

Orange (0800 079 2000)

ERIC Sales™ was launched in June 2004 and ERIC Service™ three years later. This report is based on the ERIC Sales™ benchmarking format, which measures both 'How it feels to be a Customer' and 'How it feels to be Processed' when first making contact with a company offering Mobile Phones.

Companies included in this Mobile Phones report are selected either because:

- of the size of their market share
- they are subscribing Members
- an existing Member has requested their inclusion.

The research is carried out by calling an advertised number identifying the target company as the main brand contact. In some instances we accept that the actual company answering our calls will be an outsourced agency. Real customers are, for the most part, unaware of this affiliation and therefore we conclude that our calls are both fair and reflective of the Brand being targeted.

Some Members provide us with real customer recorded calls for analysis.

Prior to the research period, test calls are made to each company by the Harding & Yorke Research Team. This is to make sure that the target telephone numbers are accurate and the receiving agents are able to deal with the stories and scenarios to be used. Our researchers then make 40 unscripted calls into each company and complete an online questionnaire.

All Harding & Yorke researchers are recruited because of their deep sensitivity to the physical and emotional needs of the customer and their ability to articulate those feelings in a concise, fair and consistent way. They are employed by the company and each is trained and constantly monitored for accuracy, fairness and trained call management techniques.

In addition to the online reporting functionality, subscribers may request data files (free of charge – within reason). Soundbiting, presentations and training needs analyses can be provided for Members (costs to be agreed).

Statistics

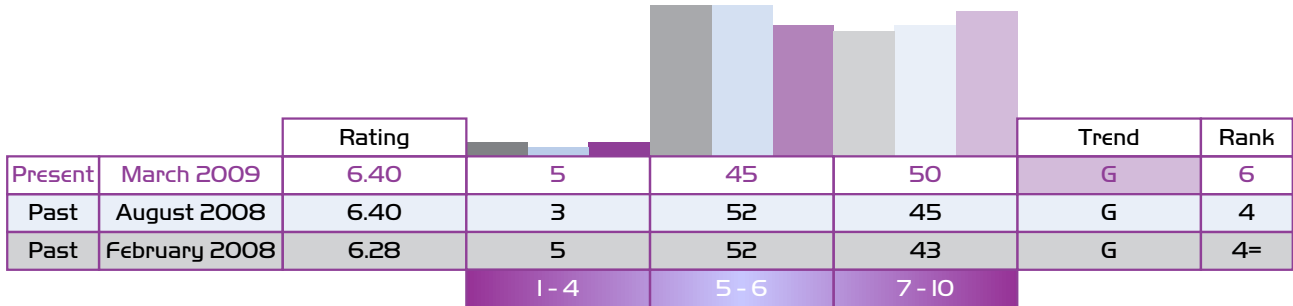
	Previous (February 2008)	Previous (August 2008)	Current (March 2009)
ERIC Rating™	6.25	6.47	6.36
Process Score	8.72	8.53	8.34
Balanced Scorecard	6.25 / 8.72	6.47 / 8.53	6.36 / 8.34
Industry Ranking	4=	4	6

Calls were made between:	Mon 9th February `09	to	Fri 27th February `09
Call times:	9am	to	Midday
	Midday	to	2pm
	2pm	to	5pm
Customer Type:	M/F Prospective Customer		
Type of Calls:	Mobile Phone Inquiries		
Number Locator:	Yellow Pages	<input type="checkbox"/>	
	Internet/WebSite	<input checked="" type="checkbox"/>	
	Pamphlet or Brochure	<input type="checkbox"/>	
	Friend	<input type="checkbox"/>	
	Supplied Calls	<input type="checkbox"/>	
	TV Advert	<input type="checkbox"/>	
	Directory Enquiries	<input type="checkbox"/>	

Immediate Impressions Before analysis

Before any other analysis is carried out we already have a gut feel for how the interaction felt. This question gives us an opportunity to express that feeling. If you are able to get a commitment from us during the interaction then this can be an extremely valuable indication of your success. If, however, you rely on us calling you back or reviewing information before commitment then the following sections are truly significant.

Before analysis how do we feel about the interaction?

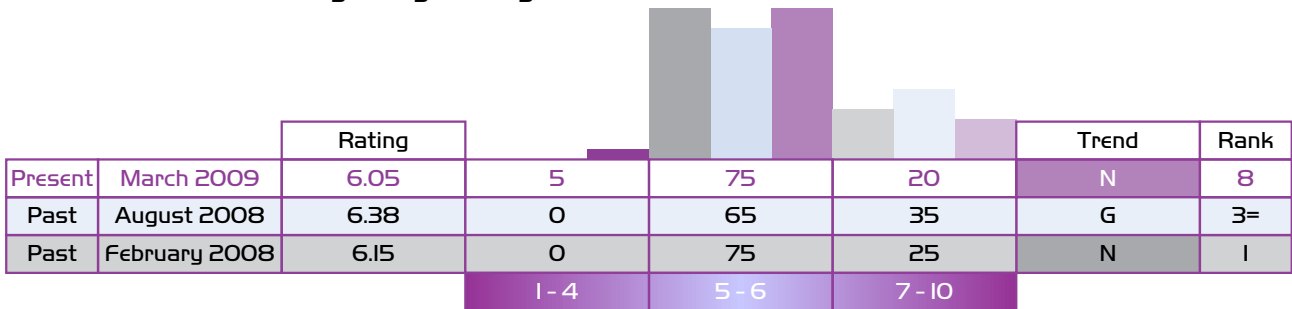


Facts/ Feelings

Number of rings before answered?		0.53		
Do we get the engaged tone	Yes	0%	No	100%
Do we get straight through to the right person	Yes	90%	No	10%
Are we put on hold (getting through)	Yes	35%	No	65%
Opening salutation given	Yes	100%	No	0%
Title/ Name	Yes	98%	No	2%
Offer of help	Yes	95%	No	5%
We understood what was said to us	Yes	100%	No	0%
Further assistance offered	Yes	45%	No	55%
Parting salutation (inc. thanks)	Yes	95%	No	5%
Call objective successful	Yes	95%	No	5%

Having recorded the facts, we now consider how what happened made us feel

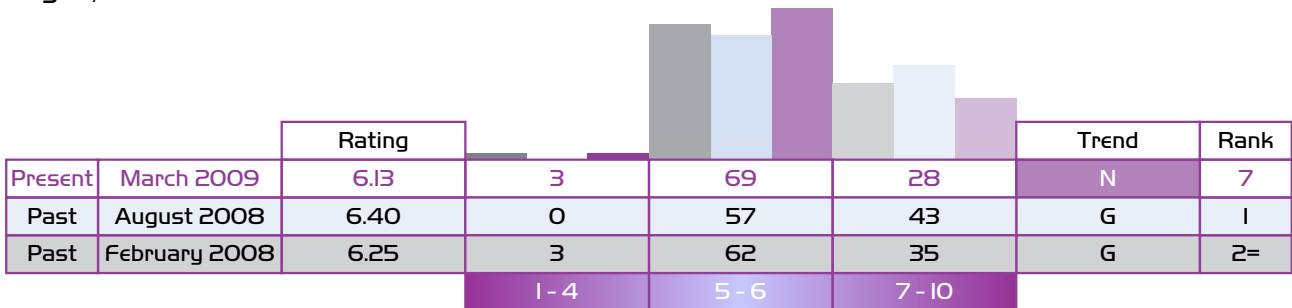
How do we feel about getting through?



Are they prepared with everything they need?

Yes 100% No 0%

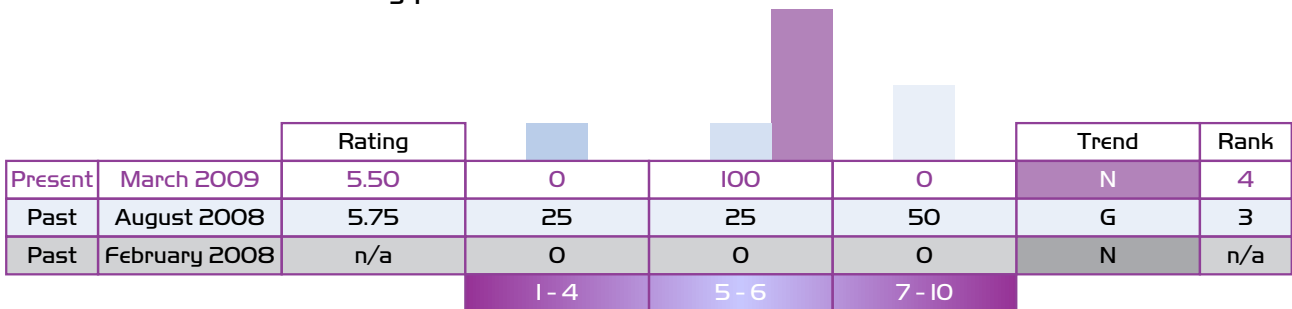
If yes, how do we feel about it?



Are we put on hold? (during the actual call)

Yes 15% No 85%

How do we feel about being put on hold?

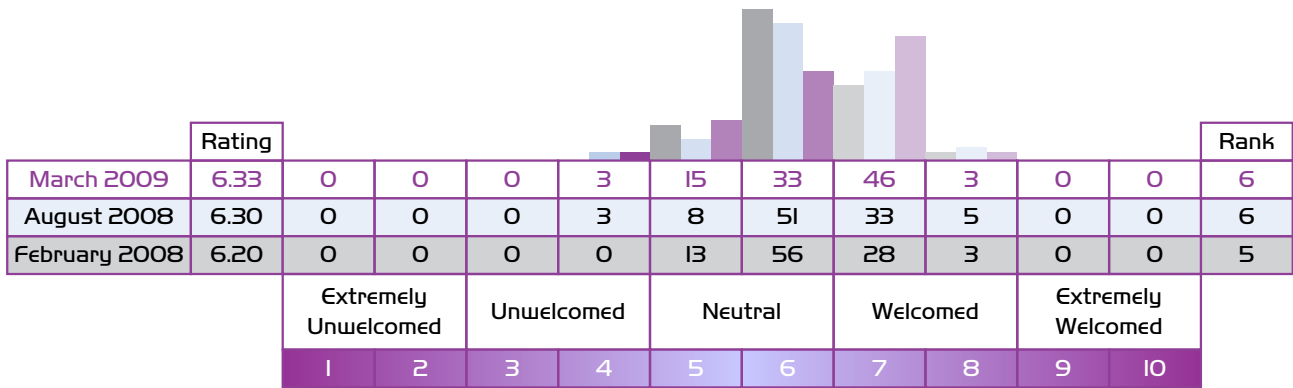


Developing the Relationship

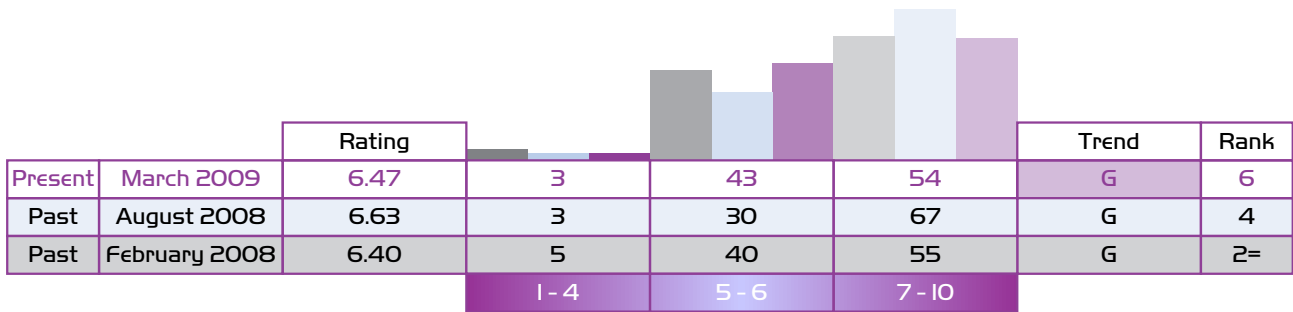
This section records how you build rapport with us and how we feel about it. You are allowed to deviate from your processes and make mistakes - all we are interested in is how we feel about the relationship developed with us.

How welcomed do we feel by the initial words of the greeting?

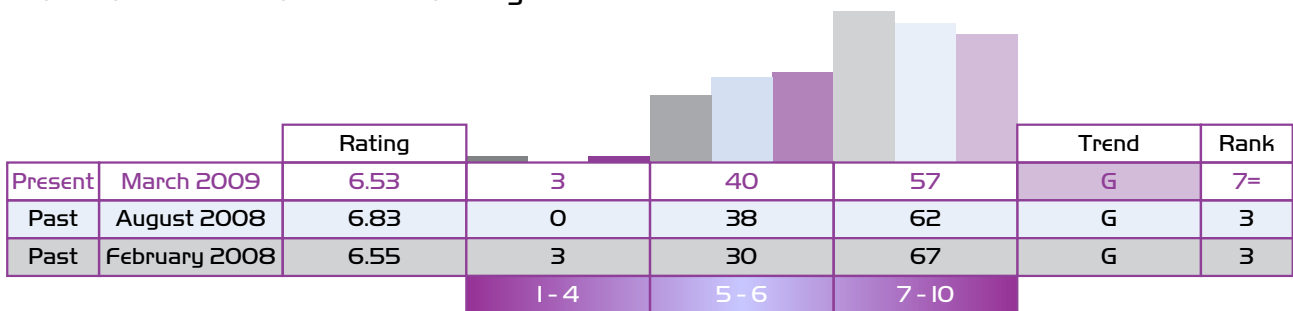
Standard Deviation = 0.85



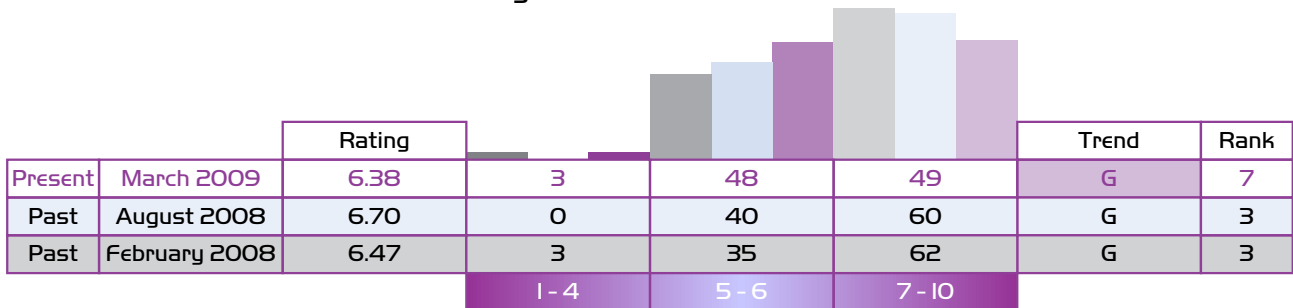
How do we feel about the welcome in the rest of the call?



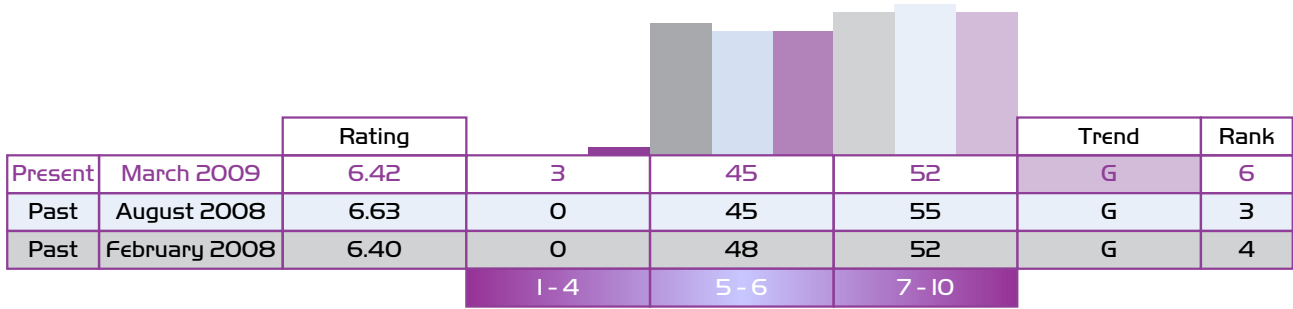
How do we feel about their Honesty?



How do we feel about their Sincerity?

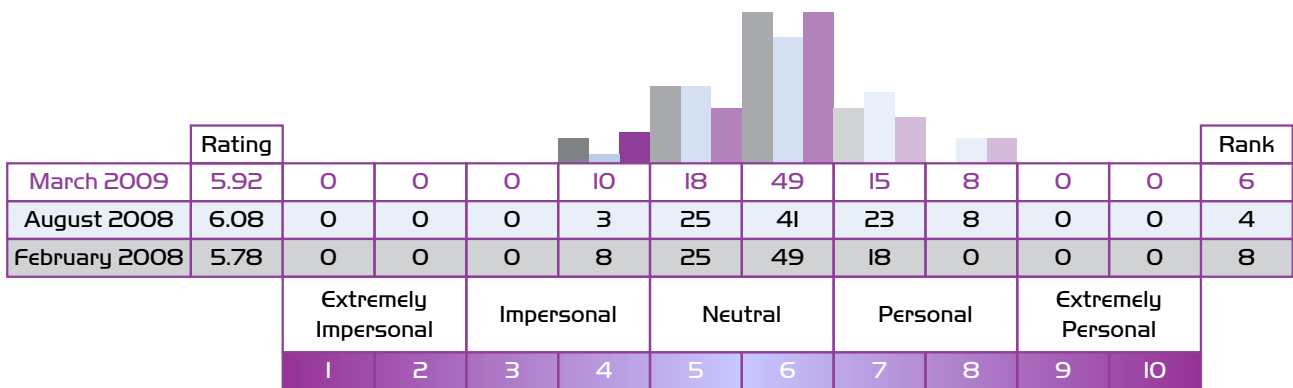


How do we feel about their Listening Skills?



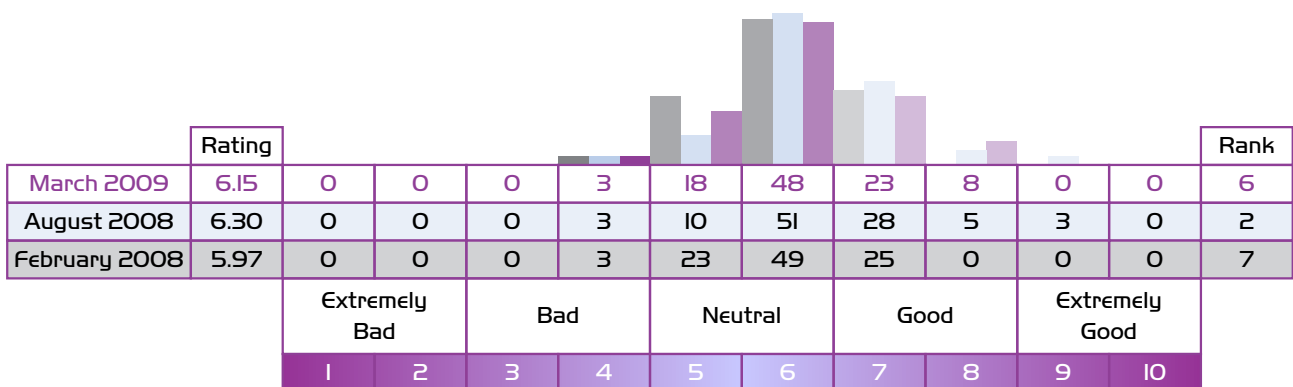
How do we feel about the personalisation of the experience?

Standard Deviation = 1.01



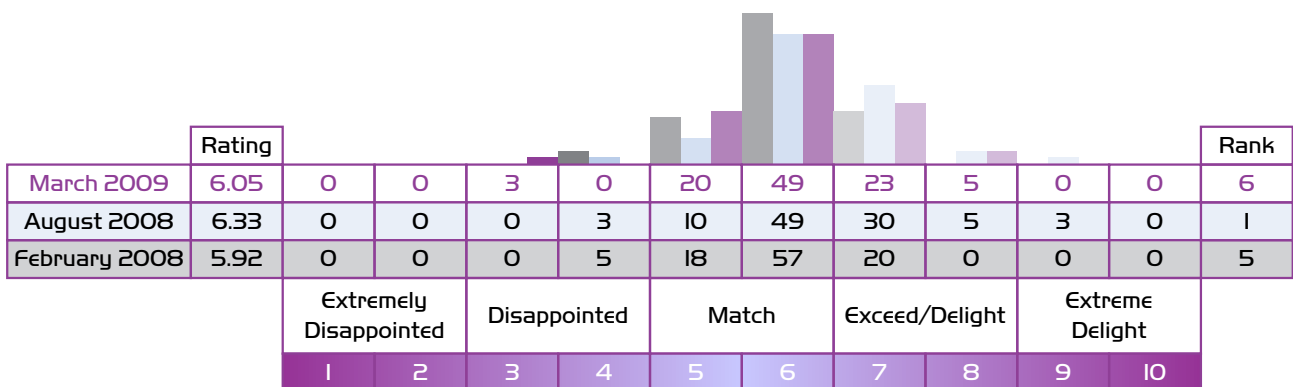
How do we feel about their appreciation of our emotional needs?

Standard Deviation = 0.88



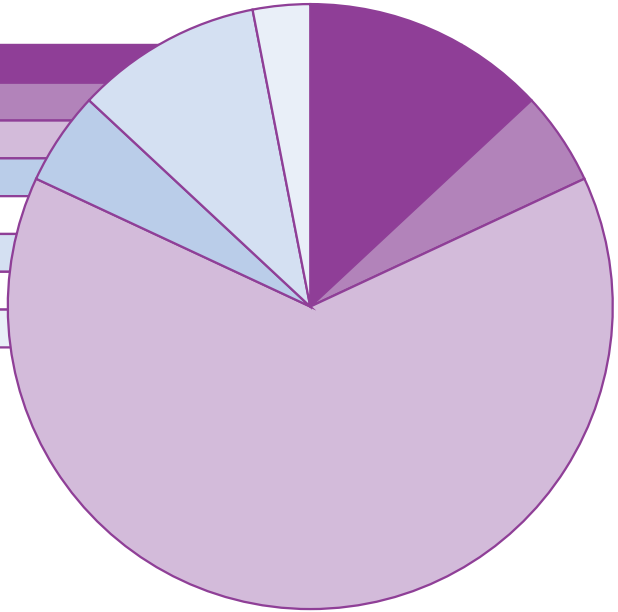
How do they meet our emotional expectations?

Standard Deviation = 0.92



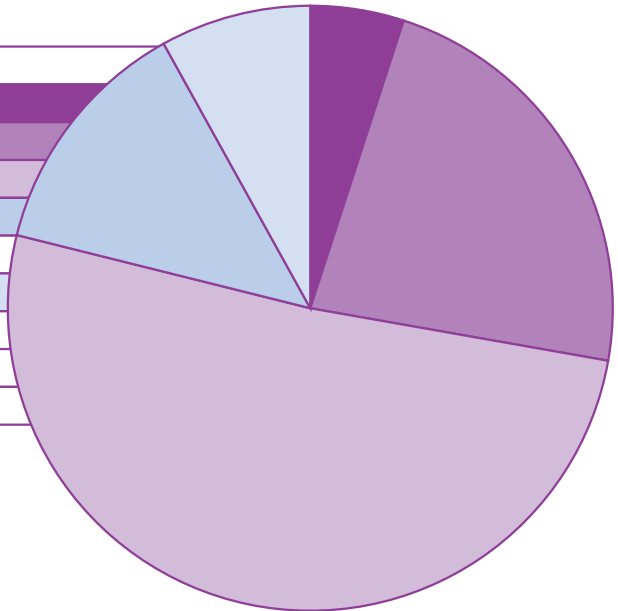
Where is their prime focus?

Me	13%
Their computer system	5%
The product (phone, etc)	64%
The sale	5%
The account	0%
Their procedures	10%
Themselves	0%
Other	3%



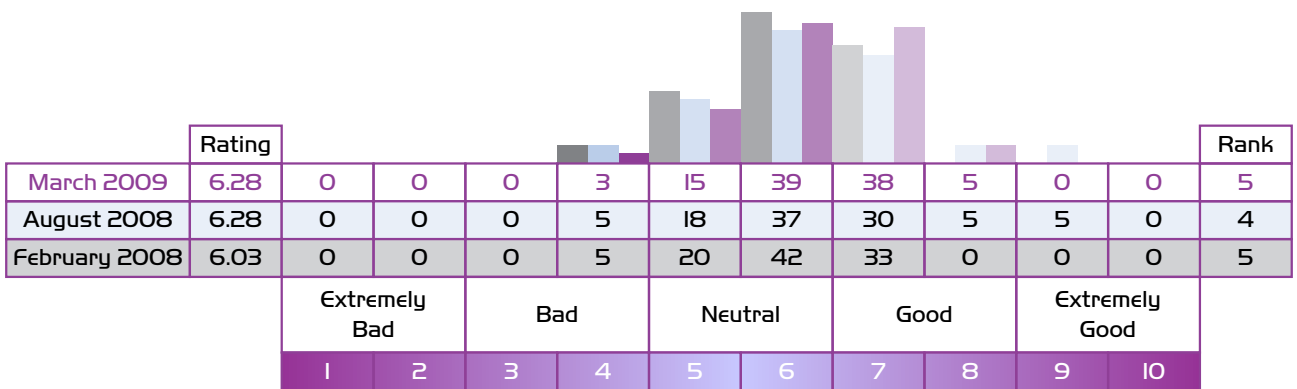
Generally we feel most treated as?

A very special person	0%
A friend	5%
An individual person	23%
A customer	51%
A number	13%
A 'sale'	0%
As one of the crowd	8%
An object	0%
A child	0%
An irritation	0%



How do we feel about the relationship they have developed with us?

Standard Deviation = 0.87

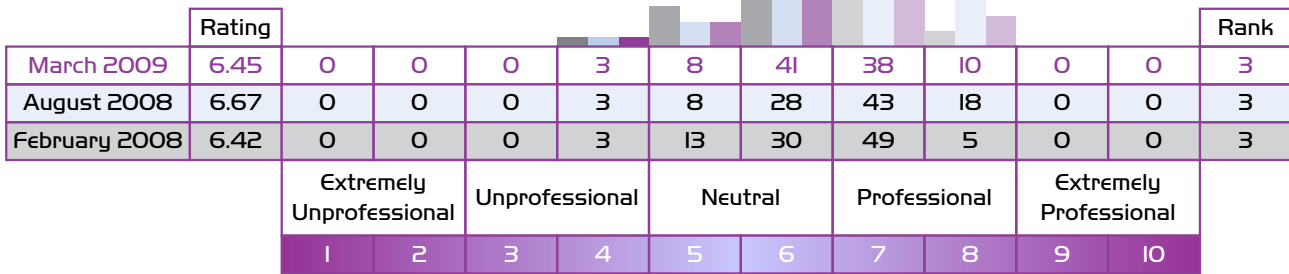


Handling the Task

The section on Handling the Task takes us towards the process issues again, but still from an attitudinal perspective. The section also refers to time spent with us, again from the customer's viewpoint, where the stresses on the advisor can evoke a negative response from the caller.

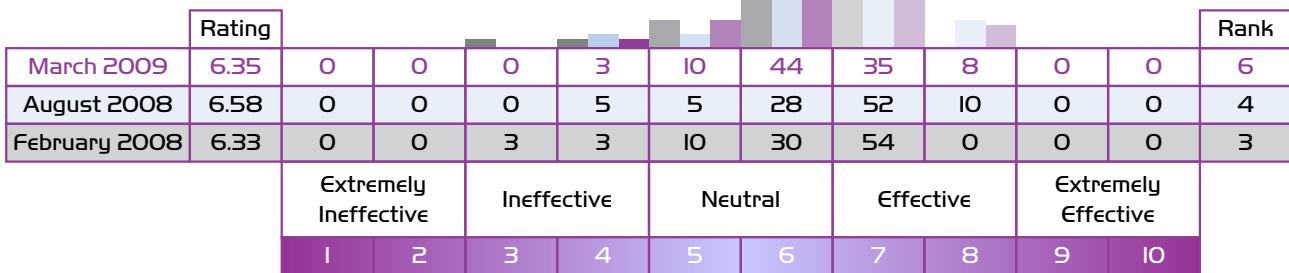
How do we feel about their professionalism?

Standard Deviation = 0.86

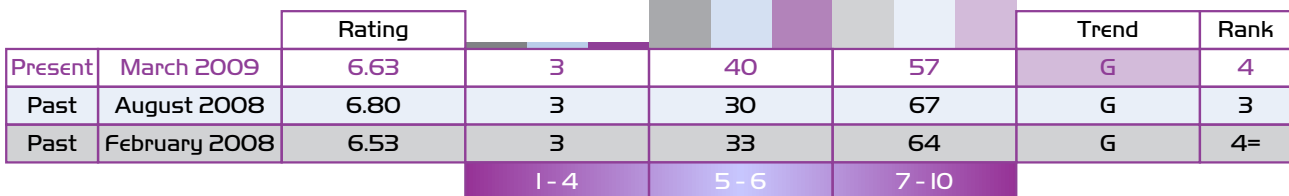


How do we feel about the general approach in finding out our physical needs?

Standard Deviation = 0.85

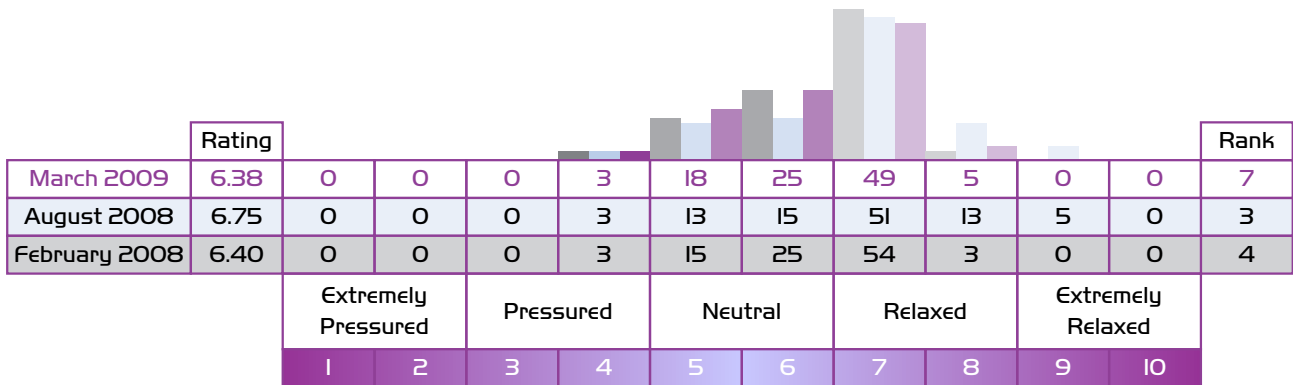


How do we feel about the information they give us?



How do we feel about the amount of time being made for us?

Standard Deviation = 0.91



How do we feel about the way our request is handled?

Standard Deviation = 1.05



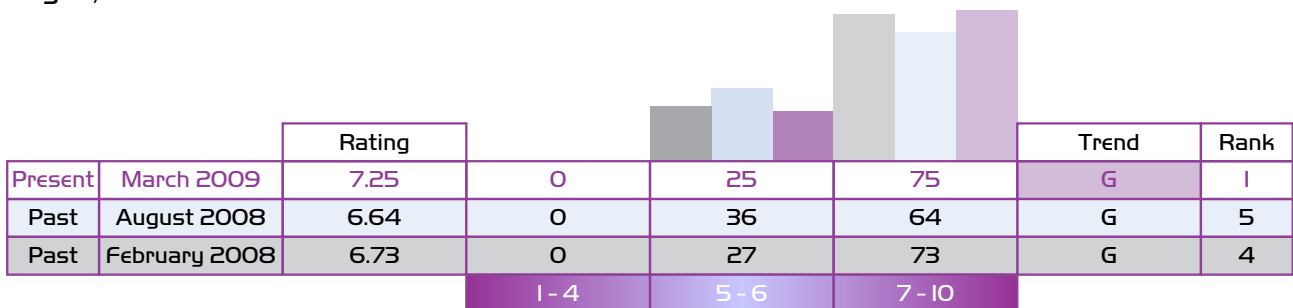
Promotion

Since these moments of pride and belief, and references to USPs, may not necessarily follow any strict order within a flowing call, we now make a reference to Promotion of the services and how it felt to us.

Do they offer any differentiating/unique reasons to do business?

Yes 10% No 90%

If yes, how do we feel about it?



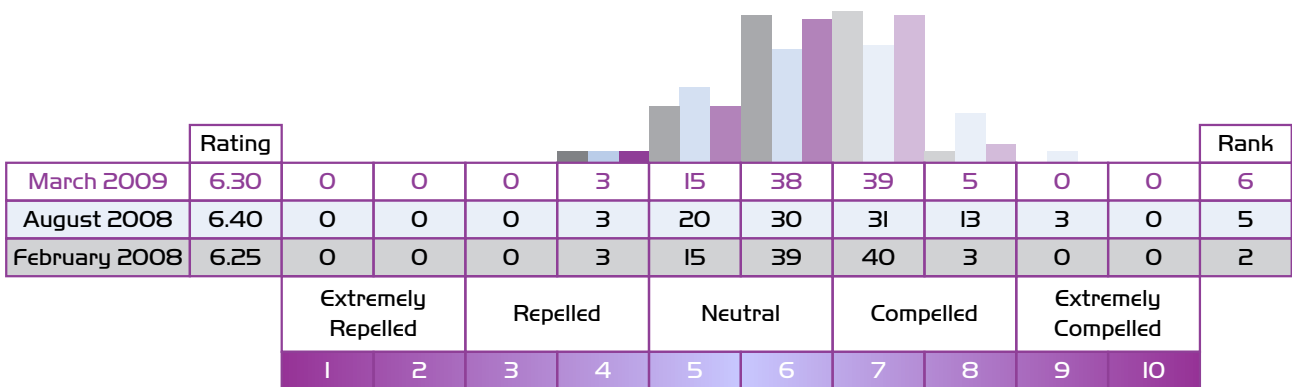
How much pride and belief do we feel they have in their company?

Standard Deviation = 0.75



How do we feel about their promotion?

Standard Deviation = 0.87

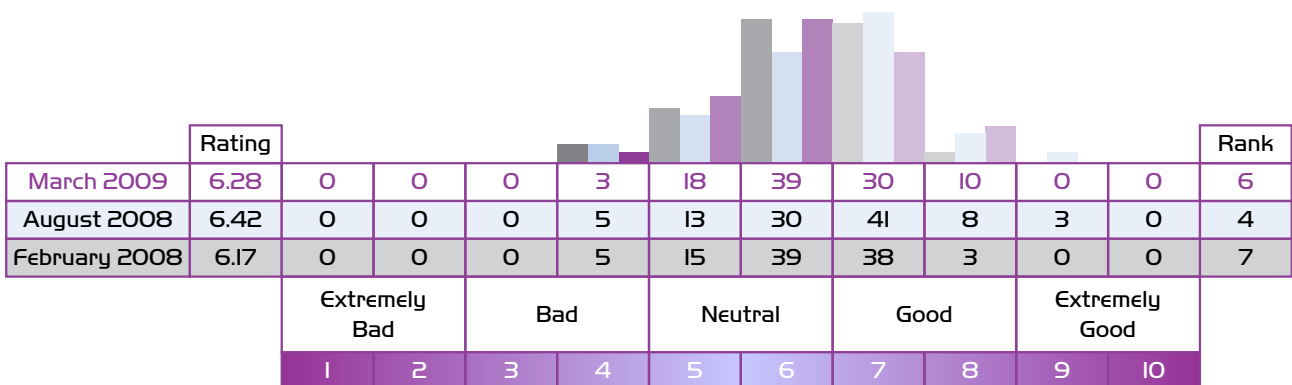


Wrap Up

The important score for the Wrap-Up now appears in chronological order. We are looking for a sense of being "welcomed back." (So any parting salutation recorded earlier must also have a sincere feeling to it, too)

How do we feel about the Wrap-Up?

Standard Deviation = 0.95

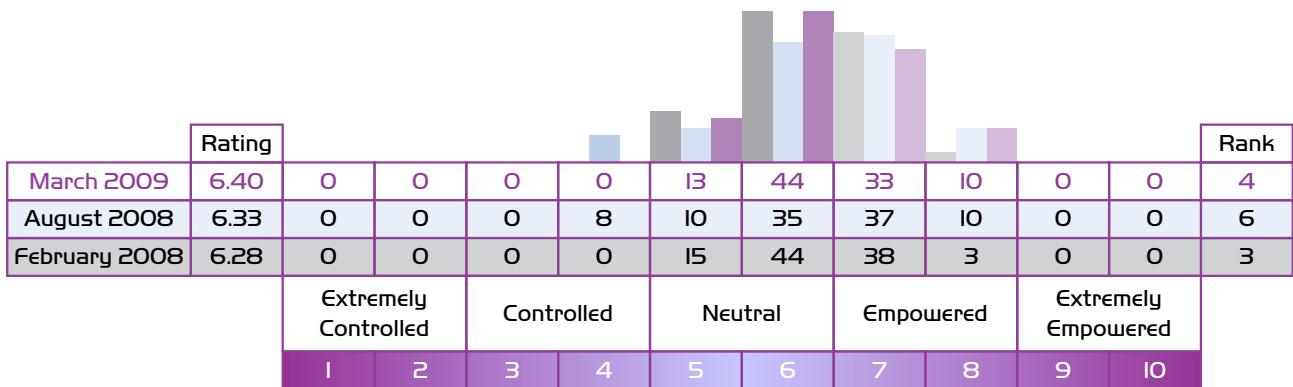


Common Values

We now isolate out special cross-industry questions based on intensive research into the key values to which today's companies aspire in pursuit of shared brand values. On Empowerment, physical evidence such as the taking of initiative should also be supplemented with a sense of freedom and authority in the operator. Ownership is another very frequent quality aspiration; we need to get a full sense that the operator cares about our situation and us, and is prepared to take personal steps to resolve any issues we may have, both physical and emotional.

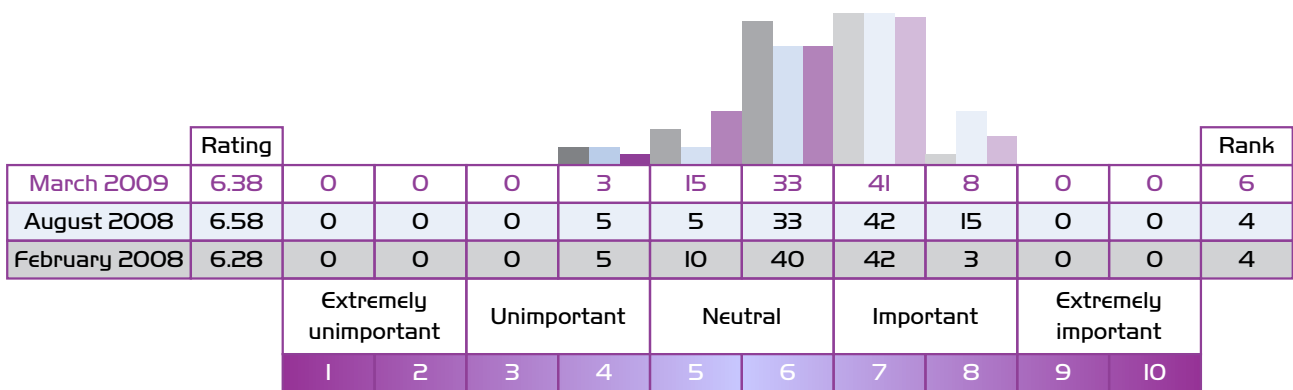
How do we feel about their Empowerment?

Standard Deviation = 0.83

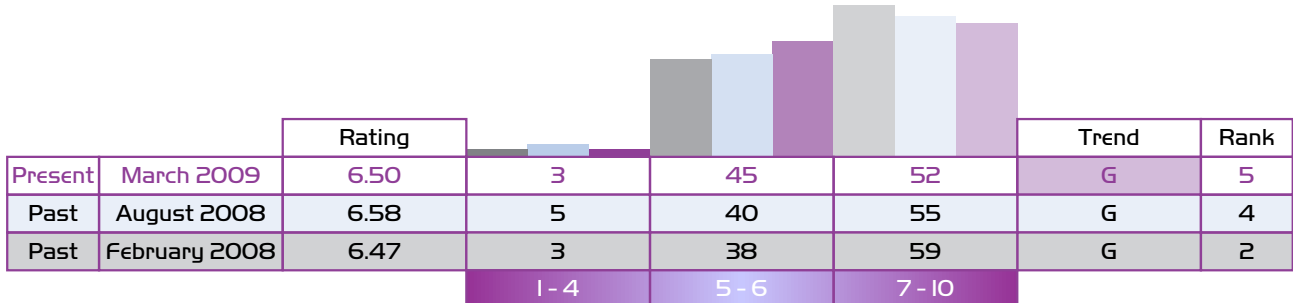


How important do customers appear?

Standard Deviation = 0.91

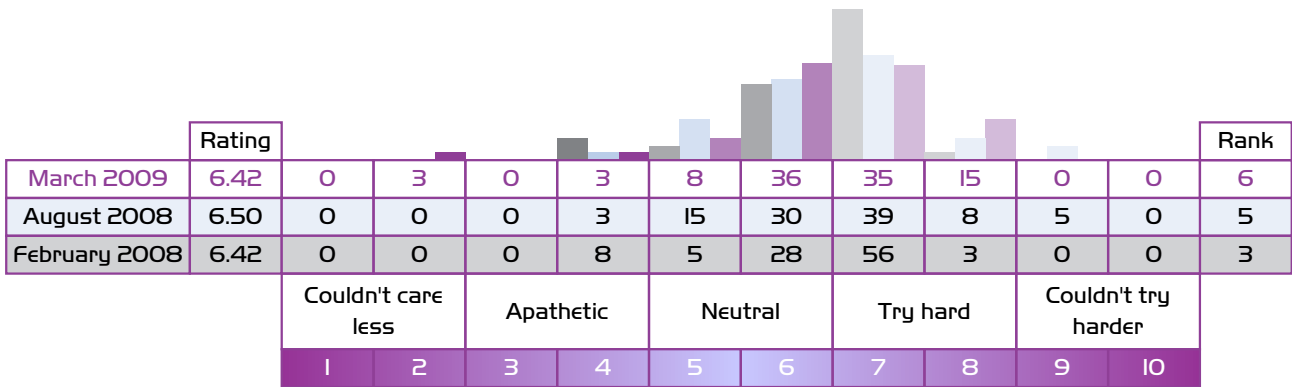


How do we feel about the ownership they take of us and our call?

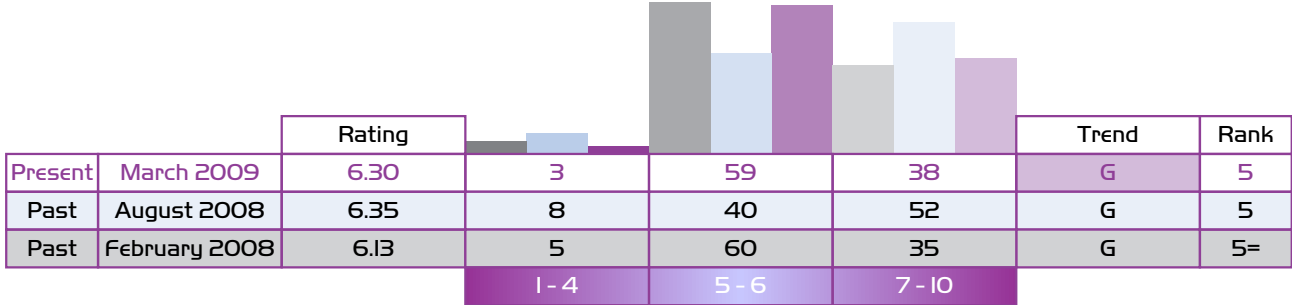


How do they try for us?

Standard Deviation = 1.16

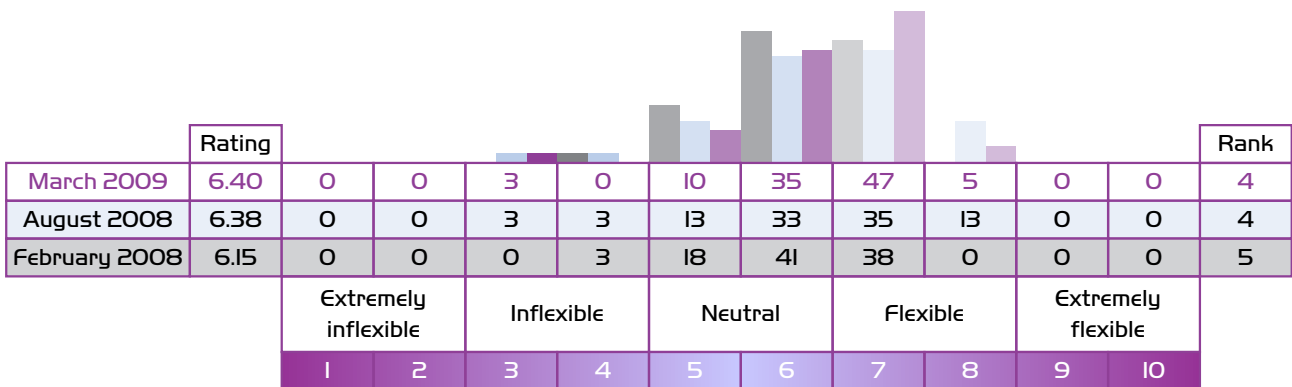


How do we feel about their partnership?



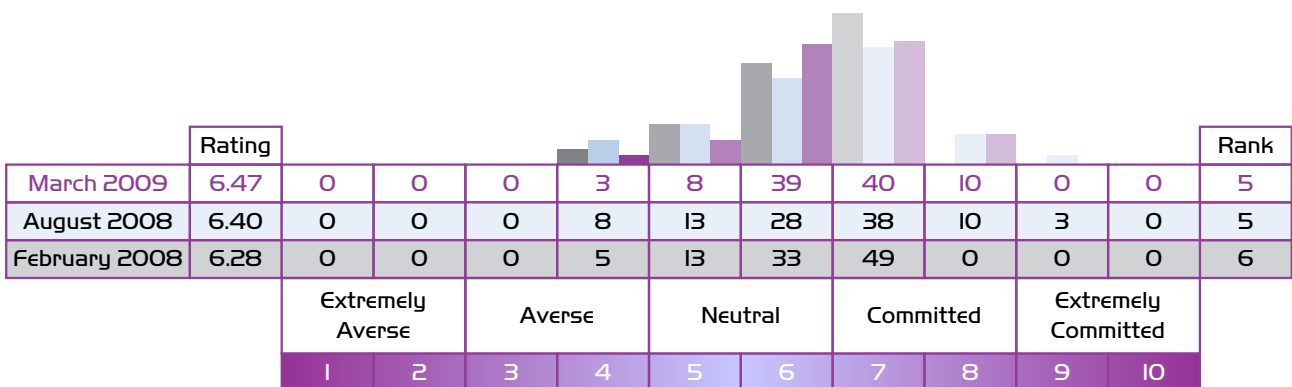
How flexible is their approach?

Standard Deviation = 0.92



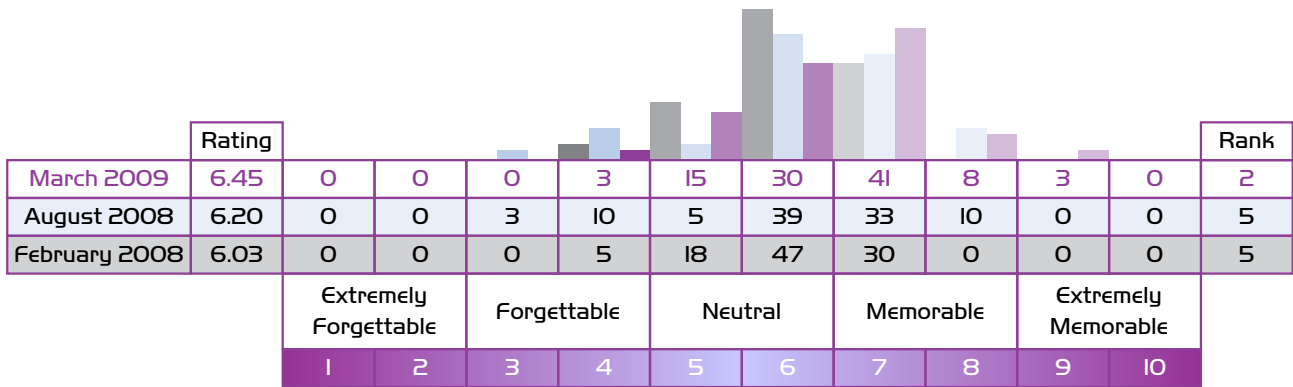
How do we feel their approach is to doing a better job?

Standard Deviation = 0.87



How memorable was the interaction?

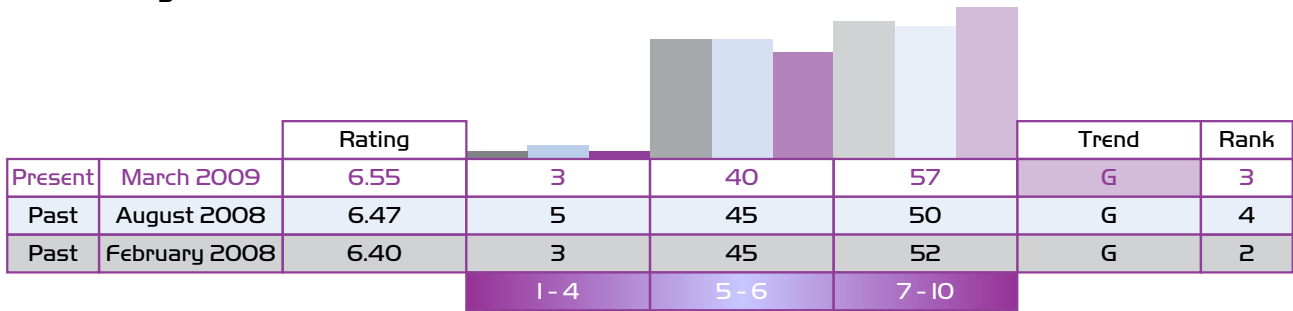
Standard Deviation = 1.00



Lasting Impressions

Having answered all previous questions as a "meditation" on the interaction, we now capture the feelings at the end of that psychological process. We have answered all the preceding questions to simulate the sub-conscious processing of the experience; now we put down a final emotional score that echoes our lasting impression.

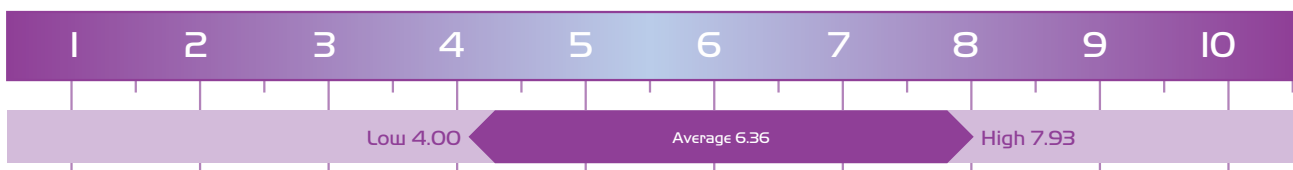
After analysis how do we feel about the interaction?



Statistics

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Industry Ranking	4=	4	6

Key Scores



Empathy Solutions - Researchers Comments

Orange

What we really like

- This agent was very helpful. Her knowledge of the products was good and she was instantly able to identify the product that would best suit my needs, explaining points about it that she felt I would be interested in. She had an open, friendly approach and I felt that I was being given a good level of customer service.
- The agent really engaged in the call and worked hard for me as his customer. He really owned the call and I felt that a good relationship developed between us. I would feel very confident and comfortable in continuing with the deal that was offered to me. The agent was flexible and relaxed throughout with a good knowledge of the products he was selling.
- This agent made me want to buy from her. Her reasons for doing business were sound without being pushy and she was knowledgeable about tariffs and phones. Her wrap was good and she used my name throughout the call.

What we don't like so much

- I was on hold for over five minutes getting through. The Agent only gave one option for a tariff and handset and then asked me to buy. The Agent did not personalise the call or promote the company.
- I felt that I had to do the hard work and the agent was disinterested in talking to me as I was not spending enough money to make it worth her while. It was a bit like getting blood from a stone. The only good thing I learnt was that they refund you postage if a phone is ordered via the phone rather than on line.
- The Agent only came up with one solution and only gave me minimal details of the handset until I prompted.
- They did not personalise the call or promote the product or company and I was not offered further assistance.
- The agent rushed the conversation and I felt pressured by this, but she did get plenty of information from me. The interaction was adequate but it wasn't very personal and I felt I wasn't too important as a prospective customer. She was competent and polite but in a distant way.

Harding & Yorke's ERIC Rating Index
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