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customer intelligence **made in switzerland**



TELCO INDUSTRY VERTICAL NPS VOC PLATFORM

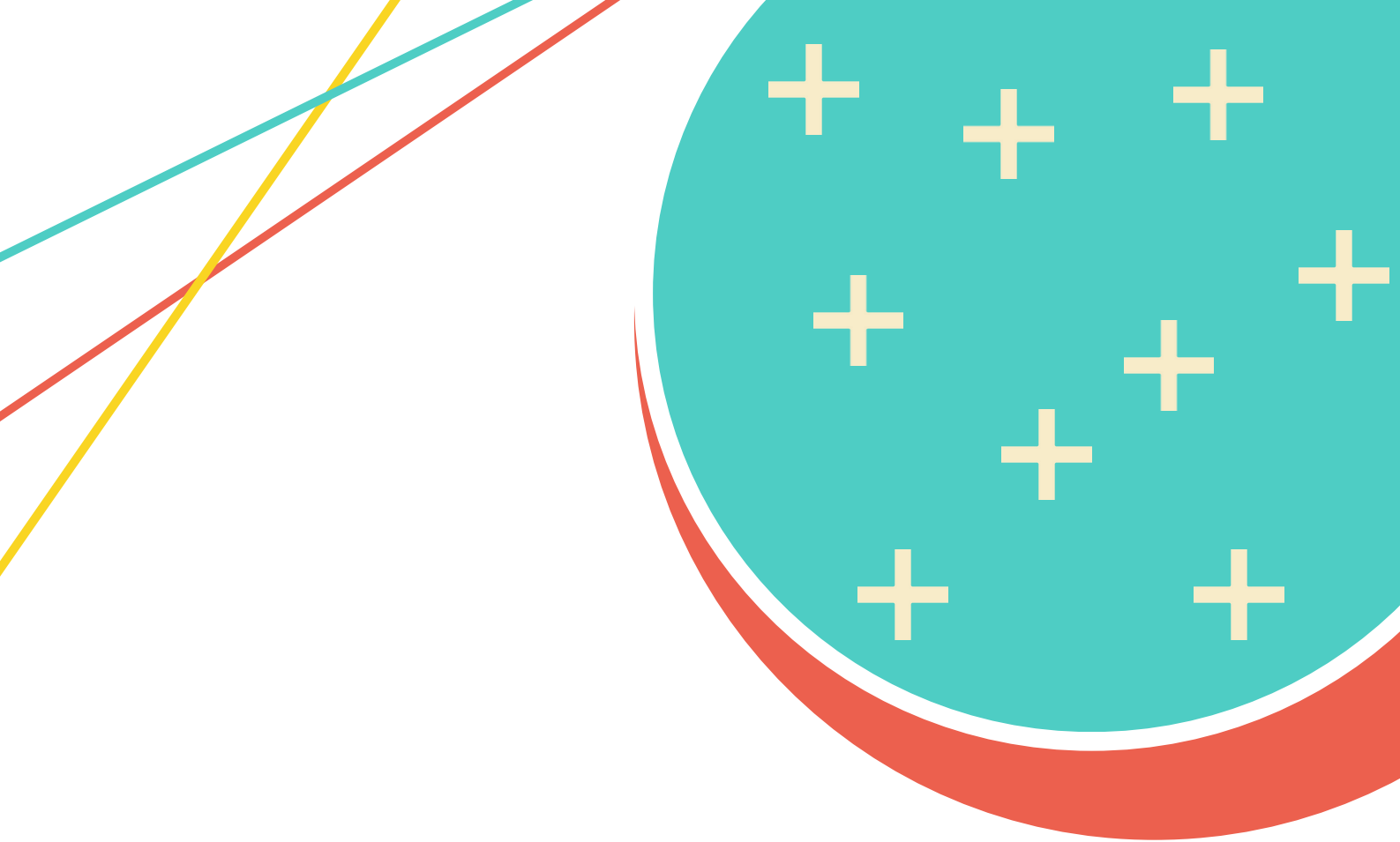
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EXECUTIVE SUMMARY

In 2012, Sky Italia identified the need for an increased level of manageability of its current KPI orientated performance measurement processes and, in addition, they wanted to expand their measurement of relational NPS to also include transactional NPS tracking.

They elected to deploy a new system that would incorporate various key aspects of Customer Experience Management (CXM) to augment and extend the use of NPS as a performance indicator.

SANDSIV proposed an integrated solution that would see a SaaS-based modular CXM solution deployed, that would interface with existing Sky Italia legacy systems and add the capability for capturing and analyzing transactional NPS.

The subsequent project saw the deployment of the full SANDSIV CXM solution, the training of Sky Italia's Customer Experience team to operate the system independently on an on-going basis and the introduction of the NPS measurement and Voice of the Client to key business departments.

STATED REQUIREMENTS

Sky Italia produced a very detailed statement of requirements before inviting SANDSIV to submit a tender for the design, development and deployment of a solution that would fulfill five key objectives.

These objectives were:

1. Measure Net Promoter Score (NPS) in a transactional manner, based upon the individual customer journey, across multiple touch points, for example:

- Touch point = Call Center: Measure the NPS of all inbound customer interactions with the call center.
- Touch point = Self Help: Measure the NPS of all customer interactions with web based self- help tools, post interaction.
- Customer Journey = Welcome: Measure the NPS of all new customers, once initial invoice has been sent.
- Customer Journey = Protect: Measure the NPS of all customers that have downgraded the service offering they were subscribed to.
- Customer Journey = Leaving:

2. Measure the NPS of all customers at risk of churn due to multiple factors including cancellation, or threat of cancellation.

3. Gain insights from customer questionnaires to measure NPS and identify patterns of consumer behavior that might affect both advocacy and churn, based on responses as follows:

- Detractor: Why did the consumer give a negative response?
- Passive: What must the business do to turn the consumer into a promoter?
- Promoter: What are Sky Italia's key strengths?

4. Deploy a Voice of the Customer (VoC) solution that could capture and analyze customer feedback questionnaires by using technical solutions that enable data warehouse marketing (CMDM). Key features were to include:

- Text Mining
- Sentiment Analysis
- Voice to Text
- Tagging and Classification

5. Deployment of an interactive, easy to understand dashboard for daily tracking NPS.

6. Development of a way to measure NPS across alternative channels to outbound IVR, to include SMS, email etc. This would be used to optimize contact cost and retention rate.

PROPOSED SOLUTION



SANDSIV proposed a solution that combined the company's innovative VoC technology with consultancy that exploits its extensive experience in deploying effective Customer Experience Management (CXM) solutions at enterprise level.

The initial priority for Sky Italia was to finalize and strengthen the current NPS measurement methodology by integrating the SANDSIV Voice of the Customer solution with its systems. This would enable Sky Italia's Customer Experience team to identify the touch points that were affecting customer advocacy, satisfaction and churn, and correlate the NPS with the main Key Performance Indicators (KPI) such as churn, sales, CSI, etc..

Doing this would allow Sky Italia to exploit the full potential of NPS as an indicator of customer behavior across specific customer journeys; to identify the experiential patterns that determine these behaviors; and to move forward immediately in identifying root causes for real time improvement actions.

At the end of the initial design stage of the overall deliverables, SANDSIV would liaise with the internal IT department at Sky Italia, and in cooperation with the Customer Experience team, evaluate any further steps required to fully integrate existing legacy systems.

At a later stage of the project, SANDSIV would provide additional services and support to maximize the benefits of adopting an NPS methodology, as Sky Italia moved towards a fully customer centric enterprise. This would include:

- Support during the customer journey mapping process
- The drafting of internal workflow regimes that would allow Sky Italia to leverage the value of insights gained via NPS measurement.
- Assistance in the training of Call Center personnel on the importance of the new NPS methodology and the use of verbatim to increase call relevance.

ACTUAL DELIVERABLES

The Sky Italia project was split into four separate phases:

- Assessment
- Design / Deployment
- NPS Optimization
- Knowledge Transfer

Assessment Phase

The goal of the assessment phase was to evaluate all the existing knowledge, material, expertise and existing business processes that were affecting customer churn, sales, downgrades and advocacy. In particular this included:

- A review of churn, sales & downgrades reports for the 2011-2012 period.
- A review of market research focusing on satisfaction for the 2011-2012 period.
- Fact finding meetings and interviews with key stakeholders and business units directly affected.

The review of these documents identified where best to measure transactional NPS and specified the criteria for selecting customer lists.

Deliverables

The results of the assessment phase were summarized in a detailed presentation that included:

- The categorization of the main concepts in the various research summaries.
- The touch points where transactional NPS would be measured.
- List of client groups to contact.
- Proposed fine tuning of the VoC solution to achieve better results.

Design and Deployment Stage

The goal of the design and deployment stage of the project, was for SANDSIV to develop and deploy a VoC solution that would deliver a wide range of functionality, including:

- Definition and selection of contact channels, including outbound IVR, SMS and web.
- Assistance in the design and definition of customer questions.
- Sky Italia branded web & email template design.
- Sky Italia Cloud solution installed at SANDSIV.
- Installation of COICE and SMS gateways.
- User Acceptance Testing (UAT).
- User Regression Testing (URT).
- Coordination with Sky Italia's IT dept. on the design and development of KPI dashboard.

Deliverables

The actual physical deliverables that made up the design and deployment stage were based around existing SANDSIV VoC technology and included:

- Deployment of the SANDSIV cloud based SaaS solution ready for the collection of VoC across required channels (IVR, Email, Web, and SMS).
- Implementation of a number of scenarios for the capture of VoC data based on business rules previously defined by Sky Italia.
- Automatic measurement of service level through sentiment analysis.
- Text mining technology to explore and categorize VoC related Big Data.

NPS Optimization Phase

The NPS optimization phase was geared towards attaining two specific goals. The refinement of the existing relational NPS process and the measurement of various transactional NPS.

To achieve the first of these goals the current process was refined by inserting three open questions relating to NPS methodology. The addition of these data capture points within existing processes allowed Sky Italia to capture the Voice of the Customer, perform analysis upon

corresponding VoC data and gain insights into the main drivers of customer satisfaction/dissatisfaction.

The second objective was reached using a similar solution applied to specific touch points as defined within the customer journey.

Deliverables

The actual tangible deliverables were based around existing SANDSIV VoC technology and included:

- Real-time feedback, collection and analysis of VoC data using processes defined by Sky Italia.
- Real-time analysis of feedback and the definition of alarm systems in order to 'Close the Loop' with customers who had issues requiring resolution.
- Data collection and transfer to data marts used to display the data in the dashboard.

Knowledge Transfer Phase

The final phase of the project dealt with the knowledge transfer from SANDSIV to the Customer Experience team at Sky Italia.

Deliverables

The deliverable for this final phase of the project was:

- Transfer of knowledge to the Sky Italy customer experience team, giving them the ability to work independently

CORE TECHNOLOGIES

Sky Italia had correctly surmised that, due to recent developments in CXM technology, the existing Siebel CRM was only providing a partial view of the customer journey and enhancements were needed to enable Sky to gain a true 360-degree view of the customer experience.

SANDSIV deployed their VOC Classify product, a market leading Natural Language Processing (NLP) engine. VOC Classify was interfaced into the existing Siebel CRM using the rich set of web services that form part of the VOC Classify product.

VOC Classify is multi-lingual NLP data mining tool that is interfaced to Sky Italia's legacy systems and delivers the ability to apply analytics to new, unstructured VoC data that had previously not been captured. As outlined above, part of the project was to insert several open questions into the existing customer feedback capture process and this unstructured data is mined using VOC Classify and integrated into the Sky Siebel CRM using API calls.





A 360 DEGREE VIEW

The single most important benefit that this project delivered to Sky Italia was the ability to build a complete 360 degree view of the customer experience.

Previously Sky had no processes or technology in place to capture the indirect Voice of the Customer, having initially relied upon CRM methodologies as their system for measuring customer sentiment.

By adding the SANDSIV VOC Classify product into the end-to-end customer feedback process, Sky can now capture and analyze the Voice of the Customer across unstructured channels such as email and SMS.

This effectively provides a completely 360 degree view of the customer experience and the web based VoC dashboard that was deployed during the project empowers Sky to monitor and manage the customer journey in real-time.

Furthermore, due to the flexibility of VOC Classify, and the in-depth training that the Sky Customer Experience team received as part of the project, the entire Sky CXM system can be enhanced and extended to incorporate further channels as required, with no further SANDSIV involvement.

CONCLUSION

Sky Italia already had some business processes in place to measure NPS as well as a clearly defined set of KPI that were to remain unchanged, but wanted to expand these processes further.

The requirement for SANDSIV to develop a technological solution that could interface with existing legacy systems and extend their functionality was successfully achieved due to the flexibility of the key modules of the SANDSIV SaaS based VoC/CXM system.

As a direct result of the successful roll-out of the project, Sky Italia is in control of a self-managed and flexible solution meeting all the requirements laid out in the tender document and allowing them to introduce the Voice of their Clients into the center of their business in real-time.

About **sandsiv+**



SANDSIV is a Swiss software provider located in Technopark Zurich, Switzerland's main technology hub. Listed as a leading VOC vendor in Gartner's recent VOC Market report, SANDSIV has built its reputation in delivering its state-of-the-art Voice of the Customer enterprise solutions "sandsiv+" to advanced CX teams at leading organizations throughout EMEA, including leading companies in the telco, financial services, utilities, retail and transportation sectors.

HEAD OFFICE

SANDSIV Switzerland Ltd.
Technoparkstrasse 1
CH-8005 Zürich
Phone: +41 43 205 2132
Email: info@sandsiv.com