



Employee competence and the role it plays in your customer vulnerability strategy



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Who we are & what we do

Elephants Don't Forget is the home of Clever Nelly, an AI-powered continual assessment SaaS platform that financially guarantees to improve employee competence.

Clever Nelly supports contact centres to:

- Improve and evidence best-in-class employee compliance.
- Reduce employee-based risk.
- Improve individual employee and business performance.



Our credentials & work

85% OF OUR CUSTOMERS OPERATE IN REGULATED MARKETS

- The majority are regulated by the FCA / PRA.
- The FCA's Consumer Duty and expectations for customers in vulnerable circumstances provides beneficial insights into how contact centres can view customer vulnerability from an 'outcomes' perspective.



We are setting ourselves and the sector the challenge of matching the banking sector, which is ranked one of the highest for its customer service.

We will be looking to understand what we can learn from this sector – including considering a move to a similar approach of the Financial Conduct Authorities recent Consumer Duty – and what energy firms can do to compete with these levels of customer satisfaction.

ofgem

10 areas your contact centre agents need to be **evidently competent in to support vulnerable customers...**

1

Regulatory Compliance

Are your agents competent to deliver against regulatory requirements and expectations related to vulnerable customers?

2

Identifying & Understanding Vulnerability

Are your agents competent in accurately identifying and understanding diverse indicators of customer vulnerability?

3

Effective Communication

Are your agents competent in adapting their communication style to effectively meet the needs of vulnerable customers?

4

Empathy & Sensitivity

Are your agents competent in demonstrating empathy and sensitivity when interacting with vulnerable customers?

5

Data Handling & Privacy

Are your agents competent in securely handling and protecting the sensitive data of vulnerable customers?

10 areas your contact centre agents need to be **evidently competent in to support vulnerable customers...**

6

Consistent & Appropriate Support

Are your agents competent in providing consistent and tailored support to vulnerable customers across all channels?

7

Interactions & Disclosures

Are your agents competent to confidently manage interactions with vulnerable customers? Do they understand vulnerability protocols?

8

Escalation & Signposting

Are your agents competent in recognising when and how to appropriately escalate cases and signpost vulnerable customers to relevant support?

9

Maintaining Agent Wellbeing

Are your agents competent in managing the emotional demands of supporting vulnerable customers and maintaining their own wellbeing?

10

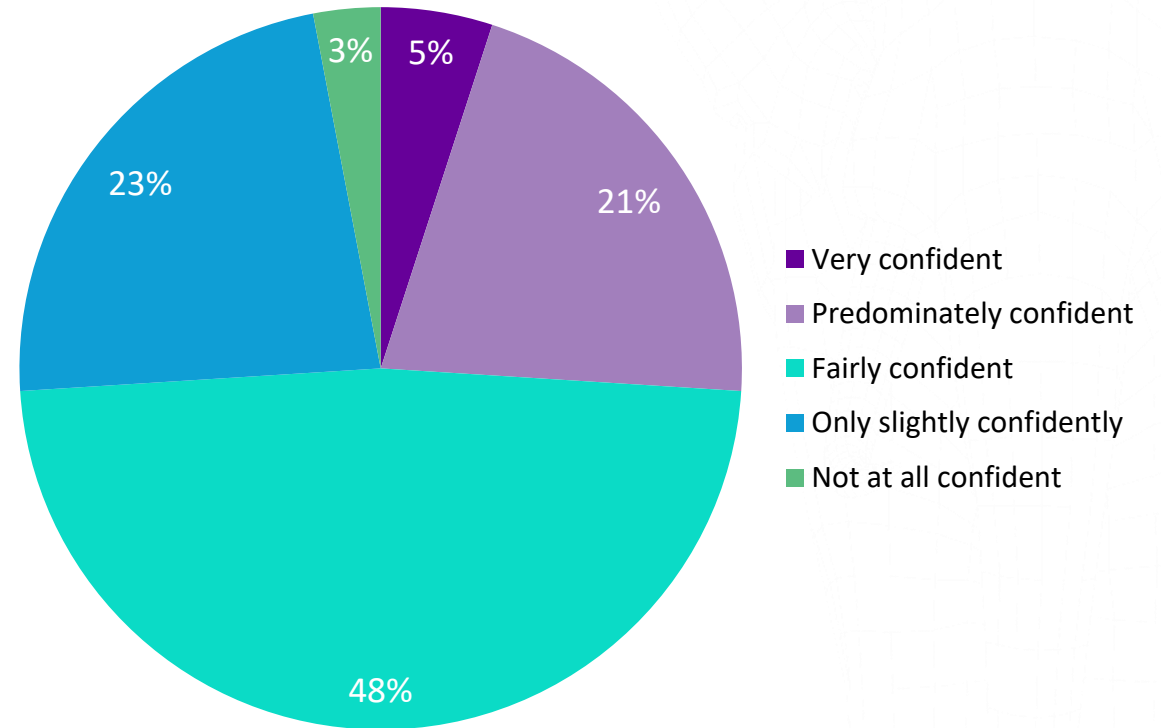
Technology & Accessibility

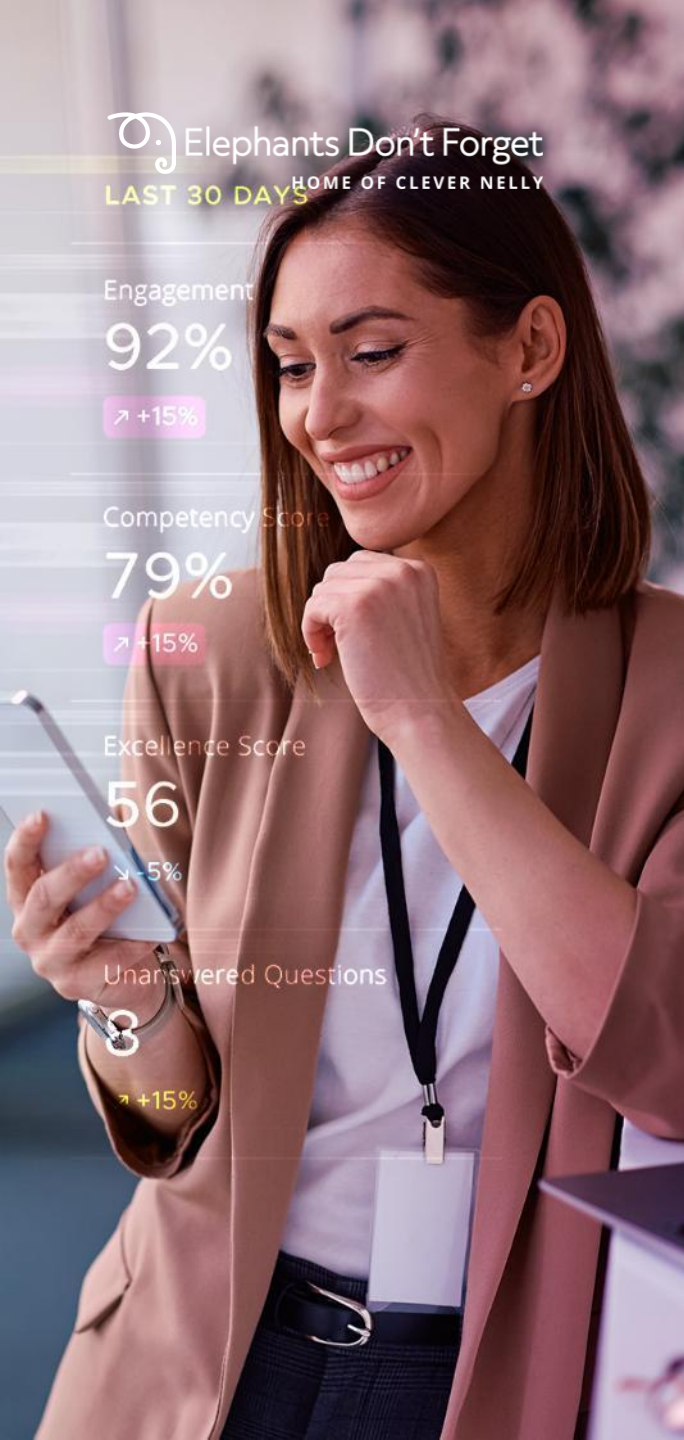
Are your agents competent in effectively using accessible technologies to support vulnerable customers?

How confident are frontline staff in recognising and responding to potential characteristics of vulnerability based on their current training?

More than 1 in 4 senior professionals (26%) lack confidence in their frontline staff's ability to successfully recognise and respond to vulnerable customers.

Poll data from 783 senior financial services professionals. Elephants Don't Forget webinar.





Elephants Don't Forget
LAST 30 DAYS
HOME OF CLEVER NELLY

Engagement

92%

↗ +15%

Competency Score

79%

↗ +15%

Excellence Score

56

↘ -5%

Unanswered Questions

3

↗ +15%

Competence and outcomes testing are siloed

- 58% State that employee training and outcomes testing are either completely separate or only partially connected
- 9% State that they are “not sure how connected they are”.
- 6% State that they are “fully connected, there is already a systematic link between learning and outcomes testing”.

Poll data from 470 senior financial services professionals. Elephants Don't Forget webinar.

Culture that exists on paper

- Without a culture that embeds empathy and competence in the frontline, policies will not translate into daily practice.
- Employees need clarity on understanding “good outcomes” within their own environments.

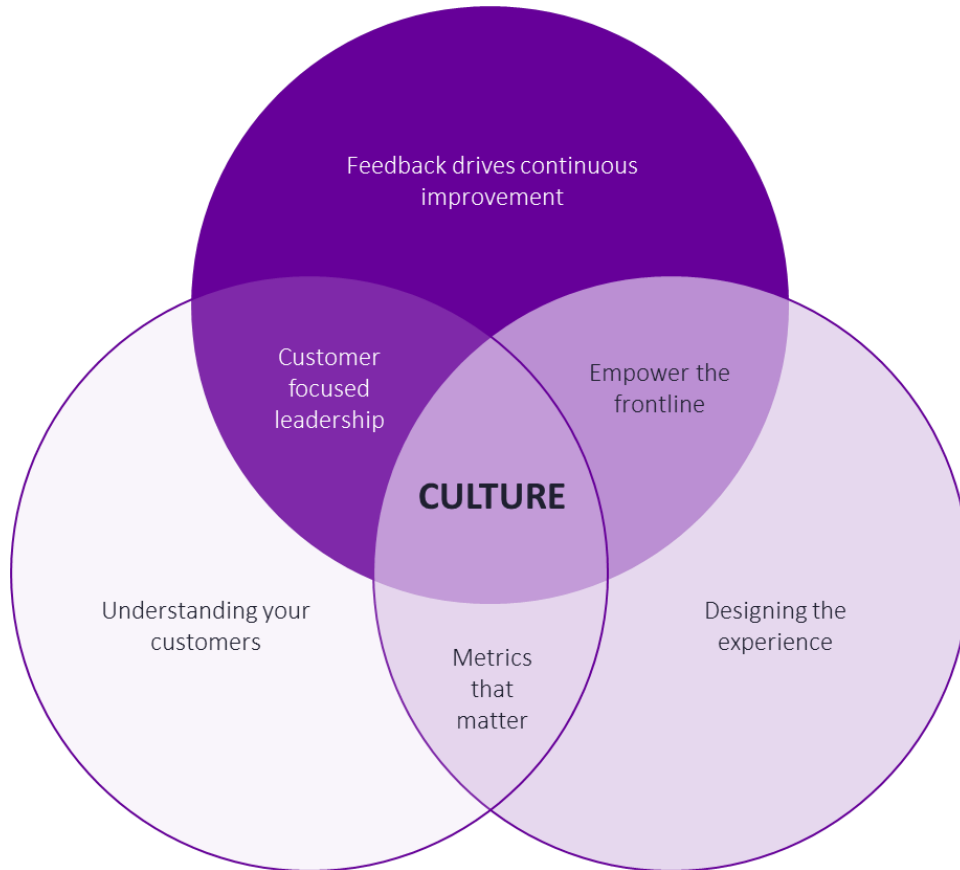
54% of firms surveyed by the Financial Conduct Authority admitted **that staff training was not tailored.**

Top five biggest **conduct and culture risks** to delivering good customer outcomes

- 1 Culture exists on paper but doesn't consistently shape day-to-day decisions
- 2 The firm hasn't clearly articulated what “good outcomes” looks like in practice
- 3 We lack credible evidence that culture supports fair value and good customer outcomes
- 4 Accountability is unclear when outcomes fall short
- 5 Leadership strategy and priorities don't consistently reinforce good outcomes

Poll data from 536 senior financial services professionals. Elephants Don't Forget webinar.

Firms who **get it right...**



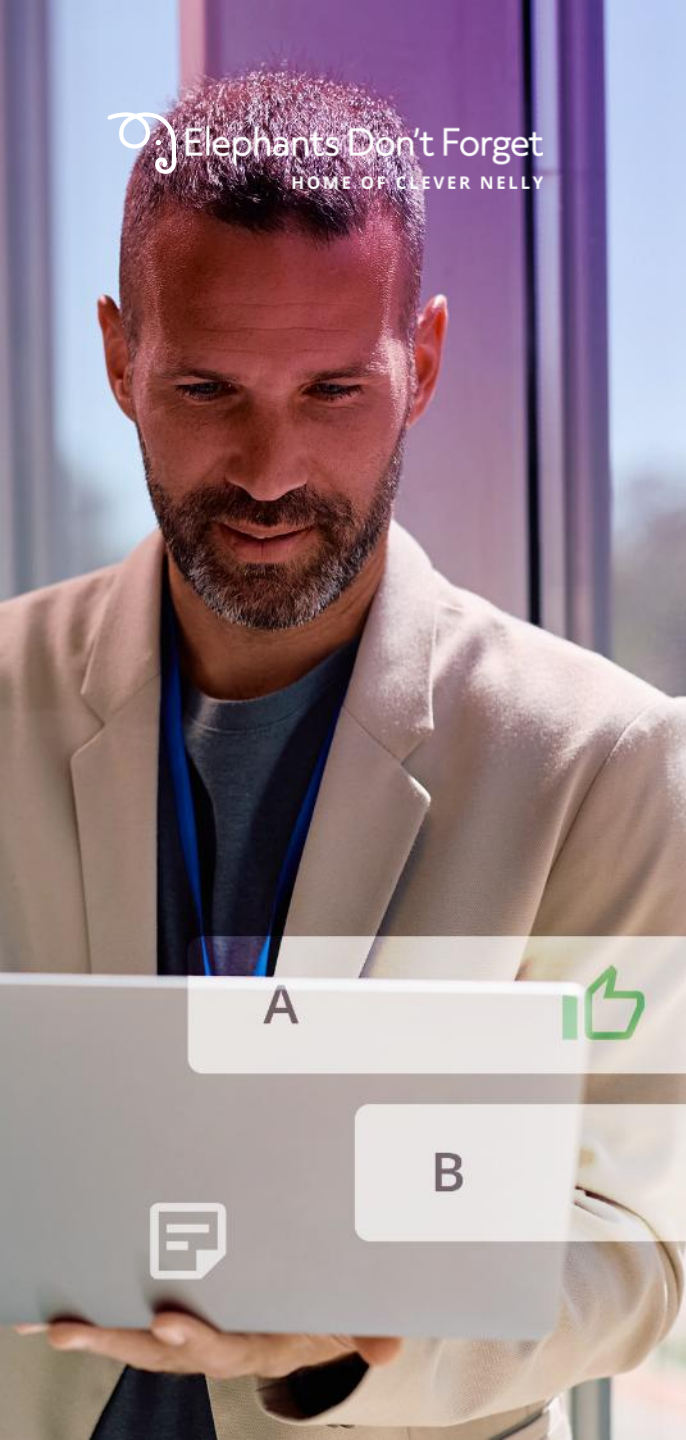
We distributed our fundamental customer policy and procedures, covering how our people need to handle customers showing characteristics of vulnerability, but we didn't see the results that we wanted until Clever Nelly.

We went from having a static document that was in the corner collecting dust to a live process that empowers our staff.

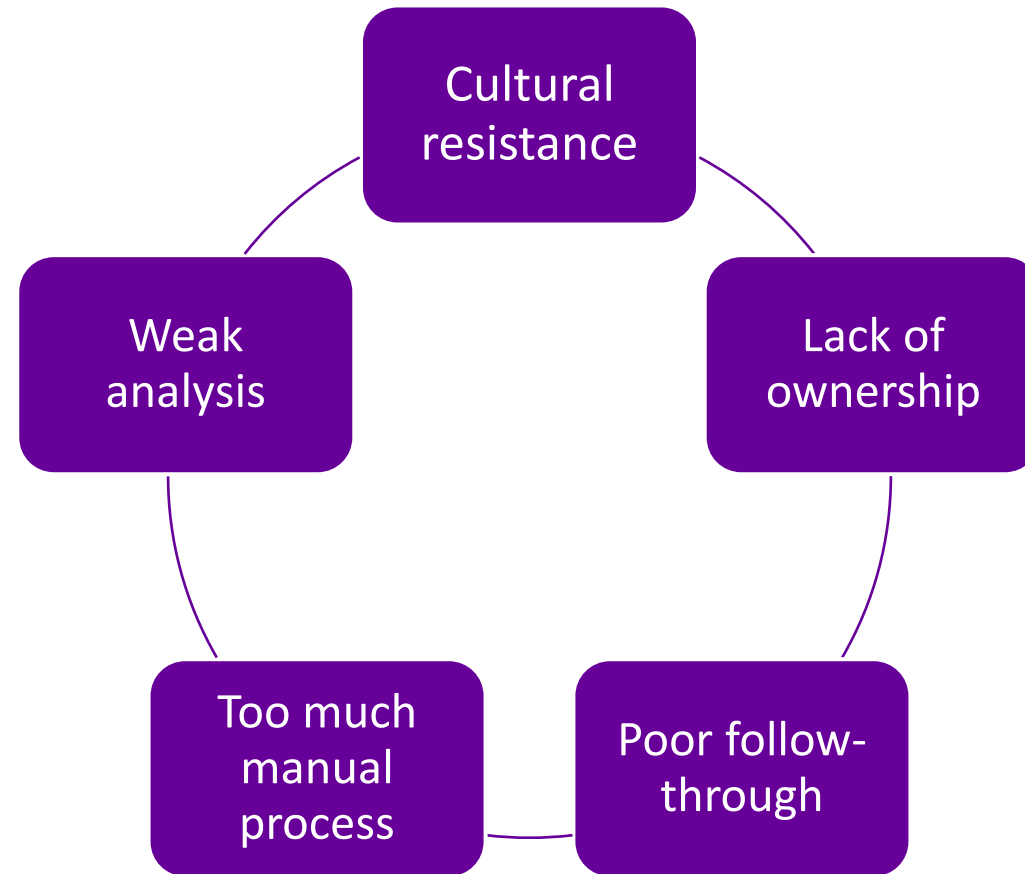
Vulnerability notifications went up 6.4X after six months – as our people felt competent and confident to act.

Group Head of Compliance, Clifton Asset Management





Top five challenges in turning feedback into meaningful **business change**



Poll data from 536 senior financial services professionals. Elephants Don't Forget webinar.

Challenge yourselves **and ask...**

Training

1. Do our frontline staff have the necessary skills and capability, including empathy and soft skills, to recognise and respond to a range of characteristics of vulnerability?
2. How are we monitoring the effectiveness of our vulnerability training?
3. Are your current training approaches effective in embedding employee competence?
4. How do you measure the competence of your staff in handling vulnerable customers – not just whether they've sat the training?

Leverage Supportive Technology

1. Do our systems and processes support and enable customers to disclose their needs?
2. Does our technology support frontline staff to not only identify potential vulnerability (e.g., through flagging keywords, analytics) but also in guiding them on appropriate responses, suggested next steps, or alternative processes for handling complex cases?

Culture and Framework

1. Does our governance framework hold individuals accountable and challenge behaviours that do not align with a customer-centric strategy?
2. Are insights gained from interactions with vulnerable customers, feedback (both customer and staff), management information on outcomes, and root cause analysis of poor outcomes, systematically used to inform ongoing staff training, refine processes, and provide continuous support to frontline teams?
3. Are our frontline staff empowered and feel safe to respond flexibly to customer needs and make suitable adjustments without fear of negative repercussions?

The uncomfortable truth...

Employees forget as much as 80% of what has been trained in 30 days

54%

Base level knowledge **before**
engaging with Clever Nelly

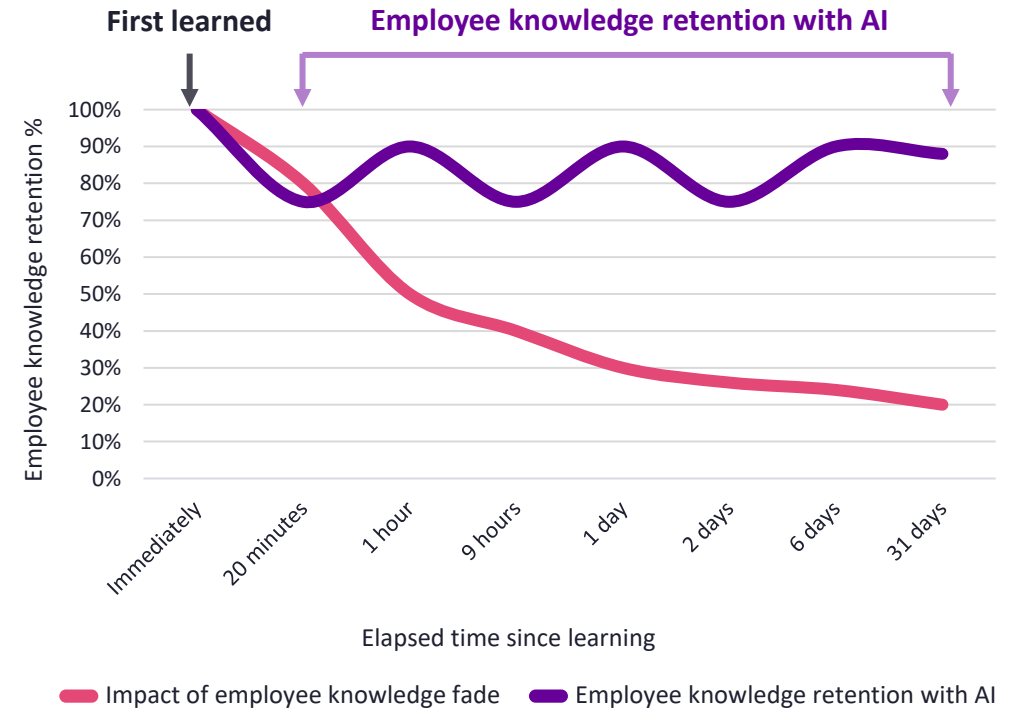


89%

Average level of knowledge **after**
engaging with Clever Nelly

“

No employee can act on training they have received and failed to learn and if that is the basis of their required competence then they are doomed from the outset!



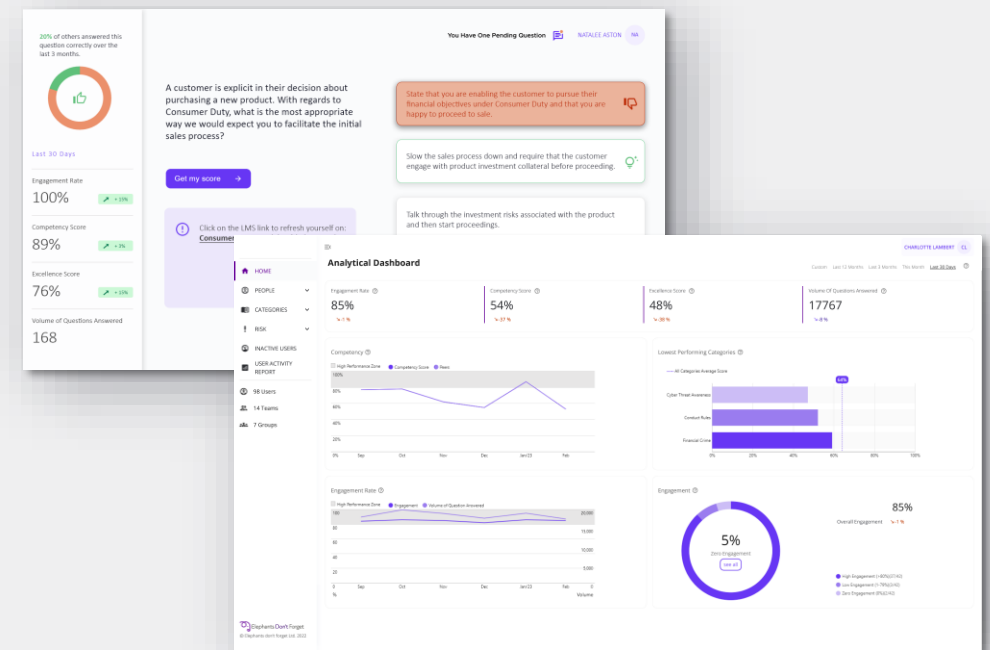
What we do for our customers & the benefits they get from continual assessment

HOW IT WORKS

On average, Clever Nelly uses just 1 minute 47 seconds of an agent's working day to improve competence within the flow of work. It is completely personalised and continually assesses and automatically repairs agent competency gaps through spaced learning, repetition and self-testing.

Benefits include:

- Evidence best-in-class employee compliance.
- Quantify, improve and evidence individual agent competence and training effectiveness.
- Use employee competence as a lead indicator of risk to the business, customers and clients.
- Target and improve agent competence in relation to critical customer support metrics and KPIs.
- Quantify and embed process and policy changes.
- Improve speed to competence.
- Improve agent wellbeing.



Trusted by leading brands to embed competence & drive performance improvements



\$1.5 million

in annual savings from
agent error reductions,
with triple the months of
perfect QA scores



191% ROI

from Clever Nelly –
improvements include
savings of £403k, AHT,
speed-to-competence



489% ROI

from Clever Nelly –
improvements include
FTR, sales growth, audit
scores & complaints

01 Impact on agents

- 42% quantifiable improvement in agent competence relating to customers in vulnerable circumstances.
- Agents are consistently maintaining above 90% engagement with Clever Nelly.
- Agent attrition has reduced and internal survey feedback cites Clever Nelly as a key cultural driver of this.

02 Customer outcomes

- Complaints reduced by 62.5%.
- Call Wait Time reduced by 85%.
- CSAT has improved.
- Managers can monitor real-time competence of their teams and focus on immediate risks to customers and the business, preventing foreseeable harm and poor outcomes.

03 Business performance

- Rework has decreased.
- Fewer complaints are being raised.
- Quality has improved.
- Clever Nelly Management Information provides a new and unique cultural reporting metric for Consumer Duty.

“Clever Nelly's had more of an impact than we expected. We've seen some real changes in employee retention, a reduction in the number of customer complaints and a reduction in the amount of rework that's been needed as well. There've been improvements across the board.”



Conclusion: **our top five takeaways to think about...**

Culture

A culture that exists 'off the page' requires an authentic approach to supporting agents to learn, retain and translate training into in-role competence, confidence and capability.

Managing risk

It is extremely difficult to manage individual employee-based risk that can lead to vulnerable customer detriment or harm without having leading indicators of competence.

Competence as a KPI

Optimising in-role competence means treating competence as you would any other critical KPI in your business. You can't manage what you don't measure.

Evidence

Expecting your agents to learn what you have trained them isn't enough. To satisfy the regulator, you need a higher level of evidence, data and MI to improve your approach.

Wellbeing

Individual agent wellbeing support is critical. If you don't give them the tools they need to do the job correctly, then it is very difficult to improve your approach and will likely fuel customer detriment and employee attrition.



Any questions?
Thank you for your time.

- ✓ ISO 27001 accredited organisation.
- ✓ We financially underwrite the performance of our AI.
- ✓ Tried & tested deployment process: it works every single time.
- ✓ 9.1/10 ease of implementation.

