

Centralizing Channel Partners Increased Customer Renewal Rate

Process changes and technology improvements take retention rates beyond 80%

Situation

This client is one of the largest car insurance providers in India, servicing 4.2 million customers. Most of its sales are done through its channel partner, that sells car insurance to new car buyers at the more than 1000 new car dealerships across India. These individual dealerships each had their own method of sales and renewals.

Opportunity

The client's biggest challenge with this decentralized approach was that there was no way to verify that the individual dealerships were abiding by the IRDA (Insurance Regulatory & Development Authority) and TRAI (Telecom Regulatory Authority of India) standards. These organizations have the authority to audit calls and impose punitive fees for lapses in adherence. In addition, the client felt that it was losing possible revenue from the inconsistency of its sales approach and from not having the resources to reach customers in the diverse languages across India.

Action

Beginning in March 2012, the client partnered with Concentrix to consolidate all of the verification and solicitation work done by the dealerships into one system. The new system focused on three different areas for improvement: sales scope, language, and disposition accuracy. Because the individual dealerships have a large role in the ecosystem of the company, the delivery centers are primarily geared towards assisting these channel partners.

The new system focused on expanding the scope of business opportunities. Insurance bundled with sales of new cars is the core of its sales revenue, so in early 2012 the project concentrated on new sales. Gradually, this client increased the scope to include "winbacks" of former customers whose insurance had lapsed. The winbacks were a key issue for this client, because they had a 23% lapse rate and over 4 million potential new customers. As the winbacks and new customers expanded, the program eventually included more sales channels. The client also introduced SMS callback, in which potential customers could alert the client of their interest by text.

The second branch of the project focused on increasing the scope of the languages serviced. Choosing three strategically placed delivery centers in Vizag, Kolkata and Mumbai, Concentrix hired enough representatives to cover six, thirteen, and five different languages at each center. Concentrix also trained the new agents in soft skills, pronunciation, and regulation compliance. The new delivery service locations are poised to help the client's delivery channel partners and customers fifteen hours a day.

The third branch of the project focused on improving the technical infrastructure. This ensured that the calls were being routed to the correct language group, and also reduced missed and dropped calls. The new system records all calls and uses tracking software to increase compliance and aid analytics. It also aids in scheduling and predicting language use during peak times. Initiatives, uniform process guides, and value-adding training ensure specialized and cross-skilled teams are ready to help with every line of business service. Concentrix places high priority on this kind of end-to-end customer engagement and believes this process is scalable, and can move up the value chain for the customer.

Results

Partnering with Concentrix helped the client streamline its process, increase compliance with regulatory agencies, and expand its potential customer base. IRDA and TRAI compliance has increased; for example, compliance with the DNC (Do not call) list and customer consent documentation are at 100%. This partnership also increased efficiency. Previously, 85%-90% of customers' details were verified during their brief wait at the dealership for their new car, a number which has increased to 97%.

In addition, this new system increased the retention rate from 76-77% to 81-82%, a significant increase for a company that already dominated the market with more than 4 million customers. Our agents are winning back 130 old customers per agent, per month.

The ProCare program is expected to increase the renewal rate to 90% over the next few years.

To learn more, please contact us at inquiry@concentrix.com or visit www.concentrix.com

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