

# Driving Contact Center Excellence and Financial Performance



*If you think managing a single contact center for a single brand is challenging enough, consider for a moment the case of eBay Enterprise. eBay Enterprise manages contact centers that simultaneously support well over a hundred major retail brands—part of a global network of customer service operations with four contact centers, thousands of customer support agents, and services provided in ten languages. Their client base spans the retail spectrum from apparel and fashion accessories to consumer electronics, sporting goods, home appliances, and more.*

*As an important customer-facing partner for the brands they support, eBay Enterprise plays a key role in the overall customer satisfaction for each of these retailers. It's an area they take very seriously—with no room for guesswork—and their focus is delivering a great consumer experience on behalf of the brands and retailers, as well as driving financial gains and operational efficiencies. This case study looks at eBay Enterprise's efforts in this area with support from CFI Group analysts, platform tools, and processes.*

## Customer Satisfaction and Financial Efficiency

The year was 2009, and eBay Enterprise was looking for ways to add more value for their retail clients through quality-based initiatives. One area that quickly came into focus was customer satisfaction (CSAT) drivers and ways to positively impact these from eBay Enterprise's position in the retail value chain. An existing eBay Enterprise retail client referred them to CFI Group, and soon afterward the eBay Enterprise–CFI relationship began. Major differentiators in this case were the scientific rigor behind CFI's American Customer Satisfaction Index (ACSI) methodology and the additional insights and benchmarks available from CFI's proprietary Contact Center Satisfaction Index (CCSI). eBay Enterprise's customer satisfaction program now supports dozens of brands with the CFI Group software tools and methodology, representing the majority of contacts of their total contact center volume.

A major program benefit is the positive connection between customer satisfaction and financial efficiency/performance. eBay Enterprise has proven that it's very possible to make substantial gains in customer satisfaction without simply throwing more money and resources at the challenge. In effect, they're producing more revenues for their brand clients at lower incremental costs. By making smart investments and operational tweaks based on solid CSAT data, eBay Enterprise has crafted a financially efficient approach that's a win all around—for eBay Enterprise, the retail brands they support, and end consumers who get better service as a result of continuous improvements.

# eBay Enterprise – Client Success Story

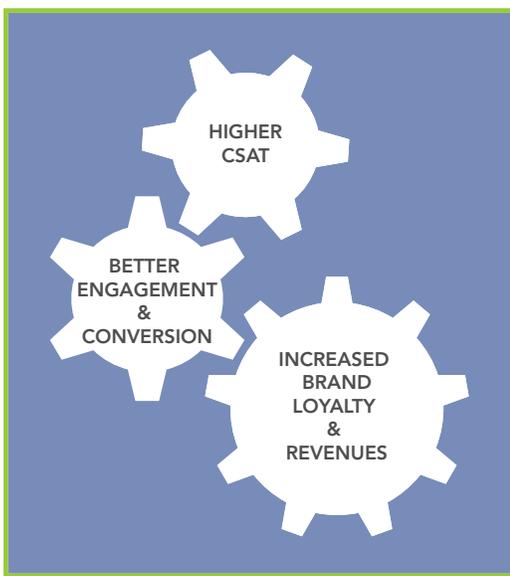
eBay Enterprise can also now identify key drivers of customer satisfaction on a per-brand basis. This allows them to work in a very consultative role with their clients, providing detailed insights and recommending specific actions for each brand's unique situation. When combined with CFI Group's ongoing CCSI benchmarks, eBay Enterprise's brand-level analyses provide their clients with both macro- and micro-level insights to help drive continuous CSAT improvements.

Robin Gomez, eBay Enterprise's Director of Operational Excellence, originated this effort in 2009 and continues to lead it today. "Customer satisfaction processes and metrics are woven into the daily focus here at eBay Enterprise", states Robin. "We leverage the CFI software tools, methodology, and team members to make steady improvements that are data-based and process-driven."

eBay Enterprise's work in this area originated within their contact center operations, but also includes insights they uncover in customer service that help improve processes within fulfillment and web store areas—thereby delivering a better overall consumer experience. eBay Enterprise's CSAT initiatives also help them benchmark their operations against industry standards for contact center processes and management.

As a result of this program, eBay Enterprise is now:

- › Incorporating customer satisfaction metrics into all internal eBay Enterprise scorecards
- › Serving as proactive consultants to their client brands; offering specific customer satisfaction improvement recommendations on a per-brand basis
- › Systematically tracking and responding in real-time to critical customer satisfaction issues
- › Conducting accurate root cause analyses—identifying actual drivers of CSAT rather than relying on gut feelings and anecdotal opinions
- › Using CSAT insights to manage eBay Enterprise contact center agents and prioritize areas for agent skill improvements
- › Producing higher-level insights that can be leveraged across essentially all the retailers and brands they support
- › Validating their contact center operating performance and processes against industry standards



*The chain of impact from higher customer satisfaction to increased brand loyalty and revenues is clear.*

## Positive Impacts on Operational and Financial Performance

eBay Enterprise tracks and correlates a number of operational metrics impacted by customer satisfaction and its component drivers. For example, revenue and support cost can be tracked on a per-contact basis; these generally correlate well with CSAT scores and also provide directional insights for the underlying brand.

Highly satisfied customers also respond better to retailers' email promotions, including higher open and response rates vs. overall averages. eBay Enterprise's work has helped to prove—across multiple brands—that this higher engagement corresponds to higher web store conversion rates and increased revenues per customer.

In contact centers, first contact resolution (FCR) metrics are critically important, as they tie directly to customer satisfaction. Fortunately for eBay Enterprise, their FCR rate looks strong and has trended steadily upward in recent quarters. eBay Enterprise's processes supporting rapid problem resolution are major drivers of overall customer satisfaction and the increasing CSAT metrics tied to FCR directly illustrate and quantify this connection.

# eBay Enterprise – Client Success Story

## Getting the Most from CFI Group's Technology Platform

eBay Enterprise is a great example of a CFI Group client that maximizes the value delivered by CFI's cloud-based software technology platform. They are a heavy (daily) user of the portal's reporting tools for real-time insights across all brands, including ad hoc statistical analyses of raw data and MS Excel exports for further customized analyses.

The eBay Enterprise Operations Team uses the CFI Group's proprietary Case Management module to drive real-time corrective actions and continuous improvement. For example, based on threshold criteria established by eBay Enterprise, the CFI platform automatically triggers an alert notification so that managers can coach agents on contact resolution techniques based on a specific situation. The Case Management module helps eBay Enterprise proactively examine and manage these events, identify patterns and customer segments, and leverage actual cases for agent training.

eBay Enterprise also utilizes the CFI platform's verbatim comments, text analytics, and document management features.



## eBay Enterprise and CFI Group – Building Stronger Contact Centers That Drive Business Growth

The data-based, process-driven customer satisfaction program in place at eBay Enterprise has certainly proven beneficial to the brand and retail clients they support. As an important element of eBay Enterprise's business philosophy and operations, the program has also benefitted eBay Enterprise in terms of client loyalty and new business development. It's not uncommon for Robin to personally conduct a demonstration of the supporting platform tools to educate existing clients (and prospective new eBay Enterprise clients) about the ongoing tangible benefits of partnering with eBay Enterprise.



"Working with CFI has been an adventure (in a good way). Their programs and technologies have moved well beyond when we first started working with them and we look forward to seeing what's next."

— Robin Gomez, *Director, Operational Excellence*

And while this program certainly maintains a contact center focus, it is also uncovering insights that help other functional areas through identification of potential opportunities as they are all intertwined in terms of the overall customer experience with a brand.

The eBay Enterprise–CFI program is driving better ROI-based investment decisions both for eBay Enterprise and the clients they support, and helping to build bridges across the organization. Together the companies have built an approach that translates into more satisfied end consumers, stronger brand loyalty and revenue growth for eBay Enterprise clients; as well as business efficiency for eBay Enterprise.

*To explore how your contact center can turn deeper customer insights into tangible operational and financial gains, simply contact CFI Group today.*

# ebay Enterprise – Client Success Story

## About eBay Enterprise ([www.ebayenterprise.com](http://www.ebayenterprise.com))

eBay Enterprise provides commerce technologies, omnichannel operations and marketing solutions for the world's premier retailers and brands. eBay Enterprise's commerce services, which include technology, order management, payment processing, warehouse and store fulfillment and customer care, are available on a modular basis or as part of an integrated solution. eBay Enterprise's marketing solutions include a suite of performance marketing channels, customer relationship management, marketing analytics and attribution, media mix optimization as well as global digital agency services that provide strategic and creative direction. eBay Enterprise is headquartered in King of Prussia, Pa. and has major service offices in New York, Los Angeles, Barcelona, Spain, and London. More information can be found at [ebayenterprise.com](http://ebayenterprise.com). eBay Enterprise is an eBay Inc. (Nasdaq: EBAY) company.



## About CFI Group ([www.cfigroup.com](http://www.cfigroup.com))

CFI Group is a global leader in providing customer feedback insights through analytics. CFI Group provides a technology platform that leverages the science of the American Customer Satisfaction Index (ACSI). This platform continuously measures the customer experience across multiple channels, benchmarks performance, and prioritizes improvements for maximum impact.



Founded in 1988 and headquartered in Ann Arbor, Michigan, CFI Group serves global clients from a network of offices worldwide. Our clients span a variety of industries, including financial services, hospitality, manufacturing, telecom, retail and government. Regardless of your industry, we can put the power of our technology and the science of the ACSI methodology to work for you.

## About The ACSI ([www.theacsi.org](http://www.theacsi.org))

The American Customer Satisfaction Index (ACSI) is the only uniform, cross-industry measure of customer satisfaction proven to predict financial results. Founded at the University of Michigan's Ross School of Business, the ACSI is a leading economic indicator of consumer spending in the United States.



The ACSI measures more than 230 companies and organizations across 43 industries, representing close to half of the U.S. economy. Nearly 20 years of data from the ACSI show that customer satisfaction is an indicator of financial results on both macro and microeconomic levels, including shareholder value and cash flow volatility. The U.S. Federal Government also uses the ACSI as the gold standard of satisfaction measurement for its agencies.