

# EXPERIAN

## Delivering an Award Winning Voice of the Customer Program

Experian® is a global leader in providing information, analytical and marketing services to organizations and consumers to help manage the risk and reward of commercial and financial decisions.



### Satmetrix Client Success Story

Industry: Finance

Combining its unique information tools and deep understanding of individuals, markets and economies, Experian partners with organizations around the world to establish and strengthen customer relationships and provide their businesses with competitive advantage.

With revenues of US\$3.9 billion and clients in more than 65 countries, Experian promotes greater financial health and opportunity among consumers by delivering critical information that enables them to make financial and purchasing decisions with greater control and confidence.

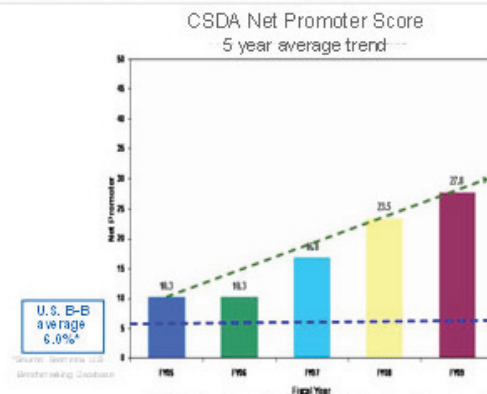
Experian values the Voice of the Customer (VoC) and works to ensure it delivers a truly customer centric experience. Launching its Customer Loyalty program in 2005, Experian's Credit Services and Decision Analytics group has seen steady improvements in its Net Promoter Score™ (NPS®) and customer loyalty continuously year over year. Experian created a common vision for its Voice of the Customer program through "The Client Promise", which defines the brand promise and monitors delivery against that promise from a variety of listening posts across the enterprise.

### Listening to the Voice of the Customer

Experian collects customer feedback in a variety of ways including: relationship surveys to the entire client base twice a year; transactional feedback which comes in daily from technical support; frontline feedback from sales and services; and ad hoc data collection from focus groups, market research, client advisory councils, and individual client briefings.

Through this process Experian Credit Services and Decision Analytics identified 11 loyalty drivers that are key to evaluating how well they are meeting client expectations. These drivers are key levers for the business, and performance is measured against the expectations across all client segments, (large, mid tier, and smaller accounts). Since each segment has unique needs, they evaluate what attributes matter most to each segment to create a unique and differentiated experience.

### Experian CSDA performance Delivering a better client experience



Credit Services Decision Analytics business results





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*"We have found that seeing the individual client comments is very powerful for the frontline and makes it very personal. Once action is taken on the comments we look at specific wins and send those stories throughout the organization to reinforce client focus."*

- Laura DeSoto, SVP Strategic Initiatives

### Creating a Closed-loop Process

Experian has developed a closed-loop process for both relationship and transactional feedback. The relationship feedback, which is gathered twice a year, results in formal action plans and ongoing score card reviews of the committed actions. For daily closed loop processes they have established alerts within the Satmetrix application that are fully integrated into Siebel CRM. Any Detractors, someone with a recommend score of 0 - 6, or a Promoter with a recommend score of 10, triggers an alert to be sent to the account team in real time and is responded to within 48 hours.

A key enabler of success is getting client feedback into the hands of the sales teams quickly. As part of this process data is also distributed directly to the frontline and sales management with verbatim comments to ensure the closed loop process is completed. Because the feedback is integrated into Siebel, it is part of the day to day sales and service workflow process. To further drive the change management efforts, recurring workshops, "Client Promise in Daily Work," are held for employees to illustrate the best practices for making customer-centric decisions every day.

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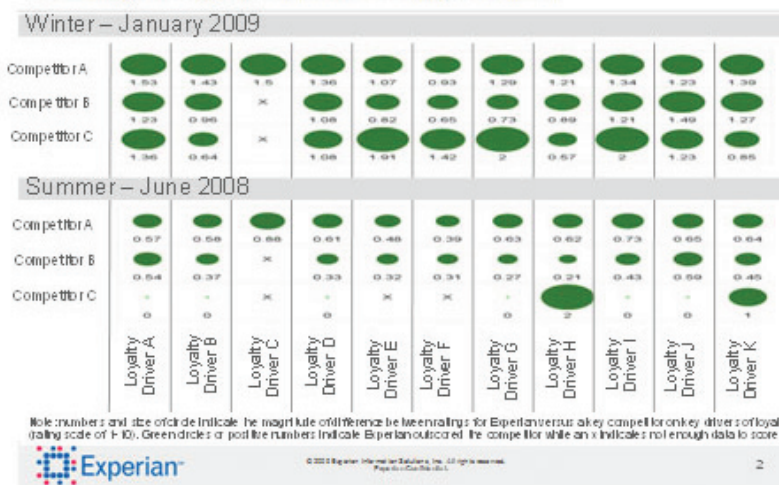
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### Net Promoter Model Delivers Results

Experian partnered with Satmetrix to leverage the technology and expertise needed to design a leading customer experience program. The Satmetrix application provides management reporting to organize the data, executives with a clear picture of client expectations, and competitive views that the company would otherwise have no insight into. The real-time alerting and integration into Siebel enables immediate response to client issues. Additionally, management reports provide sales management with insight into the status of the closed-loop process.

Another important area where the company has seen improvements from its Net Promoter® program is that Experian Credit Services and Decision Analytics continues to pull away from the competition across all key loyalty drivers, leading by at least one full point on a 10-point scale. This has been a key milestone in the VoC program and clearly demonstrates how staying focused on what matters most to customers will lead to improved performance and a differentiated experience.

### Experian CSDA performance Pulling away from the competition





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*"We've seen that in times of great turmoil, clients appreciate exceptional service and a focus on meeting their needs. So as a company we see a clear connection between improving NPS and driving desired behaviors (repurchase, willingness to try new products, and increased wallet-share) resulting in industry leading operating performance illustrated by increased revenues."*

**- Kerry Williams, Group President, Experian Credit Services and Decision Analytics**

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**- Greg Roosevelt, EVP Sales**

With the success of the company's change management, and improvement initiatives completed, there is steady progress in NPS and improved financial results. Despite unprecedented conditions in the financial services industry the consumer credit reporting agency business within Credit Services and Decision Analytics saw its highest NPS ever 33.2 percent.

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## Creating a Single Face to the Customer

Experian significantly improved the customer experience by embracing operational change across the organization. Looking at the gap between client expectations and delivering a seamless experience, revealed that clients were not happy having to interact with four disparate business lines. After detailed root cause analysis, Experian restructured its sales and service organization to provide a single point of interaction for clients and added specific business line expertise. Sales education and a revamped compensation structure supported the move to an integrated sales and service organization. As a result the Net Promoter scores in this area have improved dramatically over the past several years and clients now rate this as a key relationship strength.

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Companies were also looking for Experian to be more of a strategic business partner by providing advice on how they could be more successful. Experian made significant investments in enhancing the skill sets of the sales team (e.g. ongoing industry training, regulatory updates, etc.) and adding industry and vertical consultants to ensure it was providing the strategic partnership desired by clients. As a result today there is virtually no gap between client expectations and their experience in this area.

## Bringing it all Together

While Experian is most proud of its change management and customer-centric culture, staying true to the VoC data and insight has been key. It goes without saying that the financial industry has been extremely hard hit in this economic downturn. As a result, other competitors have made drastic cuts to their businesses to meet economic pressures. A number of these decisions have had a significantly negative impact on the customer experience, resulting in a competitive advantage for Experian. While Experian has also reduced costs, the insight gathered through the VoC program has armed the company to make better decisions, minimizing any impact to the client. This is evident in the most recent scores which show, even in the current economic downturn, Experian has significantly pulled away from competitors across virtually all loyalty drivers.

Implementing a customer experience program has to be a key part of the company's business strategy with sponsorship starting at the executive level. Throughout this process Experian learned some valuable lessons including:

1. the customer experience program should be an ongoing strategy and commitment. You must be patient and not consider this to be a "quick fix";



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2. you need to be able to embrace the operational change required both in the day to day and overall decision making process to ensure your program is successful; and
3. you should find a partner that brings the expertise needed to accelerate success and leverage best practices for delivering an exceptional customer experience.

### 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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