

TPG Global Marketplace Insight: Change in Customer Channels

In this TPG Global CX Insight, we captured and quantified actions implemented by 52 TPG CX programs globally across their proprietary and vendor partners to continue to service prospect and customer contacts. Our intent is to understand holistic changes in strategies deployed as channels, who serves them and how serving them has changed...our learnings share some change should likely remain in our new normal.

TPG Learning: We are quantifying what prospect and customer channels, outside of Customer Care, are naturally suited to a @Home environment. ***We have identified success of certain sales/retention interactions, served @Home, that will allow us to rethink our operating options as we re-open business, with CX data.***

CX DATA SUMMARY

TPG analyzed prospect and customer operational changes between March and April 2020. Actions beyond migrating to @Home transitions, represent learnings which span more than 10,000 agents, within more than 100 locations across 13 countries. The learnings allow us to specifically understand early actions taken in the wake of the COVID-19 pandemic have occurred and what can we learn from this change management.

THE GLOBAL IMPACT

We quantified the impact of strategy and staffing changes based on the number of agents impacted in geographic locations. We visualize the 'Level of Impact' the actions taken, during the pandemic, have had on each geography in order to maintain or modify service, retention and sales strategies.



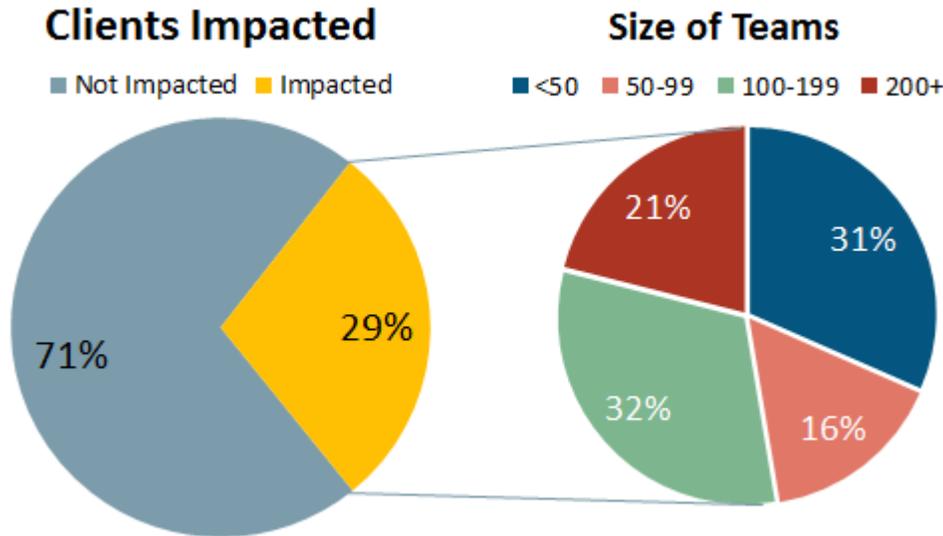
The most substantial impact, due to the size of the industry workforce and the significant amount of disruption, occurred within the Philippines resulting in site closures temporarily with limited work @Home solutions. This caused a ripple effect across the globe requiring adjustments to call and chat execution strategies.

US and International locations, which support customer contacts locally, faced challenges though the impact was less extreme. These geographies were able to address challenges through program and volume prioritization and movement of front-line support to sustain business operations.

TPG Learning: *Locations within the Philippines were least prepared to adapt their servicing strategy during a rapidly changing work environment due to the COVID-19 pandemic. **inside TPG research sample***

IMPACT BEYOND WORK @HOME

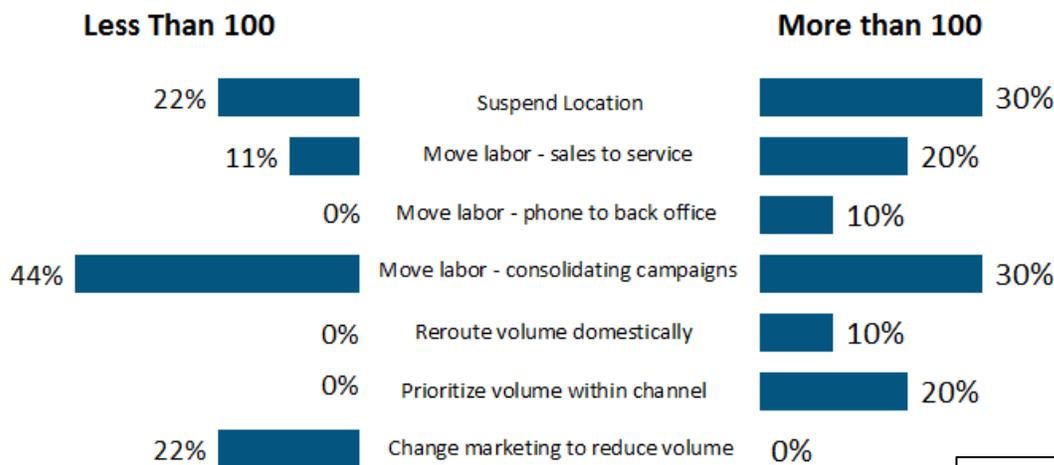
In response to the pandemic, the majority of companies implemented work @Home strategies. We explore additional actions taken across inbound and outbound channels to manage staff in order to effectively engage prospects and serve customers.



Almost a third of programs took additional action to ensure they could serve existing customers and inbound call volume. Sizes of programs implementing additional actions varied, but the majority (53%) included program sizes in excess of 100 agents.

THE ADVANTAGE OF PROGRAM SIZE

Actions Taken by Program Size



Note: Totals may exceed 100% as some programs implemented multiple actions

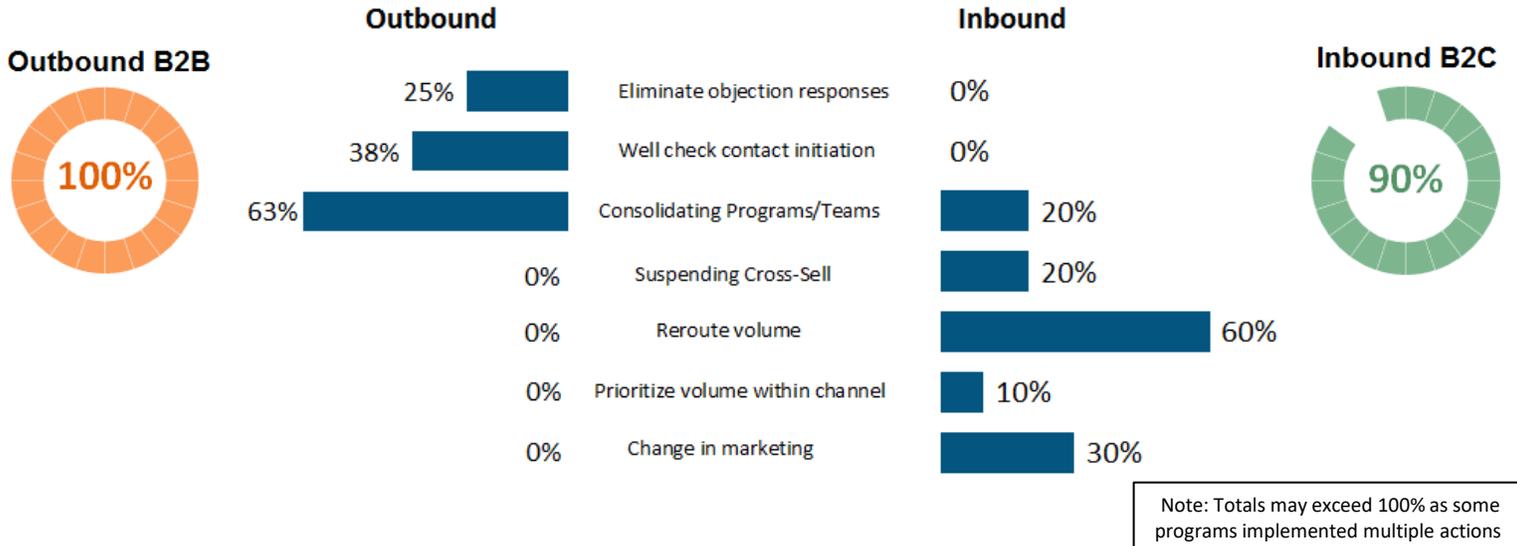
A variety of actions were taken by CX programs of all sizes. Smaller programs implemented few actions and have been heavily dependent on managing labor by consolidating programs. Larger programs demonstrated greater flexibility by implementing a wide variety of actions without being overly dependent on any single solution.

TPG Learning: Larger programs leveraged their overall size through a wide array of solutions to better serve existing customers and call/chat volume demand. We identified pockets of inbound sales teams that improved performance @Home.

EXPLORING MODIFIED SALES & SERVICE STRATEGIES

In addition to staffing changes, programs are responding to the effect of the pandemic by attempting different strategies to address service levels and maintain customer relationships.

Strategy Changes by Channel



Outbound programs implementing strategy changes to date are strictly B2B programs. The majority are reprioritizing campaigns to those deemed most productive. In the near term, success is not only measured in sales outcomes, but by our Client brands cultivating long-term relationships. B2B is investing in the future...

Inbound programs implementing strategy changes to date are primarily B2C programs. The first priority for inbound programs has been to manage service levels due to international impacts and work @Home transitions. While some inbound sales programs have reduced marketing efforts, most have made only minor changes to sales strategies while continuing to engage customers.

SUMMARY: TPG GLOBAL CX LEARNINGS

- Dramatic operational change occurred with nearly all prospect and customer operations across our CX March/April client base.
 - ***We are seeing several @Home sales/retention relationships serve at parity or BETTER during this period of time and change.***
- Larger operating environments show more flexibility in solving @Home and targeted change management capability. This is counter-intuitive. Our current belief is the larger operating teams are demonstrating the value of having talent geared to serve more problems or solve more prospect solutions in more universal fashion.
 - ***The benefit of this CX strategy is likely driving the impact of larger teams showing more rapid tolerance to change while delivering results.***

Next Steps to Serve You

- TPG will deliver a CX Insight on May 18th with a refreshed dataset that will include all global TPG measures captured through early May on our Covid-19 focused learning to date.
- We will illustrate TPG Learnings where positive customer memories are being created and vocalized. (June)
- We will share learnings specific to best-practices to engage @Home teams and employees. (July)