



YOU SAY YOU WANT A (CULTURAL) REVOLUTION?

A Rebadging Case Study

A North American automotive manufacturer was at wit's end. High attrition and poor customer satisfaction from a frustratingly ineffective customer service provider led the company to reach for the reset button—and to rebadge with Alorica. As a result, the client experienced a **7% increase in employee satisfaction** and record-breaking CSAT scores.

But we'll get into all that.

THE CHALLENGE

- High **agent attrition**
- **Low customer satisfaction** scores
- **Poor relationship** with current vendor

THE RESULTS

- **7% increase in employee satisfaction**
- **40+ town halls** held for 600 employees
- Quarterly business reviews with client to add value and improve partnership
- **Participation from all levels of Alorica** (including CEO) to ensure success



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THE CLIENT

Poor Contact Center Culture = High Attrition, Low Customer Satisfaction

As a major automotive manufacturer, the client had a long history of outsourcing its contact center operations. However, when their contact center was acquired by a new vendor, an already-mediocre relationship turned sour. Attrition went up, customer satisfaction metrics nosedived and the client began to seek out a new partner.

It was imperative that their new provider would:

- a) Truly care and provide for their employees
- b) Demonstrate a commitment to the North American market
- c) Possess a scalable footprint and management team

As a leader in employee satisfaction—and with the largest footprint in North America—Alorica was the perfect match.

And we were ready to prove it.

“We invested heavily up front in showing that we mean business when we say that we provide a great culture for our employees, but we also planted the seed that we still have high expectations around performance.”

*–Jason Smith, Vice President,
Travel and Automotive, Alorica*

THE SOLUTION

Building an Insanely Great Culture...

Our first critical step was to gain employee trust. We actively engaged our team members and gave them the incentives and tools needed to excel in their roles.

Alorica was going to be a different kind of company—here’s how we did it:

- **Met or exceeded previous compensation.**
Alorica worked with employees to verify their current compensation. Then, through initial wage contracts and planned wage raises shortly after launch, Alorica increased annual employee compensation by as much as 15%.
- **Committed to open communication & transparency.**
Immediately after signing a contract with the client, Alorica held more than 40 town halls for the site’s 600 employees to answer questions and explain how we would create a better work culture. In addition, we sent out daily email communications with rebadge updates and provided an email address where employees could reach us directly about issues that mattered most to them.
- **Ensured continuity and an employee-first mindset throughout the transition.**
Alorica went to great lengths to guarantee that there would be no lapse in pay during the transition. If funds weren’t transferred to an employee’s account, they could get a pay card, providing instant access to their wages.
- **Provided a fun, energetic environment.**
During the rebadge launch, Alorica boosted employee morale with a multi-day ribbon cutting event, featuring catered lunches for team members, on-site DJs and other fun events. Even our CEO, Andy Lee, came out to welcome the new employees to Alorica!

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...and Showing Our Client that We're a Different Kind of Partner.

We went above and beyond (it's what we do!), and pulled together a cross-functional team to document issues and identify opportunities. Setting up formal quarterly business reviews, the team shared tangible materials and details that communicated how Alorica was exceeding KPIs and cultural performance expectations, while constantly reviewing opportunities to improve.



THE OUTCOME

Better Engagement. Better Performance. A Better Partnership.

Our commitment to transparency and clear communications formed the foundation for a wildly successful rebadge. Because of our efforts, we achieved:

 **7%** increase in employee satisfaction

 **5-point** increase in CSAT scores for marketing support

 **Highest CSAT score** for technical support in the last year

 **23%** improvement in average days to close for customer care support

According to the client, this was the smoothest rebadge transition they'd experienced, bar none.

Let's be honest—that makes us feel pretty darn good.

Success leads to a Stevie®!

Thanks in part to these rebadging efforts, we were awarded a **2018 Gold Stevie Award** for *Customer Service or Call Center Consulting Practice of the Year*.



ABOUT ALORICA

Alorica is a global leader in customer experience solutions. We are made up of more than 100,000 passionate problem solvers who make lives better through positive customer interactions—at every touchpoint—across voice, chat and social. Leveraging innovative technologies—including intelligent automation and a comprehensive analytics suite—we support the world's most respected brands with the talent and resources necessary to create insanely great experiences. Alorica provides a host of world-class services—from customer care to financial solutions and digital services—to clients across industries of all kinds, many of whom are on the Fortune 500. Celebrating our 20th anniversary this year, Alorica contact centers and operation hubs span the globe with 130 locations in 15 countries. To learn more, visit www.alorica.com.

