



Welcome to the ERIC on-line Demonstration

Harding & Yorke launched the ERIC benchmarking programme in July 2004. In June 2005 we were able to offer subscribers on-line access to findings together with a number of new services allowing specialist analysis of the Data.

What is ERIC (in brief)?

ERIC stands for EMPATHY RATING INDEX COMPANY and is a methodology designed and adopted by Harding & Yorke for measuring 'How it feels to be a Customer' and 'How it feels to be processed' when interacting with an organisation. The standard Benchmark is based on a study of over 200 companies in 12 different industries serving the UK. By necessity the standard benchmark is based on sales calls into Contact Centres although the measure has been adapted by Harding & Yorke to successfully work across all functions and channels of communication including:

- Telephony
- Retail
- Face-to-Face (meetings)
- Correspondence
- Internet and Email
- Internal

Whatever your need the ERIC team at Harding & Yorke are able to provide you with comparable data that is validated, reliable and sensitive.

The information, and the way we provide it, is hugely compelling and acts as a catalyst to change.

The Empathy Academy* Team, led by Nickie Hawton, is dedicated to learning from the ERIC data and secondary analysis in order to develop solutions to inspire and motivate teams and individuals to display empathy with their customers.

Why is ERIC so important?

After three years and the collection of over 2.5 million data points we shared the data with Professor Merlin Stone and Dr. Yuksel Ekinci of Oxford Brookes University. Their remit was to investigate any correlation with Profitability. After carrying out both validation and correlation analysis they reported a very high correlation of 85 against Return on Capital Employed. ERIC is the world's only service-related measure to correlate directly with profit.

This benchmark programme allows companies to assess how they are making their customers feel against over 200 other companies serving the UK and to design interventions to make the customer experience both better and profitable.

What can I do with ERIC?

The on-line demo will help you to understand the functionality of the database including cross industry and time-related comparisons. You can also print out specific reports and methodology. We are constantly looking to improve the way you can access and share the data you subscribe to.

Behind the database our dedicated ERIC Team is here to support you with soundbiting, presentations and further analyses. You can even ask us to send the data as a Microsoft Excel spreadsheet compatible .csv file for your own internal purposes.

Please follow these instructions to gain access to the on-line demonstration of the reporting functions.

*The Empathy Academy is the consultancy and solutions division of Harding & Yorke

Instructions to Access the On-line Demonstration

The following pages will take you through a number of exercises so that you can become familiar with the reporting functions of the ERIC database.

On-line demo access is limited to two historic reports for the Telephone Banking, Mobile Phones, Health Insurance and Mortgage industries.

Step 1 – Logging on

ERIC login – please go to www.empathy.co.uk On the home page there are two links to ERIC (one on top 'ERIC Login' and one (ERIC Logo) in the left margin) – click on either one and you will be prompted for your email and password – please enter the word **demo** in each to access the ERIC homepage and **Subscriber** in the type box.

The screenshot shows the ERIC Login page. At the top, there is a navigation bar with links for Home, Sitemap, Contact, and ERIC Login, along with a Keyword Search box. Below this is the company logo and name: Harding & Yorke - Linking Empathy and Profit. A horizontal menu contains links for About You, About Us, Clients, Services, Publications, and Video-Library. The main content area features a large ERIC Login form with fields for Email (containing 'demo'), Password (masked with dots), and Type (a dropdown menu set to 'Subscriber'). A Login button is positioned below the form. To the right of the form is a smaller ERIC Login box with a logo and instructions: 'To enter our demonstration site, please type: Demo in the Email and Password field, and select: Subscriber in the Type field.' A More Info... link is also present. The footer contains contact information for The Old Stables, Manor Farm, Appleford-on-Thames, Oxfordshire OX14 4PA, including telephone and fax numbers, and copyright information for 2006.

Step 2 – Accessing Industries and Campaigns

The ERIC Homepage shows the planned publication dates for each of the industry reports.

For a .pdf of the methodology behind the research you can click on the word '**Methodology (3,428KB)**' in the text.

To access the Industry campaigns click on '**Campaigns**' in the left hand shaded margin.

The drop-down boxes allow you to select both the industry and the date of the ERIC research.

- Home
- Campaigns
- My Profile
- Logout

Campaigns

Industry Campaign

Whole campaigns pdf 1,405KB

Sort by Company	Sort by ERIC Rating	Sort by Process Score	Compare	pdf
Industry Average	6.25	8.24	add	99KB
Virgin Mobile	6.67	8.39	add	91KB
Vodafone	6.61	8.50	add	98KB
Carphone Warehouse	6.48	8.41	add	98KB
T-Mobile	6.33	8.06	add	98KB
3	6.25	8.74	add	98KB
Orange	6.24	8.54	add	98KB
Sainsbury's	6.21	8.12	add	98KB
BT Mobile	6.07	8.39	add	98KB
O2	6.06	7.91	add	99KB
Tesco Mobile	6.05	8.15	add	98KB
Dialaphone	5.77	7.76	add	99KB

Step 3 – Basic exploration

Choose **Mobile Phone** in the Industry drop-down box and **January 2005** in the Campaign drop-down box. You now have three **Sort by** options – **by Company**, **by ERIC Rating** and **by Process Score**.

By Company – gives you alphabetical listing of companies included in the research (3 is top and Vodafone is bottom)

By ERIC Rating – ranks each company by the way they make Customers feel (where '1' is where you can't imagine how it could feel any worse and '10' is where you can't imagine how it could feel any better) (Virgin Mobile is top and Dialaphone is bottom). Score is to two decimal points – on average 1 to 5 is considered poor, 5 to 7 is neutral and 7 to 10 is good.

By Process Score – ranks each company by their process score. (3 is top and Dialaphone is bottom)

On the right-hand of the page you will notice **Compare** and **pdf** columns. An individual report on each company can be accessed by clicking on the number (symbolising the file size) on the same line as the company name. Click on the **pdf** on the same line as O2. This opens up a 13 page report on O2.

The Individual Company report

The telephone number next to the company name is the number we used to gain access to the company. Scroll down ...

A short history of the company has since been updated in later reports to include a brief insight into the methodology of ERIC. Scroll down ...

The statistics in this report show the current and last report results and a predicted score. This has since been updated in later reports to show Current and the last two report scores and rankings. Scroll down

Some information showing the period and timing of the research calls, what type of customer and where the telephone number we called was advertised. Scroll down ...

On 19th November 2001, mmO2 demerged from BT to become an independent wholly owned company, launching the O2 consumer brand on 1st May 2002. mmO2 plc is a leading provider of mobile communications services in Europe, with nearly 24 million customers (14.38 million customers in the UK) and a combined group turnover of £6.583 billion (figures March 2005). The company operates in three countries – the UK, Germany and Ireland – and also has operations in the Isle of Man (Manx Telecom). In addition, the company has a material fourth business O2 Alive and a leading Mobile Internet portal business. mmO2 aims to enable customers to talk on the move and, increasingly, to connect them to information and entertainment whenever and wherever they require it. mmO2 was the first company in the world to launch and rollout a commercial GPRS (or 2.5G) service and during 2004/2005 launched 3G services in Germany and the UK, with plans for Ireland later in the year. They have International Roaming agreements with 366 networks allowing customers to receive calls in 161 countries. In June 2003, a joint venture with supermarket chain Tesco led to the creation of Tesco Mobile. O2 offers a range of services including text, media messaging, games, always on data connections (via "GPRS") and more. O2 is the UK market leader in mobile data services such as text. O2 has approximately 13 million customers in the UK. During the quarter ending 30 June 2004, O2's total active subscriber base reached 21.3 million. It was also the pioneer of 3G networks, the platform on which O2 plans increasingly to supply services Europe-wide. O2 is smaller than some of its international competitors and plans to exploit this relatively small scale to its advantage, developing and communicating a "local touch" in each market.

Statistics

	Previous (July 2004)	Current (January 2005)	Predicted
ERIC Rating*	6.02	6.05	
Process Score	7.48	7.91	
Balanced Scorecard	6.02 / 7.48	6.05 / 7.91	
Industry Ranking	2	2	

Calls were made between:	Tue 4th January '05	to	Fri 21st January '05
Call times:	8am	to	6pm
Customer Type:	M/F Prospective Customer		
Type of Call:			
Number Locator:	Yellow Pages	<input type="checkbox"/>	
	Internet/WebSite	<input type="checkbox"/>	
	Pamphlet or Brochure	<input type="checkbox"/>	
	Friend	<input type="checkbox"/>	

Now we get into the meat of the analysis. Please refer to 'methodology' on the homepage for a full understanding of the report findings.

We start with a simple question to assess how we feel about the interaction before analysis. This is followed by a series of questions that relate to **FACTS**. Scroll down ...

We now assess how we were made to feel during a number of stages including:

- Getting Through
- Developing the Relationship
- Handling the Task
- Promotion
- Wrap Up
- Common Values – taken from research (2003) into FTSE 250 companies aspiring values.

The report ends with a series of comments made by our researchers that consider **what we really like** and **what we really don't like** about the interactions (not included in this report).

You can close the company report by clicking on the X button on the top right of your page. This will take you back to the Campaigns homepage.

Individual Company reports are included in all participating companies and their access is not restricted to industry subscribers.

A full report on all the companies together can be downloaded by pressing the **Whole campaigns pdf 1,405KB** button below the Industry drop-down box.

Step 4 – Advanced Comparisons

Making Industry Comparisons

The on-line reporting format allows you to make side-by-side data comparisons with up to 5 companies either within the peer group or (if your subscriber access permits) from across industries.

On the Campaigns homepage go to Mortgages in the Industry drop-down box and December 2005 in the Campaign drop-down box.

Click on the **Sort by ERIC Rating** button.

Click on the **add** buttons on the same lines as Standard Life Bank, First Direct, Barclays, Direct Line and Britannia.

Now go to the left hand shaded margin and click on **Compare Now** at the bottom.

- Home
-
- Campaigns
-
- My Profile
-
- Logout

Compare Results

Ready To Compare:

- Mortgages
- December 2005
- Barclays
- Britannia Building Society
- Direct Line
- First Direct
- Standard Life Bank

Clear All
Compare Now

Sort by Campaign/Company Name

Sort by ERIC Rating

Sort by Process Score

	Mortgages - December 2005 Barclays	Mortgages - December 2005 Britannia Building Society	Mortgages - December 2005 Direct Line	Mortgages - December 2005 First Direct	Mortgages - December 2005 Standard Life Bank
How do we feel about the interaction?	6.10	5.80	5.97	6.19	6.26
Number of rings before answered?	8.89	8.58	8.75	7.43	8.95
Do we get the engaged tone?	6.17	5.88	5.97	6.33	6.33
Do we get straight through to the right person?	0.38	1.02	0.48	2.25	1.63
Are we put on hold? (getting through)	0%	0%	0%	0%	0%
Opening salutation given?	93%	98%	93%	28%	100%
Offer of help?	25%	25%	13%	65%	18%
Title/Name?	100%	98%	100%	100%	98%
Call objective successful?	100%	95%	98%	98%	98%
We understood what was said to us?	98%	95%	73%	70%	90%
Further assistance offered?	98%	95%	98%	88%	98%
Parting salutation (inc. thanks)?	100%	100%	100%	100%	100%
How do we feel about GETTING THROUGH?	48%	25%	43%	57%	55%
Are they prepared with everything they need?	95%	95%	95%	98%	100%
If yes, how do we feel about it?	6.26	6.18	6.35	6.17	6.40
Are we put on hold, if at all? (during the actual call)	8%	3%	5%	40%	3%
If yes, how do we feel about BEING ON HOLD?	4.67	4.00	4.50	5.19	5.00
How WELCOMED do I feel by the INITIAL WORDS of their greeting?	6.10	5.95	5.95	6.20	6.20
How welcoming were they for the rest of the call beyond the greeting?	6.33	6.00	6.22	6.47	6.42
How do we feel about their HONESTY?	6.45	6.25	6.47	6.50	6.60
How do we feel about their SINCERITY?	6.28	5.97	6.13	6.33	6.35
How do we feel about their LISTENING SKILLS?	6.20	5.80	6.22	6.25	6.40
How do we feel about the PERSONALISATION of the experience?	5.75	5.33	5.40	5.97	5.83
How do we feel about their APPRECIATION OF OUR EMOTIONAL NEEDS?	5.92	5.65	5.75	5.97	6.05
How do they meet our EMOTIONAL EXPECTATIONS?	5.88	5.47	5.63	5.85	5.88
How do we feel about the RELATIONSHIP they have developed with us?	6.00	5.70	5.88	5.95	6.17
How do we feel about their PROFESSIONALISM?	6.33	6.00	6.30	6.55	6.50
How do we feel about the general approach in FINDING OUT OUR PHYSICAL NEEDS?	5.92	5.67	5.67	5.97	6.10
How do we feel about the INFORMATION they give us?	6.30	6.03	6.20	6.35	6.45
How do we feel about the amount of TIME BEING MADE FOR US?	6.22	5.80	6.03	6.28	6.38
How do we feel about the way our REQUEST IS HANDLED?	6.28	5.83	6.05	6.38	6.40
Do they claim any differentiating/unique REASONS TO DO BUSINESS?	60%	53%	53%	48%	55%
If yes, how do we feel about it?	6.21	6.24	6.24	6.42	6.55
How much PRIDE and BELIEF do we feel they have in their COMPANY?	6.15	5.88	6.13	6.28	6.30
How do we feel about their PROMOTION?	5.97	5.80	5.92	6.10	6.08
How do we feel about the Wrap up?	6.30	5.88	6.20	6.47	6.28
How do we feel about their EMPLOYMENT?	5.75	5.70	5.63	6.03	6.17
How important do CUSTOMERS appear?	6.15	5.83	6.05	6.28	6.30
How do we feel about the OWNERSHIP they take of us and our call?	6.17	5.65	5.92	6.20	6.22
How do they TRY FOR US?	6.05	5.65	5.90	6.22	6.33
How do we feel about our PARTNERSHIP?	6.03	5.65	5.75	6.00	6.13
How FLEXIBLE is their approach?	5.80	5.65	5.72	6.00	6.05
How do we feel their approach is to DOING A BETTER JOB?	6.25	5.75	6.03	6.25	6.35
How MEMORABLE was the interaction?	5.88	5.65	5.67	5.97	6.05
After analysis, how do we feel about the interaction?	6.13	5.78	5.97	6.30	6.25

The five comparisons are now shown. The green score is the highest score in this comparison group (Standard Life Bank in both Empathy and Process) and the red score is the lowest score in this comparison group (Britannia in Empathy and First Direct in Process).

By scrolling down you can see each of the ERIC questions and the company's representative scores.

Scroll down to 'Do they claim any differentiating / unique Reasons to do Business?' Interestingly Barclays scores the highest score at 60% and First Direct the lowest at 48%. However when we ask 'If yes, how do we feel about it?' on the line below it is clear that we believe Barclays reasons far less than we do First Direct's reasons.

Go to the Grey shaded area on the left-hand margin and click 'Clear All'. Press OK and then Campaigns to go back to the Campaigns homepage.

Go to **Telephone Banking** and **March 2005**. Click on First Direct's **add** button. Now select **September 2004** in the Campaign drop-down box. Click on First Direct's **add** button. Go to **Compare Now** in the left margin and click.

This shows you the time-related scores for First Direct in a six month period. The scores themselves immediately show you that they have been working on their Process Scores – but unfortunately at the expense of Empathy – Interesting?



Compare Results		Telephone Banking - September 2004 First Direct	Telephone Banking - March 2005 First Direct
Sort by Campaign/Company Name			
Sort by ERIC Rating		6.63	6.46
Sort by Process Score		8.37	8.71
How do we feel about the interaction?		6.88	6.55
Number of rings before answered?		5.26	4.64
Do we get the engaged tone?		0%	3%
Do we get straight through to the right person?		93%	95%
Are we put on hold? (getting through)		10%	8%
Opening salutation given?		98%	100%
Offer of help?		95%	100%

Go to the Grey shaded area on the left-hand margin and click '**Clear All**'. Press **OK** and then **Campaigns** to go back to the Campaigns homepage.

You can now explore the database by making comparisons across time and industries at will.

If you have any questions for the ERIC Team please contact Jamie Lywood on 0845 450 1750 or email him at JL@empathy.co.uk.

Thank you.

NEW for 2008

THE EMPATHY PROPHET™ is a quarterly journal published by Harding & Yorke. Included in the contents are:

- Scores, Rankings and Movements of over 200 companies from 12 different industries
- Comments from industry observers
- Latest news on service correlation with profitability
- Predictive Modelling analysis
- Undercover reporting
- Case Studies
- White Papers
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