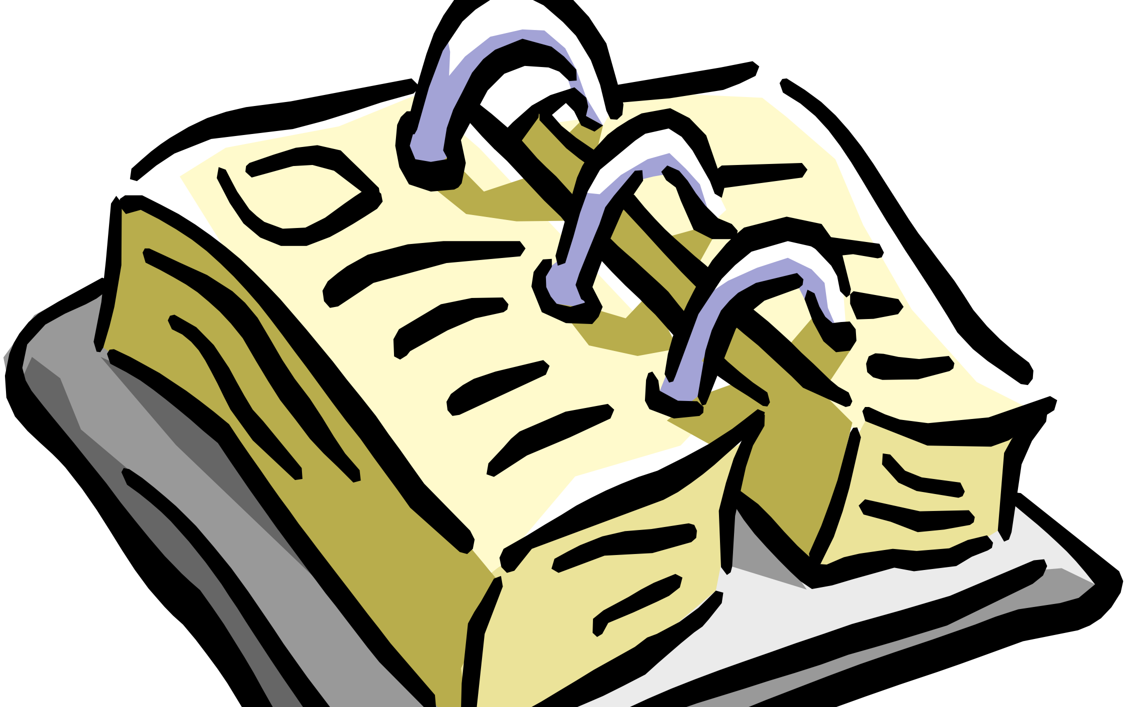
TABLE OF CONTENTS

CHAPTER 1

INTRODUCTION

CHAPTER 2

DESIGN OF STUDY

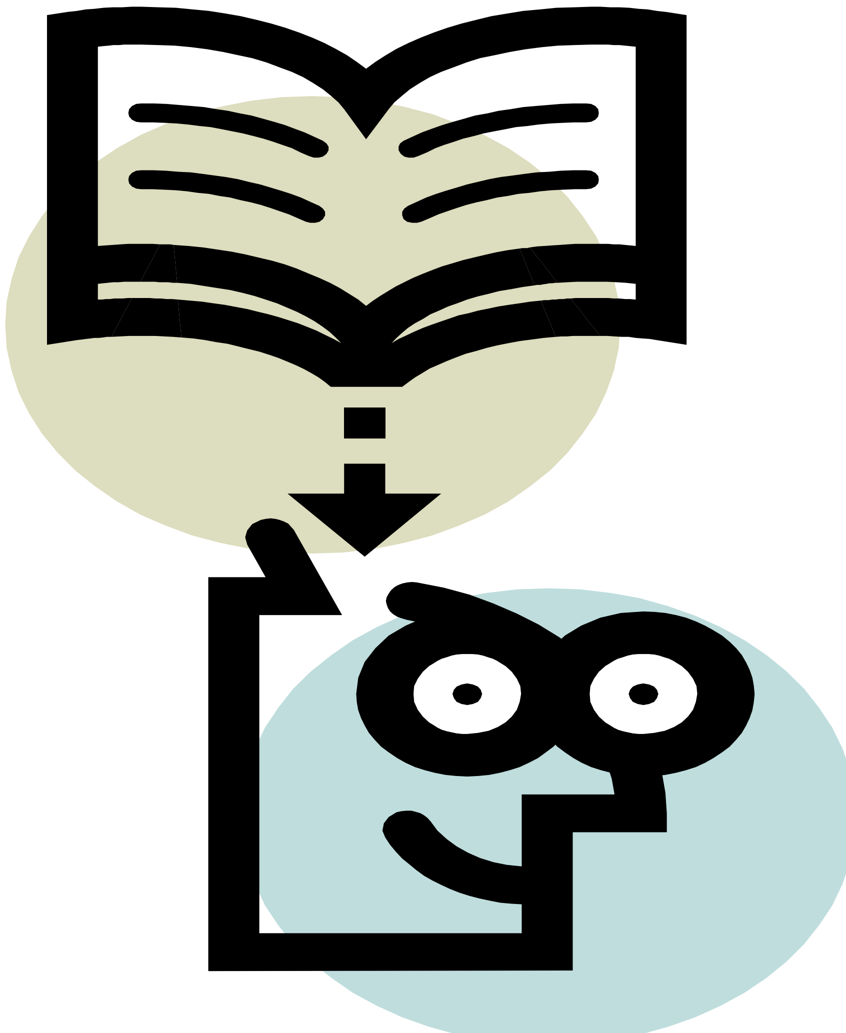


CHAPTER 3

PROFILE

CHAPTER 4
ANALYSIS AND INTERPRETATION

CHAPTER 5
FINDINGS, SUGGESTION AND RECOMMENDATIONS



ANNEXURE

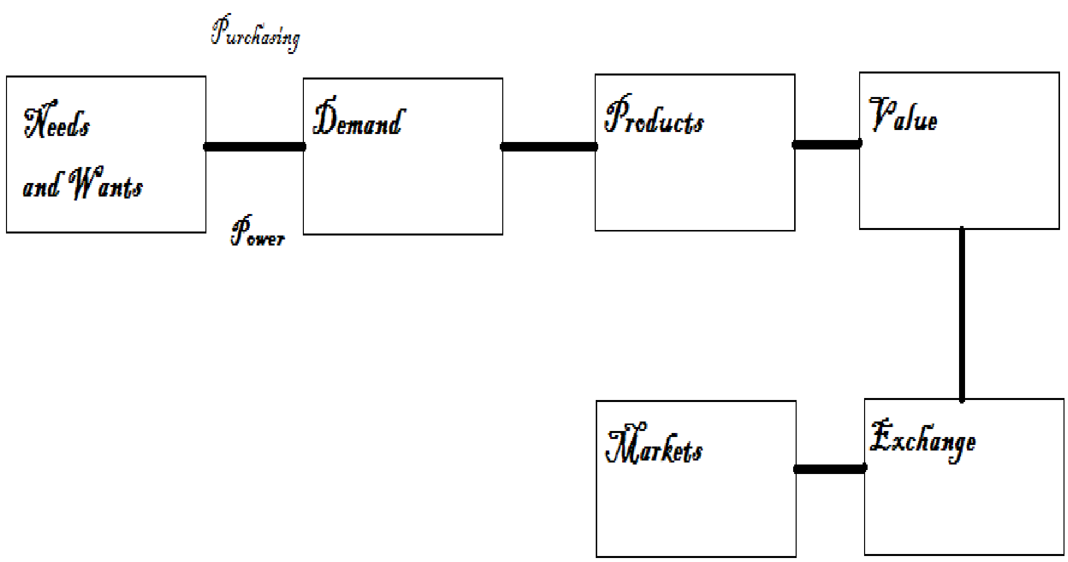
TABLE AND GRAPH

INTRODUCTION TO MARKETING:

A market consists of all the potential customers sharing a particular need or want who might be willing and able to engage in exchange to satisfy the need or want.

Thus, the size of the market depends on the number of people who exhibit the need or want, have resources that interest others, and are willing and able to offer these resources in exchange for what they want. Traditionally, a "Market" was the place where buyers and sellers gathered to exchange their goods, such as village square. Economists use the term to refer to a collection of buyers and sellers who transact over a particular product or product class, hence the housing market, the grain market and so on.

Marketing is the process that facilitates the exchange of valuable products created and/or offered to consumers so as to satisfy their needs, wants and demands.



Key Concepts in Marketing

Needs and Wants:

The starting point of any marketing activity is the human needs and wants, we as human beings, need certain basic necessities like air, food, water, clothing and shelter. These need ensure our survival. Beyond these basic needs we aspire to have good education, some recreation, and would like to have certain services. Basic human needs exist in the biological condition of the human beings. The marketers do not create them. Our needs feel us deprived of some basic satisfaction: To satisfy our basic needs we show strong preferences for certain product versions, example, south Indian prefer rice and North Indians like wheat.

Wants are desires for specific satisfiers of these deeper needs. Human wants are continually shaped and reshaped b social forces and institutions such as Churches, Schools, Families and Business Corporations.

Demand:

When purchasing power and a willingness to buy back wants, they become demands. So many of us may desire to have a bungalow at a hill station, but only a few can afford it and are willing to buy it. Companies thus basically concentrate on demand management – how many people have the ability and willingness to buy the products. Marketers try to influence the demand by offering a suitable product at an affordable price and make it available to people who demand it.

Products:

Goods and services available in the market place are the means by which we satisfy our needs and wants. Product is a comprehensive term that includes both goods and services. Anything that satisfies needs and wants qualifies to become a product. Our demand for products has not much to do with acquisitions, but with the benefits they offer. A car is not a possession but it enables us to travel from place to place. An oven provides us the ease of cooking ad thus it does not remain an object of admiration. Physical products are the medium through which benefits sought by us are offered.

Value:

Many products satisfy our given needs and we have to choose among them. The products available have a different capacity to satisfy each of his variegated needs. The product that is ultimately chosen should deliver maximum total satisfaction in respect of his various needs. Utility is the consumer's estimate of the products overall capacity to satisfy his or her needs. Utility adds to the value and in turn value gives the satisfaction.

Exchange:

The availability of the products that have value and a set of people have needs and wants do not necessarily lead to marketing. Marketing is an outcome of the process of exchange. The process of obtaining a desired product from someone by offering something in return is exchange.

Market:

These are logical extension of the concept of exchange. Markets are made by customers. All of them have certain needs and wants. They try to satisfy these through the exchange mechanism. Market size is thus given by the people having particular needs/wants and who are ready to exchange their resources for want satisfying products.

Marketing Management:

Marketing Management is the process of planning and executing the conception, pricing, promotion and distribution of goods, services and ideas to create exchanges with target groups that satisfy customer and organizational objectives.

Company Orientation toward the Market Place:

Market objectives should be carried out under a well-thought-out philosophy of efficient, effective and socially responsible marketing.

There are five competing concepts under which organizations can choose to conduct their marketing activities.

The Production Concept:

The product concept holds that consumers will favor those products that offer the most quality, performance or innovative features. Managers in product oriented organizations focus their energy on making superior products and improving them over time.

The selling concept:

The selling concept holds that consumers, if left alone, will ordinarily not by enough of the organizations products. The organization must therefore undertake an aggressive selling and promotion effort.

The marketing concept:

The marketing concept holds that the key to achieving organizational goals consists of being more effective than competitors in integrating marketing activities toward determining and satisfying the needs and wants of target markets.

The marketing concept has been expressed in many colorful ways.

“**Marketing needs profitability”**

“Find wants and fills them”

“Love the customer and not the Product”

“Have it your way”

“You’re the boss”

“Putting People first”

“Partners in Profit”

The societal marketing concept:

The social marketing concept holds the organisation's task is to determine the need, wants and interests of target markets and to deliver the desired satisfaction more effectively than competitors in a way that preserves or enhances the consumer's and the society's well being.

Market Segmentation:

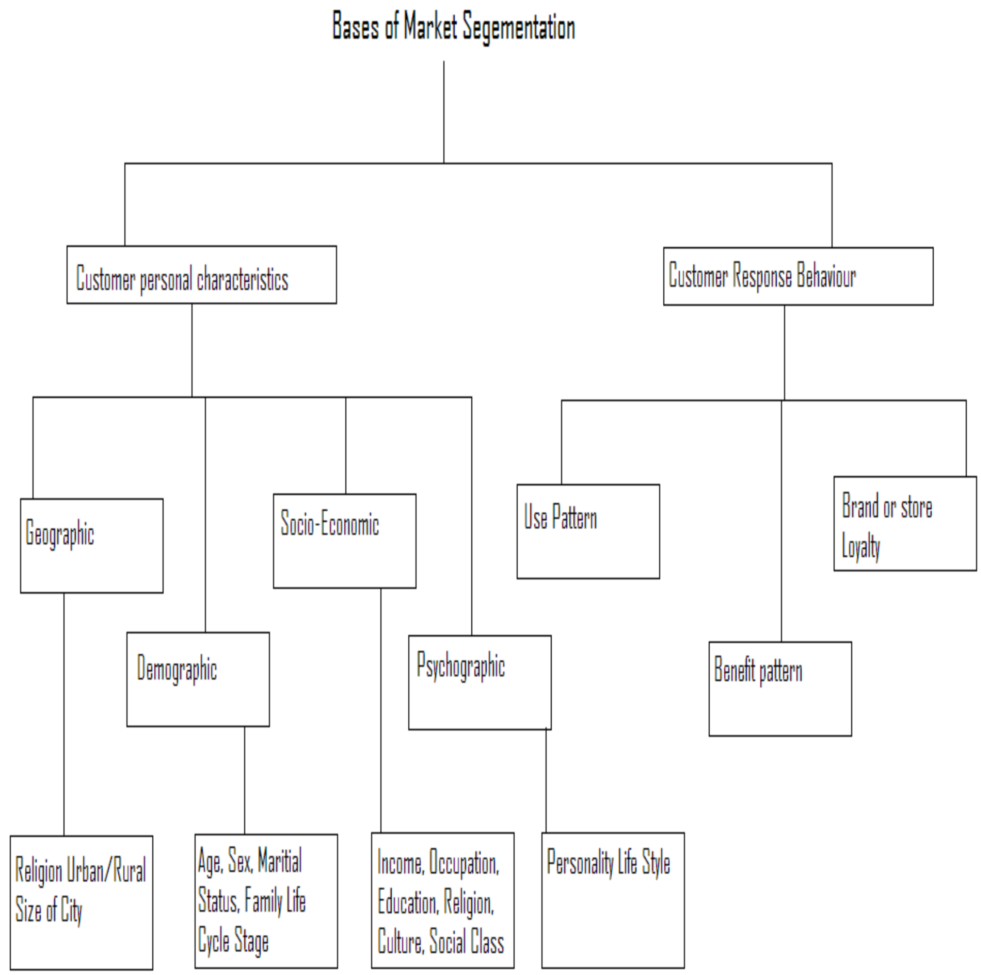
Market segmentation is the task of breaking the total market into segments that share common properties. Market segmentation is the act of dividing a market into distinct groups of buyers who might require separate products ad/or marketing mixes.

Market segmentation strategy is a customer-oriented strategy of "divide and conquer" segmentation strategy is an answer "to the question to whom should we sell our product and what we should sell them".

There are two main approaches to identify market segments.

a) People oriented approach or Customer personal characteristic approach

b) Product oriented approach or Customer response behavior.



<u>Product positioning:</u>

Product positioning is an attempt to create and maintain in the mind of the target audience the intended image the product/brand, relative to other brands so that the target audience perceives the product as possessing the attributes they want.

The product life cycle and its stages:

Each product class as a whole and an individual brand passes through several stages from its birth to its final eclipse. The product life cycle is an attempt to recognize distinct stages in the sales history of the product.

Introduction:

When the new product is introduced in the market, the sales pick up slowly and the product comes to the notice of the customers due to heavy promotion, and then it is well distributed. This is called the introductory stage.

Growth:

This is a market acceptance stage. Both sales and profit rise up in this stage. The rise is very rapid, a period of rapid market acceptance and substantial profit improvement.

Maturity:

This is the longest stage in the life of a product. It is very challenging stage, as most of the products are at maturity stage; most of the marketing management addresses itself to the mature product.

Decline:

Most of the products show a decline in sales ultimately, primarily because of a number of new products begin their own life cycle and replace old products.

RESEARCH DESIGN

STATEMENT OF PROBLEM:

AOL Online India Pvt. Ltd, located at Bangalore has always noticed lower CSI scores compared to its corresponding offices situated in USA.

When the problem was further analyzed it was evident that the offices present in USA (3 offices) had a higher average rating than the average rating of the 4 offices located outside USA (offshore offices).

The CSI being based on a voice based queue, this problem could be attributed due to various reasons as mentioned below:

Cultural barriers which exist between USA and the rest of the world, the members in USA find the voice and accent of the agents in USA, more comfortable than their counterparts located offshore.

Due to the present cultural barrier between the east and the west, a considerable difference in Expectations from a Customer Service can be observed.

Soft Skill possessed by the agents in India, knowing the appropriate time and circumstances to use empathetic and assuring statements can make a lot of difference between a “OK” customer service to a “ World class customer experience”

Business Outsourcing has been the most profitable way to drive any organization in the recent past, along with this shift of customer service industry to the lower cost – higher returns countries like India, the American companies have a fair amount of concern regarding the experience that their customers receive. This can be directly associated to the brand image and the brand value of the company. Although cost cutting can be really important for the company, without having satisfied the customers no business can thrive in a extremely competitive environment. A recent survey by JD Power has invoked thoughts in various outsourcing business that most of the customers relate to the brand through the recent contact that they have made.

AOL having outsourced most of its call center operations to the country, it is very important for AOL LLC (Limited Liability Company) Head quarters situated in Dulles, Virginia to know how satisfied its customers are with the outsourced business. To measure the satisfaction, AOL has devised a Customer Service Index. This helps the company measure the satisfaction of its members with the recent contact with AOL agents.

It has been proven in the past that the offices situated in India have been able to successfully drive any sales related metric to any customer in the world. The recent shift in business strategy means that AOL Bangalore has to strive harder to prove the head quarters that the members are also satisfied with the customer service provided by Bangalore.

OBJECTIVES OF THE STUDY

- To determine the factors those cause the gap in CSI scores between offices in USA and offshore offices

- These differences have to be further analyzed down the various constructs of the CSI score. Studying the weightage of the different constructs on CSI and the impact that each one of them have will help the organization bridge the gap more effectively and more efficiently.

- To Define, Measure, Analyze, Improve and Control the CSI scores for AOL BNG.

Define – The analogy of the current scores and the various factors that effect the same. A look at the trend of the scores in the recent past would help us pin point the problem and the main areas which requires focus, thus helping us improving the scores more efficiently

Measure – Measuring the various attributes of the CSI, Using different tools to study the correlation between CSI and the various causes.

Analyze – Analyzing the various data collected and finding the cause of the problem. This is done by validating the presumed causes which hamper CSI and finding a direct correlation between them.

Improve – Based on the analyze phase different data, the root cause of problem is identified and the solution to the same is ear marked and the same is applied to improve the process

Control – Setting up a process or making the necessary changes to the process so that the solution is a long term fix and the problem is considered to be solved completely

- To evolve a model framework that would help the organization understand and check on their CSI scores, hence bridging the gap which has been witnessed by

AOL Bng in past few years of operations. This would be helpful in containing the problem from effecting the organization again in the future. Bridging the gap would assure the head quarters that AOL BNG provides “ Legendary Customer Service through operational excellence “ and the members of AOL are assured of a world class customer service on every interaction with an agent located in India.

SCOPE OF THE STUDY:

This study aims to understand the various factors that contribute to CSI and hence improve the offshore offices.

The area of study is largely in Bangalore, critical information will also be taken from other offshore offices situated at JERUSALEM, CEBU in PHILIPPINES.

HYPOTHESIS OF THE STUDY:

To prove beyond reasonable doubt that there is a direct impact between the marketing skills of the agents and their respective CSI scores.

SAMPLING:

The criteria for sampling the information required will be obtained from Bangalore and partly from Israel and Philippines. It uses logical reasoning to valuate information which is directly obtained from the agent's scorecards.

METHODOLOGY:

The methodology involved will be into the below given steps:

- Obtaining various data of CSI scores of different offices

- Analyzing the various sub constructs of CSI like.

  1. **RI(Resolution index)**

2. **CCI(consultant capability index)**
3. **CISI(Consultant internal skills index)**

- To plan the improvement that can be obtained by incorporating marketing skills into the call flow of the agents.

- Attributing different factors of CSI scores and to calculate the impact of the same.

- To successfully bridge the gap by providing suitable recommendations.

LIMITATIONS:

- Achieving complete data from offshore places like Jerusalem and Philippines may prove difficult, further cultural problems may be present.

- The resolution provided to the company may not be applicable to all departments excluding voice queues.

INDUSTRY PROFILE

What is BPO?

Companies are increasingly outsourcing key business functions and their related IT operations. The BPO industry is built around the raison d' etre of efficiency and cost-effectiveness. With the current focus on core business capabilities, many companies are outsourcing select business functions to expert partners. BPO takes a set of activities and takes on the responsibility of reengineering the entire way the operation is done. Outsourcing is required in different areas like Finance, Health, Accounting, Human Resources of companies, etc. Globalization, competitive markets, and mergers and acquisitions are the primary stimuli for business-process outsourcing. By outsourcing business processes, companies can get a firm assessment of the cost of running their operations. The philosophy behind BPO is specific, does what you do best and leave everything else to business process outsourcers. Companies are moving their non-core business processes to outsource providers. BPO saves precious management time and resources and allows focus while building upon core competencies. The list of functions being outsourced span purchasing and disbursement, order entry, billing and collection human resources administration, cash and investment management, tax compliance, internal audit, pay roll…the list gets longer everyday. In view of the accounting scandals in 2002 (Enron, WorldCom, Xerox etc), more and more companies are keen on keeping their investors happy. Hence, it is important for them to increase their profits. BPO is one way of increasing their profits.

Outsourcing is not new- it has been a popular management tool for decade. One can safely say outsourcing has evolved:

- 1960's – time- sharing
- 1970's – parts of IT operations
- 1980's – entire IT operations
- 1990's – alliances/ tie-ups
- 2000's – IT – enabled services

Business Process Outsourcing (BPO) ***is the long-term contracting out of non-core business processes to an outside provider to help achieve increased shareholder value***. **Business-process outsourcing means** ***delegating back-end administrative functions that are necessary to run a business but are not a part of the core business***. **Business Process Outsourcing (BPO)** is the delegation of one or more IT-intensive business processes to an external provider that in turn owns, administers and manages the selected process based on defined and measurable performance criteria.

BPO involves turning over an entire function or business process to a back office supplier (for instance the resource management of an organization which may involve payroll and finance; information technology; human resources; inventory management). As corporations merge and consolidate operations, this trend towards outsourcing basic business processes is becoming a new business model for international corporations.

WHY OUTSOURCE?

A recent landmark study of BPO practices among many of the world's leading corporations shows why business has recognized the financial and operational advantages in securing the services of a professional organization to manage non-core activities. Many organizations, including ADCC clients, have commenced the process of better positioning themselves through outsourcing non-core functions and have already begun to reap the many benefits listed below.

Highly skilled workforce, with knowledge and skill of different business processes.

High quality infrastructure – ensuring communication ease Alliances and Partnerships in US- ensuring onsite customer support.

Availability of telecom connectivity through fiber and satellite, enabling seamless interface with remote systems and customers.

The Government of India has recognized the potential of BPO and has taken positive steps by providing numerous incentives. The National IT Taskforce submitted its 108-point Action Plan to promote IT in the country. The Government of India has approved the plan and is in the process of implementing it.

- ### Focus on Company's core business:

  Your management is freed up to focus more time, energy, and resources on building the company's core business as we assume full responsibility for managing day to day customer contact and back-office operations.

- ### Achieve cost reductions

  Through process re-design, the latest technology and economies of scale, we reduce operating costs by as much as 30% while bringing other administrative costs under better control.

- **Improve Service quality**

We organize and manage the business processes with a view to providing a higher level and quality of services to customers, both external and internal.

- **Maintain competitive edge**

We enable management to focus on building a more competitive business, and provide the supporting systems and services to the business. We provide the supporting systems and services to help companies compete more effectively in global marketplace.

- **Obtain outside expertise**

Our company's industry and technical specialists provide management with valuable guidance and skills, which are our core competencies, and which clients may not have in-house.

- **Meet changing customer demands**

Our outsourcing teams provide management with flexible and scalable services to meet their customers' changing requirements, and to support the company's strategic moves.

- **Gain access to advanced technology**

We design and implement leading-edge enterprise systems to support the business processes, and we manage the technology infrastructure with more efficient capital investments and training costs.

- **Achieve revenue enhancements:**

By outsourcing non-core processes, management can focus on increasing sales and market share, developing new and improved products, expanding into new markets, enhancing customer service and increasing shareholder value.

COMPANY PROFILE AND HISTORY

AOL – OVERVIEW

WHO WE ARE

AOL LLC (formerly America Online, Inc.) is a global Internet services, and media company operated by Time Warner.

AOL is based in Dulles, Virginia.

AOL Time Warner Inc., formed by the merger of America Online, Inc. and Time Warner Inc., is a major media conglomerate that combines the power of the Internet with highly recognized information and entertainment brands. According to the combined companies' first annual report, released in early 2001, AOL Time Warner reached more than 130 million subscribers, 266 million Web users, 268 million magazine readers, 1.4 billion monthly prime-time television viewers, and 50 million monthly home video viewers.

Altogether, AOL Time Warner estimated that it touched consumers more than 2.5 billion times each month.

When America Online, Inc. and Time Warner Inc. completed their merger on January 11, 2001, they created the first—and largest—Internet-powered media and communications company. Following the merger, America Online and Time Warner each became wholly-owned subsidiaries of AOL Time Warner.

AMERICA ONLINE.

The world's leader in consumer-oriented interactive services, Web brands, Internet technologies, and electronic commerce services, AOL's operations include the AOL service, which had more than 28 million members as of March 31, 2001, and the CompuServe service, which had about 3 million members. Also included among AOL's operations are Netscape; local brands such as Digital City, AOL Moviefone, and MapQuest; AOL messaging services, including AOL Instant Messenger; and AOL's music properties, such as Spinner.com, Winamp, and SHOUTcast.

Other AOL operations have been organized under "AOL Anywhere" services, including AOLTV, an interactive television service; the AOL Mobile Communicator service, which offered wireless access to e-mail and instant messaging using pager-sized two-way wireless devices; and the AOL-byPhone service. The company's "AOL Anywhere" strategy was designed to offer key features and content of the AOL service through multiple platforms and devices, including mobile phones, pagers, and other handheld devices.

Finally, through its strategic alliance with Sun Microsystems, Inc., AOL is involved with the development of electronic commerce and enterprise solutions under the brand iPlanet E-Commerce Solutions, developed and marketed through the Sun-Netscape alliance.

HISTORY OF AMERICA ONLINE

America Online's roots go back to 1985, when Steve Case and Jim Kimsey founded Quantum Computer Services. Quantum provided online services for users of Commodore computers, then a popular brand of home computers. Two years later Quantum began providing online services for Apple Computer, Inc.'s operating system and developing software for both the Macintosh and the Apple II. After that Quantum grew quickly and was soon providing online services and related software for other companies, including Tandy Corporation and computer industry-leader IBM.

Quantum's costs were high, and it quickly ran through its capital. In 1991 Quantum was renamed American Online (AOL), with Case taking Kimsey's place as CEO and Kimsey becoming chairman of the company. AOL held its initial public offering in March 1992 and raised $66 million, with shares initially selling for $1.64.

At that time, the two leaders in providing online services were Prodigy and CompuServe. Case focused on achieving market dominance and pursued a strategy that included forming alliances with companies that would benefit AOL. He dropped membership prices below that of the major competitors and shipped out huge quantities of software diskettes to potential customers, offering them a free trial period using the AOL service. These marketing efforts paid off in rapid membership growth for AOL, and by the end of 1993 the company had more than 600,000 subscribers.

AOL was the subject of two takeover attempts in 1993, one from Microsoft cofounder Paul Allen, the other from Microsoft head Bill Gates. Allen, who had already left Microsoft, acquired a 24.9 percent interest in AOL and attempted to secure a seat on its board of directors. Both takeover attempts were thwarted by Case and AOL, eventually prompting Microsoft to develop its own online service, the Microsoft Network.

Key acquisitions in late 1994 helped AOL provide its subscribers with access to the World Wide Web, a part of the Internet that was quickly becoming popular because of its open platform and ease of use via graphical browsers like Netscape. Until this time AOL was essentially a closed network that offered subscribers access only to its own content providers, vendors, and other AOL subscribers. Content agreements with the New York Times, Time, NBC, and others had expanded AOL's content, but it was an essential part of the company's strategy to become a gateway to the Internet. This strategy was facilitated by the acquisition of Advanced Network Services, Inc., which built fiber optic networks to support Internet access. This was followed by the acquisition of BookLink Technologies and the Global Network Navigator, which enabled AOL customers to browse the Internet using graphic browsing software from BookLink. Later, in 1996, AOL would reach agreements with Netscape and Microsoft, who were competing heavily in the browser market, to use their browsers.

AOL began to grow more rapidly as it added new content providers and gave its subscribers greater access to the public Internet. In March 1995 AOL's subscriber base reached 2 million, and by August 1996 the company had 6 million subscribers. In October 1996 AOL introduced flat-rate service for a monthly fee of $19.95. In 1996 Bob Pittman, founder of MTV and considered a successful brand-builder, was hired to improve AOL's customer service and strengthen AOL's brand among consumers. After Pittman reduced AOL's subscriber growth to a sustainable level and improved the company's customer service reputation, he was promoted to president and chief operating officer. Case gave up his title of president and remained chairman and CEO.

By 1997 AOL had 9 million subscribers. During the year it gained 2.6 million CompuServe subscribers, which it continued to operate as a separate business. After WorldCom had acquired CompuServe from H&R Block, WorldCom traded CompuServe's subscriber base to AOL in exchange for AOL's network integration division.

AOL's stock rose 600 percent in 1998 and even more in 1999. This infusion of market capital gave it the power to make more and bigger acquisitions. In November 1998 AOL announced it would acquire Netscape Communications Corp. for $4.2 billion in stock, about 10 percent of AOL's market value. Included in the acquisition were the Web browser Nets-cape Navigator and Netscape's Web portal, Netcenter. A third party to the acquisition was Sun Microsystems, which agreed to pay $350 million over three years to license Netscape's software, while AOL agreed to purchase $500 million worth of servers from Sun. The Sun-Netscape alliance adopted the brand iPlanet to market the next generation of Nets-cape Web and application servers. During 2000 AOL recast Netscape Netcenter as a business professional's portal, and in fall 2000 AOL unveiled its new Nets-cape Netbusiness service, which was designed to help small businesses build Web-based storefronts and engage in business-to-business e-commerce.

In January 2000 AOL announced its bid to acquire Time Warner Inc. for approximately $165 billion in stock, with the exact value to be determined by the stock prices of both firms after the acquisition was finalized. As of June 30, 2000, the end of AOL's fiscal 2000, AOL had 23.2 million subscribers, plus 2.8 million CompuServe subscribers. By that point AOL alone had four major lines of business: the Interactive Services Group, the Interactive Properties Group, the AOL International Group, and the Nets-cape Enterprise Group

Aol Time Warner Inc - History Of America Online, The Aol Time Warner Merger

AOL Time Warner Inc., formed by the merger of America Online, Inc. and Time Warner Inc., is a major media conglomerate that combines the power of the Internet with highly recognized information and entertainment brands. According to the combined companies' first annual report, released in early 2001, AOL Time Warner reached more than 130 million subscribers, 266 million Web users, 268 million magazine readers, 1.4 billion monthly prime-time television viewers, and 50 million monthly home video viewers. Altogether, AOL Time Warner estimated that it touched consumers more than 2.5 billion times each month.

When America Online, Inc. and Time Warner Inc. completed their merger on January 11, 2001, they created the first—and largest—Internet-powered media and communications company. Following the merger, America Online and Time Warner each became wholly-owned subsidiaries of AOL Time Warner.

The firm's numerous businesses and brands were organized into seven fundamental areas:

CABLE TV AND INTERNET ACCESS.

As of December 30, 2000, Time Warner Cable served some 12.8 million subscribers through cable systems that it either owned or managed. Approximately 92 percent of its cable systems had been upgraded to deliver more channels and provide two-way transmission capability, the key to offering high-speed Internet access and other interactive services via the cable line. These upgrades permit roll-out of such advanced services as digital and high-definition television (HDTV) programming, video-on-demand, telephony, and other services. As of March 31, 2001, Time Warner Cable had launched its high-speed Internet service, Road Runner, in 36 of its 39 field divisions.

FILMED ENTERTAINMENT.

The company's filmed entertainment businesses comprise several well-known brands, including Warner Bros. Pictures, New Line Cinema Corporation, Warner Home Video, and Warner Bros. Television. Also included with AOL Time Warner's film unit are the Turner classic film and animation libraries.

NETWORKS.

AOL Time Warner's networks include domestic and international basic cable networks, pay-television programming services, a broadcast television network, and sports franchises. The principal cable networks and sports franchises are owned by Turner Broadcasting System, Inc., a wholly-owned subsidiary of AOL Time Warner. They include TBS Superstation, TNT, Cartoon Network, Turner Classic Movies, and the CNN network. Turner Broadcasting also operates the CNN family of Internet destinations and other large advertiser-supported online sites. AOL Time Warner's pay television programming services include HBO and Cinemax. The WB Television Network is the company's sole broadcast television network. In sports, a source of programming and merchandising content for the firm, it owns professional teams in baseball (Atlanta Braves), basketball (Atlanta Hawks), and hockey (Atlanta Thrashers).

MUSIC.

AOL Time Warner's worldwide recorded music and music publishing businesses are conducted under the umbrella name Warner Music Group (WMG). Principal U.S.-based record labels include Warner Bros. Records Inc., Atlantic Recording Corporation, Elektra Entertainment Group Inc., and London-Sire Records Inc., and their affiliated labels, as well as WEA Inc. companies. WMG's music publishing companies, Warner/Chappell, own or control the rights to more than 1 million musical compositions.

Leading the Way

AOL has a leading portfolio of differentiated brands, programming and products. We attract some of the largest and most engaged audiences on the web, providing a highly attractive and relevant environment for advertising and commerce.

AOL's community of brands had more than 114MM unique visitors in March 2007, and continues the lead on average minutes per page

AOL Homepages attract nearly 15MM visitors per day

AOL Black Voices, MapQuest, TMZ, AOL Living and AOL Instant Messenger are ranked #1 in their respective categories

Source: comScore MediaMetrix March 2007

Connecting with Consumers

Every member of the AOL team is dedicated to unlocking the full potential of this medium to connect marketers with their target consumers.

AOL partners with marketers, retailers, and agencies throughout the country to develop innovative, customized marketing solutions that take full advantage of our premier assets, audiences, and solutions.

Reaching Your Audience

With the ability to reach over 100MM consumers monthly, marketers will now be able to access our consumers through:

Programming - Connecting with consumers via their interests and passions

Audience - Targeting the right audiences at the right place and the right time

Brands - Showcasing advertising content in trusted brand environments

Advertising Products - Applying the latest technologies to showcase advertisers' messages

COMPANY INFO:

Our Mission & Values

Our Mission:

"To Serve the World's Largest and Most Engaged Community"

In mid 2006, AOL revised its mission to the above statement as a result of recognizing that the company had essentially achieved its former mission and needed an inspirational new goal to drive the company forward.

Our Values:

These attributes and aspirations form the foundation upon which we build on AOL's continued success.

Creativity

We thrive on innovation and originality, encouraging risk-taking and divergent voices.

Customer Focus

We show that we value our customers by serving them well, putting their needs and interests at the center of everything we do.

Agility

We move quickly, embracing change and seizing new opportunities.

Teamwork

We treat one another with respect—creating value by working together within and across our businesses and giving credit where it is due.

Integrity

We earn the trust of our users by protecting their privacy, helping them stay safe while online, and by adhering to rigorous standards of business conduct in all our dealings.

Diversity

We attract and develop the world's best talent, seeking to include the broadest range of people and perspectives.

Responsibility

We work to improve our communities, taking pride in serving the public interest as well as the interests of all stakeholders.

AOL IN 2002

Amidst sudden challenges, AOL employees declare that "Members Rule."

After 17 years of triumphs, 2002 was revealed to be AOL's most challenging year. The online advertising boom had gone bust, subscription growth was off, and by midsummer, government investigations began into AOL's accounting for several business deals. When Jon Miller arrived as the company's new Chairman and CEO, the New York Post quipped, "It's Miller time!" That fall, a strategy was set in motion by Jon and his executive team to get AOL back on a growth path. Meanwhile, AOL employees began a campaign to return the company to its roots. Signs posted throughout the halls by AOL employees declared, "Members Rule!" By the time AOL® 8.0 launched in fall 2002, AOL's renaissance had begun.

Accessibility goes from policy to products

Since AOL's Accessibility Policy was issued in 2000, AOL has been building tools into the service for people with disabilities—including streaming captions, screen readers, keyboard overlays, and new applications of AIM. The New Sensations campaign, started in 2001-02, educates and rewards employees who help make AOL accessible to all.

America signs on and tunes in to Radio@AOL

With AOL 7.0, a new radio icon appeared in the tool bar. This was Radio@AOL, which has since grown to 200+ stations. The sound is as good as it gets, delivered on AOL's Ultravox platform, introduced in 2002. A 2005 agreement with the nation's leader in satellite radio put offerings from both companies on the Web and on the road.

TOM takes AOL back to our roots

In 2002, you couldn't go anywhere in any AOL facility without seeing a message from TOM. "Members Rule," it said. While the TOM campaign was the work of hundreds of employees at all levels, it took only one (Amy Arnold) to get it rolling. It's a reminder that applies to this day.

AOL IN 2005

A new goal for AOL: The largest connected audience on the Web.

AOL's #1 aim for 2005 was to becoming a genuine audience business by "getting into sync." Not just with our traditional audience of members. But with consumers on the web-at-large. "Getting into sync" was the motive behind the launch of AOL.com, which planted robust AOL content and features outside the walled garden for the first time. But nothing tells the story like AOL's global coverage of the Live 8 Concerts that summer. 5 million people tuned in. During the week after, 8.5 million unique visitors requested a record-breaking 25 million on-demand plays. The International Academy of Digital Arts and Sciences said "AOL has bested MTV at its game." AOL's coverage of Live 8 was called "a triumph of technology" by the BBC. It even won an Emmy. But the most important reward for AOL was the proof that when you are in sync with your audience, you are ready to lead.

AOL Brand gets a facelift

Just before AOL's 20th anniversary, members got their wish in the form of a new brand identity for the service ("The Service That's On Your Side") that's more approachable and up-to-date. It preserves the familiar shape and color but the new logo sports a contemporary typeface and a new bearing that points the way forward.

Videos...Search 'em and see 'em.

AOL Video on Demand launched this year, with AOL Video Search, AOL Hi-Q, and a snazzy new player. Then AOL acquired Truveo, an unbeatable video search engine that is a natural extension of AOL's Singingfish technology. Add a library of more than 20,000 videos and innovative programming and you have the stuff leadership is made of.

The Standards of Business Conduct Go Global

In 2005, virtually 100% of US employees participated in AOL's SBC education. What's more, all international employees received in-country versions of the standards. The vision is a company characterized by productive teamwork and a solid reputation for ethical behavior and professionalism wherever our employees work.

AOL + Google: We're Feeling Lucky

At the end of 2005, AOL and Google expanded their strategic partnership to capitalize even more on complementary strengths in search, advertising, communications, and content. From AOL's POV, the deal means a comprehensive suite of products for our advertisers and more traffic directed to our Web properties. No wonder we're feeling lucky.

AOL IN 2006

Of pricing and products: A New Business Model for AOL

Nothing defines a company like the business model on which it is based. That's why 2006 will go down as the year AOL adopted a new MO based on advertising. Subscription service remained available for dial-up members. (And it still is.) But as of August, for consumers with a broadband Internet connection, the best of AOL became available — on the house. Making the announcement, Time Warner's President and COO Jeff Bewkes, summed it up: "You've got Mail—for free!"

Now, instead of developing proprietary software, AOL is focused on implementing open architectures that allow consumers and developers to create their own online experiences. The company is monetizing at scale, creating the industry's fastest growing advertising network. And, making the transition from a marketing-driven to a product-driven company, AOL is generating a new wave of innovation…everything from Web launches of our trademark safety and security features to the premier of hot destinations like TMZ.com, The DL, and AOL Video. And there's more to come from the minds of AOL employees, who can't wait to make history in 2007.

AOL Opens Up to Developers

In the spirit of Web 2.0, AOL started 2006 by inviting developers to help themselves to technologies that used to be strictly secret. And they took us up on it. The new dev.aol.com site that houses the APIs for Open AIM, AOL Video, Userplane, MapQuest, AIM Phoneline, Web AIM, Winamp, AOL Pictures, AOL Music Now, and AIM Pages had more than 406,000 hits in the first two weeks of its life.

The New AOL Gets Moving with OpenRide

If anything represents the new AOL, it's OpenRide. To begin with, the development process was new — involving total collaboration with consumers. The intended audience was new, too, reaching beyond AOL's traditional base to include Internet users everywhere. And its design is certainly new: OpenRide features a unique quad-pane user interface that allows users to e-mail, IM, browse, search, and enjoy their favorite media — all from the same screen.

Mark Burnett and AOL Strike Gold

What would make more than 8 million people visit a Web site more than 12 million times in just six weeks? A Gold Rush! That was the name of the landmark, interactive reality game created by Mark Burnett Productions and AOL. A dozen competitors won a share of over $2 million. And the traffic metrics proved that the producers and sponsors of the event were winners too.

Fast Facts as of November, 2006

AOL is the leading Internet service provider (ISP) in the U.S.

AOL operates the No. 2 domestic Web network in monthly unique visitors with 112 million.

AOL owns and operates the No. 3 online advertising network in the world

The AOL Network of Web properties generates nearly 52 billion quarterly page views.

AOL operates the No. 1 instant-messaging network in the U.S.

Over 2 billion instant messages are sent across AOL's messaging networks (AIM and ICQ) each day.

AOL blocks approximately 1.5 billion spam e-mails daily.

About 200 million unique users visit AOL's global Web network, ranking it fourth in the world in overall visitors.

CORPORATE CITIZENSHIP

AOL Community Investment... because Community Matters

AOL's commitment to community

At AOL, we believe that giving back is an essential part of a successful life. And we know the Internet can play a powerful role in bringing communities together, encouraging giving, connecting people with causes that matter to them, placing volunteers, and more.

Over the years, we have worked to create programs that provide our employees opportunities to volunteer and give back to their communities. And we invest in communities in multiple states and around the globe where AOL employees work.

As important, we have worked to create an online platform that brings people together to meet critical needs, find the causes that matter most to them, and make a lasting commitment to staying involved in their own citizen philanthropy.

Our focus as a company is on three areas:

Inspire volunteerism and citizen philanthropy.

Raise the aspirations of our nation's youth and foster their technology skills.

Leverage the power of the Internet to help nonprofit organizations fulfill their missions.

Awards

AOL has gained recognition for many of our philanthropic initiatives. Some of our recent awards include:

American Red Cross Circle of Humanitarians Award

Corporate Volunteer of the Year from the YMCA of Metropolitan Washington

Recognition from Network for Good for Hurricane Katrina relief efforts

National Center for Missing and Exploited Children Corporate Leadership Award

National Center for Accessible Media Recognition for Dedication to Media Access

Equality for People with Disabilities

National Capital Philanthropy Day Outstanding Corporate Partner

Top Corporate Philanthropist/Local Giving Award from the Washington Business Journal

Best Team Sponsor Recognition from City Year

Distinguished Corporate Partner Award from the National Domestic Violence Hotline

The Loudoun School-Business Partnership Award of Excellence for Service

"Defender" Award from National Center for Missing and Exploited Children

Senior Navigator Compass Rose Spirit of Discovery Award from Outward Bound

Virginia Chamber of Commerce Community Commitment Award

Life at AOL

Our headquarters in Dulles, Virginia is like a true campus: situated on several park-like acres less than an hour from Washington, D. C. Looking for a friendly game of soccer or cricket? You'll often find one on our Dulles Green. This is where we also celebrate product launches and company milestones. Our two fitness centers offer power yoga, hip hop, Tai Chi and extreme conditioning classes. The campus also features a company store, several cafes, ATMs and a child day care center. Several of AOL's other locations (New York, Mountain View, Columbus, L.A.) also offer cafes and additional on-site amenities.

You're always learning at AOL, that's what's so great about working for an Internet company. But do you also want to pursue a higher degree? Learn how to program in the latest software language? Improve your management or communications skills? AOL University offers an array of advanced educational and career development skills programs with online courses and access to the latest management tools. Many employees take advantage of our tuition reimbursement plan to advance their educational aspirations, earning Bachelors and Masters degrees while on the job.

The AOL spirit shines through at all of our locations, as we do our part to serve the communities where we live and work.

Knowing that the most innovative products are generated by people from diverse backgrounds, AOL encourages diversity and inclusion throughout the company. Employees can choose from a variety of affinity groups that provide networking and mentoring opportunities to those who share common interests and beliefs. These groups include Amigos at AOL, Elders at AOL, APLAWD (AOL People Living and Working with Disabilities,) the Asian Interest Group, Black Employees at AOL, Christians at AOL, Jewish Community at AOL, Muslims at AOL, OUT at AOL (LGBT), AOL Parents Group, AOL's Military Support Group, and the AOL Women's Network..

AOL Benefits: You’ve Got More...Choice. Value. Control. Peace of Mind.

Working at AOL offers more than just a creative, fulfilling work environment. Our benefits support your lifestyle and give you peace of mind—so you can focus on what's important to you: family, work, and life. AOL offers a wide range of benefit choices that enable you to design the benefits package that fits you best. In most cases, benefits for you and your eligible family members begin on your first day of work.

BRANDS

Each month we connect with more than 110 million consumers through 47 beloved brands, including AOL, AIM, Mapquest, TMZ and ICQ. Each of our brands delivers dynamic and engaging experiences to feature your marketing messages.

View the Site | View the Media Kit

AIM		KOL
AOL		Luxist
AOL Black Voices		MapQuest
AOL City Guide		Moviefone
AOL for Small Business		Netscape
AOL Latino		PS3Fanboy
AOL Shopping		PSPFanboy
Autoblog		QuadMagazine
Autoblog Spanish		RED
Bloggingbaby		SecondLifeInsider
BloggingStocks		Slashfood

Cinematical

CompuServe

DownloadSquad

DSFanboy

Engadget

Engadget Spanish

Gadling

GameDaily

HDBeat

ICQ

In2TV

In2TV En Espanol

Joystiq

Spinner

Switched

TheCancerBlog

This Just In

TMZ

TUAW

TVSquad

Userplane

Weblogs

Winamp

WOWInsider

Xbox360Fanboy

ADVERTISING PRODUCTS

We are ready to help you achieve your advertising objectives.

Branding and direct response campaigns
Industry standard and custom solutions
Online and offline promotions

We deliver comprehensive integrated advertising programs that get results.

Search

Paid listing results on AOL Search properties (AOL Search Marketplace)

Paid partner placements triggered by an explicit search for the partners' trademarked brands (Trademark Layer)

Rich Media

IAB standard units

AOL custom units (e.g., custom Welcome Screen video takeover)

Video

Custom video integration

In-stream video advertising

Skinnable video player with video advertising

User-generated video advertising (UnCut Video)

User-generated custom video integration (UnCut Video)

Video on demand advertising on Time Warner Cable (AOL Music)

Targeting

Behavior
Site browsing

Search terms

Day Part
Time of day targeting

Demographic
Audience Affinity products based on comScore demographics metrics

Household screenname targeting

Custom rosters based on data matches provided by AOL, the advertiser or 3rd party vendors (MRI, Prizm, etc.)

Geography
IP address

Destination-based targeting (MapQuest)

LOCAL Network (AOL CityGuides)

Interests (Demographic Affinities)
Audience specific programming (i.e. Kids, Teens, African-Americans, Hispanics)

Contextual
Interests and passion via programming Programming

Performance Advertising

Performance-based advertising across the Advertising.com network and AOL's community of brands

Performance-based advertising across AOL's community of brands

Roadblocking Solutions (High Reach)

Across the Advertising.com network and AOL's community of brands (SuperBlock)

Across AOL's community of brands (RoadBlock)

Sitewide 1-hour RoadBlock (SiteBlock)

Dayparting in E-mail (DaypartBlock)

Instant Messaging Custom Solutions

Instant messaging artificial intelligence (AIM Bots)

Skins/themed environments expressing identities across AIM (AIM Expressions)

User generated social networks integrated thoughout AIM and AOL (AIM Pages)

Embedded large flash ad in AIM Today Welcome Screen (AIM Today Spotlight)

Roadblocking AIM Today Welcome Screen with standard and custom units (AIM Today Takeover)

Custom Marketing Promotions

Contests

Corporate Events/Parties

Concerts

Micro-sites/Advertorials/Social Network Profile Pages

Games/Advergames

Grassroots Marketing

Instant Win Games

Podcasting

Purchase Incentives

RSS Feeds

Screenings

Sweepstakes

Wireless Promotions

AOL Launches AOL.in Portal In India April 26, 2007

BANGALORE, INDIA – AOL today announced the launch of AOL.in, a new portal in India offering free e-mail, instant messaging, and mobile services, in addition to robust local news and information for the Indian market. AOL.in offers e-mail with unlimited storage, leading safety and spam protections, and mobile access, as well as other mobile services, such as messaging and downloads.

"India is one of the world's fastest-growing online markets, and our India portal will help us compete for users and advertisers in this important region," said Ron Grant, President and COO of AOL, who launched the service at a press conference in Bangalore. "AOL is one of just four companies with the scale, the network infrastructure, the resources, and the products to compete on a global level, and we plan to fully utilize those advantages as we enter new markets."

According to a Kaufman Brothers report released in September 2006, India had roughly 45 million Internet users (out of a population of 1.1 billion) at the end of 2006. The report projected that India's Internet population would double to 94 million by 2008 and triple to 147 million by 2010.

In addition to communications tools and services, AOL.in also gives users a wide range of content designed specifically for India, including robust video and special channels dedicated to Bollywood, CityGuide, Cricket, Education, Hollywood, News, Sports, International Music and a Gurus channel with video advice from local and international experts.

Among the features of the new AOL.in portal are:

– AOL's easy-to-use e-mail service with unlimited storage, industry-leading spam blocking, and powerful security protections against viruses.

– AOL's leading instant messaging featuring offline messages, picture sharing, personalization, grouped messaging, and simultaneous multiple IDs.

– A full mobile communications and infotainment suite that offers mobile access to e-mail via WAP, instant messaging via SMS, and downloads like wallpaper, ringtones, and games.

– A powerful Web search product, powered by Google, that helps users find the local or international information they need.

– Video content in many channels providing a superior broadband experience.

– News and entertainment channels including Bollywood, CityGuide, Cricket, Education, Gurus, Hollywood, International Music, News and Sports.

"By leveraging a unified product platform, we can accelerate our timetable and reduce the cost of launching and supporting portals in new markets," said Maneesh Dhir, AOL's Executive Vice President, International. "AOL.in shows how we can quickly move into an important market like India with a strong, local offering that meets the needs of its online users."

AOL has more than five years' history working and building new services in India. The Company's Bangalore Service Centre opened in 2002. In 2004, a Software Development Centre was established to help develop applications and products for AOL. In 2005, the company's Knowledge Centre was launched, devoted to business analysis, search operations, and technology support.

In an effort to establish a global unified user experience that brings, front and center, the features and content that Web users access most often, AOL also unveiled today a beta of the new AOL.com portal in the United States and launched the new AOL.ca portal in Canada. The new AOL.com portal, in limited beta, has been completely redesigned and will feature improved navigation with relevant, local information (such as traffic and gas prices), video content, email and search brought further to the forefront of the page, and gives users more flexibility to personalize the page and make it their own. The new

AOL.ca portal, which features Canadian-centric programming and content also sports a redesigned interface with improved navigation.

About AOL

AOL Global Operations Limited runs the AOL.in portal and other international ventures. AOL Global Operations Limited is a wholly owned subsidiary of AOL LLC. AOL is a global Web services company that operates some of the most popular Web destinations, offers a comprehensive suite of free software and services, and provides a full set of advertising solutions. A majority-owned subsidiary of Time Warner Inc., AOL LLC is based in Dulles, Virginia. AOL and its subsidiaries also have operations in Europe, Canada and Asia. Learn more at AOL.com.

DATA ANALYSIS AND INTERPRETATION

MSI Constructs/Question FAQs

The MSI also called ACSI is a scale rating tool used in AOL for the purpose of rating the service of a agent or consultant.

Q: How was the MSI Score developed?

A: The Member Satisfaction Index is a result of a very complex data modeling process. Constructs are groups of related questions that were very highly correlated to each other in the data modeling process. The survey questions are weighted to gauge each question's impact on the Construct as a whole. The Constructs are then weighted against Overall Satisfaction to determine each Construct's impact on Overall Satisfaction. Based on the impact weights of the Questions and Constructs, as well as taking into account the performance of the questions, a single MSI score is developed.

MSI IN DETAIL

ACSI reports scores on a 0-100 scale at the national level and produces indexes for 10 economic sectors, 43 industries (including e-commerce and e-business) and more than 200 companies and federal or local government agencies. In addition to the company-level satisfaction scores, ACSI produces scores for the causes and consequences of customer satisfaction and their relationships. The measured companies, industries, and sectors are broadly representative of the U.S. economy serving American households.

ACSI Methodology

The ACSI model is a set of causal equations that link customer expectations, perceived quality, and perceived value to customer satisfaction (ACSI). Satisfaction, in turn, is linked to key outcomes, defined as customer complaints and customer loyalty.

ACSI Experts

ACSI experts are available to discuss all facets of satisfaction measurement and the results of the ACSI study with representatives of the media, corporations, trade associations and professional conferences.

Economic Indicator

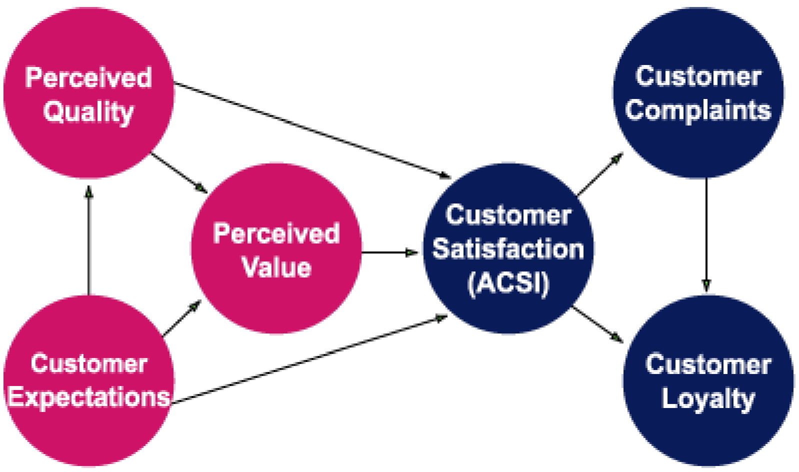
ACSI is an important indicator of economic performance, both for individual firms and for the macro economy. As such, the national ACSI score has been shown to be predictive of both consumer spending and stock market growth.

ACSI Related Research

In addition to helping firms and government agencies better understand the satisfaction of their customers, ACSI data has also been used extensively by academic researchers and others interested in studying the dynamics of customer satisfaction.

The American Customer Satisfaction Index uses customer interviews as input to a multi-equation econometric model developed at the University of Michigan's Ross School of Business. The ACSI model is a cause-and-effect model with indices for drivers of satisfaction on the left side (customer expectations, perceived quality, and perceived value), satisfaction (ACSI) in the center, and outcomes of satisfaction on the right side (customer complaints and customer loyalty, including customer retention and price tolerance).

The indices (shown in the diagram below) are multivariable components measured by several questions that are weighted within the model. The questions assess customer evaluations of the determinants of each index. Indices are reported on a 0 to 100 scale. The survey and modeling methodology quantifies the strength of the effect of the index on the left to the one to which the arrow points on the right. These arrows represent "impacts." The ACSI model is self-weighting to maximize the explanation of customer satisfaction (ACSI) on customer loyalty. Looking at the indices and impacts, users can determine which drivers of satisfaction, if improved, would have the most effect on customer loyalty.



Customer Expectations

Customer expectations is a measure of the customer's anticipation of the quality of a company's products or services. Expectations represent both prior consumption experience, which includes some nonexperiential information like advertising and word-of-mouth, and a forecast of the company's ability to deliver quality in the future.

Perceived Quality

Perceived quality is a measure of the customer's evaluation via recent consumption experience of the quality of a company's products or services. Quality is measured in terms of both customization, which is the degree to which a product or service meets the customer's individual needs, and reliability, which is the frequency with which things go wrong with the product or service.

Perceived Value

Perceived value is a measure of quality relative to price paid. Although price (value for money) is often very important to the customer's first purchase, it usually has a somewhat smaller impact on satisfaction for repeat purchases.

Customer Complaints

Customer complaints are measured as a percentage of respondents who indicate they have complained to a company directly about a product or service within a specified time frame. Satisfaction has a negative relationship with customer complaints, as the more satisfied the customers, the less likely they are to complain.

Customer Loyalty

Customer loyalty is a combination of the customer's professed likelihood to repurchase from the same supplier in the future, and the likelihood to purchase a company’s products or services at various price points (price tolerance). Customer loyalty is the critical component of the model as it stands as a proxy for profitability.

The ACSI is an important indicator of economic performance, both for individual firms and for the macro economy. As such, the national ACSI score has been shown to be predictive of both consumer spending and stock market growth, among other important indicators of economic growth.

ACSI as Financial Indicator

As a financial indicator, ACSI data has proven to be related to individual firm performance in a number of ways, predicting things like corporate revenue and earnings growth, and stock market performance. Perhaps most revealing, however, have been the linkages discovered between aggregate ACSI growth, aggregate corporate earnings growth (among S&P 500 companies) and average Market Value Added (MVA), which measures the firm's success in creating wealth for shareholders.

MSI Constructs/Question FAQs to help u understand the MSI or ACSI better.

Q: How was the MSI Score developed?

A: The Member Satisfaction Index is a result of a very complex data modeling process. Constructs are groups of related questions that were very highly correlated to each other in the data modeling process. The survey questions are weighted to gauge each question's impact on the Construct as a whole. The Constructs are then weighted against Overall Satisfaction to determine each Construct's impact on Overall Satisfaction. Based on the impact weights of the Questions and Constructs, as well as taking into account the performance of the questions, a single MSI score is developed.

Q: My "Meets Needs" response used to show 90.5% but now is listed as 4.71. Why is this?

A: The previous Top 2 Box percentage calculation was based on taking the Top 2 Box (Excellent and Very Good) responses over all survey responses. This is an industry-recognized approach of calculating Member Satisfaction. In order to provide the most accurate Satisfaction score possible, now a question's calculated Mean score is used, rather than Top 2 Box method. This approach takes into account the entire distribution of results on the 5-point scale and provides a more accurate representation of performance. The 4.71 score is the actual MEAN score of the results to a question.

Q: Is 4.71 a good score?

A: Depending on the Member Services average, 4.71 may or may not be a great score. You will want to focus on improving your overall MSI score, by improving all metrics that roll up to that score.

Q: What is the best score that I can get on a question?

A: The highest score you can receive on questions that are on a 5-point scale, is a 5. If you have all 5's returned for all questions in a Construct, your Construct score will be 100 (100 is the highest Score you can get for any Index).

Q: Will the Constructs I am responsible for change in the future?

A: The constructs in all queues will not change in 2004. The reason for this is to allow the queues a chance to make changes and to benefit from their efforts through 2004. It is possible that a construct would need to change if AOL gets dramatically better, there is a dramatic shift in the way AOL does business, or someone in the industry makes a change that affects the industry.

MSI Accountability and Compensation FAQs

Q: How did we decide what Constructs we would hold all coaches and employees accountable to?

A: The Quality Department carefully reviewed all the questions that formed the constructs and determined what questions the employee controls. The employee controls these questions in either actions they have to properly execute or in actions that effect outcomes, as in the case of resolution. We also looked for similar constructs or questions that reached across multiple queues. This enables consistency in applying improvement efforts. An example of this can be found in holding employees accountable to professionalism. Professionalism is an attribute that made every model and is driven by courtesy, knowledge and communication skills.

Q: Is it fair to hold the last employee the member talked to accountable to first time fix?

A: Yes. If an employee solves a member's problem on the first call, they will benefit from not only the fix time fix question, but also from the question that asks if their problem is currently resolved. Employees who don't resolve the problem on the first call get penalized on both questions. Now for the employee who handles the second call and resolves it, they will only benefit from the problem currently solved and, yes, will lose some ground on first time fix. In the long run this employee will always out-perform other employees who do not solve problems on the first call. This may sound unfair, but remember that the calls routed to each employee are random and everyone has the same advantage or disadvantage of getting the second call. As time passes, if you are an employee that solves most of your problems on the first call, you will win.

Q: How will we track the MSI performance for employees that handle multiple queue calls?

A: The employee will get will get separate MSI scores, one for each call type. We will then combine these calls based on a weighted average of what per portion of the call types the employee typically handles. Time spent in each call type will determine the associated weights.

MSI Survey Process FAQs

Q: How are the members selected to be survey?

A: Members are surveyed based on matching the member to the Consultant with whom they spoke. Usually this is an ANI (phone) match. If there is an ANI match AND the contact details pass the survey process business rules, a survey is sent out to that member. This survey is generally sent 24-48 hours after the member contact except the BB Tech and BB Subp Queue's. These surveys are lagged 4 and 6 days respectively to get the most accurate view of resolution. The member has 7 days to complete the survey upon receiving the survey invitation.

Q: Can a member fill out a survey about the wrong employee because they made a contact later?

A: Yes. It is possible that after an invite is sent, the member could call again. In the survey a member must confirm that they are taking the survey regarding a specific problem, on a specific day, with a specific employee. If a member calls back for a different problem in a different queue, it is unlikely that they would mistake their last problem with the survey sent. If they are calling a second time for the same problem in the same queue, it is possible they could confuse employees. The mistaken identity of employees does not happen as often as one would think and the probability of it occurring is equal to all. Given enough time it will happen to all unless an employee solves a member's problem on one call, and then there is no possibility of a mistake.

Q: What happens to surveys that the member says the name of the employee mentioned on the survey was not the one that last helped them?

A: If a member clicks "NO" to the question "Was (CCC Name) the last person who assisted you?" the survey results are not tied to the Consultant. These results are rolled up to the center level.

Q: How can some employees and some queues get more surveys then others?

A: In any industry, members that fill out surveys often fall into two categories, very happy or very upset. Members that are marginally satisfied or get just what they expected seldom fill out surveys. Keeping this in mind, some employees get more surveys because they excel or because they need improvement. The queue the employee works in can also dictate the amount of surveys based on the level of success of that queue. The amount of surveys employees receive is also dependant on the amount of volume they handle. An employee that does twice the work, receives twice the amount of surveys.

Q: How does the new survey measure other queues that do not have a MSI, like Chat or self-help, premium products?

A: There is not yet an MSI Index measure for non-phone contacts, as the Index modeling is currently for phone contacts. However, the satisfaction metrics are available on the Satmetrix site for these queues in order to diagnose member Satisfaction.

Q: How does the survey handle Compuserve, Wallmart, and Netscape?

A: The survey process will continue to handle Compuserve and Wal-Mart Connect contacts. Netscape will be integrated at a later date.

Q: How many questions are in the new survey?

A: The MSI survey averages 20 questions. There is logic that determines the exact number of questions based on the member's unique experience.

DATA OBTAINED FROM AOL, DULLES, VIRGINIA.

AOL - SMS_Service (RETENTION) - BNG	Impact	Score
Surveys	**Weight**	**Range**

MSI	**100.00%**	**0-100**
Resolution Index	**33.33%**	**0-100**
Recent issue was resolved	34.43%	0-1
Total amount of time to resolve recent issue	33.20%	0-5
Resolved first time	32.38%	0-1
Consultant Capability Index	**27.78%**	**0-100**
Ability to meet all your needs	20.43%	0-5
Enough information to understand situation	20.22%	0-5
Understand Needs	20.00%	0-5
Knowledge	19.78%	0-5
Authority to resolve your issue	19.57%	0-5
Consultant Interaction Skills Index	**23.15%**	**0-100**
Professionalism	20.93%	0-5
Courtesy	20.26%	0-5
Total Length of Time	19.82%	0-5
Honesty	19.60%	0-5
Communication Skills	19.38%	0-5
Contact Accessibility Index	**15.74%**	**0-100**
Speed of answering your call	36.75%	0-5
Ease of using the Automated Phone System	32.05%	0-5
Provides convenient days/hours	31.20%	0-5

INTERPRETATION OF DATA

The above data was obtained from AOL Head Quarters, Dulles, Virginia.

The table above gives us the range and the weightage of each metric which constitutes Customer Satisfaction Index.

Customer Satisfaction Index or Member Satisfaction Index as AOL prefers to call its customers as members is a scale based measurement tool to analyze the satisfaction levels of its customers. The Customer Satisfaction Index is measured in percentage scale with a range from 0-100. To understand the analogy better CSI is divided into main categories, the total of which will add up to the total CSI score.

The main constructs and their weightage are as follows:

MAIN CONSTRUCTS WEIGHTAGE		
AOL	**Impact**	**Score**
Surveys	**Weight**	**Range**

MSI	**100.00%**	**0-100**
Resolution Index	**33.33%**	**0-100**
Consultant Capability Index	**27.78%**	**0-100**
Consultant Interaction Skills Index	**23.15%**	**0-100**
Contact Accessibility Index	**15.74%**	**0-100**

The Four constructs and their weightage are as given above.

It can be noted that the highest weightage is owned by Resolution Index (33.33%), and the least is by Contact Accessibility Index (15.74%).

Consultant Capability Index and Consultant Interactions Skill index have weighatges of 27.78% and 23.15% respectively.

To further understand the various constructs of CSI, the various sub constructs of these main constructs and a simple analogy is mentioned in the following Pages

Resolution Index

SUB CONSTRUCTS WEIGHTAGE		
AOL	**Impact**	**Score**

Surveys	Weight	Range
Resolution Index	**33.33%**	**0-100**
Recent issue was resolved	34.43%	0-1
Total amount of time to resolve recent issue	33.20%	0-5
Resolved first time	32.38%	0-1

Resolution Index as it can be seen from above, have the highest weightage among the all the various constructs of Customer Satisfaction Index.

Resolution Index is a percentage based score and its range is from 0-100

It is clearly understood that AOL pays a lot of importance to the Resolution that its customer receives from its agents. The Resolution Index is further divided into three main constructs.

1. **Recent Issue was Resolved** – This construct mainly attributes to the problem solving ability of the consultant. This relates to the issue that was main call driver for the member to call in. Again it can observed that this has the highest weightage among this constructs.

2. **Total amount of time to resolve recent issue** – This directly relates the amount of time the customer had to spend to have his issue resolved

3. **Resolved the first time** – Depends on member having the issue resolved at the first point of contact

Consultant Capability Index:

SUB CONSTRUCTS WEIGHTAGE		
AOL	**Impact**	**Score**
Surveys	**Weight**	**Range**
Consultant Capability Index	**27.78%**	**0-100**
Ability to meet all your needs	20.43%	0-5
Enough information to understand	20.22%	0-5

situation		
Understand Needs	20.00%	0-5
Knowledge	19.78%	0-5
Authority to resolve your issue	19.57%	0-5

Consultant Capability Index refers to the customer's perception of the member's perception of the consultant's skills to resolve member's issue.

Consultant Capability Index has 5 sub constructs and has the second highest weightage in CSI. The range is 0-100.

The Five constructs are:

- Ability to meet all your needs- the agent or consultant should be able to infer from the customer's conversation about his/her demand or query.(Range 0-5)

- Enough information to understand situation- The consultant should have hands on knowledge so as to help him understand the situation. (Range 0-5)

- Understand Needs -Must be able to analyze the customer's needs and wants. (Range 0-5)

- Knowledge- Must have proper knowledge of the products and services so as to help the customer effectively and efficiently. (Range 0-5)

- Authority to resolve your issue- Must have the authority to resolve, without proper authority the agent cannot fulfill the customers query or needs. (Range 0-5)

Consultant Interaction Skill Index

SUB CONSTRUCTS WEIGHTAGE		
AOL	**Impact**	**Score**
Surveys	**Weight**	**Range**
Consultant Interaction Skills Index	**23.15%**	**0-100**
Professionalism	20.93%	0-5

Courtesy	20.26%	0-5
Total Length of Time	19.82%	0-5
Honesty	19.60%	0-5
Communication Skills	19.38%	0-5

Consultant Interactions Skill Index is a direct indication of the communication skills owned by the consultant. This is one of the main areas of opportunity for the business that has been off shored or the offices that are outside the USA.

There are 5 sub constructs and has the second highest weightage in CSI. The range is 0-100.

<u>The Five constructs are:</u>

- **Professionalism-** how adaptive is the agent or consultant in dealing with the customers needs.
- **Courtesy-** How courteous is the agent in terms of empathizing.
- **Total Length of Time- T**he total time taken by an agent, as time is money in an organization like **AOL.**
- **Honesty-** how honest is the agent with the customer and whether he makes false promises which are absolutely no-no in AOL.
- **Communication Skills- Accent, Rate of speech of agent, grammar, addressing of the issue and courtesy.**

Contact Accessibility Index

SUB CONSTRUCTS WEIGHTAGE		
AOL	**Impact**	**Score**
Surveys	**Weight**	**Range**
Contact Accessibility Index	15.74%	0-100
Speed of answering your call	36.75%	0-5
Ease of using the Automated Phone System	32.05%	0-5

Provides convenient days/hours	31.20%	0-5

Contact Accessibility Index is a Metric that relates to the Infrastructure placement of AOL. This is one part of the MSI that is driven by natural variation and the business has no direct control over it.

The range of the CA is from 0-100.

Contact Accessibility scores can vary with the Hold time, the response time and the total members understanding of the Interactive Voice Recording System.

FINDINGS

WE 04/14/07			
Rank	Site	Surveys	MSI
1	JER	84	83.96
2	OGD	347	83.86
3	TPA	69	83.68
4	SMD	479	83.01
5	AYA	107	81.06
6	CEB	248	80.86
7	BAR	170	80.68
8	BNG	158	79.27

Initial stage of project

JER -Jerusalem

OGD- Ogden, USA

TPA –Tampa, USA

SMD- Delhi, India

AYA- Ayala, Philippines

CEB -Cebu, Philippines

BAR- Barcelona, Spain

BNG- BANGALORE

It was noticed that BNG was at aCSI score of 79.27/100 with 158 responses, below the enterprise average and the top site Jerusalem is at 83.96 which is 4 percentage point above Bangalore. The objective of the project was to narrow this gap and exceed the on shore business if possible.

WEEKLY SCORES

WE 04/21/07			
Rank	Site	Surveys	MSI
1	JER	125	85.15
2	OGD	327	84.91
3	TPA	110	84.8
5	SMD	469	81.3
6	CEB	173	80.43
7	AYA	102	80.13
8	BAR	166	79.46

9	BNG	129	76.64

It was noticed that BNG was at aCSI score of 76.64/100 with 129 responses, below the enterprise average and the top site Jerusalem is at 85.15 which is 8 percentage point above Bangalore. The objective of the project was to narrow this gap and exceed the on shore business if possible

WEEKLY SCORES

WE 04/28/07			
Rank	Site	Surveys	MSI
1	JER	57	86.41
2	TPA	82	85.89
3	OGD	284	83.46
4	SMD	438	81.91
5	BAR	135	79.11
6	AYA	119	78.18
7	CEB	191	77.64
8	BNG	147	77.48

It was noticed that BNG was at a CSI score of 77.48/100 with 147 responses, below the enterprise average and the top site Jerusalem is at 86.41 which is 8 percentage point above Bangalore. The objective of the project was to narrow this gap and exceed the on shore business if possible

WEEKLY SCORES

WE 05/05/07			
Rank	Site	Surveys	MSI
2	TPA	63	84.08
3	OGD	280	83.89
4	AYA	100	82.72
5	SMD	286	82.4
6	JER	73	80.48
7	BNG	129	80.12
8	CEB	182	79.75
9	BAR	129	76.89

It was noticed that BNG was at a CSI score of 80.12/100 with129 responses, below the enterprise average and the top site Tampa, Florida is at 84.08 which is 4 percentage point above Bangalore. The objective of the project was to narrow this gap and exceed the on shore business if possible

WEEKLY SCORES

WE 05/12/07			
Rank	Site	Surveys	MSI
1	OGD	44	84.1
2	BNG	51	83.1
3	SMD	22	82.89
4	CEB	40	79.22
5	AYA	182	79.75
6	BAR	129	76.89
7	JER	73	75.44

It was noticed that BNG was at a CSI score of 83.1/100 with 51 responses, below the enterprise average and the top site Ogden, USA is at 84.1 which is 1 percentage point above Bangalore. The objective of the project was to narrow this gap and exceed the on shore business if possible

The slow narrowness and decrease in gap demonstrates how AOL. Bng has a steady but slow increase in MSI scores.

SUGGESTIONS

Findings in accordance to MSI:

1. **RESULTION INDEX**: Reducing call flow and giving a recap at the end of the call.

2. **CONSUMER CAPABILITY INDEX**: To have various uptraining and process knowledge checks among agents.

3. **CISI-CONSULTANT INTERACTION SKILL INDEX**- Make trainees understand cultural and topographical differences between WEST/EAST.

   - Increase use of please and thank you

   - Maintain low rate of speech to neutralize the accent.