Blind Success Story

At its core, the smartphone leader **** is all about transformation and innovation—especially when it comes to transforming and innovating how consumers and businesses connect to their information. The company that pioneered the PDA in the 90s and the smartphone in the early 2000s recently introduced a new smartphone contender: the **** and its webOS, called in various venues *game-changing*, *revolutionary*, even *epic*.

Consumers welcomed ****'s newest entrants with open arms; in the firm's latest earnings conference, **** Chairman and CEO [name here] shared that consumers have downloaded more than a million webOS applications, a remarkable feat for an application catalog still in Beta. [NOTE: the new earnings call comes out later this week … may be able to update this later.] And despite stiff competition from various iterations of Blackberry and iPhone, **** believes things can only get better: the firm says its new webOS will lead the shift toward software-driven mobile devices in a market where hundreds of millions of cell phone users are expected to replace their old phones with smartphones over the next several years.

Ongoing Net Promoter efforts lead to highest-ever levels of satisfaction worldwide
To capture the mindshare of these rising smartphone users, and to transform consumer preference for **** into sustained loyalty, the firm partners with ++++++ and invests in customer satisfaction and Net Promoter efforts. "Most of the time people buy a product like ours not because they've seen a TV commercial or a newspaper ad," says [name here], Vice President of Customer Relations at ****. "They buy it because they're looking at what their friends and peers are using and listening to what they say."

According to [name], ****'s satisfaction and loyalty efforts are working. "For the record, our satisfaction today worldwide is at its highest level ever," he says, explaining how his group uses Net Promoter to expose which issues drive the most dissatisfaction. "We spend a lot of time using the data to figure out what causes the product to come back or the customer to give up on the product because the cost of returns and refurbishment is miniscule compared to the cost of losing a customer."

With the heavy potential impact of word of mouth, [name] and his group agree: **** service cannot and will not drive dissatisfaction. "A customer can return a phone if they don't like it, but not because of the service we deliver," he says, describing how the service issues that lead to low Net Promoter scores are more likely to impact word of mouth and, ultimately, the bottom line. "We use Net Promoter to identify not only the issues that cause a consumer *not* to want to own our products, but also those that cause a consumer to talk negatively about our products and to influence other potential customers," [name] explains.

Marrying Net Promoter to new transactional survey programs delivers better visibility and results
To monitor these mission-critical service issues on the heels of the **** and webOS launches, **** recently implemented operational change with two, new, ++++++-delivered transactional survey programs in the firm's call centers worldwide: the Customer Callback program and the One-Customer-at-a-Time program. Both programs, working in tandem with ****'s Net Promoter effort and integrated

with its Siebel CRM system, give visibility into **** promoters and detractors now and over time so staff can see how they're doing and trending.

"After a case has been closed for at least 24 hours, we send the customer a survey invitation," explains [name here], Business Intelligence Manager. "Our response rate, at about 20 percent, is quite high for the industry, which is usually satisfied with three or four percent." This high response brings in hundreds of thousands of responses annually, giving the team a huge amount of data, including verbatim comments, to sift through. "We look at both overall satisfaction and satisfaction at the agent level," [name] says, explaining that he and his team analyze each and every sentence of each verbatim comment, categorizing them by positive and negative as well as by type, such as whether a comment is product-related, agent-related or software-related. "When the issues are product-related, we let the product group know; when they're agent-related, we let the agents know," he explains.

The survey responses also provide, at a granular level, details that allow **** to benchmark the motions and actions of its agents. "When we see surveys with zeros, the Callback program is implemented," says [name], "which allows team leaders to communicate to individual agents what they're doing wrong and agents to correct the situations that drove the low scores. Tens, on the other hand, allow us to applaud individual agents for what they're doing right and to benchmark those actions so other agents can act in those ways in the future."

Although customer ratings of "ten" are telling, ratings of "zero" are even more so because, according to [name], they illuminate what's really happening. "We funnel zeros into a number of buckets depending on the issue, and then triage those issues," he says, adding that survey results clarify whether a customer is unhappy with how an agent handled a call, whether something is wrong with a product, or whether a customer simply feels the product is missing a feature.

More important, zeros also tell **** when a customer is concerned about an issue that might affect their interest in keeping the device. "If a customer threatens intent to return," [name] says, "we contact them within 24 hours to see if we can resolve the issue."

Empowering agents to serve—and rewarding them for doing so—significantly boosts scores
****'s new Callback program works in concert with its new One-Customer-at-a-Time program, which enables agents to do everything in their power to satisfy a customer, including escalating issues upon customer request. "This program not only cares for the customers; it also rewards agents for achieving high scores," says [name], explaining that agents earn points based on stats such as first-contact resolution and case satisfaction, and once a quarter can use those points to purchase **** products for themselves or for family and friends. "Picture a carnival booth," says [name]. "On the lower shelves are carrying cases and covers, or extra batteries and accessories, which agents can purchase with just a few points. On progressively higher shelves sit phones, handhelds and other products available for purchase with a higher number of points. On the highest shelves are our latest and best products, the ones that are active today, like the A and the B," he explains.

Since implementing both programs, **** has seen measurable improvements in customer satisfaction overall, most notably so after the **** launch. "At launch, lots of customer questions drove high call

volume. Couple that with the fact that many of our agents were new, and satisfaction decreased," [name] says, explaining that lower satisfaction is initially expected as both agents and customers learn to resolve issues smoothly. "After that initial period we used ++++++-delivered surveys to track the various call attributes," adds [name], "the result of which brought case satisfaction up from six-point-something to above eight right now, a significant improvement."

[Name] and his team also closely monitor issue resolution by time period and by agent, noting a direct relation between issues being resolved and higher satisfaction scores. Such tracking gives the team insight into the top ten issues not being resolved or in which the customer is not fully satisfied. And thanks to the link between ++++++ and ****'s Siebel CRM system, the team can quickly dive down to view actual tickets. Agents on the phone or in chat with a customer can immediately view the customer's history, including how their individual survey scores have trended over time—information that clues agents in on how to manage ****'s unique relationship with each and every customer.

Ongoing listening and new survey-driven programs pave the way for ongoing positive shange
[Name] says that close listening has driven many improvements during his time. For instance, ****, having recently discovered that the chat channel works best for its smartphone troubleshooting, built a new call center to drive chat and then deployed it worldwide. "Chat has become our number one channel in terms of satisfaction, surpassing even voice" [name] says, explaining that most customers who buy **** phones can be considered technically savvy. The chat channel is also a perfect fit for ****'s game-changing webOS mobile platform, considered by some a multi-tasker's heaven, allowing users to chat with agents and to troubleshoot their devices at the same time—a first in the industry, and one of many firsts for a firm clearly focused on customers, listening and excellence. In [name]'s eyes, it's pretty simple: "We listened; we implemented; and now we're reaping the benefits," he says.