

# BEST-IN-CLASS CUSTOMER SERVICE: EXECUTIVE SUMMARY

We value your business and we've heard your feedback on what has to get better, so we are making significant changes to develop a best-in-class service organization. This strategic transformation will be driven by investments in our systems, core processes, and people. You will begin seeing changes immediately in the way we serve our customers, and as we embark on this transformation, we want to hear from you to ensure we are delivering on what you value most. We are committed to success and we are excited to continue this journey together!

## Current Customer Service Concerns

In order to fix what is broken, we have listened to customers to better understand what needs to change. We have heard your feedback and are committed to taking significant steps to transform your service experience. We will keep working with you throughout this process to continuously monitor performance and identify new opportunities for improvement.

### Key Concerns

- 47% of customers aren't sure who to contact in order to resolve an issue with their account
- 35% of customers do not believe that USPS has adequate resources dedicated to customer service
- 30% of customers report that USPS reps are not knowledgeable enough to resolve their issue
- 33% of customers report the greatest challenge they encounter when trying to contact customer service is the lack of efficiency in resolving their issue quickly

## Our Approach

Our vision is to exceed the service expectations of all customers by providing easily accessible support options, listening to your needs, and providing timely solutions to issues. We will transform from a reactionary customer complaint center to a proactive service organization that grows commercial business.

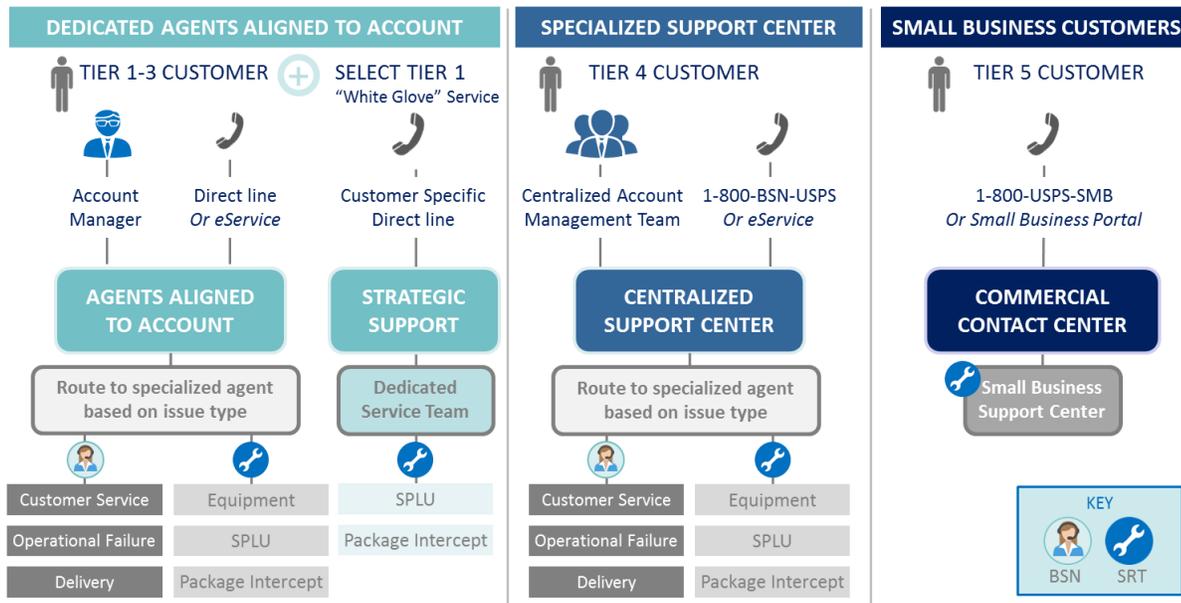
Focus on Service	BSN's will no longer be expected to do Account Management and BSN management will no longer be tasked with Consumer Affairs
Provide White Glove Service	Provide dedicated service teams for customers with high-volume, consistent and common issues to allow BSNs to spend more time with their customers
Specialized Service Teams	Stand up specialized teams to handle specific business and consumer inquiries, including an enhanced customer support center for small businesses, driving higher efficiency and effectiveness across common issues
Proactive Service Outreach	Leverage operational data, service data, Voice of Customer data and analytical models to drive timely proactive service outreach vs. being solely a reactionary function
Timely Reporting & Dashboards	Equip service agents with the right customer information at the right time to inform service needs and hold agents accountable for customer satisfaction metrics
Digital Do-It-Yourself Tools	Enhance and develop tools to enable easier and more convenient service solutions for customers to engage with USPS and self-service

## What You Can Expect To See

By specializing roles and automating certain tasks, the service organization will be best equipped to effectively and efficiently service more customers and to successfully resolve common issues in a timely manner. Our new customer service operating model will include:

- Specialized service rep teams specifically trained to effectively solve specific issue types
- USPS Representatives with better visibility into customer information
- Use of data and analytics to provide proactive communications and identification of issues to initiate resolution
- Digital tools to enable customers with self-service information and more convenient options for interacting with USPS

Commercial customer service will be aligned by a tiered operating model to best support all customers and provide the right level of treatment for our highest value accounts.



## The First 100 Days

The first 100 Days will be dedicated to several key tasks as we design this best-in-class service organization to address the varied needs of our customers.

FOCUS OF THE FIRST 100 DAYS	
Focus Organization on Service Only	<ul style="list-style-type: none"> <li>Focus responsibilities of BSNs to solely focus on providing outstanding customer service</li> </ul>
Provide White-Glove Service	<ul style="list-style-type: none"> <li>Expand 'white glove' service to complex retail customers with specialized service teams, freeing up capacity of BSN reps</li> </ul>
Stand Up Specialized Service Teams	<ul style="list-style-type: none"> <li>Ramp up and specifically train call center teams to handle important but time-consuming service requests that currently take up much of BSN rep time</li> <li>Develop new routing specifically for business customers, whereby customers are routed based on issue to either their BSN rep or to a specialized team</li> </ul>
Trigger Proactive Service Outreach	<ul style="list-style-type: none"> <li>Leverage data and analytics to proactively identify and resolve issues rather than just reacting to customer 'hand raisers'</li> </ul>
Utilize Timely Reporting & Dashboards	<ul style="list-style-type: none"> <li>Every BSN provided visibility into key customer experience metrics, for which they will be held accountable moving forward</li> </ul>
Enhance Digital Do-It-Yourself Tools	<ul style="list-style-type: none"> <li>Deploy proactive marketing campaign to promote existing tools</li> <li>Develop enhanced eService reporting and mobile capabilities</li> <li>Targeted voice of customer outreach to shape digital service roadmap</li> </ul>