

# YOU MAKE THE CALL



Authority Levels  
for Front-Line Service Providers

Travel Sales & Field Services



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Today, questions abound as to how AAA can remain competitive and relevant to our Members. What formula will ensure our future success? The world has become far too fast and complex, with information coming at us from all directions, for answers to these key questions to come exclusively from the top of the organization.

To be successful, we must turn to those closest to Members – all of you, who have the answers and who own the solutions. Until we engage your minds and hearts in our pursuit of excellence, we cannot be successful.

With You Make the Call, we are asking each of you to help lay the foundation for improved Member service and continued success in the future.

— Greg Smith  
Senior Vice President,  
Service Delivery

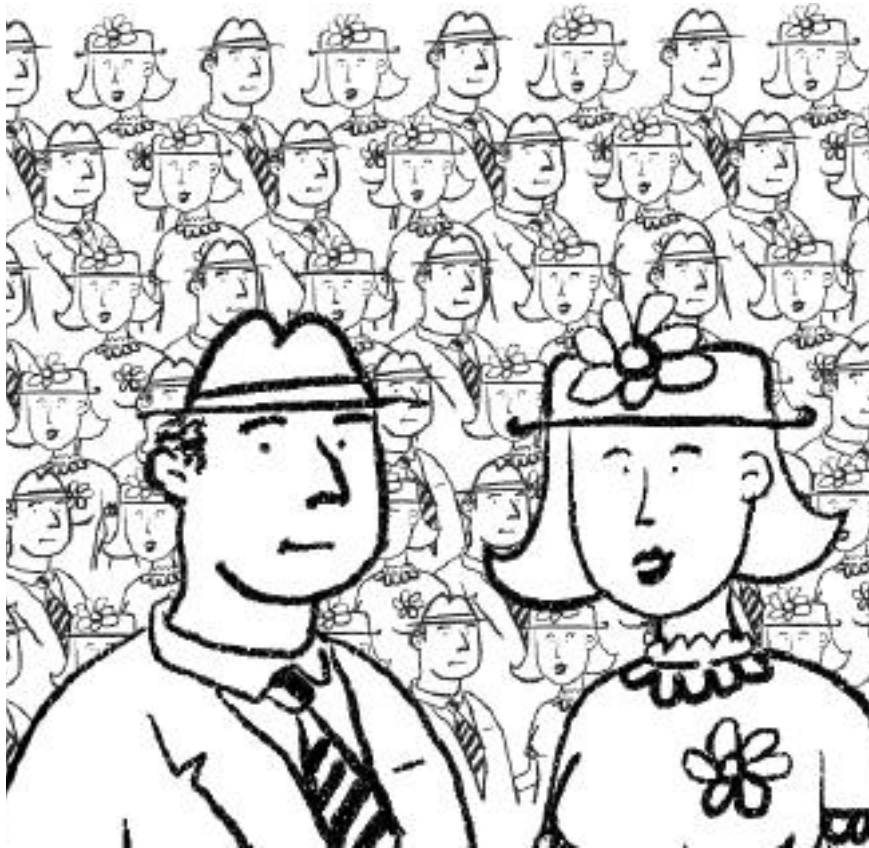
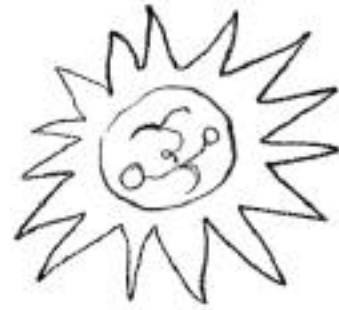
Exceeding Members' expectations and delivering world-class service are certainly familiar phrases to all of you. We want to provide you with the tools and the work climate to consistently fulfill the needs of our Members.

We must remove barriers that prevent us from providing exceptional service, give decision-making power to front-line employees and hold ourselves accountable for Member transactions.

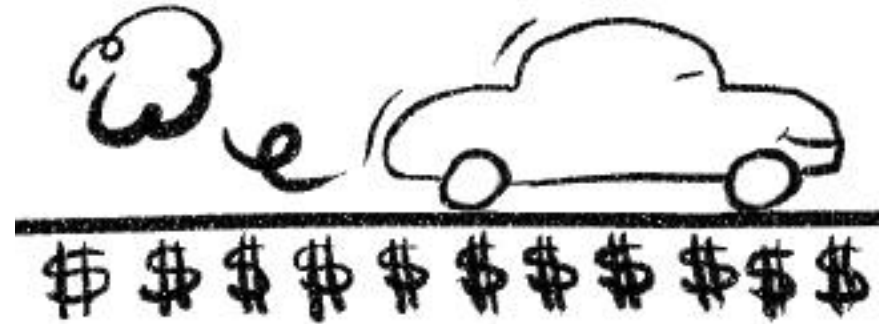
You Make the Call was developed with these thoughts in mind. We can become a world-class service organization. But only if we all contribute.

— Michael Bregante  
Vice President,  
Travel Sales & Field Services

In the past, times  
were good for  
CSAA!



Our Member population had similar wants and



We enjoyed a stable business environment.

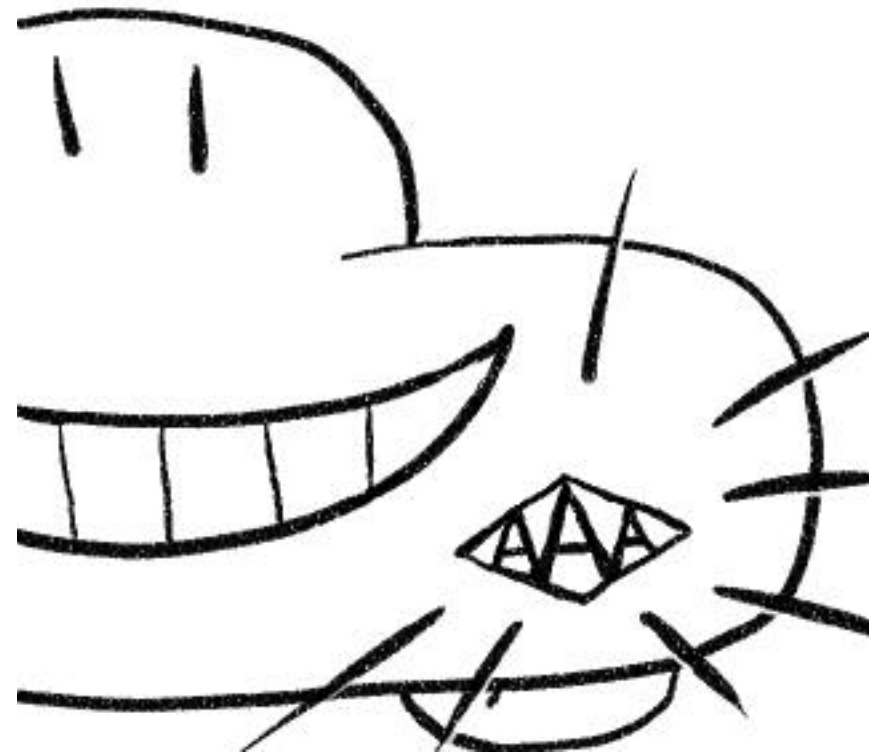


And we were in the right territory at the right

We earned  
a great reputation!



We consistently met our Members' expectations  
by delivering quality services and products.



As a result we earned the trust and loyalty of our

But times have changed!

Now our  
reputation is at  
risk!



We also face new and more aggressive competi-



We have a much more diverse membership. Their wants and needs vary greatly — one size does



And technology has changed the way we provide service



“Best in class” businesses like USAA, L.L. Bean, Nordstrom, and FedEx are raising the expectations

So what do our  
Members expect from us?

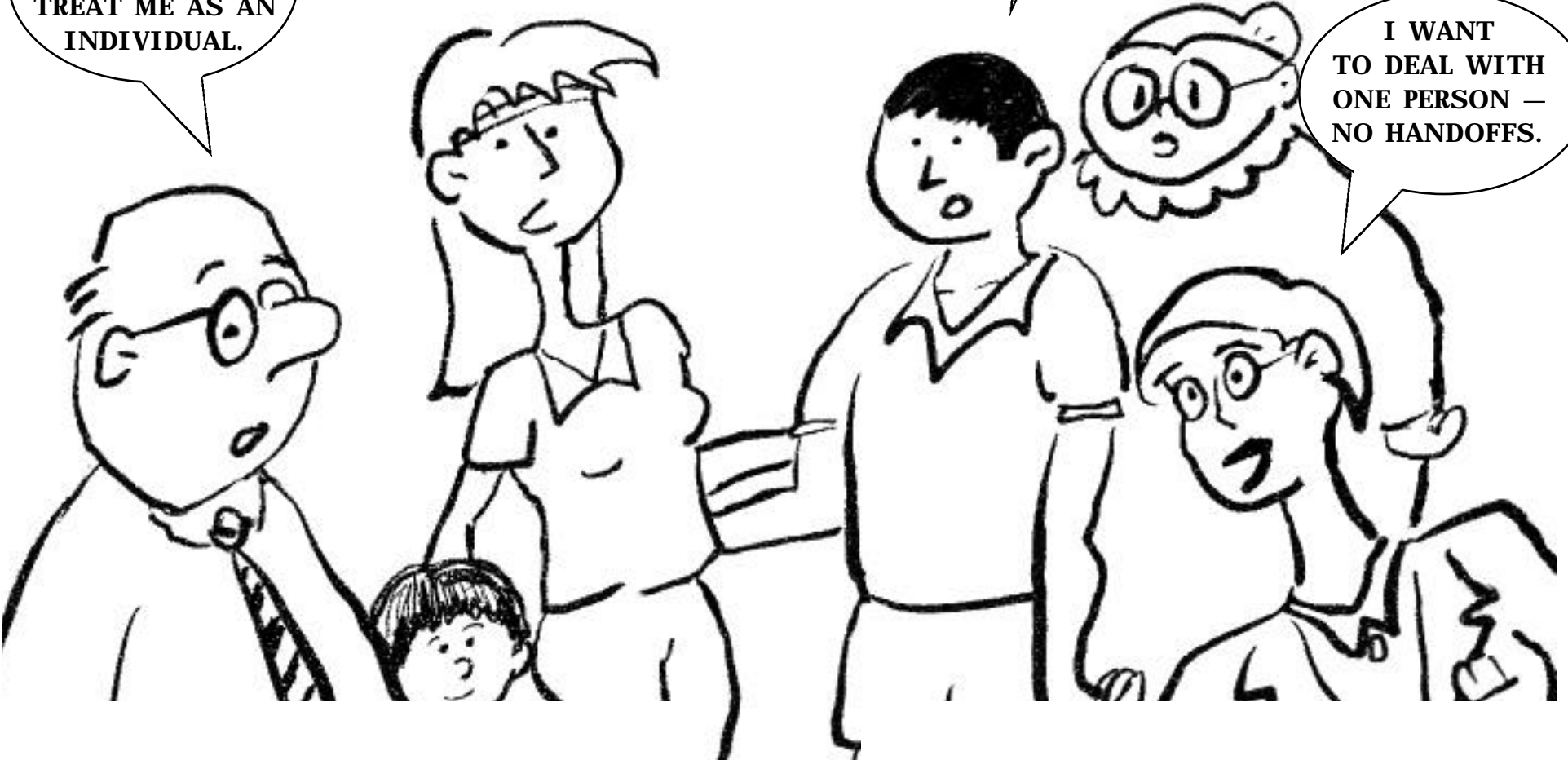
I WANT CSAA TO KNOW AND TREAT ME AS AN INDIVIDUAL.

I WANT SERVICE WHEN, WHERE, AND HOW I WANT IT.

I WANT IT DONE RIGHT THE FIRST TIME.

LISTEN TO WHAT I NEED — SOLVE MY PROBLEM.

I WANT TO DEAL WITH ONE PERSON — NO HANDOFFS.



Our past business practices will prevent us from meeting our Members' expectations.



Decisions are often based on unclear objectives.



Many employees feel they must wait for management direction and approval.



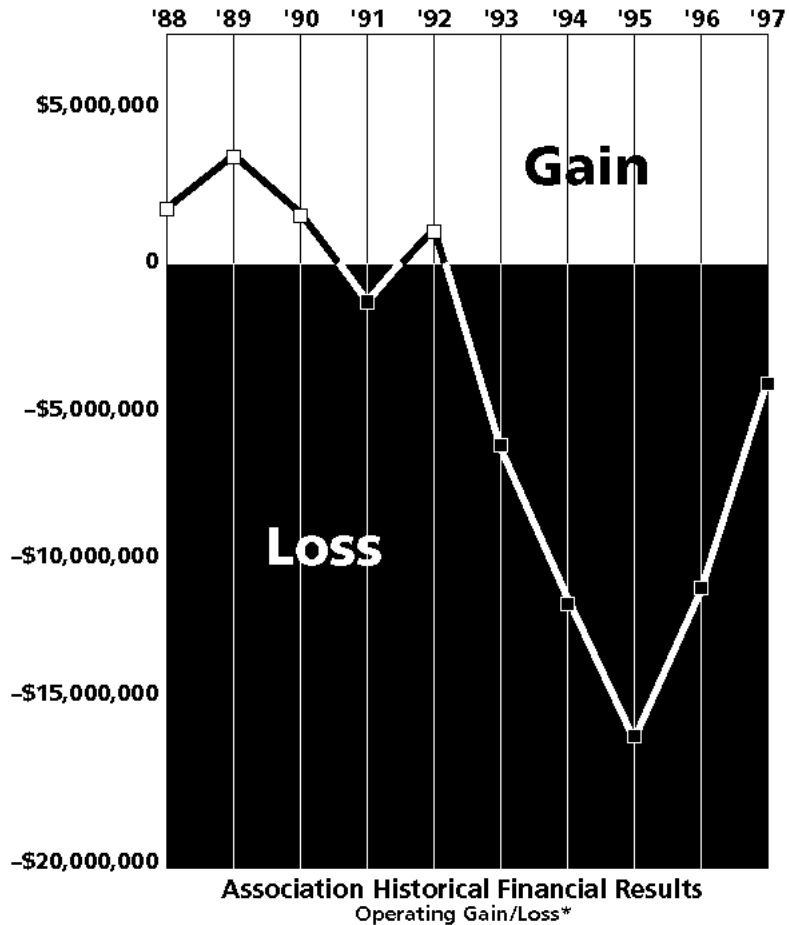
At times, procedures and policies take precedence over Members' needs.



Some managers believe their role is to always make the call.



Risk taking is discouraged.



# Let's face facts.

For the past five years, the Association has lost money.

This must stop.

We need to be profitable in order to improve Member service levels.

We aren't going to make it unless we improve our way of doing business.

Our performance targets  
for 1998:

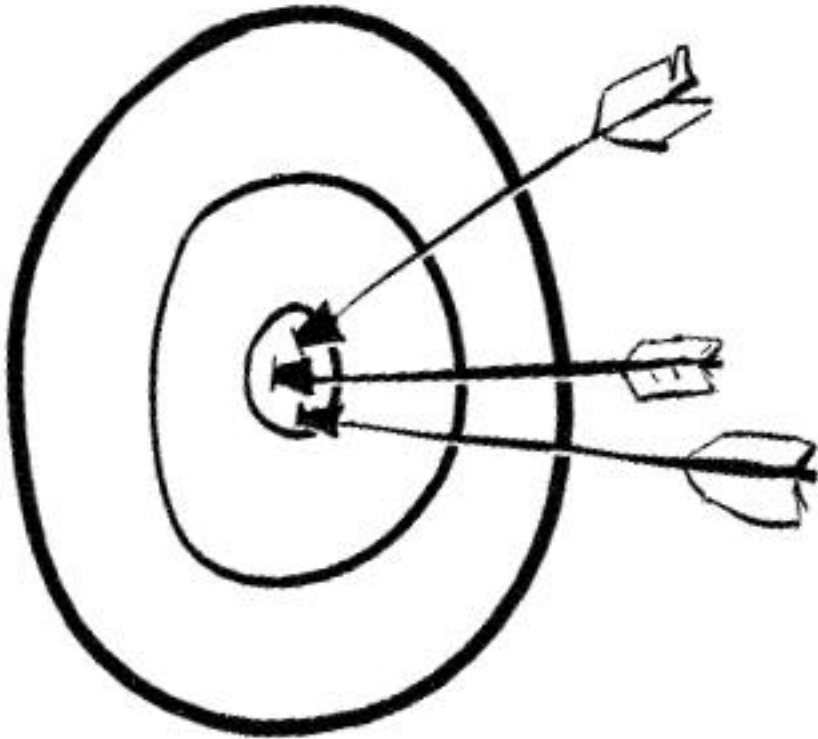
Improve Member  
satisfaction score by 1%



Increase travel revenue  
by 10%

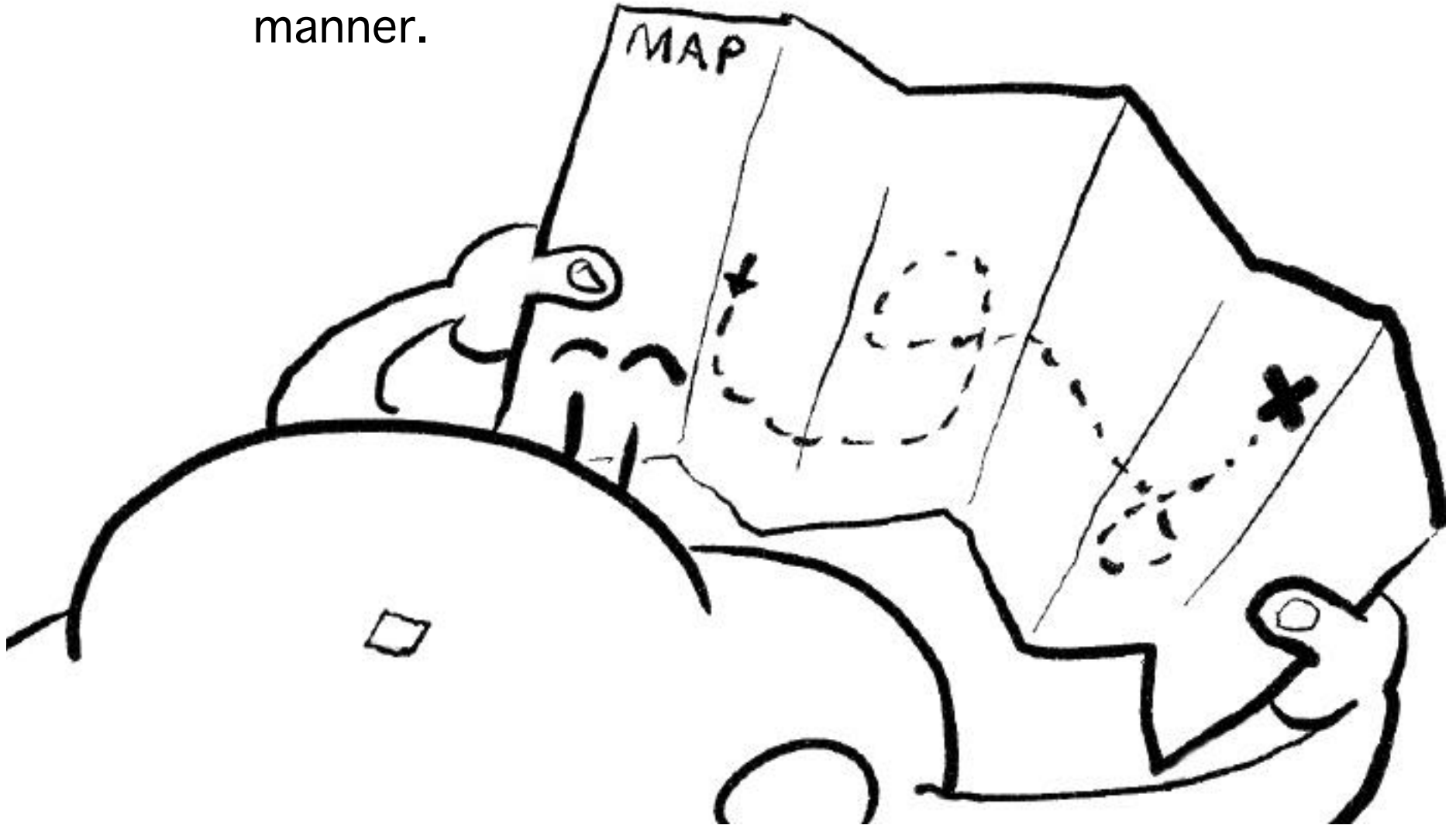


Reduce overall expenses

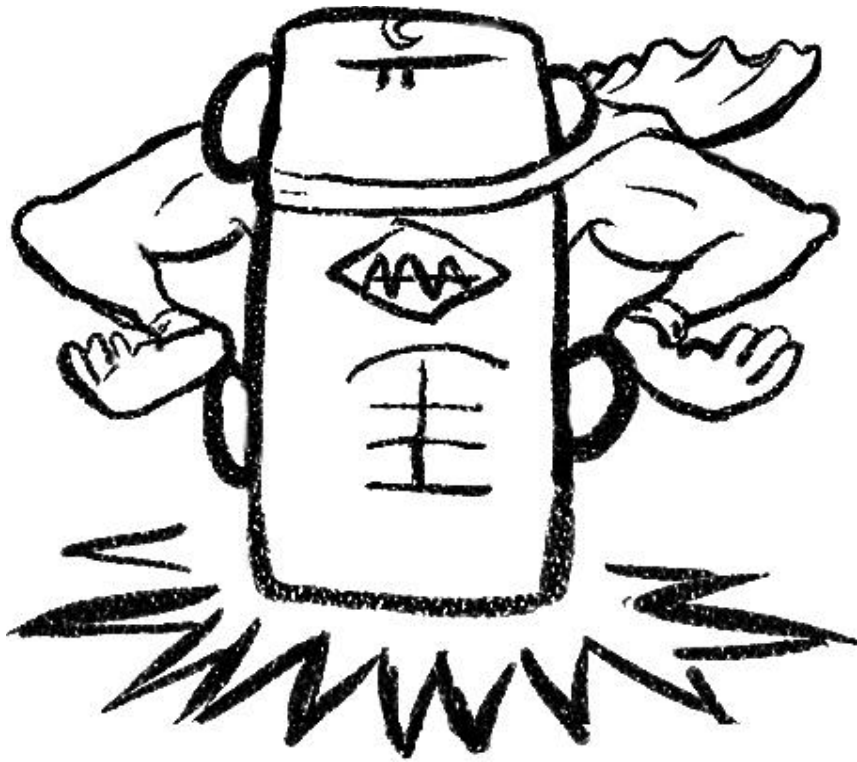


So, where are we going?

We will consistently deliver unsurpassed service to our Members and serve the public in a caring, supportive manner.



To get there we need to share common beliefs such



Do everything in our power to satisfy Members.



Treat people (Members and employees) with dignity



Enable employees to learn, develop, and con-

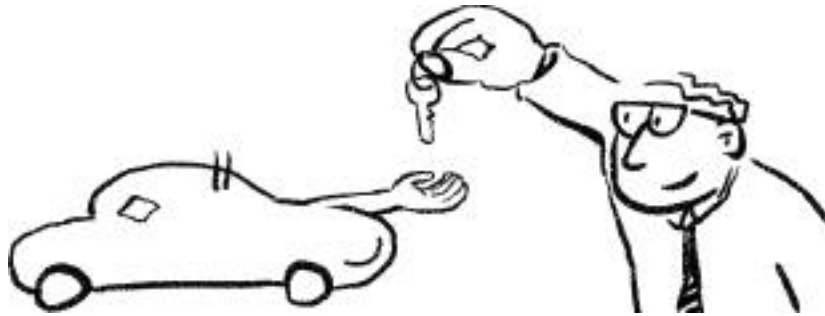


Take appropriate risks and learn from our mis-

# To exceed Members'



...management to give front-line service providers



...front-line service providers to take ownership by understanding and responding to Members' needs.

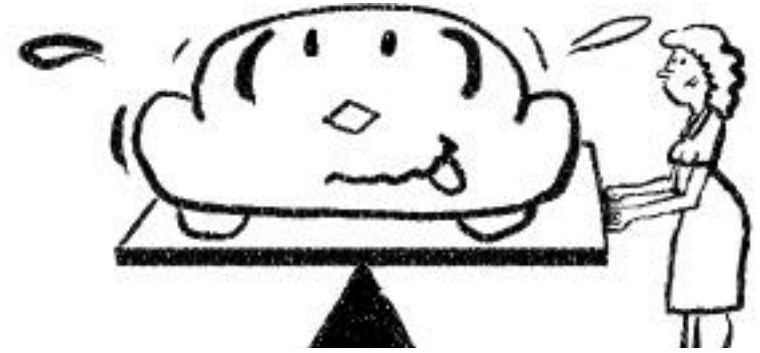


...all employees to communicate to Members that front-line service providers will work to solve their

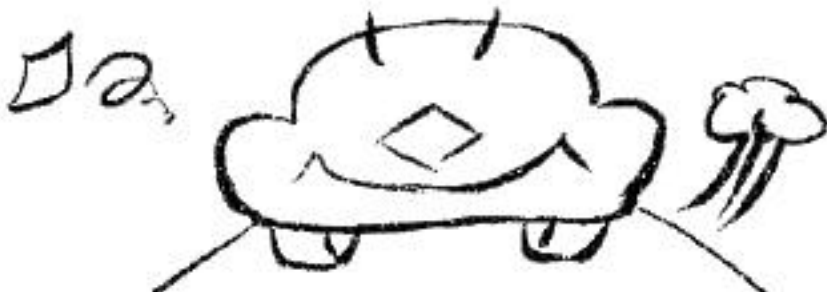


Take ownership!  
Make decisions!  
Make it happen!!

We will become an organization where...



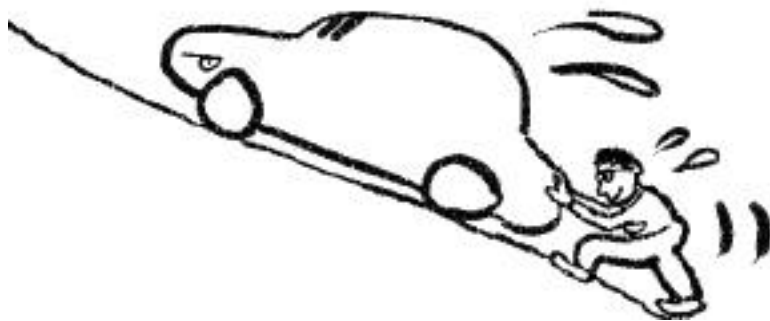
Managers and supervisors actively encourage risk taking



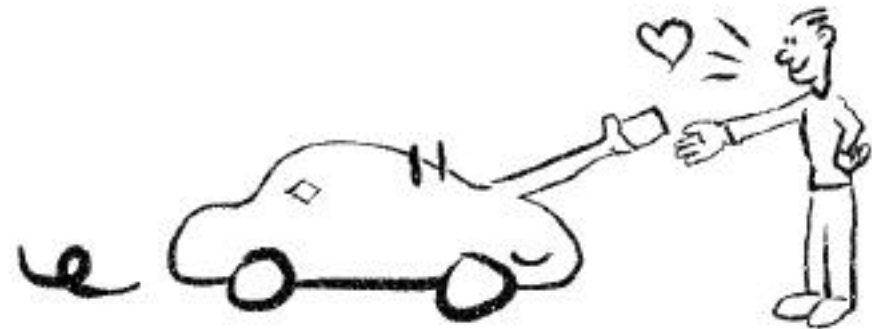
Employees own their jobs and take pride in the results.  
They are empowered to enhance Member satis-



Front-line employees make decisions based on



Management understands that its role is to support the



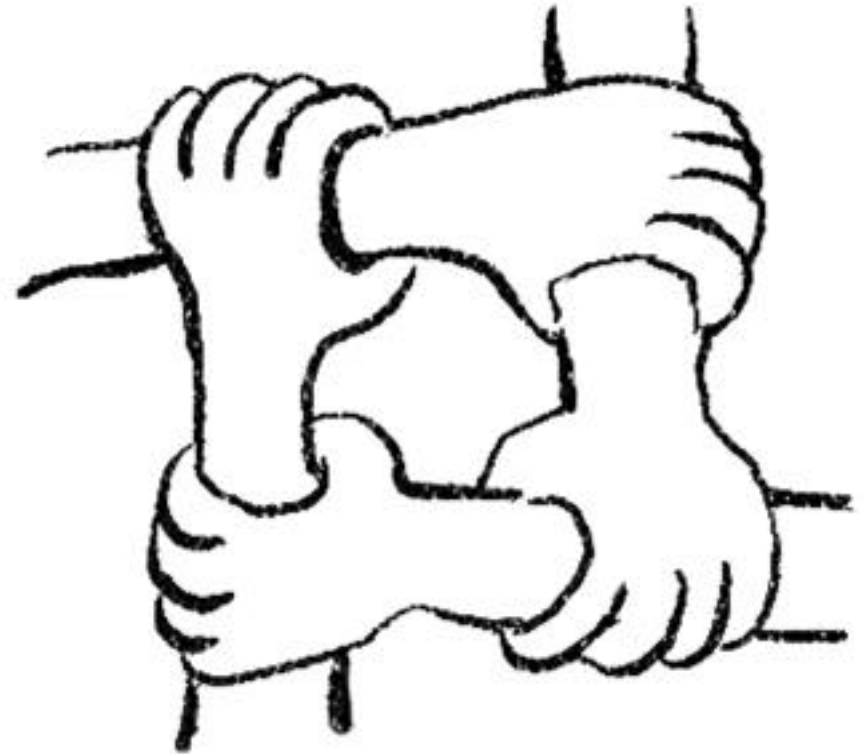
Employees take initiative to identify and exceed

We all need to work as a team dedicated to making each Member's experience a positive one.

But we've got to work together!

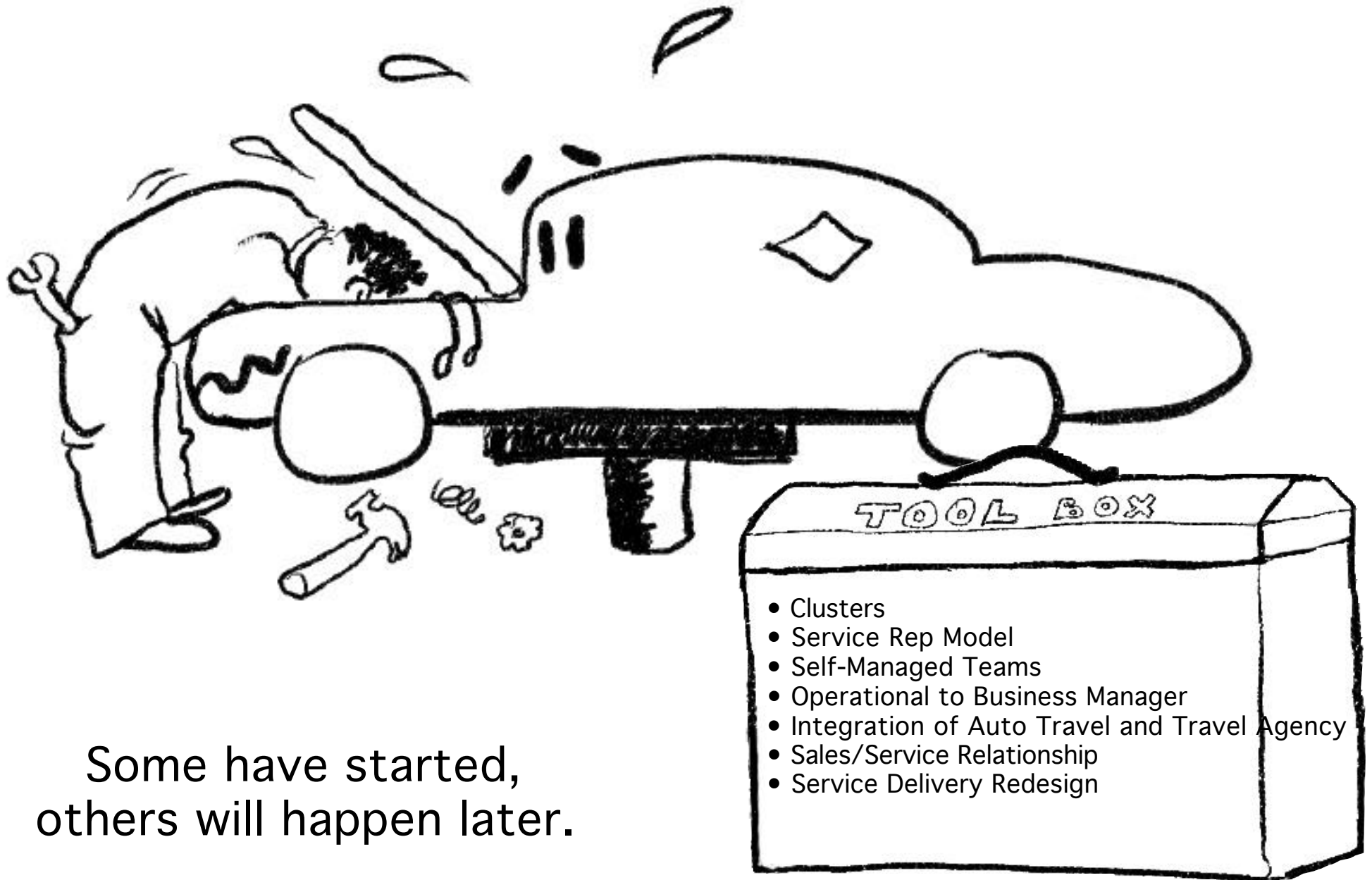


If anything goes wrong,  
the Member doesn't care whose fault it is.



If we help each other, we can put just about anything right

We've got a lot of changes  
in the works.

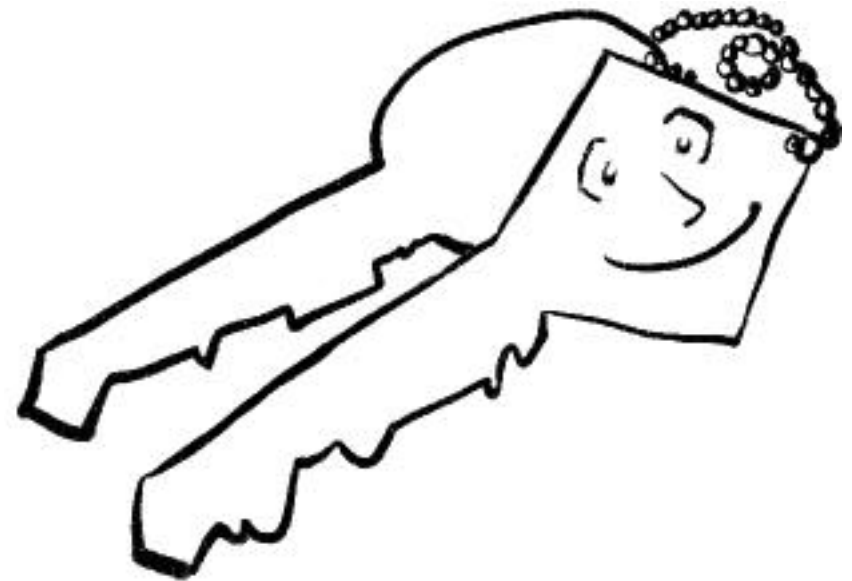
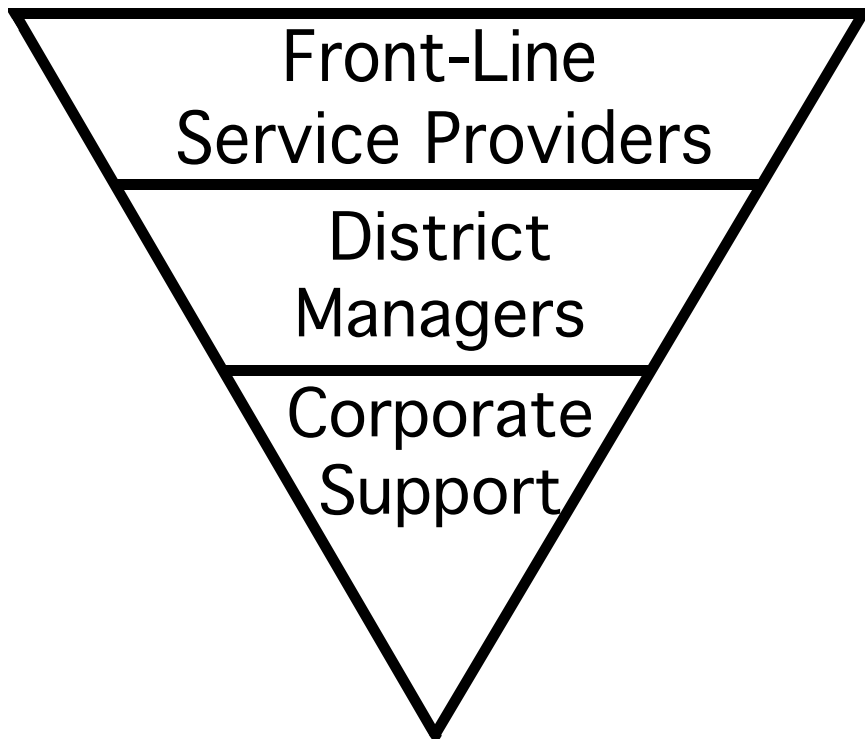


Some have started,  
others will happen later.

Our focus is on the Member.

You are key to improved Member service.

# M E M B E R S



Take ownership and make decisions at the point of service.

You  
make  
the call!



Help your colleagues.  
If you're not helping a Member, help someone



Do whatever you can to satisfy our Members.



Hand off only as a last resort.



Ask yourself...

Is it good for the Member?

Is it a good business decision?

Is the issue resolved?

Have we deepened the Member relationship?

We may not always make the right call, but we will learn and grow from our mistakes.

We will all need to play a role...



Incorrect decisions are used as a coaching opportunity, not an opportunity for punishment.

... in giving each other

# What are the benefits?

**SERVICE IS GREAT! — AAA DOES IT RIGHT THE FIRST TIME!**



**NOW I CAN TAKE CARE OF THE MEMBER!**

**I AM TRUSTED AND RESPECTED.**



**I HAVE THE TIME TO DEVELOP MY BUSINESS.**

**NOW I'M COACH OF A HIGH-PERFORMANCE TEAM!**



AAA sets the standard for service excellence.



Produced through a  
collaborative partnership by:  
Travel Sales & Field Services  
Corporate Quality  
Creative Services  
Learning and Development