

maurices

Case Study

Maurices: A Partnership Driven by Performance



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Client Profile

Maurices Inc., stylized as maurices, is an American women's clothing retail chain based in Duluth, Minnesota, with over \$1 billion in revenue in 2020. Maurices' product range includes women's casual apparel, professional wear, dressy wear, activewear, shoes, and accessories. With an ethos of style, service, and community, the company puts people first, working hard to provide fun fashion and friendly service to amazingly real everyday women.



Industry

Retail



Footprint

Founded in 1931, Maurices provides high-value apparel for women aged 25-45 via a network of 850 stores across the U.S. and Canada, as well as online. Maurices is considered a "hometown retailer," with nearly 70% of its stores located in small towns, and over 40% of stores in the Midwest, which is the company's historic home market.

"It's more than just clothes, it's about caring... because we believe in putting people first." – maurices.com

How the Maurices-Teleperformance partnership came to be:

In 2010, Teleperformance was chosen to deliver CX support for another leading, U.S.-based women's clothing brand. In 2015, that brand was acquired by a parent company that also owned Maurices; Teleperformance services were retained by that original brand then extended to Maurices in 2016. Maurices was again acquired by a new parent brand in 2019, yet Teleperformance support continues to this day due to outstanding performance and the strong foundation already established between us.





Business Challenge

Maurices' C-SAT scores for a prior 14-month period were below their goal of 25 points, out of a possible 31, because of dissatisfied customer interactions. Hence, the primary goal was to improve customer satisfaction, and thereby, the overall customer experience.



Solution Delivered

Our approach to addressing the client objective was three-pronged:

1. Update the C-SAT review process
2. Update the escalation process
3. Introduce transformative technology through Training Arcade to target identified causal factors

Key Actions Implemented

What can be measured can be improved. Hence, we rolled out a weekly C-SAT deep dive to break down the agent controllable opportunities versus non-controllable ones. We also initiated a daily review of the lines of business to identify the lowest C-SAT average and the causal factors. Simultaneously, we expedited the escalation process from a call-

back setup to a real-time transfer to the Tier 2 team to reduce the customer's time to wait for a resolution. Finally, we leveraged gamified learning via the Training Arcade to address key missed areas pinpointed by quality assurance, operations, and the C-SAT scrubber. Training Arcade is an intuitive game-based quiz tool with a library of eight

games that can be played individually or as a team. Besides driving knowledge retention, Training Arcade can also track user performance and analyze data. An enterprise license enables a high volume of "game creators" to create, publish, and share games in minutes, making this one of our most successful tools.



Results and Benefits

6% improvement in customer satisfaction (C-SAT) score

Our C-SAT improvement plan resulted in a 6% increase on average from December 2020 to June 2021 versus the February 2020 to February 2021 average performance.

Production attrition was reduced by half in the work-at-home (WAH) environment.

Production attrition dropped from an average ~12.5% to 5% monthly, resulting in:

- Lower training costs for Maurices and Teleperformance
- Increase in efficiency, with higher tenured agents
- Ability to triage more complex (Tier 3) solutions
- Brand culture expertise

Our Client's Success is Our Success

Existing work-at-home agent (WAHA) group:

Before COVID-19, Maurices was already maintaining a small group of WAH agents. With processes already established, the transition to a full WAH setup has been much smoother.

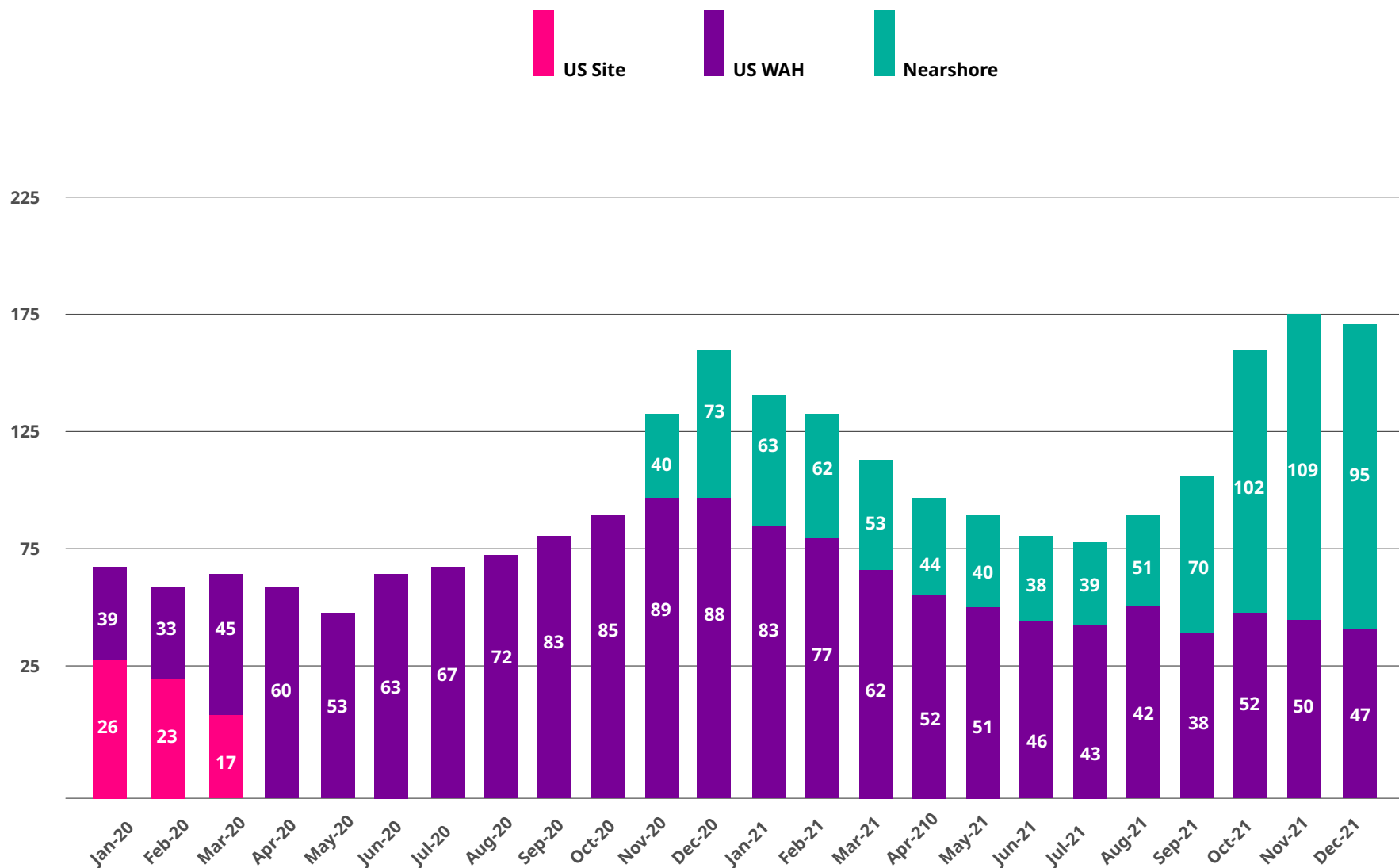
Tier 2 and Tier 3 expansion:

We have now doubled our Tier 2 support within the WAH environment.



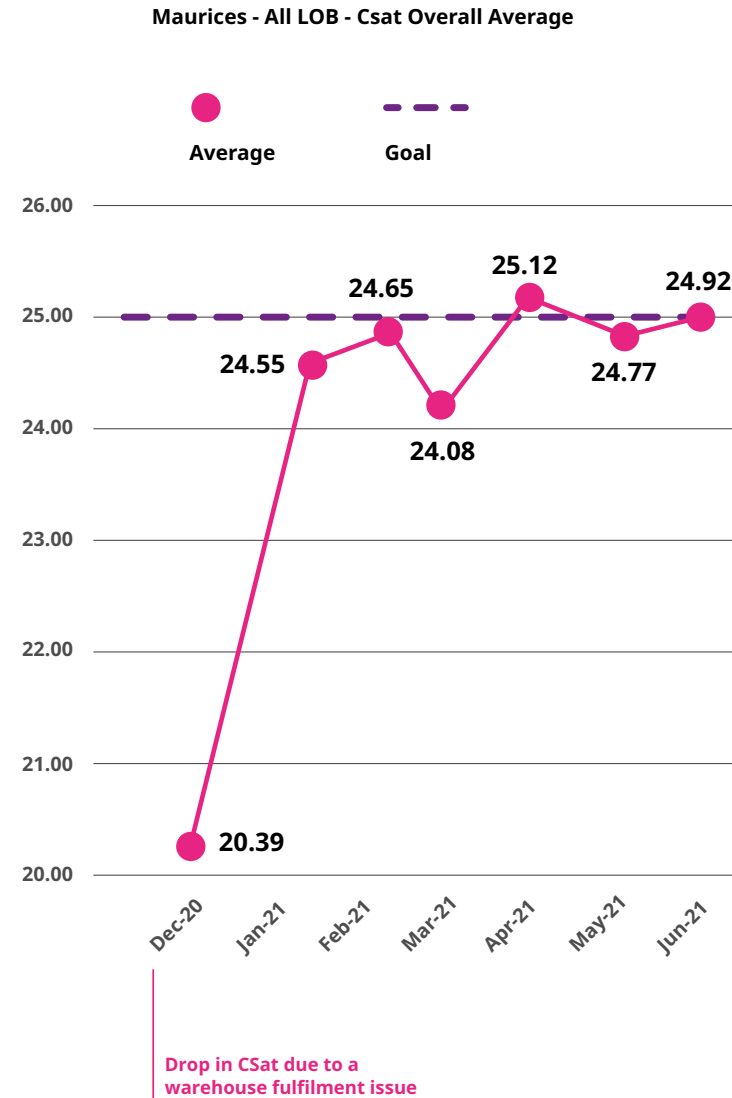
WAH Headcount Throughout 2020-2021

Maurices Headcount Breakdown of Site vs WAH



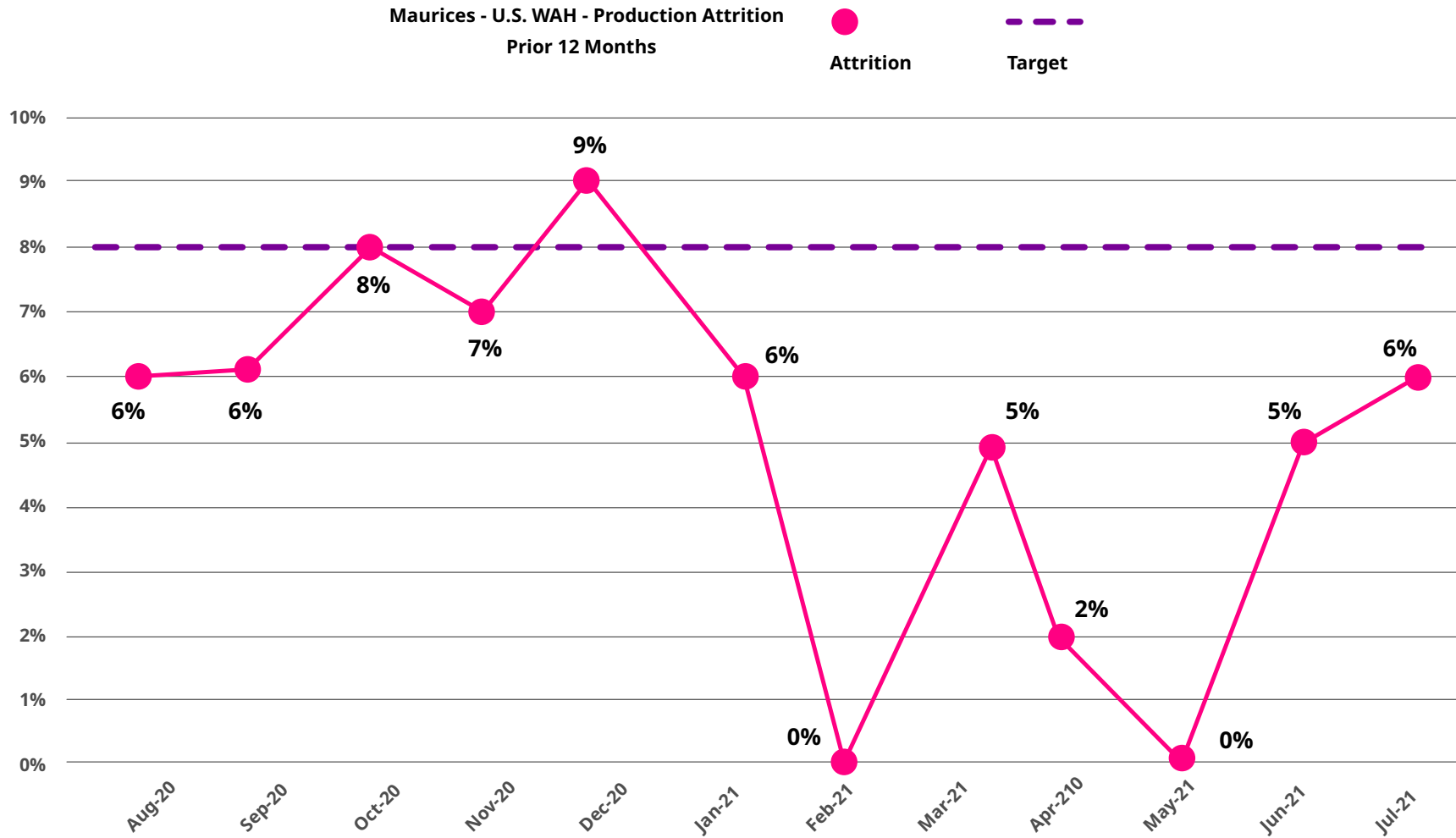
Customer Satisfaction

Since moving to 100% WAH in the U.S. at the start of 2021, C-SAT scores have increased substantially, consistently meeting Maurice's targeted performance goal.



Attrition

Since moving to work-at-home in January of 2021, employee attrition has dropped significantly -- far surpassing performance targets.



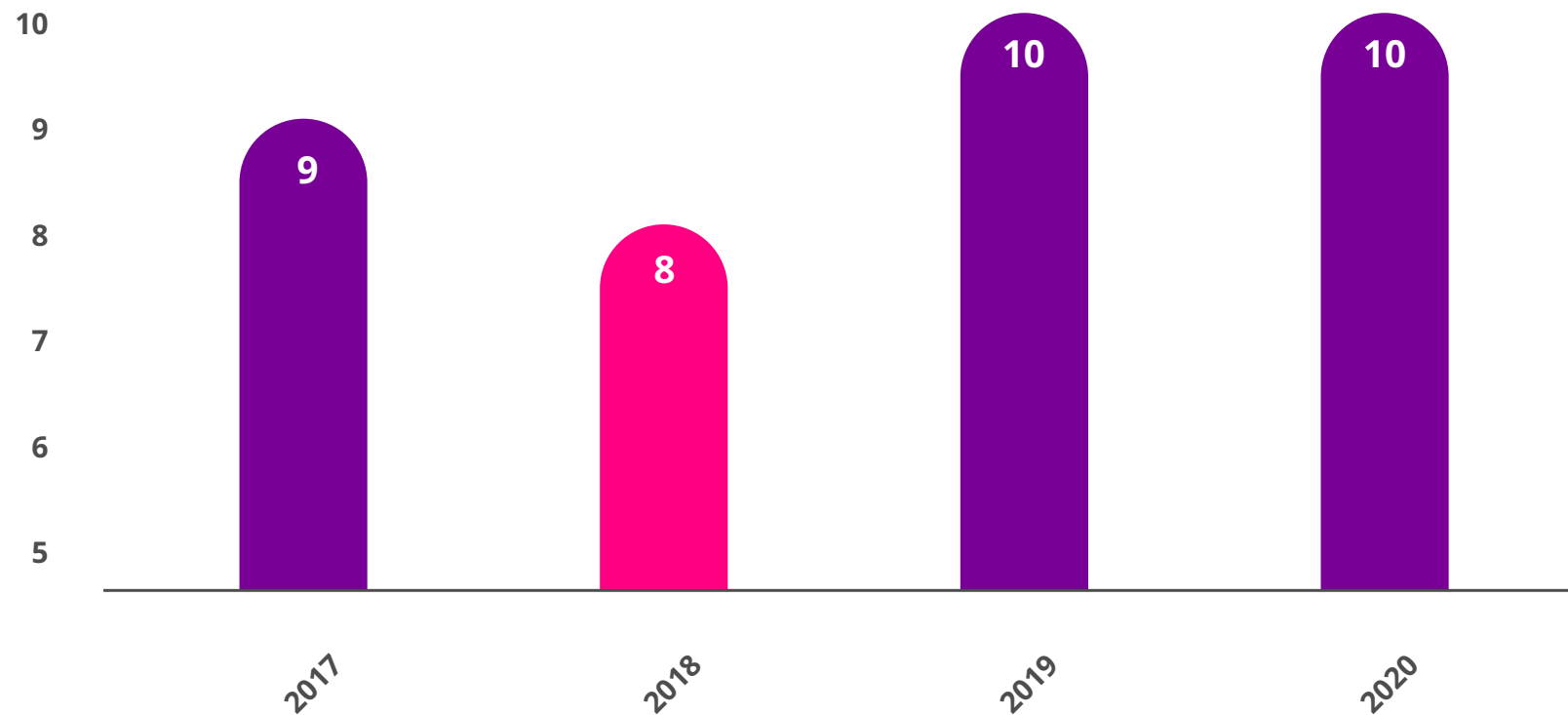
Prior to Cloud Campus, production attrition averaged ~12.5% monthly

Peak attrition months of December, January, March, and June were mandated down-sizing to accommodate volume decline

K-SAT

We have maintained the client satisfaction (K-SAT) score at a 10 for the past two years.

Teleperformance KSAT (Intent to Recommend)
2017 to 2020



A Great Performance Comes from a Great Team

At Teleperformance, people are at the core of what we do. To help our clients survive and thrive in an ever-evolving business landscape and deliver on our promise of resilience, flexibility, and agility, we must first guarantee the best working conditions for our agents while boosting their engagement. Engaged employees who can work wherever they call home are happy employees who can yield better results and will choose to stay.

And Maurices work-at-home agents agree!

By updating our C-SAT and escalation processes, we could better identify areas of improvement and opportunities to increase customer satisfaction. Furthermore, making training more fun certainly made training more effective. Training Arcade not only encouraged participation but also boosted knowledge retention, enabling our agents to deliver superior interactions and take customer experience to a whole new level.

"I like working from home for many reasons. All around, it is much safer and easier to get to and from work for sure!"

Teleperformance currently manages 100% of Maurices' contact center support in sales and customer service, utilizing both domestic and offshore operations — and the partnership continues to exceed expectations on all fronts.

"I love working from home because it saves me from the daily commute to work (on-site)."



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