RECENT CASE STUDIES

Tenacity named Gartner 2016 Cool Vendor for CRM Services and Support. Read about it here.

CHANGING THE GAME FOR A LEADING BPO

Tenacity was recently deployed in a working class, Navy town in the Northwest. This leading BPO is employee-centric, regularly rewards excellence and recognizes employee contributions. But at this site, they were still challenged with dismal attrition rates that are the industry-standard. The company offered agents fifteen minutes of voluntary aux time per week to use Tenacity on the clock in addition to any time they might spend using Tenacity in their off-hours. Within six weeks, the BPO was making a spectacular profit on the program. The reduction in absenteeism alone paid for the pilot, and the impact on attrition – a 33% reduction – was dramatic. Even though the company counted every minute an employee used Tenacity and every minute an executive spent discussing Tenacity in procurement toward the cost of the program, they still earned a spectacular 377% return, representing our highest client ROI at today's increased pricing.

PACIFIC NORTHWEST BPO

- ❖ REDUCED ATTRITION BY 33% OVER 6 MONTHS
- ❖ YIELDED ROI OF 377% (AT TODAY'S PRICING)

POWERFUL RESULTS IN ACTION AT A US TELECOM PROVIDER

Tenacity also delivers outstanding results at in-house centers. A US-based telecom company rolled out the beta version of Tenacity at their center in the mountain Midwest. The center had a persistent problem with attrition. They had attempted to engage employees with affinity groups, recognition and rewards, potlucks, free lunches, and extra training – but nothing moved the attrition dial. Most programs received no more than 5% participation, and none lasted long.

LEADING TELECOM PROVIDER

- ❖ REDUCED ATTRITION BY 25% OVER 6 MONTHS
- ❖ INCREASED CSAT 2%
- ❖ YIELDED ROI OF 225% (AT TODAY'S PRICING)

Half the center instantly signed up with Tenacity and stayed engaged. Six weeks in, Tenacity had 7x as many participants as previous programs did in the same timeframe. Instead of the expected drop, Tenacity user activity continued to increase, doubling again over six months.

Tenacity cut attrition by 25% center-wide, delivering a 225% ROI (at today's increased pricing) while increasing transactional NPS by about 2%.

BIG SAVINGS AT A BIG THREE AUTOMAKER

Tenacity was also rolled out at a call center for a big three auto manufacturer. The center had a strong tradition of monthly social events, including birthday parties for employees, and outstanding contributions were regularly rewarded. Yet these generally positive practices were not enough to prevent them from experiencing costly levels of attrition and absenteeism.

The effect of Tenacity at this center was immediate and dramatic. Over six months, Tenacity prevented 92 attrits, dropped the monthly attrition rate 2.9%, and delivered a turbo-charged ROI of 299% at today's increased pricing. **This case study is an example of the normal results of using Tenacity**, which tend to return 3x the cost of the program.

MEASUREMENT: HOW WE KNOW TENACITY CAUSED THE IMPROVEMENTS

Tenacity is a data driven company, and we don't make claims about our effect on our clients' bottom lines unless we can prove them.

By using a control group, Tenacity can confidently exclude external causes. Changes in the labor market, pay, benefits, management and process: these all affect attrition, absenteeism, and performance. This is why before/after measurements are relatively useless. Benchmarking suffers from the same flaw: it is impossible to identify what caused the changes in outcomes.

The key to measuring this well is that both the intervention and control groups must be subject to exactly the same conditions and same changes. That way the control group forms a true baseline.

For example, if a center has an average of 6% monthly attrition and you deploy Tenacity, and attrition drops to 5%, Tenacity won't claim it had anything to do with the improvement. But if the *control group* has, say 4% attrition in September and the intervention group has 3% attrition, this shows that Tenacity caused a 1% reduction in attrition for those who received the intervention.

Eliminating the Cream-of-the-Crop factor

Randomized control trials are the medical gold standard, but we haven't yet found a client who will let us randomize who receives Tenacity. So we use a method called propensity score matching.

First, employees opt in. We *don't* compare the opt ins (users) v non opt ins (nonusers), because that would stack the deck. A better attrition rate among users probably would just mean that the good, loyal employees use Tenacity. This is called "selection bias", and it is important to avoid.

Instead, Tenacity's data analytics team does a propensity score match. They take some subgroup of the users for whom they can find "matches" in the group of nonusers. To find matches, they look at job role, supervisor, performance history, and tenure, to develop an apples-to-apples comparison group.

USE CONTROL GROUPS:

- ❖ FOR ALL VENDORS
- ❖ FOR INTERNAL PROGRAMS

That means Tenacity has to throw out all the "cream of the crop" people that are using Tenacity, and just compare two roughly identical subgroups. The matched users become the "intervention group" and their matched non-using counterparts become the "control group". This ensures the deck isn't stacked, and the gap in performance/attrition/absenteeism between the two groups after Tenacity is introduced is attributable to Tenacity and Tenacity only.

Short of a randomized control trial, propensity score matching is the most robust way to measure causation. Instead of the meaningless before/after and benchmarking approaches, Tenacity encourages clients to use control group analysis in evaluating all vendors and internal programs.

ABOUT TENACITY

At Tenacity, we're passionate about helping our clients address one of their biggest business challenges – improving employee quality of life – in a sustainable, scalable manner using innovative combinations of cutting edge social science, stress management and resiliency best practices, all enabled by cloud technology, and customized by AI for each individual center and agent.

Tenacity's retention-as-a-service solution reduces stress, improves the way people feel, builds meaning into work and connects agents with each other on a human level. It's a powerful way to get agents to stay in their jobs longer, and to perform better while doing it.

Tenacity prequalifies its customers and thus has been able to consistently deliver, clear, rigorously measurable, strong returns on investment for every single one of our clients.

To learn more and find out if we're a good fit for your workforce, schedule a consultation today at gotenacity.com/connect.

Tenacity received TMC's 2016 CUSTOMER Contact Center Technology Award. Read about it here.