to share their feedback in their own words.

Safelite uses the customer feedback it collects to guide its focus, investment decisions, and process improvements. Company leaders are focused on making enhancements in areas of the business that are important and visible to customers. They have used customer feedback to make meaningful enhancements in the following areas.

Unique Hiring Philosophy

The philosophy at Safelite is to hire for social skills first, over job experience or training. The company seeks out people who are empathic and helpful by nature. It recently developed a custom recruitment assessment tool to help identify "winning behaviors" of customer delight, communication, systematic expertise, creative solutions, and sales focus. This tool helps predict if prospective employees will be able to advocate for the customer naturally.

Superior Call Centers with Caring Customer Advocates

At Safelite customer service representatives (CSRs) are the voice of the company—the first point of contact for customers. Safelite invests heavily in the development of these employees.

Training for CSRs includes a two-week program. The first week is instructor-led classroom training. Potential CSRs are then tested for retention before the second week of training, which consists of taking live calls with a sales coordinator close by to assist as needed. Once the CSRs are comfortable, they are introduced into the official call center.

³ Satmetrix © 2011.



CSRs are trained to follow “The Five Bs”:

1. Be sure.
2. Be helpful.
3. Be sympathetic.
4. Be honest.
5. Be appreciative.

Safelite’s contact centers have high standards, with an average call pickup time of 11 seconds (two rings), and 88 percent of calls are answered by the fourth ring at the latest. Less than 3 percent of customers hang up before their call is answered.

In addition Safelite is committed to having an employee—a real, live person—answer all customer calls. The company does not use automated voice systems or outsourced call centers.

The company’s compensation model also rewards top customer service performers.

Technicians’ Customer Delight Pledge

Whereas CSRs are the voice of the company, service technicians are the face of the Safelite brand and are a key component of the overall customer experience.

Safelite technicians complete an eight-week training course before starting the job. They are encouraged to follow “The Five Ts”:

1. **Time:** Call customers in advance to notify them of arrival time.
2. **Touch:** Shake hands, make eye contact, and engage the customer.
3. **Technical excellence:** Do it right the first time, every time.
4. **Talk:** Tell the customer what we’re going to do and do it.
5. **Thanks:** Show appreciation for choosing Safelite.

When Safelite technicians arrive on-site, they provide customers with literature aimed at ensuring customer satisfaction through the entire repair process, from the prework inspection through the post-installation checklist. It includes the Safelite customer pledge along with a toll-free number to call if there are any service issues.

Proactive Solutions for Customer Issues

Customers who complete the survey and report a problem (Detractors) are quickly contacted by the company’s Executive Services department in an effort to correct the service issue. The Executive Services department was revamped specifically as a result of learnings from the NPS implementation process.

In 2008 Safelite’s NPS was consistently in the 80 percent range, but the score from customers who had encountered a service issue after a repair was only 19 percent on average. In response Safelite embarked on a concerted effort to address how to better meet the needs of this important customer group. As part of the study, the company reviewed existing research on customer satisfaction, interviewed key accounts about their perception of Safelite service, and reviewed best-in-class service companies to learn about their best practices.

Safelite’s Customer Pledge

- Your vehicle will receive a safe, high-quality installation by a certified technician.
- We will fully protect your vehicle while performing the work.
- Broken glass will be vacuumed from your vehicle.
- We will clean your vehicle’s exterior glass.
- Our national warranty covers you no matter where you travel.



As a result, the company created the Executive Services department. This elite team of 40 employees is dedicated to the resolution of customer service issues. The team comprises customer service veterans—employees who have an average of four years of service and are promoted from the ranks of other customer service departments after showing an aptitude for consistently delighting customers with more-challenging service issues. They undergo specialized training that involves learning about various vehicle damage scenarios, company culture of insurance partners, and advanced conflict-resolution strategies. These customer advocates are also given greater decision-making authority to fully own and resolve a customer issue.

Upon the completion of a service issue, customers are automatically sent a second survey to evaluate their experience with the Executive Services team, and those scores are evaluated on a monthly basis as the team works to ensure that these once-dissatisfied customers become delighted Promoters of the Safelite brand.

The investment in the Executive Services team has really paid off. Since the launch of the team, the NPS of customers who previously encountered a service issue has increased from 19 to 58 percent.

The Executive Services team demonstrates the lengths to which Safelite will go to ensure customer satisfaction. The company strives to exceed customers' expectations, build long-lasting relationships, and delight those they serve every time. The Executive Services team won the American Business "Stevie" 2010 Customer Service Department of the Year Award.

Employee Engagement and Incentives

Importantly, NPS isn't just a loyalty metric for Safelite; it's an effective way to drive business results and growth by inspiring employees to delight customers.

Safelite President and Chief Executive Officer (CEO) Tom Feeney has been a strong executive sponsor of the Net Promoter effort. He spearheaded the company's cultural transformation and continues to drive the focus on customer delight. He has made it a priority to ensure that all employees have a strong understanding of NPS and know how their individual contribution affects the score. To create employee buy-in, Safelite motivates employees in the following ways.

Individual NPS

Safelite has taken the NPS model a step further than most organizations. It is applied not only to the company brand but also to the individual employee. During the NPS survey process, technicians are scored, which becomes a motivator for high-quality performance.

Technicians review their customer comments on a weekly basis so that they may continue the positive traits while improving any weaknesses.

Excellence in Service Awards

Safelite formally recognizes employees who go above and beyond, with an Excellence in Service Award, which allows recognized employees to select from an array of prizes. Each award recipient also receives a certificate and a personalized letter from the CEO.

Employees who earn five or more Excellence in Service Awards in a single year are recognized with official glass statues, and the winners' photos are framed and hung in the corporate office.

Quarterly Market Leader Recognitions

Finally, Safelite holds quarterly celebratory dinners for markets with leading Net Promoter Scores, to help encourage a competitive spirit among team members.



NPS Improvements Lead to Increased Revenue

Initial research on Net Promoter revealed that the metric had a very strong link to financial growth. This has proven true for Safelite, which has recorded accelerated revenue growth since implementing NPS.

After the first year of measuring NPS, Safelite's revenue increased by \$74 million. After the second year, revenue increased another \$109 million for a total of \$183 million of increased revenue after only two years.

Year	NPS	Sales
2007	73.36	\$762 million
2008	77.00	\$836 million
2009	80.20	\$945 million
2010	83.90	\$1.065 billion

Safelite's parent company, UK-based Belron, was so impressed with the impact that Net Promoter had in the US business that it implemented Net Promoter as a global best practice and rolled it out in 34 countries.

To support the global program and establish a common measurement framework, Belron implemented the Satmetrix® customer experience management solution to effectively collect, analyze, and distribute customer feedback. The technology gives Belron an enterprise view of all its customers and enables a closed-loop process whereby the company can quickly respond to issues and address performance gaps.

Both Safelite and Belron have successfully woven Net Promoter into their company cultures, driving success and delighting customers.

See It in Action

See one of Safelite's leading NPS markets—Orlando, Florida—in action at: www.youtube.com/watch?v=8B3m5iTBArl.

About Satmetrix

Satmetrix is the leading provider of successful customer experience management programs and the co-developer of Net Promoter®. We offer a winning combination of software-as-a-service (SaaS) and best-practices consulting that delivers actionable customer feedback to drive growth, increase business agility, and amplify positive word-of-mouth. Satmetrix has a proven track record of accelerating the success of large-scale, integrated customer experience programs with more than 700 enterprise deployments in 40 languages.

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