

Path to Transformation: Rebuilding Our Foundations for Success

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Throughout our transformation, our performance KPIs reflected improvements.

We have improved contact center metrics:

- CSAT by 10%
- FCR by 8%
- AHT by 5 mins +

through focusing on:

- our north star, purpose
- four core strategic pillars
- understanding our members
- improvements through partnerships
- technology and data unlocks



Our journey to rebuild our foundations has provided many new learnings and created long-term best practices

1. Everything Starts with a Strong Purpose and Passion

Path to transformation requires you and your team having a vision that is obsessed with experience and eliminating the defects for members / customers, associates, and agents.



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2. Let's Give it a Whirl

It takes courage to be unconventional, to challenge the status quo, and to be bold in where you are going.



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3. Strategically and Culturally Aligned is Power

Top / Down – there must be one vision, path, and measures of success to be best in class (internally + outsourced).



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4. Don't Trust All You are Told

*Timing and the “Power of the Pause” enables success!
It is ok to say no or not yet – especially with GenAI.*



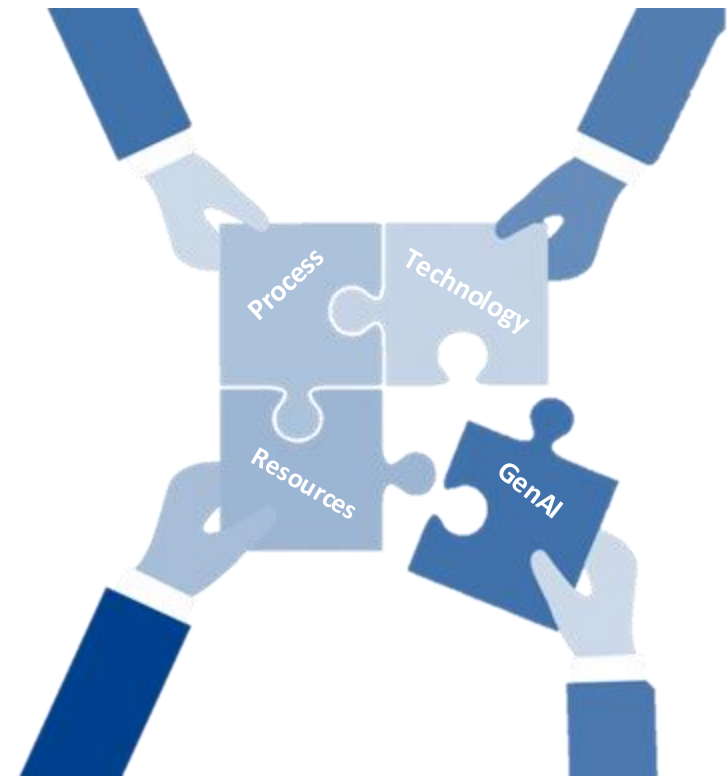
The Power of the Pause ■ ■



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5. Some Things Must Be in Tandem

Process, technology, resources, and GenAI must align and work together.



Closing / Summary

- Success is born out of strong purpose and passion.
- Dare to take risks, give new strategies or test & learn possibilities a whirl.
- Harness the power that comes from strategic and cultural alignment.
- Be discerning and mindful of timing when making decisions.
- Ensure people, process, and technology are aligned.



