



# Contact Center Satisfaction Index 2012

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2012 marks an important change to the annual CCSI study. Since its initial fielding, the proportion of non-call interactions reported by our respondents reached 30%. To reflect this shift, we are renaming the Index from "Call" to "Contact" Center Satisfaction Index.

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EXECUTIVE SUMMARY..... 3

INTRODUCTION..... 4

WHY DO PEOPLE REACH OUT FOR SERVICE? ..... 8

HOW ARE PEOPLE CONTACTING US? ..... 9

WHEN PEOPLE CALL, HOW DOES IT GO? ..... 11

THE FUTURE OF THE CONTACT CENTER MIX ..... 12

SOCIAL MEDIA – SERVICE CHANNEL V. DAMAGE CONTROL..... 15

OFFSHORE CALL CENTERS ..... 17

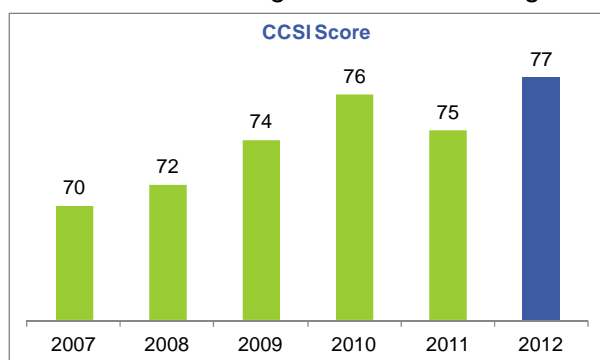
INDUSTRY ANALYSIS ..... 20

KEY TAKEAWAYS..... 21

INDUSTRY DETAIL .....APPENDIX

## EXECUTIVE SUMMARY

The sixth year of the Contact Center Satisfaction Index (CCSI) study shows a resumption of the slow but steady increase in satisfaction with the contact center function. Last year's modest 1 point dip left us with the question "pause or flattening?" With results in for 2012, the answer appears to have been pause, as the overall CCSI score reached a new high of 77 on a 0-100 scale. Additionally, the key drivers of satisfaction contributed across the board to this overall increase in the CCSI with no single driver accounting for a disproportionate amount of the increase.



2012 saw the mix of service methods utilized by companies grow to the point that *non-call* service methods such as email, web, self-service, chat, etc., finally crossed the 30% threshold. Customer service centers are now truly "contact" centers and not just "call" centers. While phone calls remain dominant, email, web and chat are shown to be meaningful (and desired) alternatives.

Social media remains a hot topic, but not in the manner we expected. Results show that this is not currently a first-line service channel. Rather, social media is most utilized as a more personal "damage control" mechanism. With an increasing number of customers talking about contact center experiences online, it will be money and time well spent to break down some of the social media silos within the enterprise. With good internal communication, a company's social media channels can provide valuable information, knowledge, and tools to the contact center.

Following up with customers on social media leads to higher customer satisfaction and more recommendations. According to CCSI data, customers who received follow-up on social media are 20% more satisfied and 15% more likely to recommend the company than those whose social media comments were ignored.

Six years of data clearly shows that offshoring customer service has become firmly entrenched in the industry. Regardless of the perceived inferior performance of offshore centers in the eyes of consumers, the cost savings are undeniable. When the CCSI launched in 2007, the issue of offshoring in the call center industry was front page news, and customers were extremely unhappy with the service they were receiving from offshore call centers. Call centers that were perceived to be located offshore had remarkably low customer satisfaction, with an average CCSI score of just 52 on a 0-100 scale.

Over the past five years, steady improvement in offshore center performance reflects ongoing efforts on the part of companies in the industries studied by the CCSI. First, companies have refined which calls are sent offshore, exporting higher volume, easier to service, general service/support type calls to offshore centers. Second, offshore centers have received increased training to better prepare for supporting U.S. consumers. Taken together, these actions have led to a 20% increase in offshore center scores over the past 6 years, from a CCSI score of 52 in 2007 to 62 in 2012. In contrast, onshore scores have increased by 9% over this same period.

## INTRODUCTION

2012 marks an important change to the annual CCSI study. As of 2012, the quantity of non-call interactions reported by respondents reached 30%. Accordingly, the Call Center Satisfaction Index is now the *Contact* Center Satisfaction Index.

Contact centers are big business; they are expected to deliver on the company brand experience and affect company revenue and profit. The strategic importance of customer contact centers requires meaningful metrics and advanced analytics capable of linking performance to behavioral and financial outcomes.

CFI Group has conducted an extensive study of customer satisfaction with contact centers: the 2012 Contact Center Satisfaction Index (CCSI). The purpose of this study is to aid executives as they navigate a challenging business climate and evolving role of customer service. This is the sixth consecutive year that CFI Group has administered this study using the proven methodology of the American Customer Satisfaction Index (ACSI).

In 2012, the aggregate CCSI across measured private sector industries rises 2 points to 77 on a 100 point scale.

### The CCSI Measurements

The 2012 CCSI quantifies the impact contact centers have on customer satisfaction and loyalty across the following eight industries:

- Banking/Credit Unions
- Cell Phone Service
- Insurance – Health
- Insurance – Property & Casualty
- Personal Computers
- Retail
- Subscription Television Service
- Software

The CCSI uses the proven and predictive methodology of the ACSI. The ACSI methodology quantifies how improvements to different aspects of the contact center experience lead to improvements in customer satisfaction and, ultimately, loyalty.

### About the ACSI Methodology

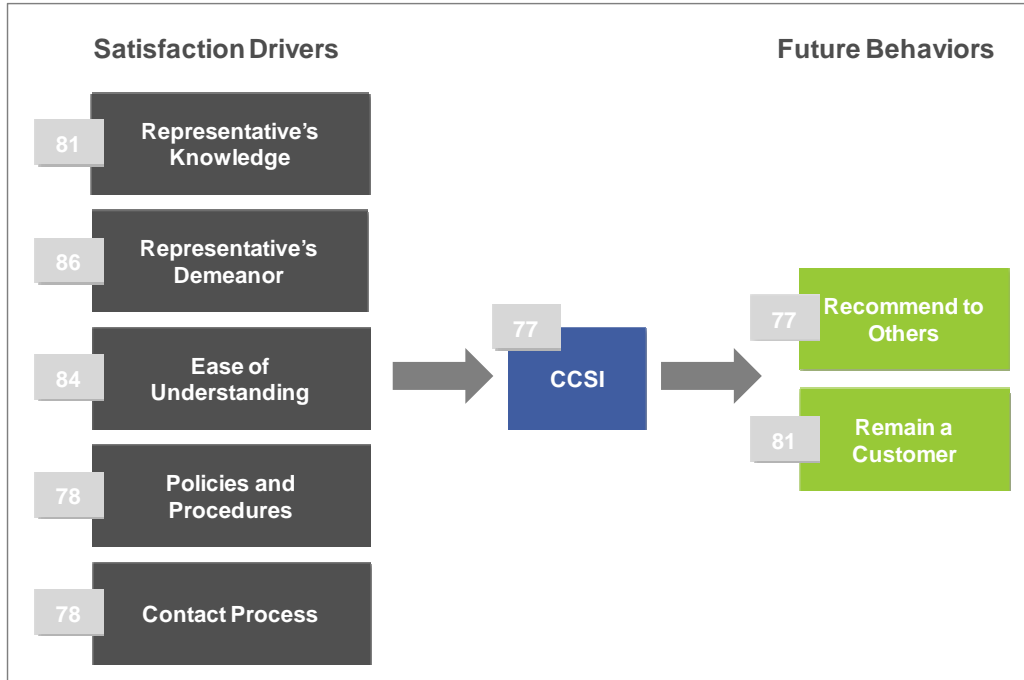
The American Customer Satisfaction Index ([www.theacsi.org](http://www.theacsi.org)) is the only uniform, national, cross-industry measure of satisfaction with the quality of goods and services available in the United States. A key distinguishing feature of the ACSI methodology is its patented scientific approach to customer satisfaction measurement. When applied to your organization, the unique cause-and-effect methodology of the ACSI shows how satisfied customers are today, and how satisfaction leads to desired results. This one-of-a-kind methodology also gauges satisfaction with specific elements of the customer experience that influence overall satisfaction and future success.

The ACSI is an important indicator of economic performance, both for individual firms and for the macro economy. As such, the national ACSI score has been shown to be predictive of both consumer spending and stock market growth, among other important indicators of economic growth. Perhaps most revealing, however, have been the linkages discovered between aggregate ACSI growth, aggregate corporate earnings growth (among S&P 500 companies), and average Market Value Added (MVA), which measures a firm's success in creating wealth for shareholders.

As shown in Figure 1, there are five measured drivers of satisfaction with the contact center experience:

- Representative's Knowledge
- Representative's Demeanor
- Ease of Understanding the Representative
- Policies and Procedures
- Contact Process

Figure 1 - 2012 CCSI Model



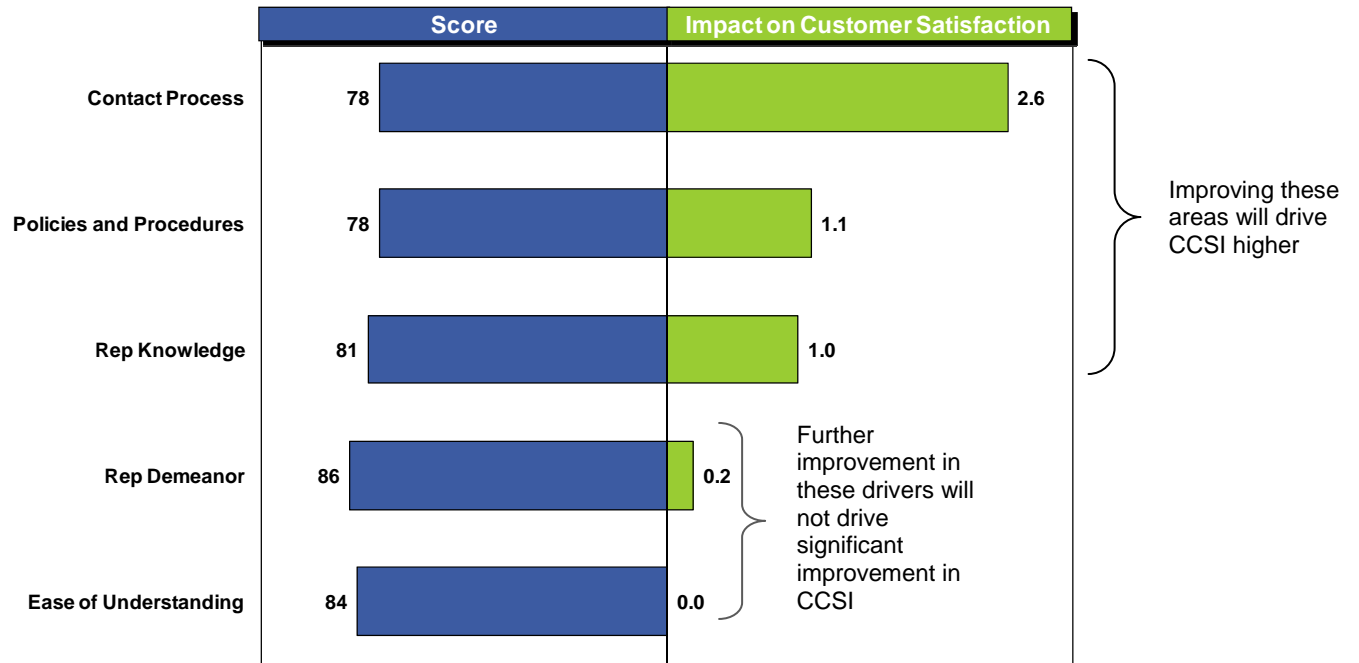
### Key Driver Impacts

The 2012 CCSI looks at five elements of the customer experience as drivers of satisfaction. Improvements to these drivers will lead to a higher overall CCSI score, which will result in higher customer loyalty and a greater likelihood that those customers will recommend the company.

The patented ACSI methodology calculates an “impact” for each satisfaction driver, quantifying its potential to improve the overall CCSI score. As shown in Figure 2, improvements to *Contact Process* will have the greatest impact on customer satisfaction—more than TWICE the impact of improving *Policies and Procedures* or *Representative's Knowledge*.

The way to interpret Impact Values is as follows; for every 5 point improvement in a driver score, CCSI will improve by the value of the impact. For example, in Figure 2, if *Contact Process* improves from 78 to 83, the CCSI score would improve by 2.6 points, from 77 to 79.6. Similarly, a 5 point improvement in *Policies and Procedures*, from 78 to 83, would drive the CCSI score higher by 1.1 points.

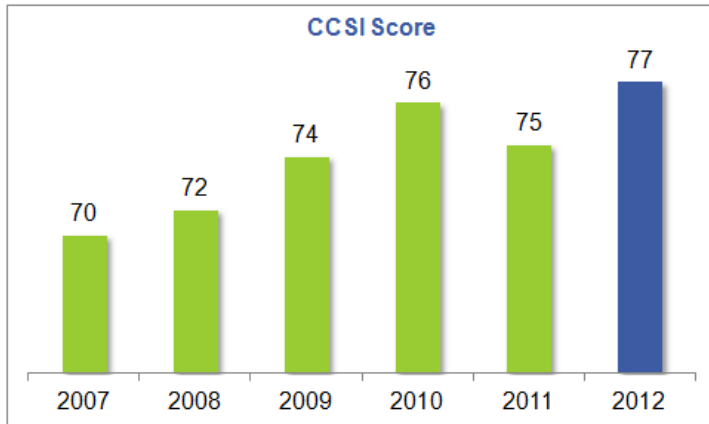
Figure 2 - CCSI Driver Impacts



When reviewing the chart in Figure 2, it should be noted that drivers with low impacts should not be interpreted as “not important” to the customer experience. Rather, low impact drivers are an indication that further improvement will not have as great an impact on satisfaction compared to other options. Remember, the ACSI methodology is about identifying the greatest return (in terms of higher satisfaction) on investments, not just high scores for the sake of high scores.

### CCSI Over Time

Figure 3 – CCSI Over Time

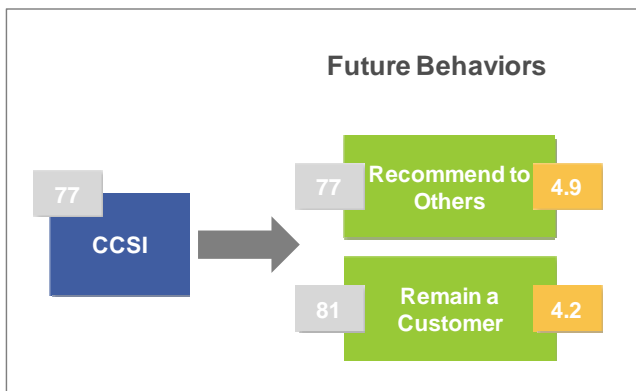


CCSI has risen slowly but steadily over the six years of the study. This steady improvement can be attributed in part to the ongoing development and adoption of innovative technologies such as advanced call handling, scheduling, knowledge management, voice/text analytics, etc. Further, as companies have come to realize the importance of the service function to long-term success, they have raised their game in recruiting and retaining ever more competent managers to oversee this function within the organization.

### CCSI and Future Behaviors

The purpose of measuring satisfaction is not simply for the sake of measurement, it is to understand the impact that improvements (or degradations) will have on future customer behaviors. As we calculate the impact of drivers on CCSI, we can also quantify the impact of CCSI improvements on future behaviors. The diagram below shows the current state of affairs for 2012. As you can see, there is roughly a 1:1 relationship between a change in CCSI score and change in the *Recommend to Others* and *Remain a Customer* scores. In actuality, observations slightly outperformed predictions, as a 2 point increase in CCSI in 2012 resulted in a 3 point increase in both the *Recommend to Others* and *Remain a Customer* scores in 2012, when compared to 2011. The *Recommend* score rose from 74 to 77 and the *Loyalty* score rose from 78 to 81.

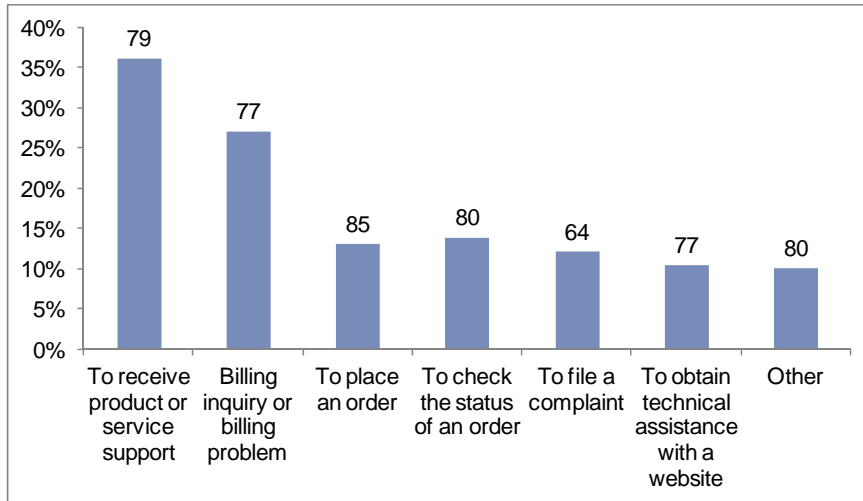
Figure 4 – CCSI Impact on Future Behaviors



## WHY DO PEOPLE REACH OUT FOR SERVICE?

While there are a myriad of reasons customers need to reach out to an organization’s contact centers, we categorize these reasons into a more manageable set of classifications as shown in Figure 5. While the actual percentage distribution across contact reasons has varied from year to year, the two major contact reasons have remained the same: *Product/Service Support* and *Billing Issues*.

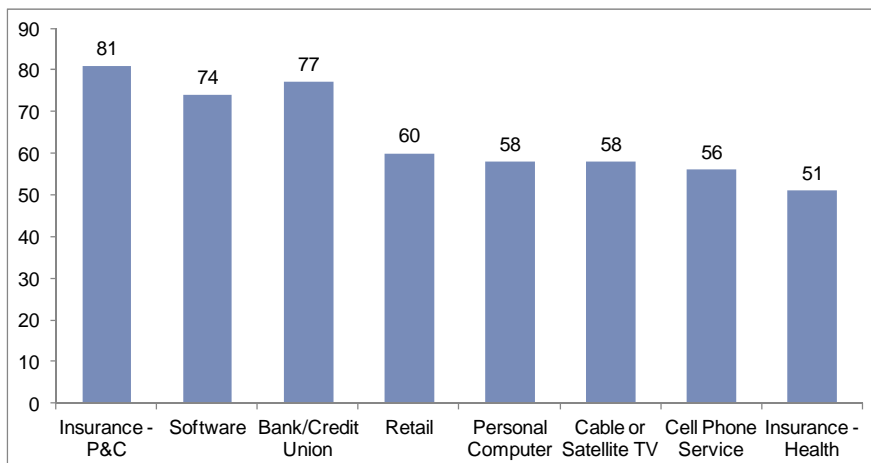
**Figure 5 - Contact Reason Frequency w/ CCSI Scores Listed Above the Bars**



Not surprisingly, simpler contact reasons (*Place an Order, Check the Status of an Order*) show higher satisfaction scores than do more difficult contacts that deal with money (*Billing Inquiry or Billing Problem*) or complaints.

Looking closer at complaint contacts, Figure 6 shows a breakdown for satisfaction scores with complaint contacts across the industries. Note that those industries that involve goods and services that are more lasting or “locked in” tend to experience lower satisfaction scores for their complaint contacts than do those industries where the barriers to switching are lower.

**Figure 6 – CCSI Scores for Complaint Contacts by Industry**

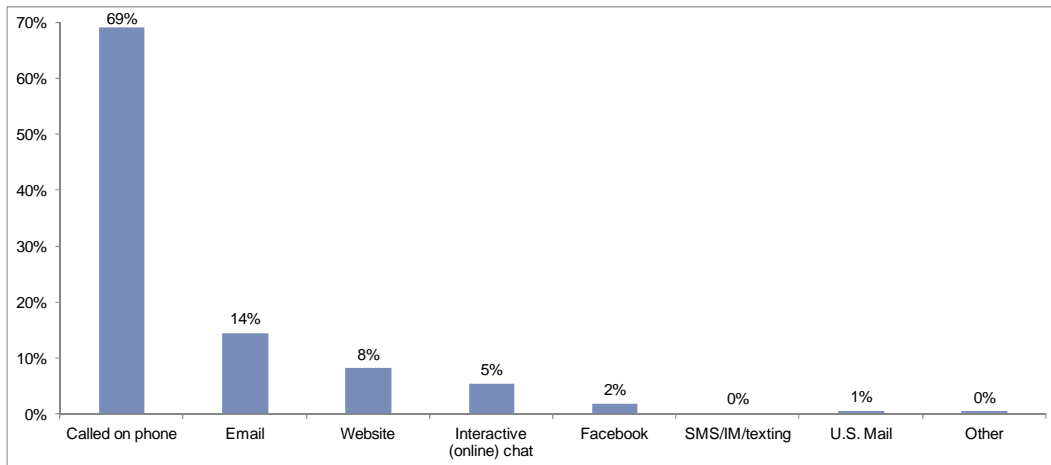




## HOW ARE PEOPLE CONTACTING US?

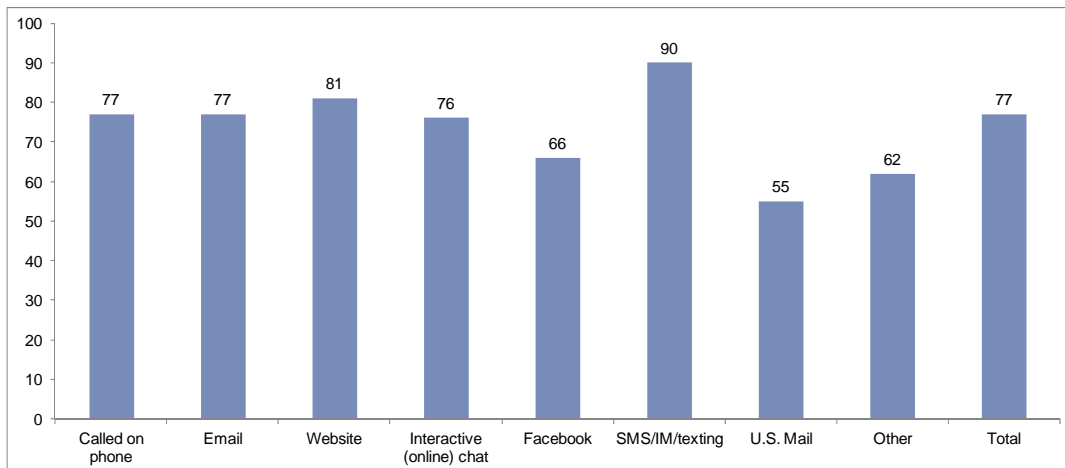
Through the first five years of the CCSI focused exclusively on satisfaction with calls. Data were collected concerning whether or not the call was the first method of contact tried and if not, why the initial (and assumingly preferred) method was unsuccessful. Over the years we have observed that this notion of an alternative first contact method has been growing steadily. As such, starting in 2012, we opened up the sample pool to include any contact method, not just calling. Figure 7 shows the breakdown of contact methods in 2012. Clearly, *Email*, *Website*, and *Interactive (online) chat* dominate the non-call contact methods. Notably, social media (Facebook, SMS/IM/texting) was virtually non-existent as a customer-initiated service channel. However, data reveal a small, but growing scenario wherein social media is being effectively used for recovery and damage control instigated by the companies themselves. This phenomenon is explored in a bit more depth later in this report.

Figure 7 – Percent Breakdown of Contact Method



As shown in Figure 8, satisfaction with *Called on phone* is 77, matching the average customer satisfaction score for all contact methods in *Total*. As such, treatment of CCSI scores for trending purposes as we expanded our scope in 2012 and beyond to include non-call contacts will be relatively seamless.

Figure 8 – CCSI Scores by Contact Method



2012 Contact Center Satisfaction Index (CCSI)

Tying it all together, Figure 9 shows how the various contact reasons are spread across contact methods. Note that percentages do not total to 100% for *Contact Method* columns as respondents may indicate multiple reasons for contacting customer service.

**Figure 9 – Contact Reason by Contact Method with Percentage and CCSI Scores**

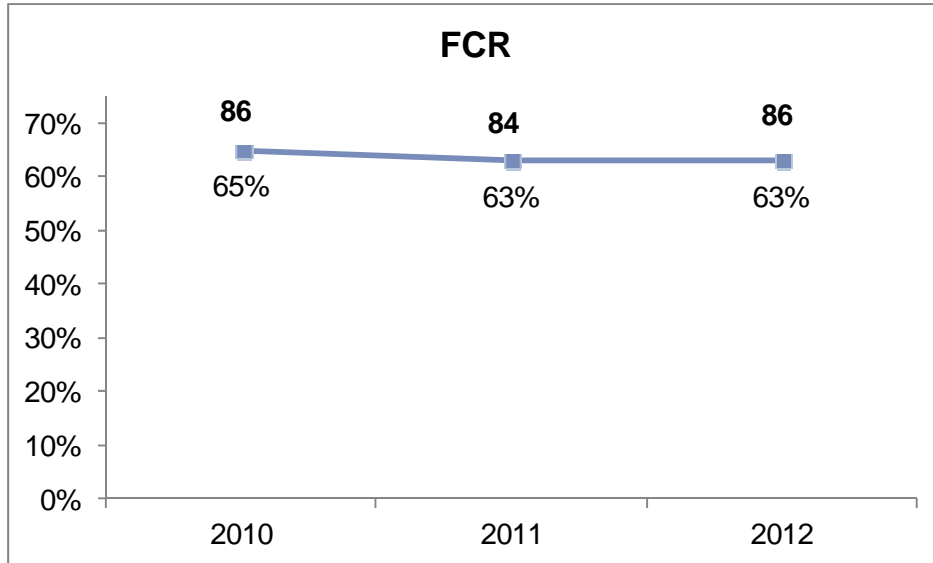
Contact Reason	Called %	Called CCSI	Email %	Email CCSI	Website %	Website CCSI	Chat %	Chat CCSI	Facebook %	Facebook CCSI	TOTAL/AGGREGATE
To receive product or service support	37%	78	39%	80	44%	86	39%	74	36%	84	39%/79
Billing inquiry or billing problem	33%	76	19%	82	19%	86	33%	75	12%	62	28%/77
To place an order	12%	83	16%	87	22%	89	8%	85	36%	82	14%/85
To check the status of an order	12%	81	20%	80	18%	81	15%	88	29%	72	14%/81
To file a complaint	11%	65	20%	66	12%	69	13%	58	29%	46	13%/65
To obtain technical assistance with a website	10%	77	10%	73	13%	81	13%	83	21%	64	10%/77
Other	11%	80	9%	77	8%	81	10%	83	2%	0	11%/80
TOTAL/AGGREGATE	126%	77	134%	77	136%	81	133%	76	164%	66	100%/77

In Figure 9, the green shading indicates a CCSI score that is higher for that combination of contact reason/contact method as compared to the CCSI score for the contact reason in the aggregate. Not surprisingly, those methods (*Website* and *Email*) that give the customer the most control over their interaction timing, and provide self-service, yield the highest levels of satisfaction.

## WHEN PEOPLE CALL, HOW DOES IT GO?

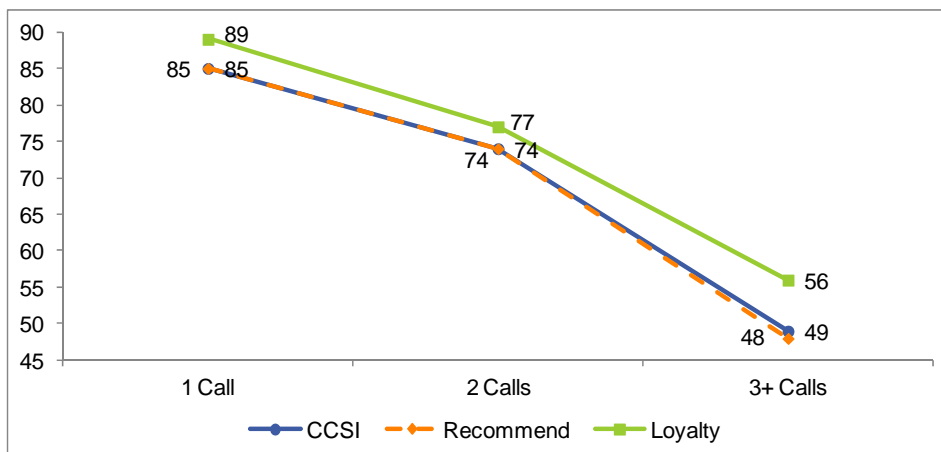
First Call Resolution (FCR), the holy grail of contact center satisfaction, continues to hold fairly steady in the mid 60% range for 2012. In Figure 10, CCSI scores also remain steady in the mid 80's for those achieving successful FCR.

**Figure 10 – FCR Percentage 2010-2012 (with CCSI score)**



Knowing that FCR is incredibly important to satisfaction, it is also useful to see the impact of NOT achieving successful FCR. As shown in Figure 11, when a query is not resolved in the first call, and the customer has to call a second time, their CCSI score drops 12 points, or 14%. If the customer has to call back three or more times the decline in customer satisfaction is even more dramatic: 34 points, or 40%. As noted earlier, there is almost a 1:1 relationship between CCSI and future behaviors such as *Loyalty* and *Recommend* these scores plummet as the number of calls to resolution increases.

**Figure 11 – Score Decay as Calls to Resolve Increase**



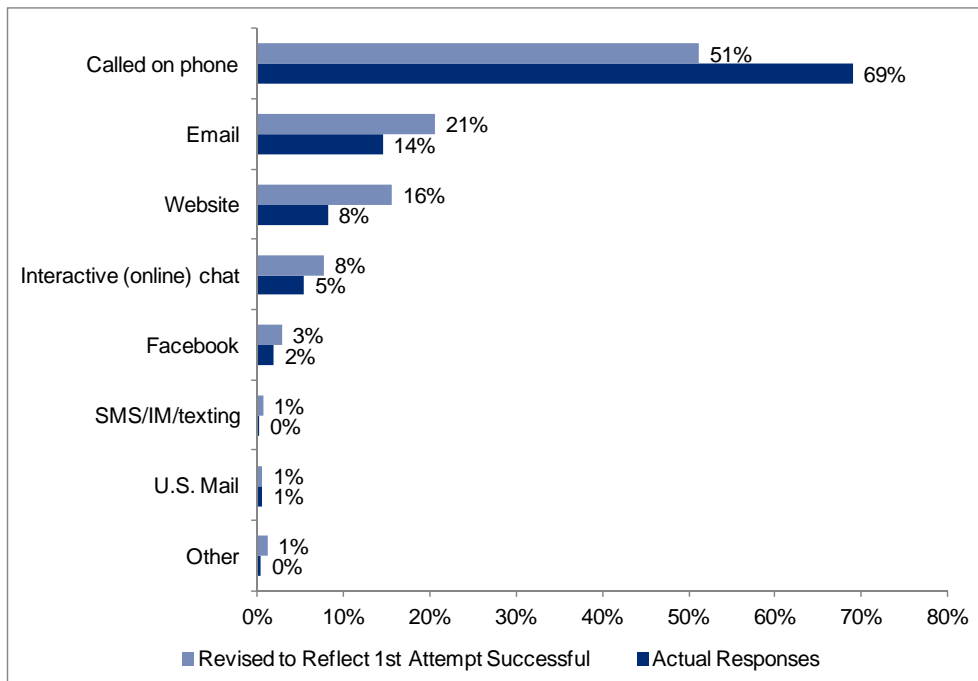
## THE FUTURE OF THE CONTACT CENTER MIX

2012 marks a milestone for contact centers. For the first time, more than 30% of CCSI respondents contacted customer service through methods other than calling on the telephone. While this non-call mix has been growing over the past six years, another phenomenon has been occurring that appears related: the CCSI score for the industry has also been slowly rising as well.

At the core of this movement is an undeniable desire on the part of consumers to control their own fate. Be it something as simple as controlling the timing and convenience of dealing with problems or going so far as to quickly resolve their problems themselves, personal control (and convenience) is a more satisfying experience.

With these two phenomena taken together, how high could the CCSI possibly go? To answer this question, we asked consumers who indicated that they called, but the call was not their preferred method of contact, to identify their first choice. The aim was to uncover where the problems lie in the other channels, and quantify how many people could ultimately move to the non-calling channels (and higher levels of satisfaction) if the channel were only better prepared to handle their issues. Figure 12 shows this revised contact mix. Given a more “perfect” world, the contact mix could/would drive the non-call contact channels to nearly 50%.

Figure 12 – Revised contact mix to reflect 1<sup>st</sup> preferences for contact



If those customers who call only as a second choice are able to use email or the website instead, the shift of customers to a more satisfying online channel is estimated to result in a 5-6 point gain in CCSI over time.

This bodes well for companies that strive to accommodate the needs and desires of their customers as we know that there is almost a 1:1 relationship between driving satisfaction and the resultant future behaviors of loyalty and recruitment (recommend).

So, where should we look for improvement? The answer lies in asking consumers directly, “Why did your first choice of contact fail?” Figure 13 shows us that the greatest opportunity lies in improving the information access in some fashion and general timeliness. Looking further, Figures 14 and 15 shows fail points for the two most popular non-call channels, email and websites.

Figure 13 – Reason First Contact Method Did Not Work

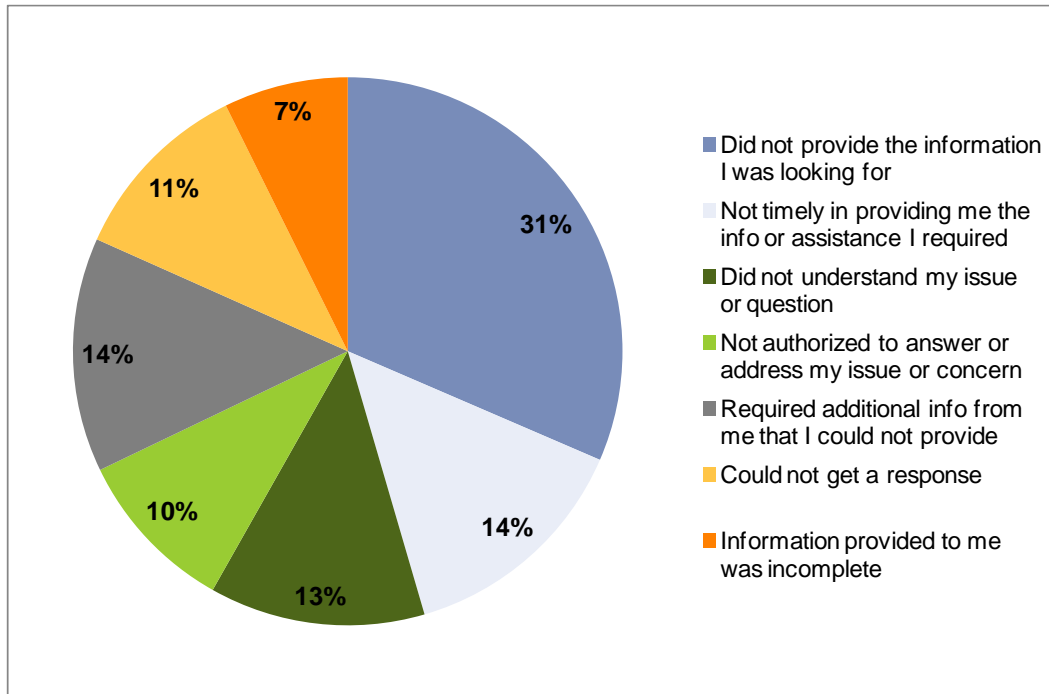


Figure 14 – Fail Points for Email Contacts

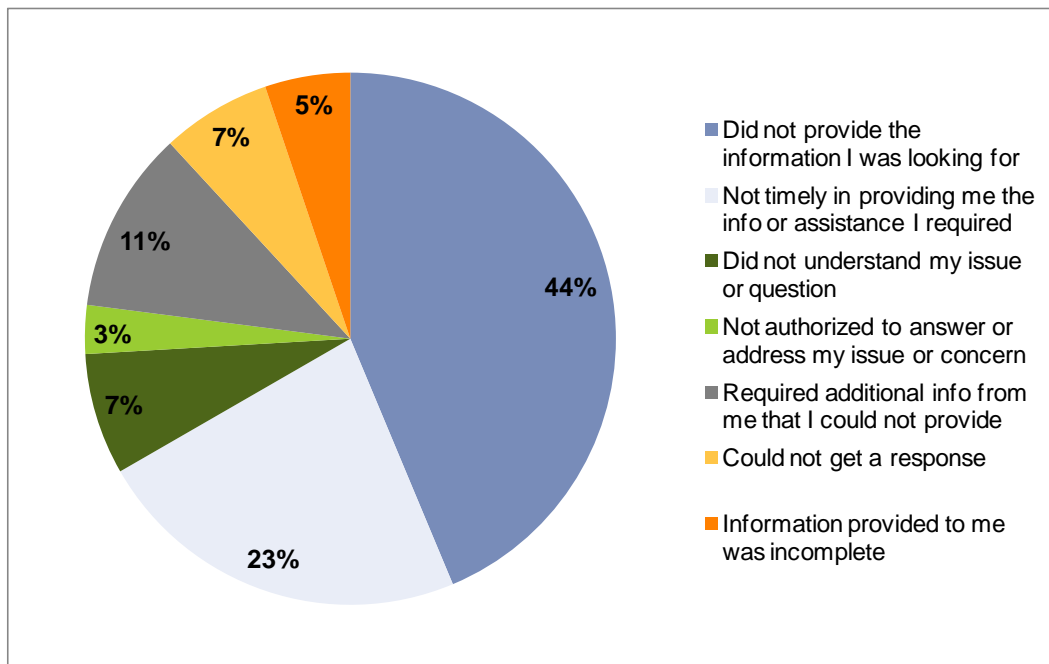
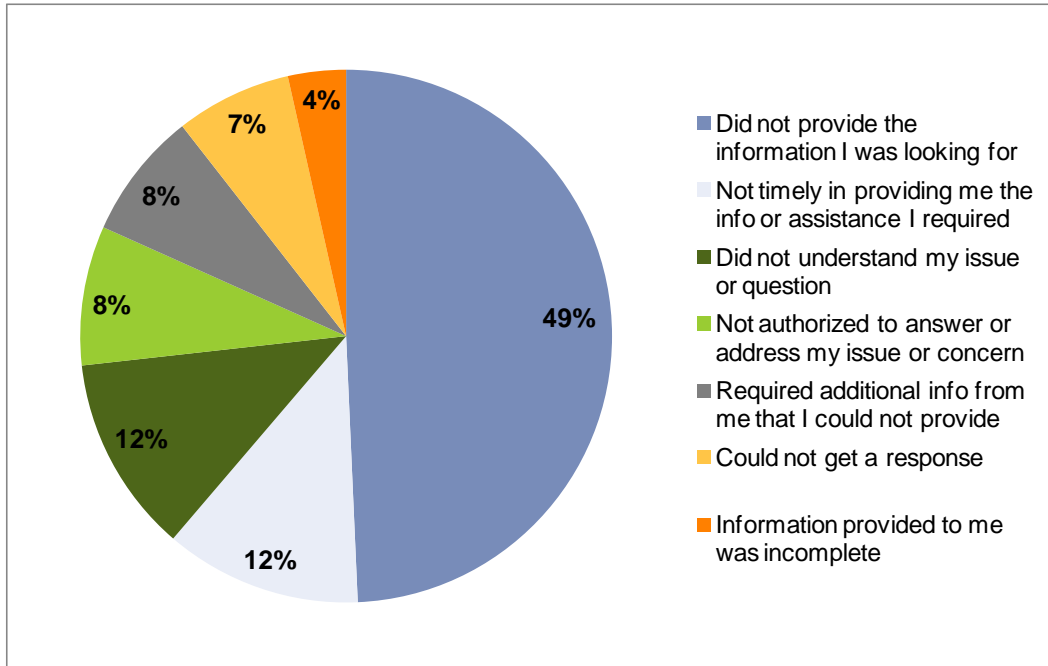


Figure 15 – Fail Points for Website Service



As a matter of prognostication, these channel mix changes will inevitably impact the mix of the contact center workforce itself. The need for technology workers within the contact center world will continue for the short to mid-term future, at the very least. Moreover, contact centers will benefit from recruiting from within the company, improving and expanding skill sets in web design, content management, and database management in order to better serve their customers.

## SOCIAL MEDIA – SERVICE CHANNEL V. DAMAGE CONTROL

Another year has passed and the buzz around social media in the marketing world remains strong and growing. Increasingly, we are seeing articles within the contact center industry about new and novel ways social media is being used to improve the customer experience. This said, what do the numbers tell us?

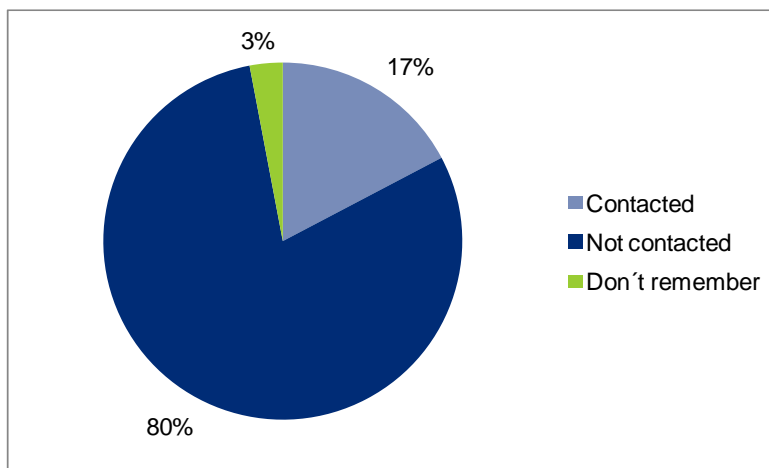
While we had an inkling of this in the 2010 and 2011 CCSI studies, 2012 reveals a definite trend developing; social media is neither a dominant nor preferred method of contact for answering questions or resolving problems. As shown in Figure 7, as a channel for proactively reaching out to a company for assistance, social media channels (e.g. Facebook, Twitter, text, SMS, etc.) account for a mere 2% of all inquiries. Further, Figure 12 shows that adjusting for first-try preferences, had social media been effective, the percent of customers who would use social media as a contact channel is still just 4%.

Our findings show us that the real growth of social media's involvement in the contact center is "damage control." As the way we communicate with each other continues to evolve, social media is quickly becoming the dominant force in customer buzz. Overall, 47% of CCSI respondents told someone else about their contact center experience, up from 45% in 2011. Of these customers, 91% shared the experience on social media. Facebook dominated the social media channels, representing 33% of the "sharing volume."

"Damage control" describes the real use of social media by the contact center. Rather than being a channel of first inquiry by the customer, social media is the channel for comment. In response, more and more contact centers are creating groups within the organization specifically assigned to diminish the negative impact of these comments, if at all possible—damage control.

The 2012 CCSI includes additional information as to which contact centers are using social media for damage control, as well as to gauge its impact on customer satisfaction. Of those people who commented on social media, 17% were contacted by the company to address their issue.

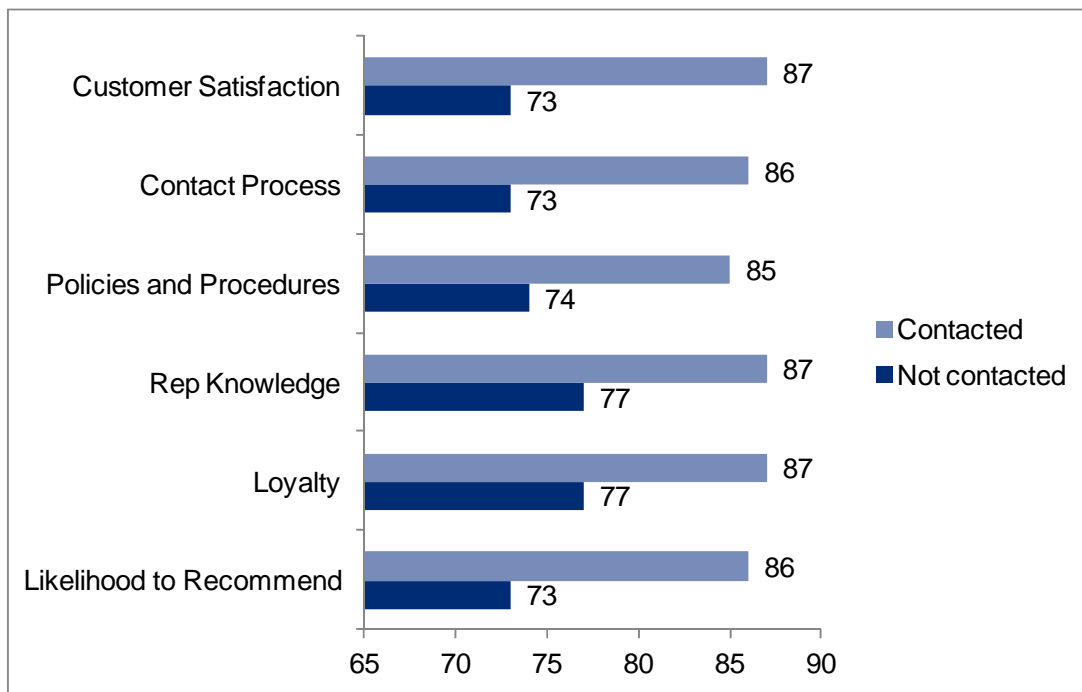
**Figure 16 – Customers Contacted After Commenting on Social Media.**



Not surprisingly, this contact was overwhelmingly appreciated with 93% of respondents answering in the affirmative to the simple question “Was the contact appreciated?” Looking beyond this simple yes/no question, the accompanying driver scores for *Contacted* versus *Not contacted* brings home the importance of this customer service being provided. Every single key driver score increases by roughly 10-20%, yielding scores higher than any of the overall or industry-specific scores in the CCSI.

Most importantly, when looking at what people will do in the future, the *Loyalty* score improved 13% and *Recommend* increased by an even larger 18%. For contact centers looking to quantify and monetize the payback from investing in social media, these findings are an important reference for computing and measuring return on investment in this growing area.

Figure 17 – Social Media Contact’s Impact on Satisfaction and Its Drivers

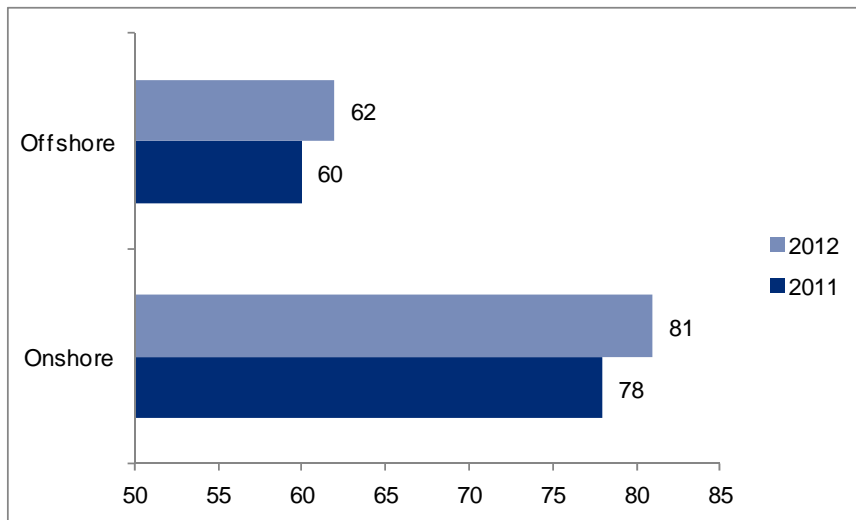




## OFFSHORE CALL CENTERS

The last area of inquiry for the 2012 CCSI was the ongoing impact of outsourcing and, more specifically, perceived offshoring. Continuing the trend we have seen for the last six years, offshoring does make a difference in the minds of consumers. While the gap in scores remains relatively unchanged, like the overall CCSI results, offshore centers are increasing their CCSI levels as well.

Figure 18 – CCSI Scores for Onshore v. Offshore



Looking at three important outcomes, data indicate that offshore suppliers are likely improving training and the offshore industry itself is maturing. In fact, the instance of call transfers has dropped from 40% to 31%, first call resolution has risen from 45% to 52%, and overall resolution has risen to its highest level at 93%.

Figure 19 – Call transfers for Offshore Centers

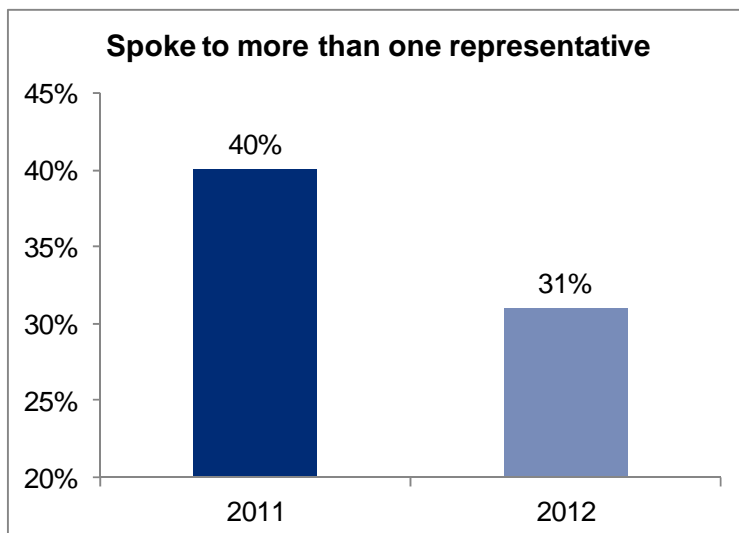


Figure 20 – First Call Resolution for Offshore Centers

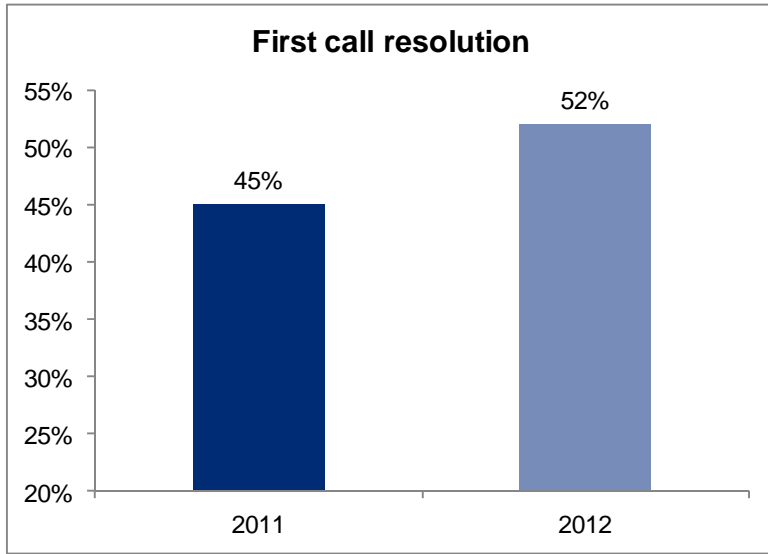
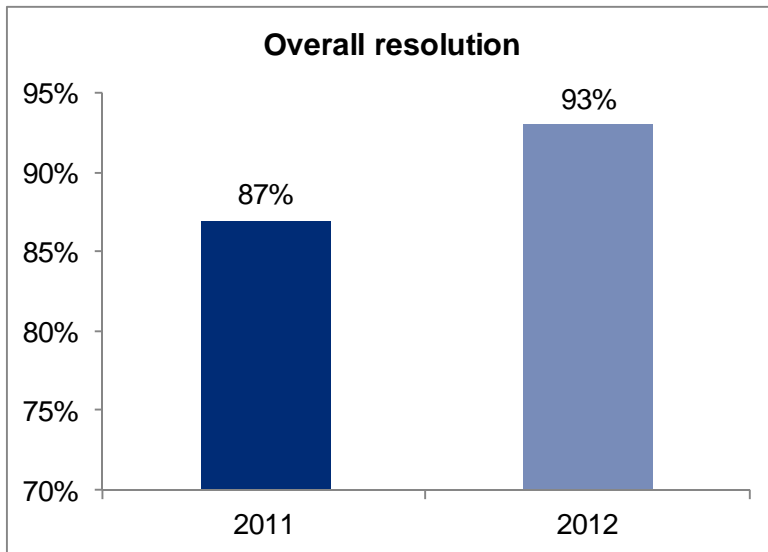
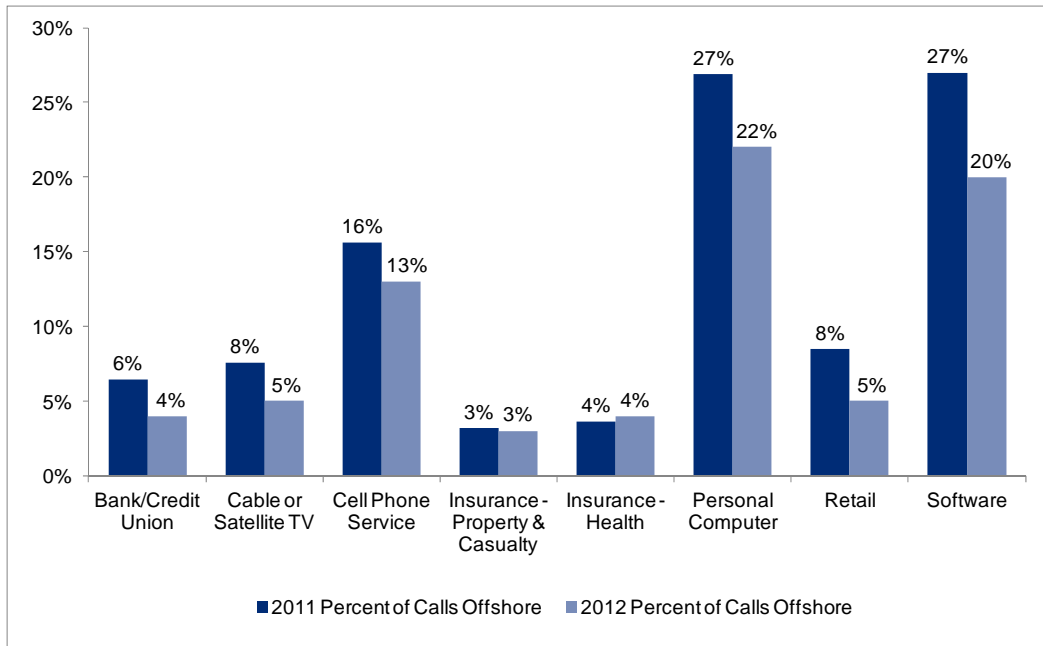


Figure 21 – Overall Resolution for Offshore Centers



When looking at the percentage of respondents by industry that believe they were talking to a call center outside of the US (2012 versus 2011), we see that the relative perception across the industries remains unchanged, while the absolute percentages for the two largest industries (*Personal Computers* and *Software*) did show significant drops of roughly 20%.

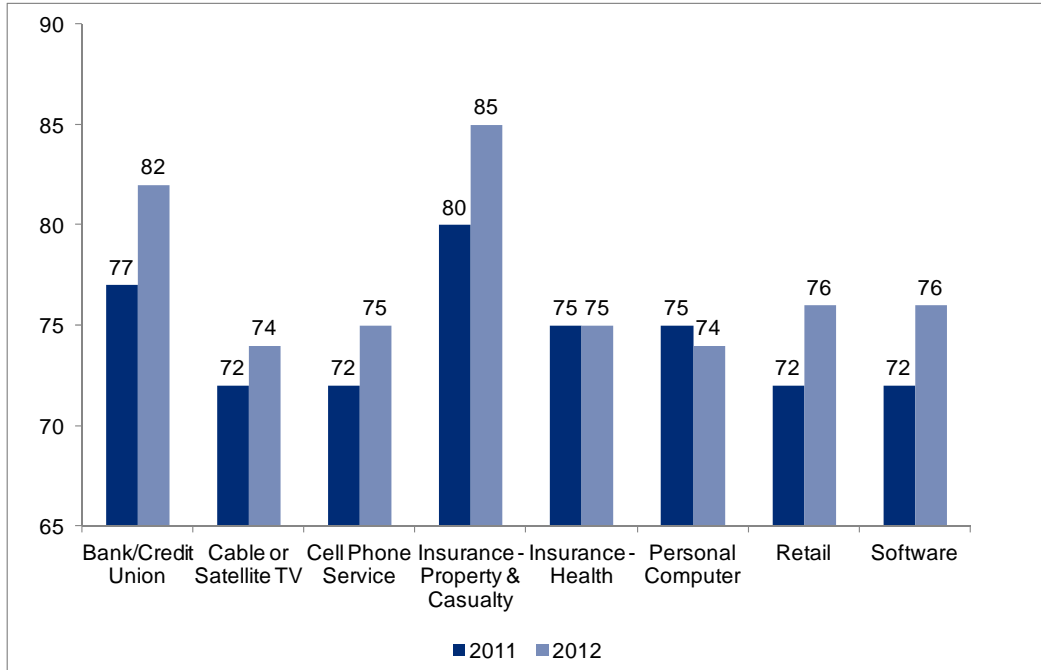
Figure 22 – Offshore Calls as a Percent of Total by Industry



## INDUSTRY ANALYSIS

For the 2012 CCSI study, we looked at eight industries: banks/credit unions, subscription TV, cell phone service, health insurance, property & casualty insurance, personal computers, retail, and software (new in 2011.) Significant improvements in CCSI were achieved in five of the eight industries with only *Personal Computers* showing a slight 1 point decline. More in-depth results for each of the industries can be found in the appendix to this report.

Figure 23 – CCSI Scores by Industry



## KEY TAKEAWAYS

- There exists continued room for improvement.
- Method of contact continues to evolve away from strictly calls.
- Website self-service offers significant opportunities to cut costs and improve customer satisfaction.
- Train employees in email communications and maintain *Response Time* and *Time to Resolution* standards similar to live agent calls.
- Explore the applicability of online chat, especially in the area of technical support.
- Set up test groups within the call center to test the viability of “damage control” via social media.
- Begin to monitor satisfaction with alternate contact channels, not just the live-call agent.

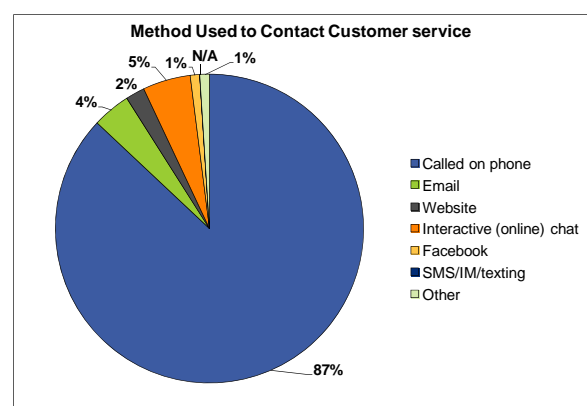
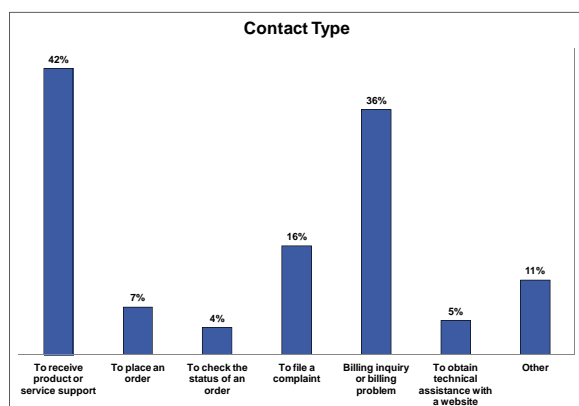
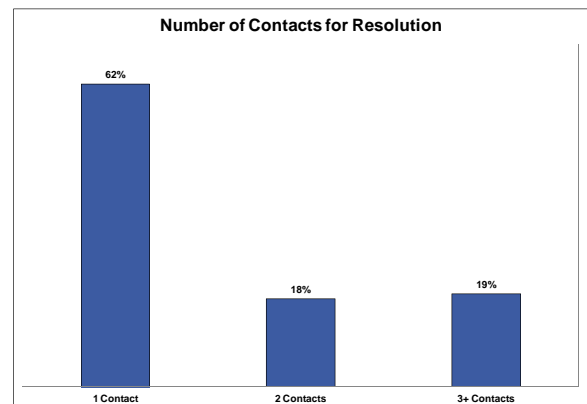
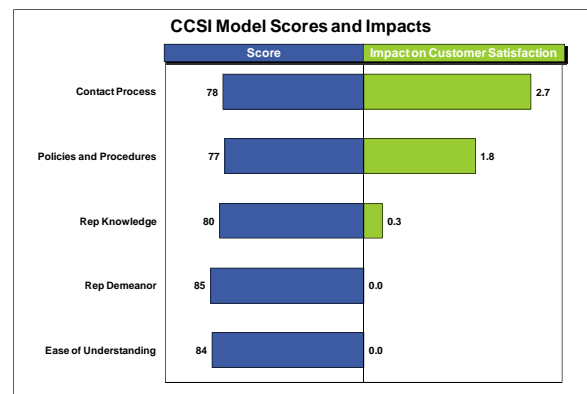
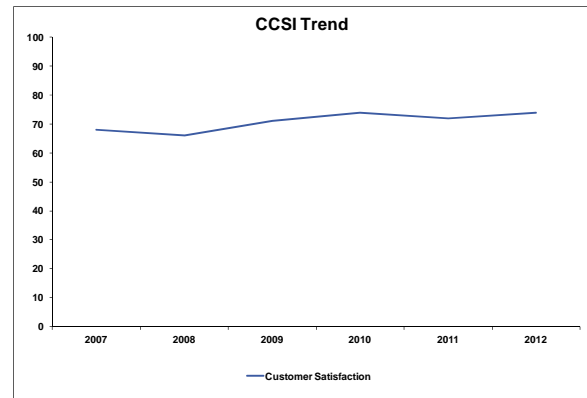
# Appendix

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- Industry Detail

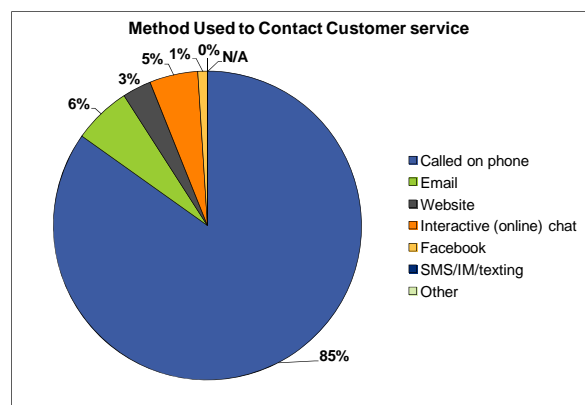
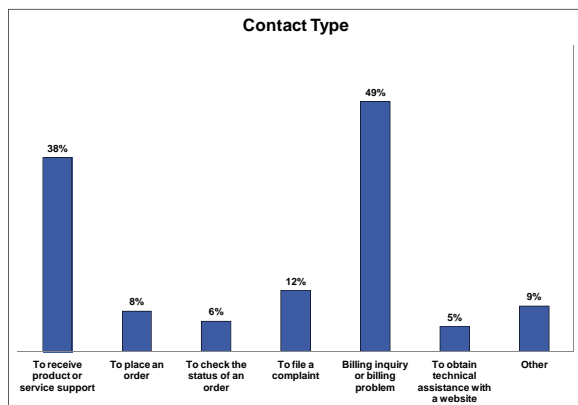
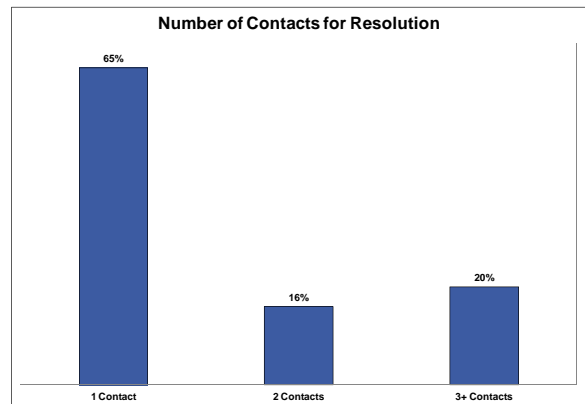
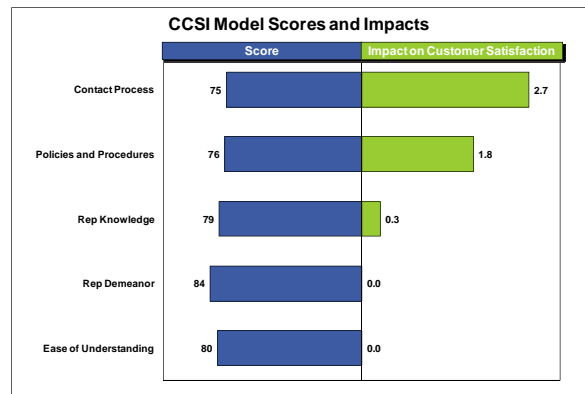
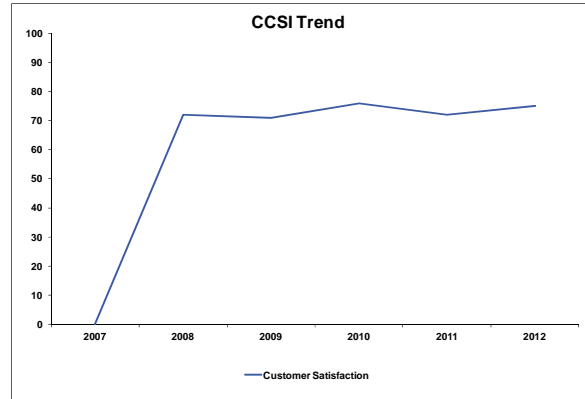
# Cable or Satellite TV Industry Detail

	Cable or Satellite TV
	Scores
<b>Customer Satisfaction</b>	<b>74</b>
Overall satisfaction	77
Compared to expectations	73
Compared to ideal	73
<b>Contact Process</b>	<b>76</b>
Explaining the process to address your issue	77
Helping you find the information you need	77
Successfully completing your interaction	77
Total time required to address issue	72
<b>Policies and Procedures</b>	<b>77</b>
Policies that make sense	75
Ability to offer a product or solution tailored to your situation	76
Being empowered to address your issue	78
<b>Rep Knowledge</b>	<b>80</b>
Ability to answer your questions in a timely manner	79
Ability to understand your situation	80
Ability to provide accurate information	80
<b>Rep Demeanor</b>	<b>86</b>
Courteousness	87
Friendliness	86
Professionalism	85
<b>Ease of Understanding</b>	<b>84</b>
Speaking/writing clearly	84
Explaining things in a way that is easy to understand	82
Using words that are easy to understand	86
<b>Likelihood to Recommend</b>	<b>73</b>
<b>Loyalty</b>	<b>78</b>



# Cell Phone Service Industry Detail

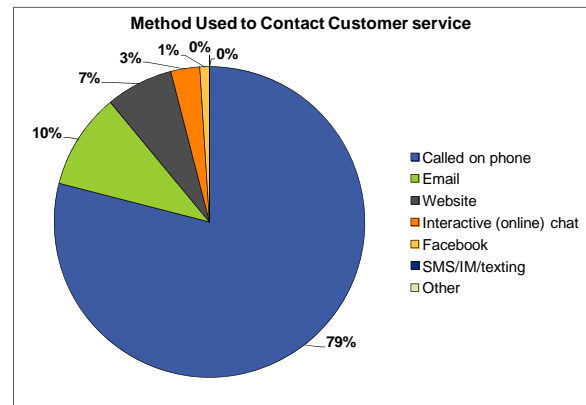
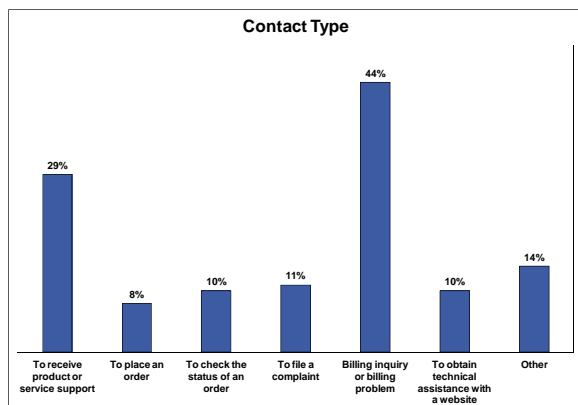
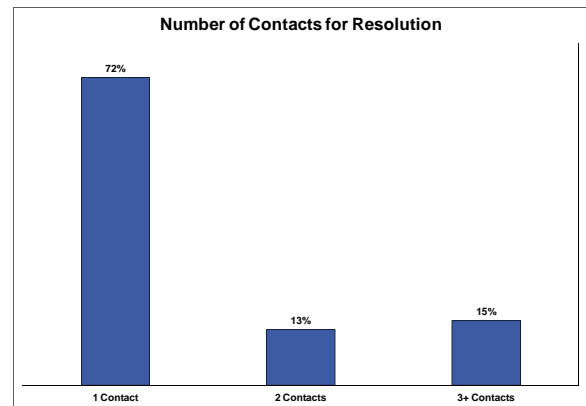
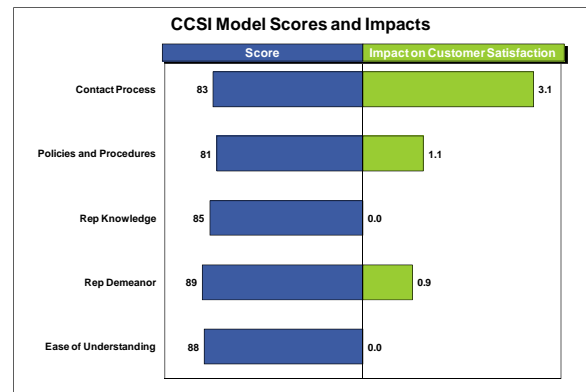
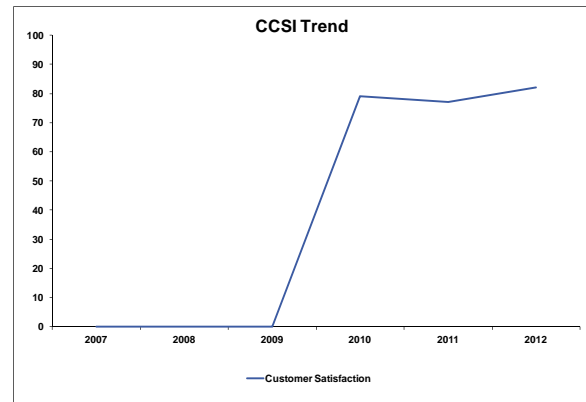
	Cell Phone Service
	Scores
<b>Customer Satisfaction</b>	<b>75</b>
Overall satisfaction	77
Compared to expectations	74
Compared to ideal	74
<b>Contact Process</b>	<b>75</b>
Explaining the process to address your issue	76
Helping you find the information you need	76
Successfully completing your interaction	78
Total time required to address issue	70
<b>Policies and Procedures</b>	<b>76</b>
Policies that make sense	75
Ability to offer a product or solution tailored to your situation	76
Being empowered to address your issue	77
<b>Rep Knowledge</b>	<b>79</b>
Ability to answer your questions in a timely manner	79
Ability to understand your situation	79
Ability to provide accurate information	78
<b>Rep Demeanor</b>	<b>84</b>
Courteousness	85
Friendliness	83
Professionalism	83
<b>Ease of Understanding</b>	<b>80</b>
Speaking/writing clearly	79
Explaining things in a way that is easy to understand	78
Using words that are easy to understand	84
<b>Likelihood to Recommend</b>	<b>75</b>
<b>Loyalty</b>	<b>79</b>





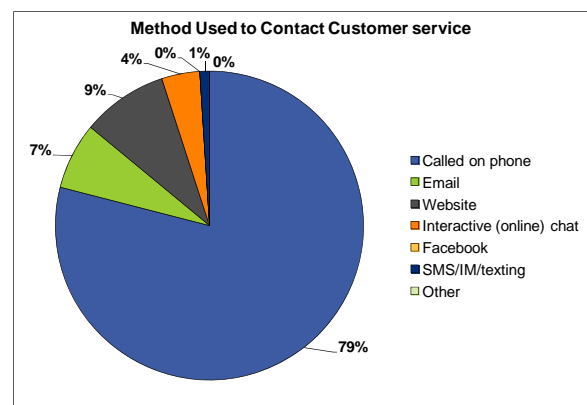
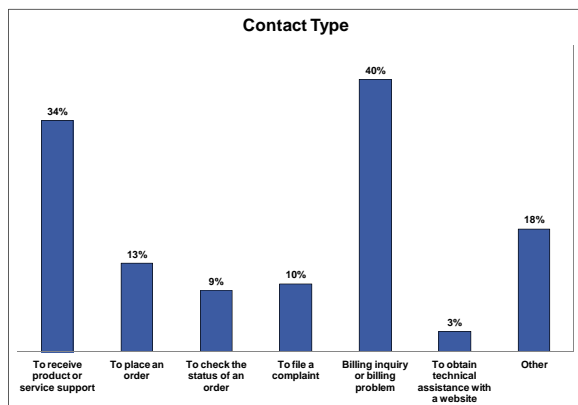
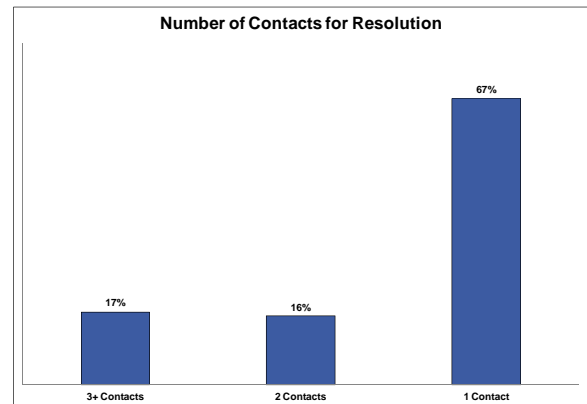
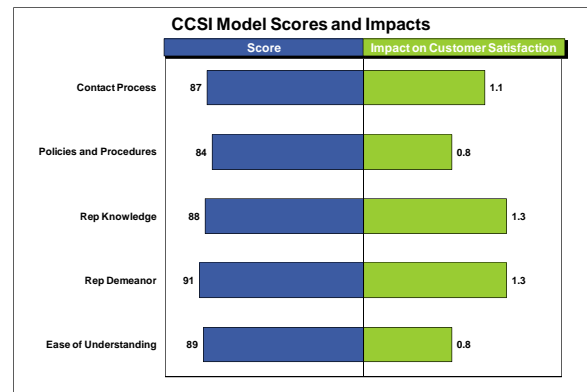
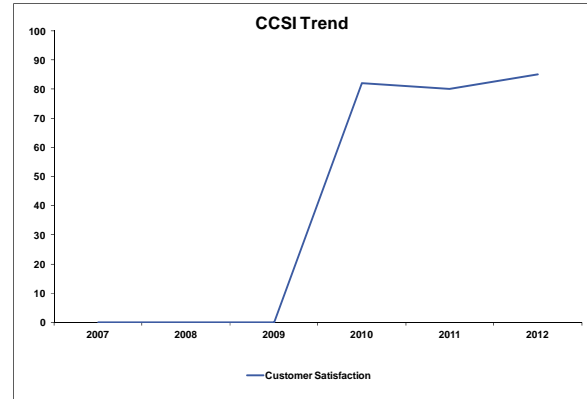
# Bank / Credit Union Industry Detail

	Bank/Credit Union
	Scores
<b>Customer Satisfaction</b>	<b>82</b>
Overall satisfaction	84
Compared to expectations	81
Compared to ideal	80
<b>Contact Process</b>	<b>83</b>
Explaining the process to address your issue	83
Helping you find the information you need	84
Successfully completing your interaction	84
Total time required to address issue	81
<b>Policies and Procedures</b>	<b>81</b>
Policies that make sense	80
Ability to offer a product or solution tailored to your situation	81
Being empowered to address your issue	83
<b>Rep Knowledge</b>	<b>85</b>
Ability to answer your questions in a timely manner	84
Ability to understand your situation	85
Ability to provide accurate information	86
<b>Rep Demeanor</b>	<b>89</b>
Courteousness	89
Friendliness	89
Professionalism	89
<b>Ease of Understanding</b>	<b>88</b>
Speaking/writing clearly	87
Explaining things in a way that is easy to understand	86
Using words that are easy to understand	89
<b>Likelihood to Recommend</b>	<b>81</b>
<b>Loyalty</b>	<b>85</b>



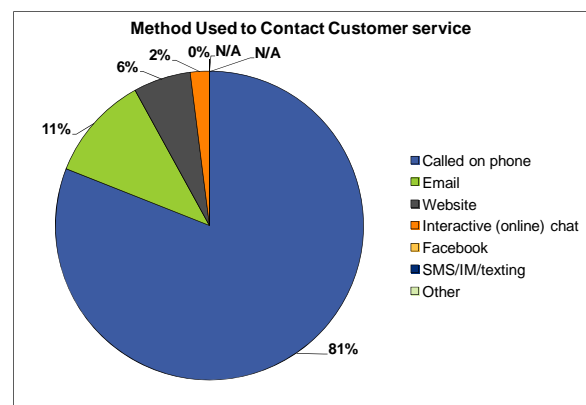
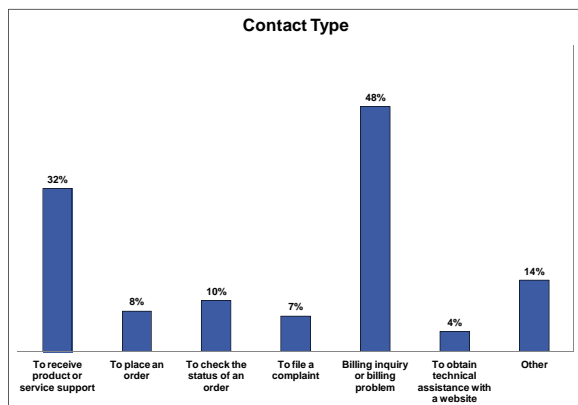
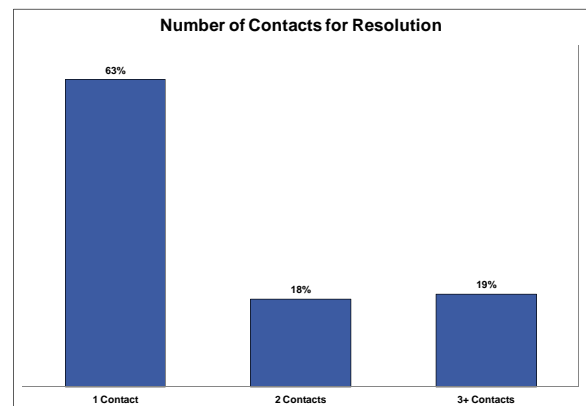
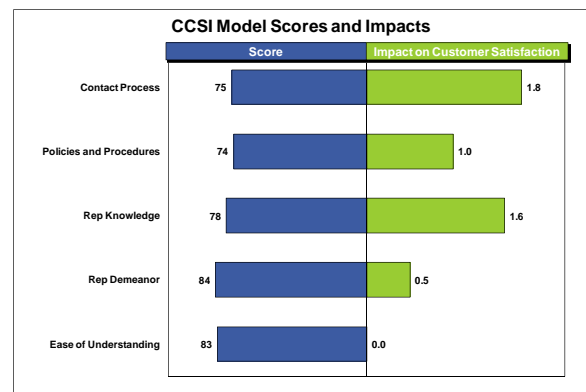
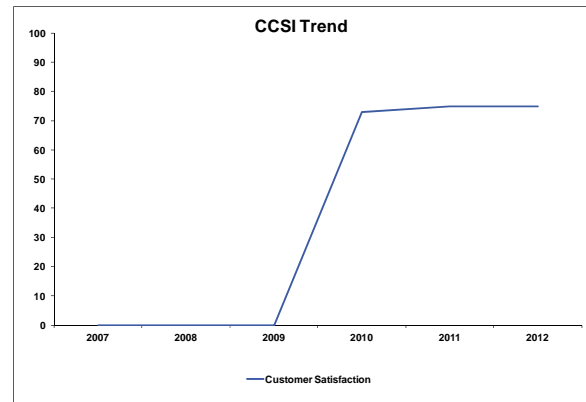
# Property & Casualty Insurance Industry Detail

Insurance - Property & Casualty	
Scores	
<b>Customer Satisfaction</b>	<b>85</b>
Overall satisfaction	88
Compared to expectations	83
Compared to ideal	83
<b>Contact Process</b>	<b>87</b>
Explaining the process to address your issue	86
Helping you find the information you need	88
Successfully completing your interaction	88
Total time required to address issue	84
<b>Policies and Procedures</b>	<b>84</b>
Policies that make sense	82
Ability to offer a product or solution tailored to your situation	84
Being empowered to address your issue	85
<b>Rep Knowledge</b>	<b>88</b>
Ability to answer your questions in a timely manner	87
Ability to understand your situation	89
Ability to provide accurate information	88
<b>Rep Demeanor</b>	<b>91</b>
Courteousness	92
Friendliness	91
Professionalism	92
<b>Ease of Understanding</b>	<b>89</b>
Speaking/writing clearly	90
Explaining things in a way that is easy to understand	88
Using words that are easy to understand	90
<b>Likelihood to Recommend</b>	<b>84</b>
<b>Loyalty</b>	<b>88</b>



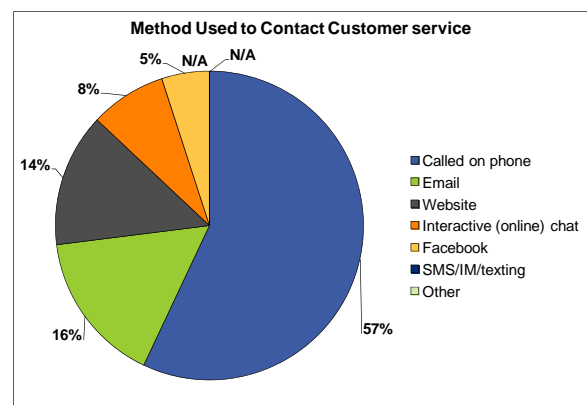
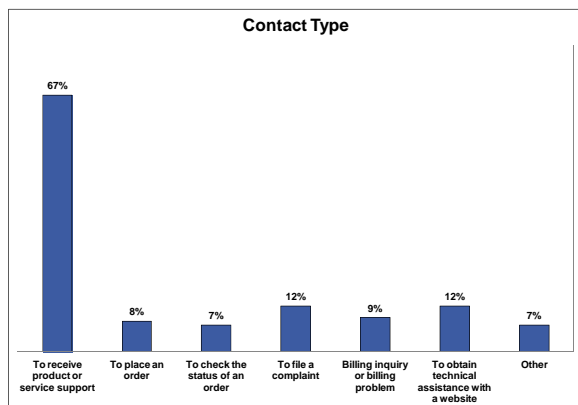
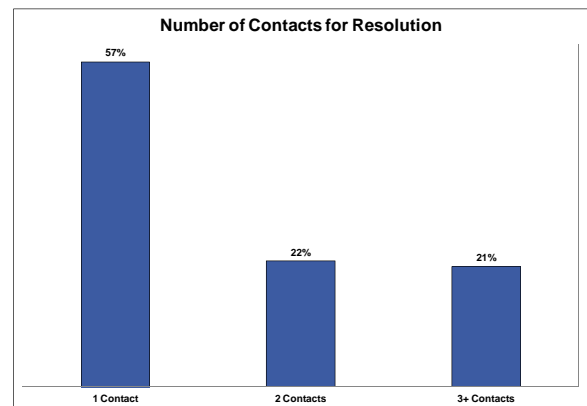
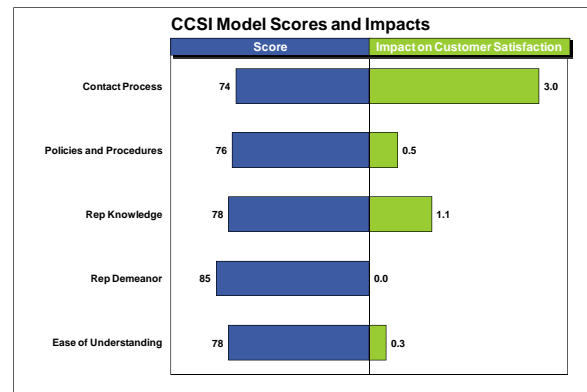
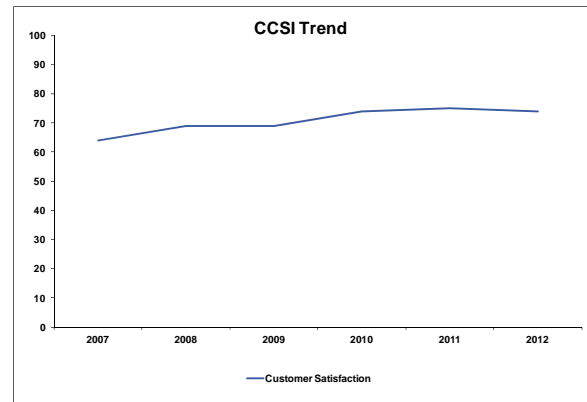
# Health Insurance Industry Detail

	Insurance - Health
	Scores
<b>Customer Satisfaction</b>	<b>75</b>
Overall satisfaction	76
Compared to expectations	75
Compared to ideal	74
<b>Contact Process</b>	<b>75</b>
Explaining the process to address your issue	76
Helping you find the information you need	76
Successfully completing your interaction	75
Total time required to address issue	72
<b>Policies and Procedures</b>	<b>74</b>
Policies that make sense	74
Ability to offer a product or solution tailored to your situation	73
Being empowered to address your issue	76
<b>Rep Knowledge</b>	<b>78</b>
Ability to answer your questions in a timely manner	76
Ability to understand your situation	79
Ability to provide accurate information	78
<b>Rep Demeanor</b>	<b>84</b>
Courteousness	84
Friendliness	83
Professionalism	84
<b>Ease of Understanding</b>	<b>83</b>
Speaking/writing clearly	83
Explaining things in a way that is easy to understand	81
Using words that are easy to understand	85
<b>Likelihood to Recommend</b>	<b>75</b>
<b>Loyalty</b>	<b>81</b>



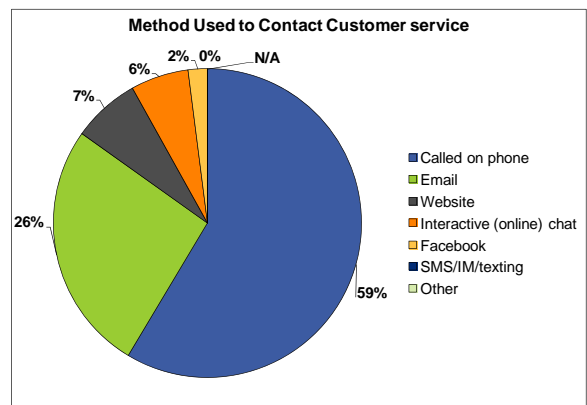
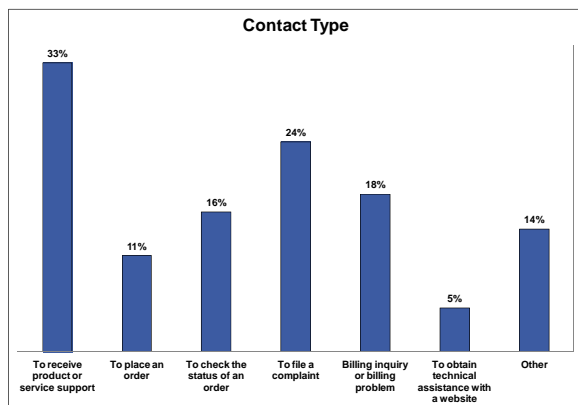
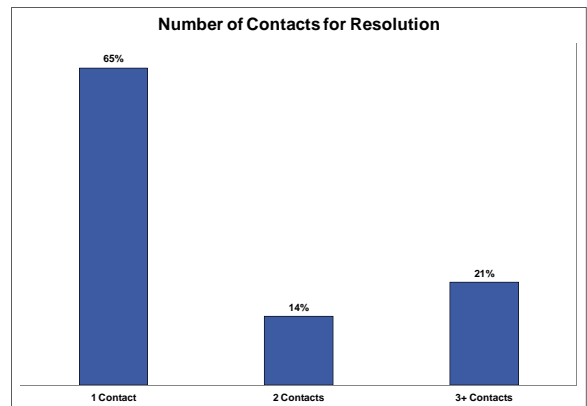
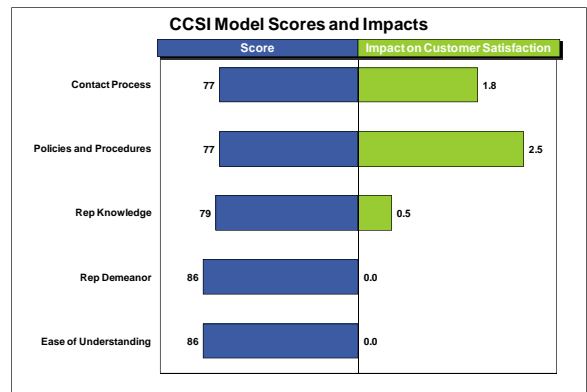
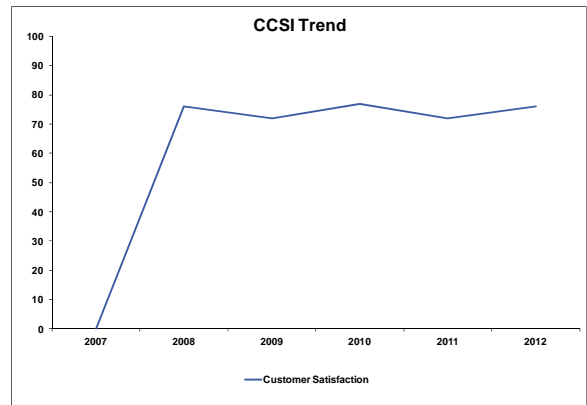
# Personal Computer Industry Detail

	Personal Computer
	Scores
<b>Customer Satisfaction</b>	<b>74</b>
Overall satisfaction	78
Compared to expectations	74
Compared to ideal	71
<b>Contact Process</b>	<b>74</b>
Explaining the process to address your issue	75
Helping you find the information you need	76
Successfully completing your interaction	78
Total time required to address issue	69
<b>Policies and Procedures</b>	<b>76</b>
Policies that make sense	76
Ability to offer a product or solution tailored to your situation	76
Being empowered to address your issue	76
<b>Rep Knowledge</b>	<b>78</b>
Ability to answer your questions in a timely manner	76
Ability to understand your situation	78
Ability to provide accurate information	80
<b>Rep Demeanor</b>	<b>85</b>
Courteousness	85
Friendliness	85
Professionalism	84
<b>Ease of Understanding</b>	<b>78</b>
Speaking/writing clearly	78
Explaining things in a way that is easy to understand	77
Using words that are easy to understand	81
<b>Likelihood to Recommend</b>	<b>75</b>
<b>Loyalty</b>	<b>77</b>



# Retail Industry Detail

	Retail
	Scores
<b>Customer Satisfaction</b>	<b>76</b>
Overall satisfaction	79
Compared to expectations	75
Compared to ideal	74
<b>Contact Process</b>	<b>77</b>
Explaining the process to address your issue	77
Helping you find the information you need	77
Successfully completing your interaction	79
Total time required to address issue	75
<b>Policies and Procedures</b>	<b>77</b>
Policies that make sense	77
Ability to offer a product or solution tailored to your situation	77
Being empowered to address your issue	78
<b>Rep Knowledge</b>	<b>79</b>
Ability to answer your questions in a timely manner	77
Ability to understand your situation	80
Ability to provide accurate information	80
<b>Rep Demeanor</b>	<b>86</b>
Courteousness	86
Friendliness	86
Professionalism	86
<b>Ease of Understanding</b>	<b>86</b>
Speaking/writing clearly	85
Explaining things in a way that is easy to understand	84
Using words that are easy to understand	88
<b>Likelihood to Recommend</b>	<b>75</b>
<b>Loyalty</b>	<b>79</b>



# Software Industry Detail

	Software
	Scores
<b>Customer Satisfaction</b>	<b>76</b>
Overall satisfaction	77
Compared to expectations	76
Compared to ideal	74
<b>Contact Process</b>	<b>76</b>
Explaining the process to address your issue	76
Helping you find the information you need	76
Successfully completing your interaction	79
Total time required to address issue	73
<b>Policies and Procedures</b>	<b>78</b>
Policies that make sense	77
Ability to offer a product or solution tailored to your situation	78
Being empowered to address your issue	78
<b>Rep Knowledge</b>	<b>78</b>
Ability to answer your questions in a timely manner	77
Ability to understand your situation	78
Ability to provide accurate information	80
<b>Rep Demeanor</b>	<b>84</b>
Courteousness	85
Friendliness	84
Professionalism	84
<b>Ease of Understanding</b>	<b>81</b>
Speaking/writing clearly	80
Explaining things in a way that is easy to understand	80
Using words that are easy to understand	83
<b>Likelihood to Recommend</b>	<b>78</b>
<b>Loyalty</b>	<b>80</b>

