Challenging the “Fake News”
CHALLENGING "FAKE NEWS" IN ORGANIZATIONAL CULTURE

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APPROACH FOR CHALLENGING “FAKE NEWS”

1) Explore theories that have always been conventional wisdoms within your organizations.

2) Take off the blinders, and be willing to accept that previous theories may be inaccurate or outdated.
WHO WE ARE

The Canadian Automobile Association is a non-profit federation of eight clubs providing over 6.4 million Members with exceptional emergency roadside service, complete automotive and travel services, member savings and comprehensive insurance services.
AGENDA

- CAA – Who we are
- Lesson 1 – Time of Arrival
- Lesson 2 – IVR Issues
- Lesson 3 – Contactors
- COVID19 Performance
LESSON 1: TIME OF ARRIVAL
ESTIMATED TIME OF ARRIVAL

• When Members call in, they’re provided with an Estimated Time of Arrival.

• Conventional knowledge says that the Estimated Time of Arrival should be +/- 15 minutes of the Actual Time of Arrival, however Informed on Arrival Scores are maximized when the Actual Time of Arrival is 15 to 60 minutes prior to the Estimated Time of Arrival.

• Once we’re 15 minutes later than estimated, scores begin to drop.

• The Medallia data has shown us that our Members would prefer us to be early rather than accurate.
Members’ Overall Satisfaction stays very high (>87%) until they’ve waited 30 - 35 minutes, then it begins to fall. At ~70 minutes Overall Satisfaction starts to drop off.
SATISFACTION BY ESTIMATED TIME OF ARRIVAL

Rolling 12 Results, April 2019 – April 2020 NEO Data
LESSON 2: AUTOMATED PHONE SYSTEM
NPS BY BOOKING CHANNEL

When comparing the impact booking channel has on NPS OVERALL, scores are typically a few points lower for IVR interactions.

YTD: January 1st – November 30th, 2019
Scores include only the clubs that leverage the IVR system
NPS JANUARY - MARCH

CAA has “code red days” in the winter with high volumes. Clubs use IVR during this time differently - some use it only when their phone lines are backed up, whereas other turn it on proactively. Clubs that turn IVR on earlier, see lower scores.

28% of calls handled by IVR

Club A

17% of calls handled by IVR

Club B

13% of calls handled by IVR

Club C
SATISFACTION WITH BOOKING CHANNEL

When we specifically ask how satisfied members are with the booking channel they used, we can see the gap between the IVR system and a CAA representative.

OVERALL, HOW SATISFIED WERE YOU WITH… (% TOP BOX)

THE TELEPHONE REPRESENTATIVE

74.8%

THE AUTOMATED PHONE SYSTEM

47.2%

YTD: January 1st – November 30th, 2019
Scores include only the clubs that leverage the IVR system
RECOGNIZING CAR NAMES

Upon digging into the text analytics, we identified an issue with the system misinterpreting car names.

I kept very clearly saying “Honda Oddessy” and it kept hearing this as a “Stirling pickup”.

“Not a big fan of the automated phone system. It kept interpreting "Jeep Grand Cherokee" as "Seat Ibiza"???”

“The automated phone system can be improved I said Nissan the system said I had a Mercedes.”

“The automated telephone system word recognition is very poor... It interpreted Toyota Matrix (very clearly enunciated) as Chevrolet.”

“That stupid Otto the retarded robot phone answer thing is horrible. "What kind of car do you have?" "Mazda CX-5" "I think you said Ford Explorer" - just hire a human being, please.”

“The automated call system was poor. I kept telling it I had a Chevrolet Equinox, and it kept asking if it was a Ford Explorer”
LESSON 3: CONTRACTORS
FLEET VS. CONTRACTOR

For our Roadside Assistance business we have three types of facilities:

1) Fleet (Owned and operated by the CAA Clubs)
2) Preferred Service Providers
3) Contractors

As a federation, we’ve always thought that our Fleet Drivers were much better than the Contractors used. The data shows that, while overall Fleet facilities score higher, Contactors can be as good, if not better, than Fleet facilities.
NPS BY FACILITY TYPE

- Fleet: 83.6
- PSP: 80.6
- Contractor: 75.5

April 2019 – April 2020
<table>
<thead>
<tr>
<th>FLEET</th>
<th>Contractor/Contractor</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atlantic Fleet - Moncton</td>
<td>Lindsay Milne's Roadside Assistance</td>
<td>91.8</td>
</tr>
<tr>
<td>Bob's Service Centre</td>
<td>PSP</td>
<td>90.8</td>
</tr>
<tr>
<td>Mario's Roadside Service</td>
<td>PSP</td>
<td>87.5</td>
</tr>
<tr>
<td>Ottawa Fleet</td>
<td>FLEET</td>
<td>87.2</td>
</tr>
<tr>
<td>K. Flanagan Towing</td>
<td>PSP</td>
<td>85.3</td>
</tr>
<tr>
<td>CAA Fleet</td>
<td>FLEET</td>
<td>84.7</td>
</tr>
<tr>
<td>J.B. Mobile Mechanic</td>
<td>CONTRACTOR</td>
<td>83.4</td>
</tr>
<tr>
<td>Astro Towing</td>
<td>CONTRACTOR</td>
<td>82.7</td>
</tr>
<tr>
<td>Thunder Bay Fleet</td>
<td>FLEET</td>
<td>82.5</td>
</tr>
</tbody>
</table>

Facilities where n= 300 +
ROADSIDE NPS RESULTS

During the Covid-19 outbreak to date, we have seen a lift in NPS scores.

ROLLING 12 MONTH

% Promoters – % Detractors

COVID-19 TIME FRAME

% Promoters – % Detractors
During the Covid-19 outbreak to date, we have also seen a lift in all other KPI’s.
REACTIONS TO SERVICE AMID COVID-19 OUTBREAK

• Amazed at the prompt and careful service given the Covid-19 situation.

• They were wonderful. Quick, helpful, and careful about COVID.

• I have always had wonderful service from CAA and this last time was no different. The truck came within the time stated and the driver was so good at keeping himself and me safe during this time of COVID 19. Thank you.

• Thank so much for your services even in the midst of the current COVID-19 crisis, you were there for me. 5/5 stars.

• Both the reception and service person asked about any recent exposure to COVID! Excellent!
TRAVEL NPS RESULTS

During the Covid-19 outbreak to date, we have seen a lift in NPS scores.

ROLLING 12 MONTH

- % Promoters – 79
- % Detractors – 25

COVID-19 TIME FRAME

- % Promoters – 87
- % Detractors – 13

April 2019 – April 2020
March 17 – Apr. 26
Scores remain strong during the Covid-19 outbreak.
REACTIONS TO SERVICE AMID COVID-19 OUTBREAK

• Our travel consultant Linda was amazing. She answered all our questions, contacted the tour group to find the answers and was outstanding. She was always professional, calm and efficient. She deserves a bonus because all of the happened on March 13, 2020 when International travel was just being affected with Coronavirus!

• Your travel agent, Veronica, is a jewel. She has spent hours over the past few days, first making and then cancelling reservations as the coronavirus warnings grew. She has gone beyond any expectation that I could have placed on her.

• CAA did an excellent job. I want to commend the work of Beth. She was a safe harbour for me in a time of need. I can't thank her enough for her kind words, support and professionalism. She's the reason I was able to make it home to Nova Scotia during these turbulent times.
RECOMMENDED STEPS TO TAKE
ASK YOUR SENIOR LEADERSHIP THESE 3 QUESTIONS

1) Brainstorm about your “Lore”

2) Ask yourself about the data foundation of our ”lore”

3) Use your current data to validate or refute it

And expunge the ”fake news” from your organization!
THANK YOU!

QUESTIONS?

Jeff Walker
Chief Strategy Officer, CAA