

## 2009 Voice Of The Customer Award Nomination Form

This form must be fully completed and the entire form can not exceed five pages. Nominees can also send up to five PowerPoint slides along within this form. Nominations should be emailed to [voc@forrester.com](mailto:voc@forrester.com) by Friday, May 22nd. Winners will be notified on or before June 19<sup>th</sup>.

### Background Information

Please provide the following contact information for someone in the submitting organization.

<b>Company:</b>	Experian
<b>Division/organization:</b>	U.S. Credit Services Decision Analytics (CSDA)
<b>Contact Name:</b>	Laura DeSoto
<b>Contact Title:</b>	SVP Strategic Initiatives
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<b>Contact Phone Number:</b>	714.830.5207

### Nomination Details

Please answer all of the following questions.

#### What voice of the customer activities are you submitting for consideration?

Describe how your organization listens to your customers, interprets their feedback, and then takes action based on those insights. This will likely be the largest portion of the nomination form.

At Experian we value the Voice of the Customer and for several years we have been working to ensure we deliver a truly customer centric experience. Experian created a common vision for its Voice of the Customer program through, "The Client Promise", which encompasses a variety of listening posts across the enterprise. Experian collects feedback from its customers through surveys to the entire customer base twice a year; transactional feedback comes in daily from technical support; sales and services collect frontline feedback; and ad hoc data collection is gathered from focus groups, market research, client advisory councils and individual client briefings.

Experian has developed a complete closed loop process for both the relationship and transactional feedback. The relationship feedback, which is gathered twice a year, results in



#### Headquarters

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formal action plans and ongoing score card reviews of the committed actions. For daily closed loop processes we have established alerts within our Satmetrix application that are fully integrated into our Siebel CRM system. Any Detractors, someone with a recommend score of 0 – 6, or a Promoter with a recommend score of 10 trigger 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 customer feedback into the hands of our sales teams. As part of this process data also goes directly to the frontline with actual verbatim comments and sales management is also copied so they can follow-up to ensure the closed loop process is happening. Because the feedback is integrated into Siebel, it becomes part of the day to day sales and service workflow process. To further drive the change management effort, we held recurring workshops, “Client Promise in Daily Work” for all employees, to illustrate the best practices for making customer-centric decisions every day.

We have found that seeing the individual customer 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.

Experian has identified 11 key drivers of loyalty that include areas such as:

- Ease of doing business
- Relationship management
- Quality of goods and services
- Operational excellence

These drivers are key levers for the business and performance is measured against the expectations of our customers and how they differ between large accounts, mid tier accounts, and smaller customers. Since each segment has unique expectations we measure our performance based on what attributes matters most to each customer segment, creating a unique and differentiated experience.

We look at our customer segments at the strategic account level (top 15 accounts), national accounts (across industry, region, and territory); and our 15 thousand telesales/largely self-service customers. Each of these segments interacts with Experian differently and have different expectations.

## **How has this activity improved your organization’s business results?**

Please be as specific as possible about business benefits like increased revenue, decreased cost, increased customer satisfaction, or decreased customer complaints.

As we've mobilized the organization and completed targeted initiatives, we've seen steady progress in our NPS results (slide 1) and improved revenue results against competitors. Today, we have the strongest operating performance (revenue growth and margin) against our key competitive set. One of the insights we have from our Net Promoter program is that we are continuing to pull away from the competition across all key loyalty drivers. We now lead by at

least one full point on a 10 point scale (slide 2). This has been a key milestone in our VoC program and clearly demonstrates how staying focused on what matters most to customers will lead to improved performance and a differentiated experience. Lastly, despite unprecedented conditions in the financial services industry our consumer credit bureau business (CIS) saw its highest NPS ever – 33.2% in January 2009. We've seen that in times of great turmoil, customers appreciate even more exceptional service and focus on meeting their needs. So as a company we see a clear connection between improving NPS scores and driving desired customer behaviors (repurchase, willingness to try new products, increased wallet-share) all leading to industry leading operating performance (revenues and margins).

### **How has this activity improved your customers' experiences?**

Please be as specific as possible about how your activity improved the perceived quality of the experience your customers have when interacting with your organization. For example, do you better meet their needs, make it easier to do business with you, or make it more enjoyable to do business with you?

When we first evaluated our Net Promoter Scores we noticed two key areas for improvement across our 11 Loyalty Drivers, (1) Delivering a Seamless Customer Experience and (2) Being a Strategic Partner.

Experian significantly improved its customer's experience by embracing operational change across the organization. Looking at the gap between customer expectations and the current experience in the area of delivering a seamless customer experience, revealed that customers 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 accounts and reorganized business line sales experts as sales consultant overlays to provide functional expertise. Significant sales education and training and a revamped compensation structure supported the move to an integrated sales and service organization. Scores in this area have improved dramatically over the past several years and customer's now rate this as a key relationship strength.

Companies were also looking for Experian to be more of a strategic business partner by providing advice on how they could be more successful. So we made significant investments in enhancing the skill sets of our sales team (e.g. ongoing industry training, regulatory updates, etc) to ensure we were providing the strategic partnership desired by our clients. Additional investments were made in industry and vertical consultants to bring thought leadership and advisory services. Now we see virtually no gap between customer expectation and the customer experience we are delivering.

### **What technology vendors or service providers are critical to your success?**

Please highlight any vendors that have been particularly important to the success of this specific effort, and describe how they helped you succeed.

Satmetrix technology and expertise on how to design a leading customer experience program and implement a closed loop process has been key to our success.

Satmetrix provides us management reporting that enables us to organize the data, provide executives with a clear picture of our customers, and has been key to providing us a competitive view that we would otherwise have no insight into.

Because the system is hosted our customers trust that we are not looking at the results of the survey data in any biased way.

The real time alerting and integration into Siebel enables the frontline to be actionable in responding to triggers. Additionally, the reporting element provides sales management with insight into alerts so they can ensure the closed loop process is completed.

Lastly, Satmetrix brings a wide range of expertise through their account management and professional services organizations. Additionally, the certification course they offer has been invaluable in honing our skills and bring it all together.

### **What are the most innovative characteristics of your activities?**

Please highlight the specific activities or processes that stand out from those of your competitors. How does your effort set you apart?

While Experian is most proud of its change management and customer centric culture shift, we think staying true to our VoC data and insight for making difficult cost cutting decisions is one area that truly sets us apart. It goes without saying that the financial industry has been extremely hard hit in this economic downturn. As a result we have seen competitors make drastic cuts to their businesses to meet economic pressures. Unfortunately, a number of these decisions have had a largely negative impact on customers. While Experian has also had to reduce expenses and make painful cuts, we strongly believe that the deep insight we have through our VoC program has armed us to make better decisions. This has allowed us to largely leave intact the most critical aspects of the value we deliver to customers. As mentioned earlier, we see evidence of this in our most recent client loyalty scores showing Experian has significantly pulled away from competitors across virtually all loyalty drivers during the current recession (slide 2)

### **What lessons have you learned that would be most valuable for other firms?**

Please be as specific as possible about the advice you would give to others facing a similar situation.

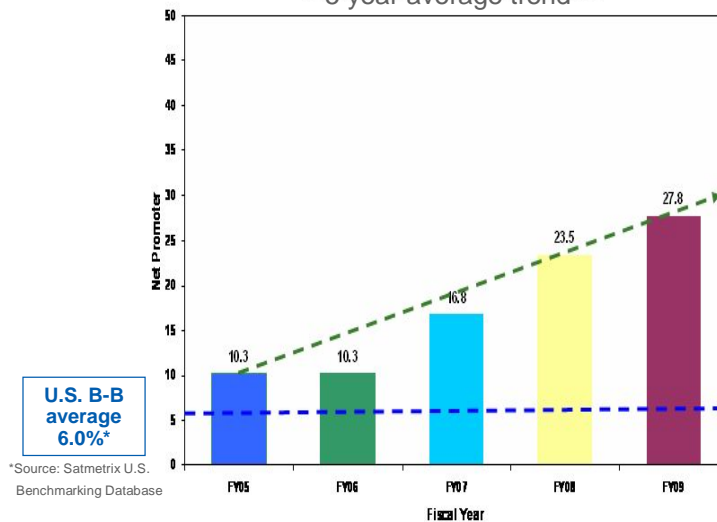
1. Your customer experience program should be an ongoing strategy and commitment. You must be patient and not consider this to be a "quick fix".
2. Companies need to be able to embrace the operational change required both in the day

to day and overall decision making process to ensure your program is successful.

3. Companies should find a partner that brings the expertise needed to accelerate success and leverage best practices for delivering an exceptional customer experience.

## Experian CSDA performance Delivering a better client experience

CSDA Net Promoter Score  
5 year average trend



Credit Services Decision Analytics business results

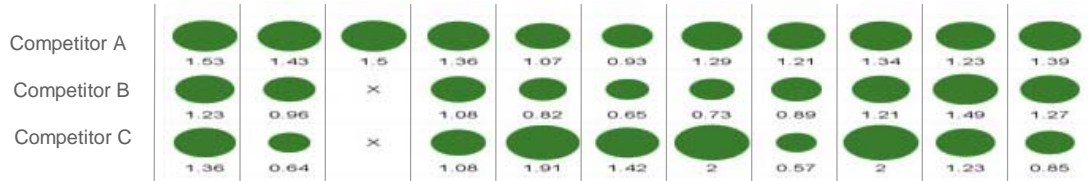


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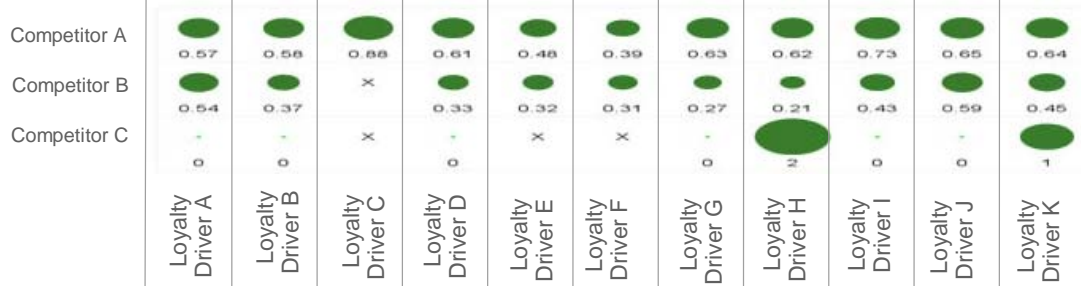
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# Experian CSDA performance Pulling away from the competition

## Winter – January 2009



## Summer – June 2008



Note: numbers and size of circle indicate the magnitude of difference between ratings for Experian versus a key competitor on key drivers of loyalty (rating scale of 1-10). Green circles or positive numbers indicate Experian outscored the competitor while an x indicates not enough data to score.



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