

CX Best Practice Award Winner

**Award for CSR Recognition:
Canadian Tire Financial Services**

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CX Best Practice Success Story – CSR Recognition

Canadian Tire Financial Services

CTFS Contact Centre Description

Location

Niagara Region, Ontario, Canada.

CSR Headcount

915

Overview

At Canadian Tire Bank, CSR recognition is highly important to our success. Our representatives are relentlessly focused on utilizing their skills, training, and tools to create customers for life, and recognizing their great work helps us maintain employees for life. We have a culture that is envied within the region, which has resulted in one of the lowest turnover rates in the call centre industry. Having long-tenured employees creates long-term value for the company and our customers.

We celebrate our people in many ways, through formal recognition programs, as well as by providing employees with incentives and opportunities to expand their contribution and scope of recognition, beyond their regular day-to-day jobs. These include:

- Customers for Life program
- SQM World-Class Certification program
- Performance Effectiveness program
- High 5 Website
- Going for Gold Recognition program
- Supervisor Leadership Award program
- President's Award program
- Departmental Recognition programs
- Jumpstart Employee Volunteer program
- Employee Referral Bonus program
- Team and Employee Opinion Surveys
- Ambassador Training
- FMR Specialist Program

The most sought-after recognition programs are outlined below.

Customers for Life Program

As hard as it is to win over a customer during our interactions, we can also lose that customer in a heartbeat if we don't consistently deliver superior customer service. Our Customers for Life Award Program was established in 1997 to recognize and reward our employees who have demonstrated superior customer service and, in turn, retained a Customer for Life. The program provides our employees with a means of recognizing peers by nominating those who exemplify the Customers for Life philosophy.

Living by the Customers for Life philosophy contributes to driving the growth and performance of our business, as well as contributing to the unique culture we enjoy at Canadian Tire Bank. Our recipients of the award can look forward to:

- A surprise parade ceremony through the contact centre that includes our President, Vice-Presidents and other Canadian Tire Bank Leadership and members of the Customers for Life committee
- An award of one extra paid vacation day
- A personally signed letter read at the ceremony by the President
- An award trophy and crown presented by the President
- A chance to win the grand prize valued at approximately \$500 at the annual Canadian Tire Holiday Dinner Dance

We deliver this prestigious award to one or more recipients every month. It is a well-known and coveted award, and something that employees strive for. At our annual holiday gala, our President celebrates the Customers for Life award recipients of the entire year and awards one of them with a free trip. Here is a story of one of our 2016 "Customers for Life" award winners:

Taking a call from a customer in distress is never easy, but for this SMR, it's all in a day's work. A customer called to dispute a charge for bus tickets she purchased from New York to Toronto in early April. The customer became emotional as she explained that she and her companion were left stranded at the New York bus terminal at midnight in the pouring rain. While boarding their bus, the two women were told they had to pay a fee for their baggage. This angered the bus driver who said he was already late, refused to wait and

drove off without them. The customer found a hotel for the night and called CTFS the following day.

As the SMR listened carefully to the customer and finally said, 'let's see how we can get you back safely.' She provided an increase on the customer's credit card for travel expenses and spoke with a representative of the bus company, who ultimately arranged for transportation home at no charge.

Back in Toronto, the customer called the call centre to express her gratitude. She was overwhelmed with the kindness and urgency displayed, saying, 'I'm indebted to her. You don't understand how she went above and beyond for me. My family and I are so thankful she was there to help me because I had no one and was so scared.' She provided exceptional compassion and understanding to a customer in need and has most definitely created a Customer for Life.

SQM World-Class Certification Program

When it comes to industry awards like SQM, we don't just want recognition for our organization; we want our CSRs to be recognized for their outstanding contributions to our success. Customer Representative World-Class Certification is awarded when 80% of customers are overall 'very satisfied' (top box response) with their call centre experience and 'very satisfied' with the Customer Service Representative who handled their resolved call. World-Class Certified Customer Service Representatives receive an SQM Certificate to display at their desk.

As a business, we celebrate our winners every year with a formal ceremony. The SQM award is presented to each recipient by the President of Canadian Tire Bank, along with the Vice-President, Associate Vice-Presidents, Managers, and Supervisors in attendance to congratulate the recipients of this prestigious award. The ceremony is held during work hours where the recipients enjoy food and beverages, and the opportunity to mingle with peer award winners.

Recipients of the SQM Certification Award may also be selected to attend the Annual Awards banquet hosted by SQM. We provide them with free transportation to and from the event, dinner, live entertainment, and dancing.

Supervisor Awards

The Supervisor Award recognizes supervisors each year for outstanding leadership and business results. The individuals presented with this award model our Canadian Tire Leadership Expectations and live our company values of Honesty, Integrity, Dignity, and Respect. All Supervisors have the opportunity to attend a luncheon during work hours and mingle with their peers and leadership team. Annual winners receive a \$200 gift certificate in addition to a trophy that is an ongoing reminder of their achievement.

We strongly believe that employees who feel recognized and appreciated will contribute and perform at the highest level. We invest in our people and take pride in the way that we treat them. Our recognition programs focus on fairness, clarity, and consistency. Canadian Tire has a high volume of tenured staff, which is a true testament to the way we recognize and appreciate our employees each and every day. Our proven formula for success over the years is our ability to demonstrate professionalism, our drive towards exceptional customer service, and our commitment to our employees.

Jumpstart Employee Volunteer Program

Canadian Tire Jumpstart Charities is our world-class community program designed and built by employees almost 25 years ago. It is our means of giving back to the communities where we live and work, providing funding and opportunities for kids to enjoy and excel in their favourite sports.

Several Jumpstart events are held throughout the year where we solicit Canadian Tire employees to volunteer their time and get involved in our community. Employees are recognized through paid hours, local media coverage, and from our community partners who participate in the events.

Quotes from some of our Employees who have participated are:

“It makes me proud to work for a company that cares about our children and our community.”, and “I am very fortunate to work for a company that allows their employees to get involved in the community. These children touch my heart, and I am glad that I can help make a difference in their lives.”

During the Jumpstart Campaign, we solicit employee volunteers to help bring awareness, sell tickets, and run events. Canadian Tire employees share their stories of why Jumpstart is important to them. Their stories are sometimes shared through a voice message to all employees and later posted on

the online bulletin board for all of the company to see. Footage of Canadian Tire Jumpstart events is displayed on TV screens in the cafeteria and reception area in all Canadian Tire Bank locations recognizing the staff who participated. The events' success relies heavily on our volunteers.