



# Escalation Playbook

# What is an escalation and when to raise it?

## Escalation

(noun)

*'an increase in the intensity or seriousness of something'*

An Escalation is where an issue the customer is facing/bringing to use has intensified in seriousness, for us or the customer. Alternatively if the relationship has deteriorated significantly to increase the risk to Condeco

The Escalation process is meant for situations where all normal processes have been exhausted (or there is no process in place) and risk remains within a customer account.

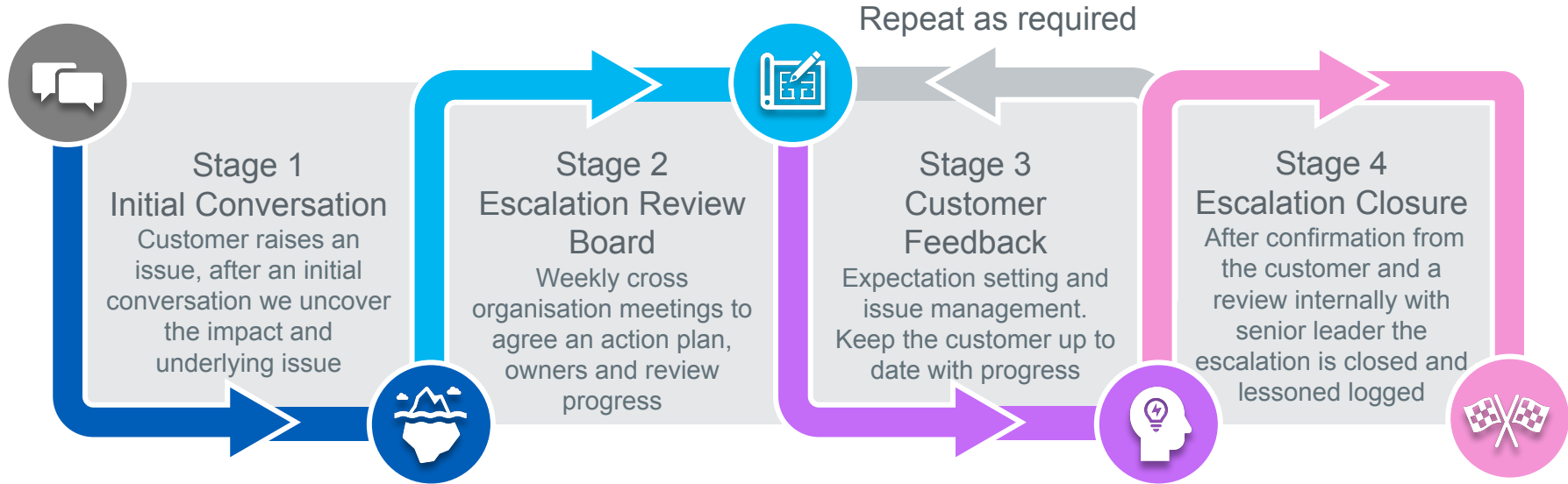
“The 15 minute rule” – Spend 15 minutes thinking over the problem and ask yourself if this is something you can resolve without help from leadership.

## Beat the escalation

*'an ounce of prevention is better than a pound of cure'* **Benjamin Franklin**

The best way to resolve an issue with a customer is to avoid it in the first place. This is accomplished through regular communication, identifying risk early, setting reasonable expectations and taking ownership of our actions for customers

# The four stages of an Escalation



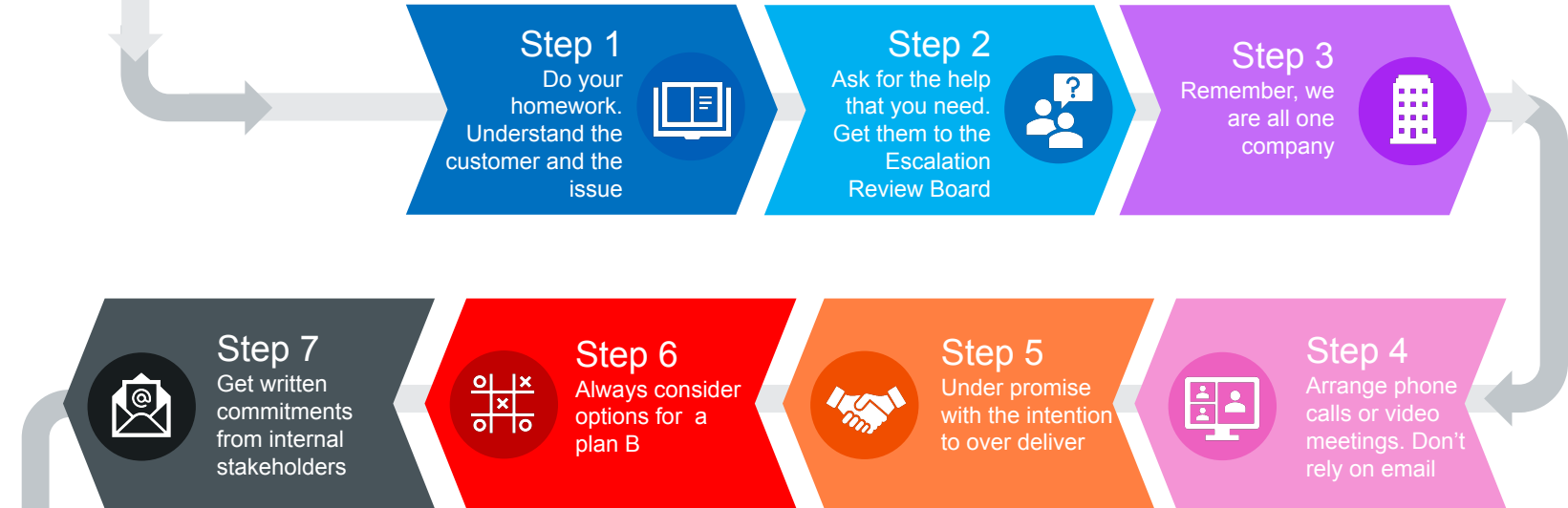
# Stage 1 Customer conversation guidance



## Output:

- 1) Defined issue from the customer
- 2) Desired outcomes to reach

## Stage 2 The Escalation Review Board guidance



### Output:

- 1) Agreed actions and owners to find resolution
- 2) Dates/ranges to provide the customer

## Stage 3 Customer updates and expectation setting



# Stage 4 Escalation Closure

## Customer

Has the customer confirmed that the outcomes they wanted have been achieved? Have we fully resolved the issue that caused them to escalate?

## Resolution Owner

Have we internally reviewed the output and agreed that this is a long term fix and not simply a temporary band aid on the problem?

## Leadership

Review the outcomes, customer (and resolution owner) feedback with regional and global leadership. Agree that a closure is appropriate

## Lessons/Take away actions

Are there any feedback lessons that we can relay into the wider business. Has our resolution stopped this for other customers? Do we need to review if anyone else is having this issue?