

# LEADERS

How the world's leading brands win through customer experience

 MEDALLIA



# We believe every company in the world should read this book.

So should anyone interested in how leaders work with and win through customer experience. In an increasingly competitive landscape, where technology and choice have given customers power like never before, customer experience is how many brands will need to differentiate themselves.

Medallia is fortunate to work with over a thousand of the world's leading brands and share their stories.

Throughout this collection, you'll be able to peer into how leading brands think and act in a competitive customer experience landscape. How they continuously improve and innovate to create better experiences that will help them endure and prevail.

Leaders engage every customer. They optimize every experience. They activate every employee. They transform their companies, in large and small ways.

*Leaders* is their book. We hope you learn from them as we do every day.

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**85% of brand interactions will not involve a human by the year 2020**

Medallia Institute, 2017. *Harness Digital Insights to Grow your Entire Enterprise.*



**Engage every customer.**

Effortlessly connect with your customers at any touchpoint to understand their experience and improve the relationship.

# TAKING ACTION ONLINE TO IMPROVE SOCIAL REPUTATION

## BEST WESTERN

When you search for a hotel on TripAdvisor and find low scores or a scathing review, you quickly scroll to the next option. For most travelers, social review sites are the new word-of-mouth recommendations, and they heavily influence booking decisions.

Every day, Best Western's frontline takes action on social media to increase TripAdvisor scores, improve social reputation, and drive more bookings. Rather than monitoring every social media site manually, Best Western managers use Medallia Social to view social and solicited scores together, identify emerging trends, and respond to flagged posts.

The results of online frontline engagement are staggering: Best Western properties that actively engage online outperform properties that don't.

In fact, compared to properties that haven't embraced social media, socially engaged properties score 30% higher on TripAdvisor, generate 64% more reviews, and score two-tenths of a point higher on TripAdvisor's 5-point scale, an advantage that can mean the difference between a first-page and second-page placement in search results.

In addition, more than 1,200 Best Western hotels—31% of the global portfolio—received TripAdvisor's Certificate of Excellence, an honor reserved for only 10% of hotels listed on the site.

### INSIGHT

Because social review sites have a strong influence on hotel booking decisions, it's important for Best Western to engage with online feedback.

### ACTION

Best Western managers take action every day by engaging online, actively responding to posts, improving customer experience via social channels, and improving social reputation.

### RESULTS

**64% more reviews** on TripAdvisor generated by socially engaged properties

**30% higher scores** on TripAdvisor generated by socially engaged properties

**1200+ properties** received TripAdvisor's Certificate of Excellence

**"IT'S EXTREMELY  
IMPORTANT TO  
MANAGE SOCIAL  
MEDIA CHANNELS  
BECAUSE OF THE  
IMPACT THEY HAVE  
ON OUR REVENUES."**

**MICHAEL MORTON**

VP Member Services,  
Best Western





# A BETTER WAY TO CLOSE THE LOOP

## COX COMMUNICATIONS

Cox Communications is dedicated to customer experience. Instead of purely pursuing customer acquisition, the company is focusing on and gaining momentum in customer retention by investing in its customer service and recovery efforts. In fact, Cox is proving that customer experience not only creates more satisfied customers, but also boosts the bottom line.

To tune in to the voice of the customer, Cox collects feedback and closes the loop through four main touchpoints in the customer journey: sales, field service, retail locations, and customer support. In its effort to improve, the company continually mines data to identify and take action on areas of opportunity. One particular area of focus has been recovery operations.

Through Medallia, Cox noticed a problem with its closed-loop process: response time from alert to callback varied widely across touchpoints. Frontline supervisors in each area managed the closed-loop process, and that process needed improvement. The Customer Experience team reacted by piloting a new closed-loop process, led by a new cross-functional Closed Loop Feedback Team solely dedicated to resolving issues across the organization.

The new Closed Loop Feedback Team identified missing steps in documentation and helped reps improve the end-to-end process for specific calls. The team broke down organizational silos

by bringing different expertise to the process, leveraging regional contact center and boundary partners to resolve issues. Alerts now go directly to the centralized team, which manages issues all the way through resolution.

The results rang loud and clear: the pilot team closed alerts 24% faster and showed 30% less churn than the control group. In the first year of the initiative, the number of detractors decreased by 10%. This is especially significant, as Cox's Medallia data shows that detractors churn 2.5 times more than passives or promoters.

### INSIGHT

Cox's original closed-loop process, managed by frontline supervisors in each of four business areas, led to widely varying response times, resolutions, and reporting.

### ACTION

Cox's Customer Experience team took action by piloting a new process. The new cross-functional Closed Loop Feedback Team (CLFT) is dedicated to resolving issues across the organization, which lets frontline supervisors to focus their efforts on coaching.

### RESULTS

**Alerts closed 24% faster** by pilot group

**30% decrease in churn** compared to control group

**Millions in revenue** saved in the first year through 10% decrease in detractors, who churn 2.5X more often



# "YOU DON'T HAVE TO GET BIGGER TO COMPETE, BUT YOU DO HAVE TO INVEST"

**PATRICK ESSER**

Chief Executive Officer,  
Cox Communications



# LASTING PARTNERSHIPS BASED ON LISTENING

## HEARTLAND

Heartland serves a wide range of customers, from startup entrepreneurs to enterprise organizations. These customers rely on Heartland for two things: innovative solutions and security for payments processing and a top-notch customer experience. By demonstrating its ability to provide a level of service unmatched in its industry, Heartland, a division of Global Payments Inc., has achieved a substantial increase in merchant retention.

Heartland continues its commitment to building lasting partnerships with the help of Medallia's customer-driven technology. The company first started using Medallia in 2014, and right away, it was clear that its merchants appreciated being able to share their positive and constructive feedback. Today, Heartland uses Medallia to provide visibility into its business operations and to refine its onboarding process for new merchants, gaining insights from customers along the way.

With Medallia, Heartland can discover insights, act on them, and measure the improvements. The company uses the tool to identify the root causes of the most common merchant pain points and escalate these issues to the executive level. Heartland has a dedicated

employee who reviews all responses and follows up with sales reps or merchants to close the loop, paying special attention to detractors. After years of positive results, Heartland is expanding the program throughout its organization. Not only does the Medallia program align with Heartland's culture of transparency, it also supports Heartland's commitment to the success of its customers, building stronger relationships through an increased focus on customer experience.



**“AS HEARTLAND’S INNOVATIVE SOLUTIONS ARE DRIVEN BY CUSTOMER NEEDS GLOBALLY, IT IS MORE IMPORTANT THAN EVER FOR US TO CONNECT WITH THOSE CUSTOMERS.”**

### KENT CISSELL

Head of US Sales and Business Operations, Global Payments Inc.

### INSIGHT

In order to truly partner with its customers, Heartland set out to collect, consider, and act on customer feedback.

### ACTION

Heartland uses Medallia to improve transparency, collect customer and merchant insights, act to reduce pain points, and close the loop with every response.

### RESULTS

**Redesign of merchant onboarding process**, driven by feedback

**50% improvement in merchant retention**, yielding revenue growth and true business impact

**“As a global technology services provider with 70% of the Fortune Global 100 as clients we are passionate about understanding and constantly improving client experience.”**

Ruth Rowan, Group Executive Marketing,  
Dimension Data

dimension  
data 



# A "THANK YOU" GOES A LONG WAY WITH MILITARY GUESTS

## LA QUINTA

Recognized for its commitment to employing and supporting military service members and their families, La Quinta has earned awards from the U.S. Chamber of Commerce Foundation and GI Jobs magazine. However, La Quinta doesn't do this for the recognition. The company does it because "it's the right thing to do and it's the smart thing to do," says Derek Blake, La Quinta's Vice President of Partnership Marketing and Military Programs.

La Quinta has built an initiative around employing, recognizing, serving, and improving guest experiences for military personnel and their families. At a recent conference, La Quinta expressed its commitment to military service members by breaking the world record for the largest towel mosaic with an American flag mosaic stretching 26,390 square feet. La Quinta also offers many benefits through its Military Rewards program, including a 12% discount on the lowest available price and automatic Gold Member Benefits status.

La Quinta trains its GMs and frontline staff to thank military guests for their service upon check-in. The company uses Medallia to track what percentage of military personnel and their families are thanked, ensuring that this gesture continues across the country and measuring its impact on guest experience.

The results are significant: military guests thanked at check-in have a 36-point-higher NPS than

military guests who are not thanked. Additionally, those thanked rank La Quinta higher than other guests do on every service metric across the board, including likelihood to return. Clearly, the act of thanking improves the guest's overall experience, as well as the desire to return again.

"Tracking results through the Medallia tool is a great way to demonstrate to our frontline employees just how big of a difference our military focus makes in the guest experience," says Blake. Encouraged by the strong impact, La Quinta is now rolling out a feature in its property management system to alert and remind frontline employees to thank military guests for their service during check-in.

Military service members aren't the only guests who benefit from La Quinta's implementation of Medallia. In the first two years after La Quinta started using the platform, the company saw a 30% increase in LTR, an 18% increase in value for price paid, and a 10% increase in overall guest experience.



## INSIGHT

Dedicated to improving the experiences of its military guests, La Quinta wanted a way to make sure that programs like thanking military service members upon check-in were practiced across every location and effective in improving guest experience.

## ACTION

In addition to using Medallia to track how often frontline employees offer their thanks and how this action impacts military guest satisfaction, La Quinta also used the tool to collect feedback and make improvements for all guests.

## RESULTS

**36-point boost in NPS** when military guests are thanked at check-in

**18% increase in value for price paid** for all guests, within the first two years of using Medallia

**10% increase in overall guest experience** for all guests, within the first two years of using Medallia

"I HAVE NEVER SEEN A TOOL THAT IS MORE IN SYNC WITH REALITY."

ANGELO LOMBARDI

COO,  
La Quinta



LIBERTY GLOBAL

## SHORTER SURVEYS, BETTER ANSWERS

LIBERTY GLOBAL

With 25 million subscribers across more than 30 countries, Liberty Global is the world's largest international TV and broadband company. It's not easy to keep up with such a vast customer base, but Liberty Global excels at monitoring customer experience with best-in-class journey surveys and best-in-class relationship and product surveys.

One strength of these surveys is their use of text analytics, which maximizes the quality of survey feedback while minimizing survey length. By incorporating Medallia's Text Analytics product, Liberty Global pared down a sprawling 50-question survey into a short and manageable "2 + One" survey consisting of two structured questions and an open-ended comments field. The new survey was met with a 15% increase in response rates and a 20% jump in open-text comments.

Not only do the new surveys produce more feedback, they also produce better feedback. Because customers share thoughts freely in open-ended comments fields, the company is organically learning what customers want them to know, rather than limiting the conversation to what Liberty Global wants to ask. The company is staying ahead of the curve in understanding what drives customer behavior without ever having to adjust its survey.

For example, text analytics have allowed Liberty Global to gain a fuller understanding of the omnichannel experience by enabling the company to track feedback on a variety of topics across channels, touchpoints, and services without ever changing their surveys. Additionally, text analytics enables Liberty Global to quickly understand how customers in specific product or service lines perceive their experience—allowing them to learn, for example, that mobile customers are most concerned with pricing while wireless customers primarily care about reliable service. Text Analytics identifies important themes by segment, and helps Liberty Global focus its work on the highest-impact areas and track its progress over time.

Liberty Global's focus on customer experience has clearly been instrumental to its success. By incorporating Text Analytics into its best-in-class surveys, Liberty Global strengthens its commitment to listening to its customers.

# "NPS HAS CERTAINLY MADE US MORE CUSTOMER-CENTRIC."

ROD COLEMAN

European Director of Customer Experience, Liberty Global

### INSIGHT

As communication channels converge, Liberty Global has a growing need to understand the omnichannel customer experience.

### ACTION

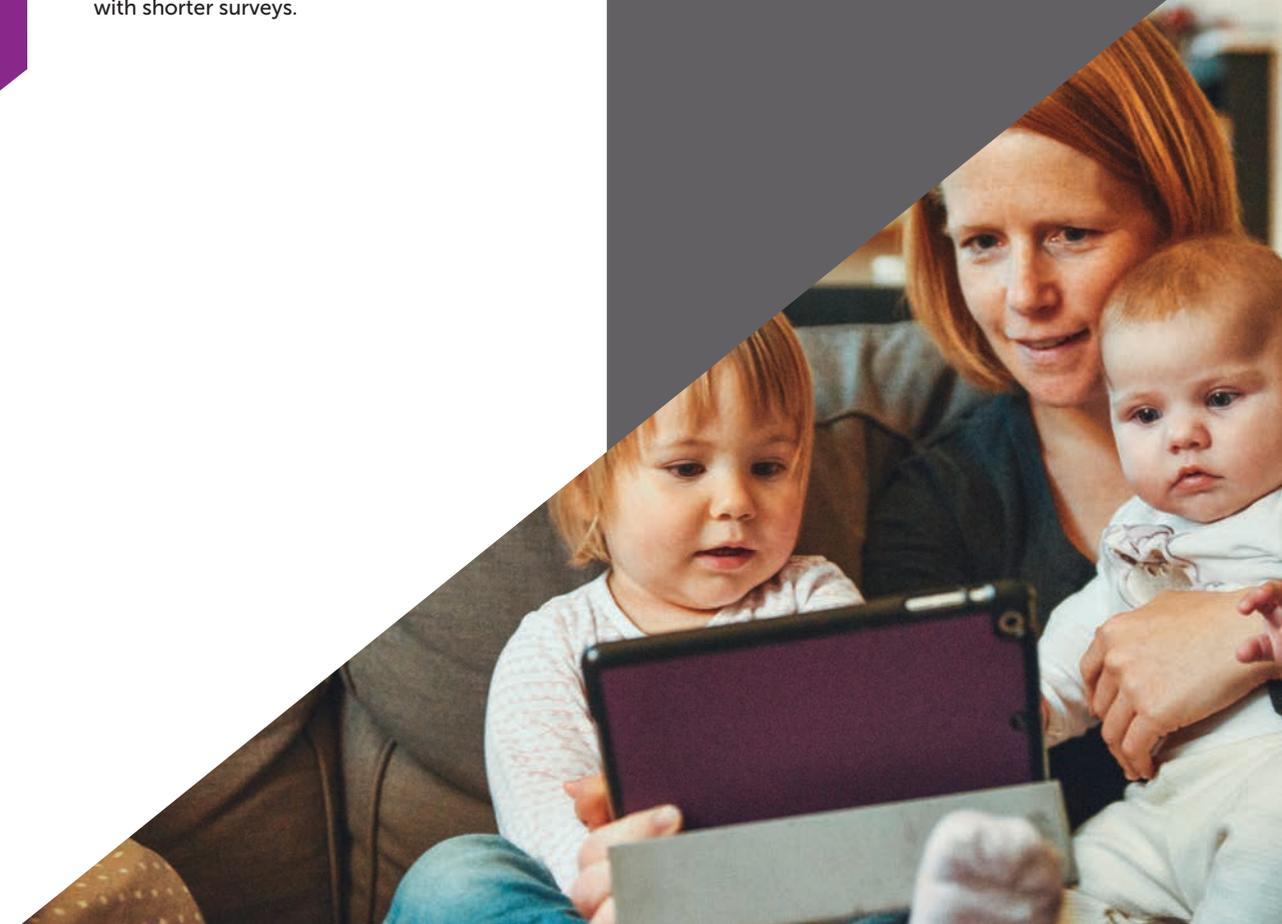
Liberty Global used Medallia's Text Analytics product to gather better customer feedback with shorter surveys.

### RESULTS

**15% increase** in response rates

**20% increase in open-text comments** following implementation of Medallia's "2 + One" survey

**Ability to track themes across the omnichannel experience** and strategically make improvements thanks to Text Analytics



**“Delighting guests has  
been the hallmark of our  
company since we began.”**

J.W. Marriott, Jr. Executive Chairman and  
Chairman of the Board,  
Marriott





# THINKING BEYOND ACQUISITION: USING FEEDBACK FOR CUSTOMER RETENTION

## RING CENTRAL

After five years of impressive revenue growth, it was clear that cloud communications system provider RingCentral had no problem acquiring customers. But because the company's business model is based on recurring subscriptions, RingCentral realized it would have to focus on retaining and expanding current customer accounts to keep growing.

In order to improve the experience for current customers, RingCentral needed to understand the customer journey from the perspective of its clients. Using Medallia, RingCentral put together a Voice of the Customer program that captures customer feedback at every stage of the journey and empowers employees to act on feedback. The company made sure sales teams had a say in designing the Medallia workflow. "Having sales talking about who they wanted the alerts to go to was crucial, and it paid off," says VOC Senior Manager Noomi Codon.

Medallia's dashboards keep sales and support teams closely engaged with the company's VOC program, providing them with relevant customer information—including feedback and salesforce.com insights—in real time. Convenient access to customer data makes it easy for employees to respond to comments. The customer support team responds to every inquiry within 24 hours, and the organization has a closed-loop process rate of 100%.

The feedback and insights collected by Medallia also inform organizational changes, both internal and external. The data has helped the company rethink its training and onboarding processes, and also improve aspects of its customer experience. For example, when feedback revealed that many customers use Gmail, RingCentral introduced integration with Google for Work.

Listening to customer feedback paid off. RingCentral saw a significant increase in NPS for medium and large clients, and its customer support team now earns a 9/10 average customer satisfaction score. With its closed-loop feedback program, RingCentral is building lasting relationships with its customers—while continuing to attract new ones at an impressive rate.

**"MEDALLIA'S TOOLS HAVE TRANSFORMED OUR FOCUS ON CUSTOMERS' NEEDS ...THE VERBATIM CUSTOMER FEEDBACK IS GOLD."**

**DAVE BERMAN**

President,  
RingCentral

### INSIGHT

RingCentral was growing rapidly, but it lacked a scalable customer feedback solution.

### ACTION

With Medallia, RingCentral created a multi-channel, Salesforce-integrated VOC program that shares feedback with employees in real time. With easy access to important data, employees can respond to customers and suggest organizational changes.

### RESULTS

**Significant increase in NPS** for medium and large clients

**9/10 average customer satisfaction score** for customer support team

**Feedback-driven product innovation** lead to the integration with Google for Work





## BRIGHT IDEAS: CLOSING THE LOOP WITH HOMEOWNERS AND PROS

### SHERWIN WILLIAMS

**G**usto Gold. Tempo Teal. Dancing Green. Smoky Topaz. River Rouge. Scratching your head and drowning in a sea of color, you spread arrays of color swatches on the table to consider your kitchen's fresh coat of paint. We've all been there. Choosing the right palette for your renovation project or new construction is tedious, careful work, and Sherwin-Williams understands the intense planning that goes into making the perfect choice.

Sherwin-Williams focuses on personalized service, guiding both do-it-yourself (DIY) homeowners and wholesale construction professionals through the color-selection process, and providing painting tips and techniques. Using Medallia, the company treats each survey response as an opportunity to continue the conversation and build the relationship beyond the single transaction. Store managers close the loop within 48 hours with every customer who completes a survey.

And closing the loop works. Many customers who receive follow-up attention express shock that not only was their feedback heard, but a local manager responded. For example, one DIY customer gave high scores for personal service in color selection, but she criticized the size of samples—they seemed

larger than necessary. The manager thanked her for the feedback and explained that the paint-mixing machine automatically produced that amount; the samples she had bought were the smallest available size. The customer was surprised that the manager specifically answered her question, and now that she understands the process, she is likely to become a brand promoter.

Sherwin-Williams takes an additional step to follow up with its wholesale customers. When a contractor submits a survey, that triggers two alerts: one to the store manager and one to the regional sales rep who manages the wholesale account. Both reach out to the customer, advancing the relationship and meeting any other needs the customer may have for the project. The two-step closed-loop process is clearly working: Sherwin-Williams' NPS numbers are among the highest in the retail industry—impressive.

### INSIGHT

Sherwin-Williams needed to maintain close working relationships with both homeowners and professionals.

### ACTION

Sherwin-Williams follows up with every single customer who fills out a survey, whether its content is positive or negative. Additionally, when a wholesale customer submits a survey, two Sherwin-Williams representatives follow up: the program manager and the regional sales rep.

### RESULTS

**Engagement of sales organization** in creating exceptional customer experiences

**Best in class NPS** (among the highest in the retail industry)

**Promoters spend more and make more frequent purchases** in the year following a survey response



**“Our goal is to provide simple, personable and valuable experiences whenever customers engage with SAP.”**

Philip Morin,  
Global Head of Customer Experience Insights,  
SAP





TORY BURCH

# CUSTOMER FEEDBACK BUILDS INCREDIBLE EXPERIENCES

TORY BURCH

Tory Burch provides an unparalleled shopping experience: shoppers are offered beer, wine, or coffee while they browse, and their companions are invited to entertain themselves with iPads while they wait. But until recently, while Tory Burch had an impressive customer experience strategy, it didn't have any way to measure customer feedback.

The luxury women's clothing brand partnered with Medallia to create a comprehensive Voice of the Customer program that collects feedback after every transaction across 72 stores, three continents, and 12 languages. Medallia dashboards make this feedback available to employees at all levels of the organization. Frontline employees can use these insights to make small results that have a big impact. And in addition to using the feedback for training and coaching, managers use Medallia's real-time alerts to close the loop with dissatisfied customers.

Not only does customer feedback help Tory Burch follow up with individual customers, it also provides insights the company can use to improve customer experience. For example, when feedback revealed that customers who visit for a scheduled appointment have higher NPS and spend more than customers who don't, the company recognized the importance of appointments as part of a great customer experience.

Similarly, Tory Burch found that 65% of its customer feedback was provided via Medallia's mobile-optimized survey, which made the company realize how strongly its customer base prefers to engage with mobile, an insight that influenced future communications.

While Tory Burch's customer experience instincts are strong (who doesn't enjoy a free beverage?), Medallia has helped the company gain a better understanding of how its customers experience their store visits. As Matt Marcotte, SVP of Global Retail explains, "While being customer-centric has always been Tory Burch's mission, having Medallia and these tools has helped us quantify how the customer sees us and how we can better deliver transformational experiences."



## INSIGHT

Tory Burch implemented Medallia and gave employees at all levels of the organization access to Medallia's dashboards. Real-time feedback enables frontline employees to take action and also informs future CX decisions.

## ACTION

Luxury retailer Tory Burch had a robust customer experience strategy but no way to measure its customer experience performance.

## RESULTS

**12% reduction in detractors** within the first year of using Medallia

**Decreased NPS spread across all stores by 15 points**, delivering a consistent experience around the world

**"EVERYTHING WE DO IS FOCUSED ON UNDERSTANDING HOW TO IMPROVE BASED ON HER LIKES, HER WANTS AND HER DESIRES."**

MATT MARCOTTE

SVP Global Retail,  
Tory Burch



# BUILDING A BETTER ONLINE EXPERIENCE WITH CUSTOMER FEEDBACK

WESTERN UNION

Millions of people around the world rely on Western Union to send and receive money. In order to keep tabs on its many customers, Western Union uses the Medallia Experience Cloud to monitor feedback in 50 countries. Recently, in order to get a more complete picture of the customer journey, the company expanded its CX program to capture customer feedback online.

Western Union's Agent Locator is a crucial part of its online self-service experience: it helps users find locations and reduces customer support calls. To make sure the tool was serving its customers, Western Union needed to know who was visiting the Agent Locator and why.

To figure this out, Western Union used Medallia Digital's intercept survey to ask customers their reason for visiting the Agent Locator and conditioned the survey to ask follow-up questions based on their answers. This ongoing, contextual, and relevant approach to collecting feedback allows Western Union to build the tools its customers want, rather than the tools Western Union thinks they want.

Another example of this agile approach is Western Union's response to a problem with its Send Money process. The company noticed that one country was experiencing a high rate of abandonment in this process, so it added an abandonment survey triggered when a customer leaves the Send Money page and started to

gather insights into these customers' experiences. In the first six months after Western Union implemented Medallia Digital, it received over 110,000 responses, made dozens of improvements, and saw a positive trend in overall customer satisfaction. The feedback is used by the whole organization: the Digital Site Health Team uses it to quickly fix site errors, Customer Care uses it to identify self-service opportunities, and Product Managers use it to measure feedback on current processes.

Keeping millions of global customers happy is no easy task, but strategically collected digital feedback is helping Western Union get the job done.

## "WITH MEDALLIA FOR DIGITAL, WE'RE ABLE TO UNDERSTAND IN-THE-MOMENT CUSTOMER EXPERIENCES."

RACHEL GELMAN

Senior Manager, Customer and Agent Insights, Western Union

### INSIGHT

In order to understand its customers' online experience, Western Union needed a way to collect digital feedback.

### ACTION

Western Union broadened its CX program by implementing Medallia Digital, which lets the company target specific user groups with surveys tailored to customer responses.

### RESULTS

**110,000 responses received within six months**

**Positive trend in customer satisfaction** driven by improvements made in response to feedback

**Feedback improves operations** by fixing site bugs, influencing product development, and assisting the Customer Care team



**Companies that  
fuel innovation  
with feedback are  
1.6X more likely  
to experience  
revenue  
growth**

2018 Accenture-Medallia survey of 450 CX professionals



**Optimize  
every experience**

Model and instrument every touchpoint and journey to systematically measure, analyze and improve every experience.



# THINKING OF THE PERSON BEHIND THE PROCESS

## AUTO & GENERAL

A recent recipient of the Australian Business Award for Service Excellence, Auto & General is making great progress in customer satisfaction. Since rolling out VOCAL, its Medallia-powered platform, the company has seen an 11-point increase in overall NPS. VOCAL collects feedback across all touchpoints and reports the right information to the right person, empowering employees to take action. The company also identifies key pain points along the customer journey and works as an organization to improve experiences.

One success story involves Auto & General's claims process for car insurance, which had low satisfaction scores. Digging further into customer feedback using Text Analytics, the company found that its process—which was highly technical, requiring multiple supporting documents regarding driving and claims history—made customers feel that the company didn't trust them or respect their time. Auto & General jumped into action to improve the claims process.

In 18 months, the company reduced the number of customers who need to submit supporting documents from over 45% to just 15%. This, along with other minor changes to the claims process, has significantly reduced claim turnaround time. The NPS for motor claims has improved an average of 8 points, and the number of promoters has increased by 20%.

# "MEDALLIA IS AN ESSENTIAL PART OF OUR GROWTH STRATEGY."

### JODIE FIELDING

Director, Sales & Service,  
Auto & General Services

### INSIGHT

Feedback showed that Auto & General's lengthy and complicated claims process left customers feeling frustrated and disrespected.

### ACTION

Auto & General changed its claims process to reduce the number of customers who need to submit supporting documents and streamlined the process to significantly reduce claim turnaround time.

### RESULTS

**3X decrease** in need for supporting documents

**Faster claims** turnaround time

**20% increase** in promoters in the first 18 months





# “GREAT” ROOMS MAKE GREAT EXPERIENCES

## CHOICE HOTELS

Tired from a long day of travel, you arrive at your hotel and settle in. You get ready for bed, turn down the covers, and—oh no—there’s a hair on the pillow. Even if the rest of the room is pristine, that single strand can affect your overall comfort.

Choice Hotels understands that tiny details like this can have a big impact on the quality of a guest’s stay. That’s why the company rolled out its precision-focused “Great Room Condition” program.

Using Medallia feedback data, Choice performed several key driver analyses on likelihood to recommend scores and found that the “room condition” and “staff service” categories had the highest impact on LTR—and, ultimately, on revenue. Since “room condition” registered as most important, the Choice research team worked with influencers across the organization to develop the “Great Room Condition” initiative. Driven by the team’s findings, the program identified 36 specific elements in the room that needed careful attention—from hairs on the pillow to dust under the bed to dead batteries in the remote control. With insights in hand, it was clear to management as well as franchise owners that this program made sense, and momentum grew to promote and market the initiative across the company.

The “Great Room Condition” program is still going strong after three years, and it undergoes regular updates and enhancements informed by customer feedback. Choice promotes the program to its employees by distributing internal marketing materials in six languages to its hotel properties. The company also updates an internal “Great Room Condition” website with best practices and tips, and reinforces the importance of the program through the annual company conference.

The value of the “Great Room Condition” program is clear: pilot testing demonstrates that hotels participating in the program see significant improvement in LTR scores. Higher LTR scores are strongly correlated with higher revenue, and the higher LTR scores yielded in the first year of the program are associated with over \$18M in incremental revenue.

# “THE PROPERTIES ENGAGED WITH MEDALLIA PERFORM BETTER, BOTH IN GUEST SATISFACTION AS WELL AS REVENUE.”

DAVID GINSBURG

Choice Hotels

## INSIGHT

After running key driver analysis on Medallia feedback data, Choice Hotels learned that “room condition” had the highest impact on LTR.

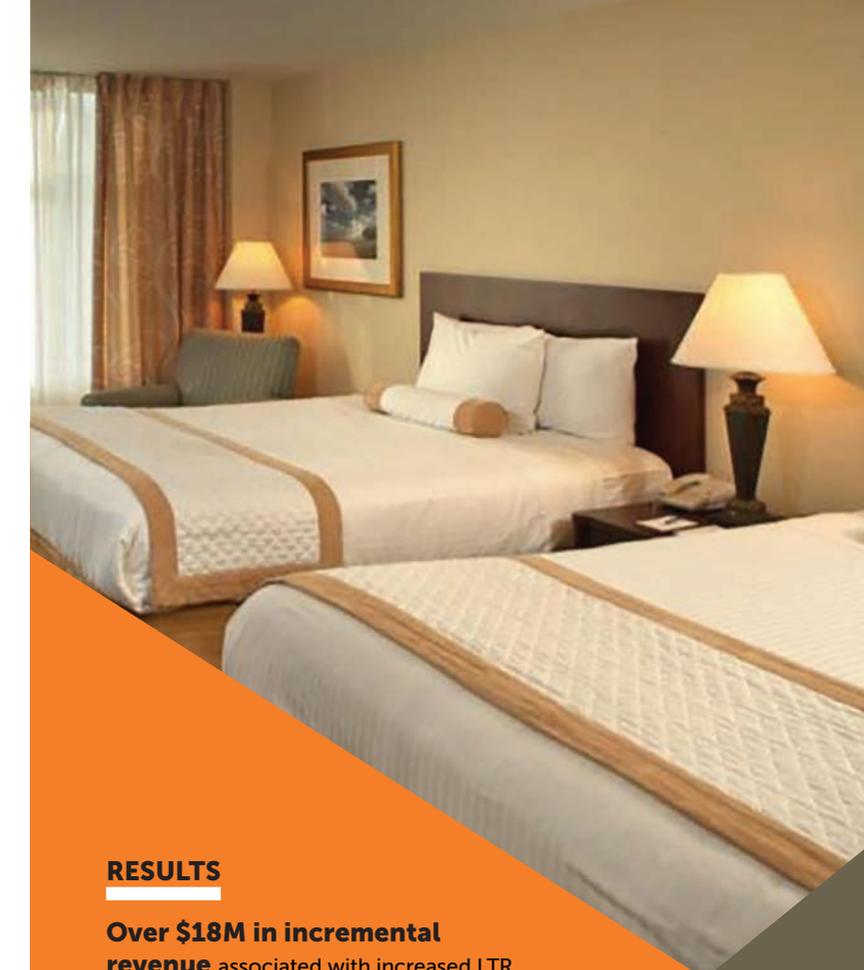
## ACTION

Choice rolled out a “Great Room Condition” program, which focuses on 36 specific areas to clean within each room, from the pillow to the sink to the TV remote control. Additionally, the organization regularly distributes internal training and marketing materials in six different languages for the thousands of employees who execute the program.

## RESULTS

**Over \$18M in incremental revenue** associated with increased LTR scores

**Higher “room condition” scores**





# UNDERSTANDING THE ONLINE CONSUMER TO BUILD A BETTER WEBSITE

ELECTROLUX

When Electrolux North America (NA) set out to redesign frigidaire.com, it wanted to learn more about visitors who were using the existing website in order to shape the content and structure of the new site. Its main priority was to find out whether visitors were pre-purchase users looking to buy a new Frigidaire appliance or post-purchase users who had already made a purchase but needed post-sales services, add-ons or product information.

The company was also looking for a better methodology for the collection and analysis of feedback from customers. In the past, Electrolux NA had used long, rigid surveys. These tended to engage detractors, as promoters were less likely to take the time to answer. Meanwhile, the company lacked a real time platform to track survey results, so analysis took weeks, which delayed insights and action. These factors made it hard to develop a clear feedback overview and benchmark customer satisfaction on the brand's website.

Electrolux NA selected Medallia for Digital's advanced Digital Voice of Customer solution to gain the ability to target visitors at the right time with the right questions, and to analyze the data and get insights in real time. The company quickly rolled out an Intercept Survey and found that only

18% of visitors were pre-purchase users, while 80% were post-purchase users. It then targeted post-purchase personas and asked whether they had found everything they were looking for. In fact, these users revealed that they were primarily looking for details about three things—parts, accessories, and troubleshooting—and had difficulty finding information about all three.

Electrolux NA had no idea how widespread this customer experience issue was. The company originally assumed that most visitors on the site were non-owners, so the site had been designed accordingly. With the new insights, Electrolux NA could optimize their site for their true users. The valuable insights are now at the forefront of the frigidaire.com site redesign, ensuring a seamless user experience for all their online visitors.

## INSIGHT

Electrolux NA wanted to redesign and shape new content for frigidaire.com, but needed a better way to gather customer feedback and understand users' needs.

## ACTION

Electrolux NA worked with Medallia for Digital to get a definitive understanding of its two main online personas: pre-purchase users and post-purchase users.

## RESULTS

**6,000+ responses** in the first month

**Identified main reasons people visit frigidaire.com** and identified what website improvements were needed

**“WE ARE REALLY EXCITED THAT MEDALLIA FOR DIGITAL ENABLED US TO GET THIS INFORMATION, AND NOW WE HAVE REAL DIRECTION ON THE CHANGES WE NEED TO MAKE.”**

### DENISE DOBYNS

Senior Manager of CRM Electrolux, North America



**“We are now able to absorb customer feedback quickly, enabling us to shift, alter and adapt our approaches.”**

Rich Jahr, Chief Customer Officer,  
Air Liquide





# SERVING CUSTOMER NEEDS AT SPEED

## EUROSTAR

**E**urostar is the only high speed rail service between the UK and mainland Europe. Aiming to provide the best possible travel experience, the company wanted to understand what to prioritize on their website in order to draw customers in and to personalize the USPs to be more relevant. Eurostar also wanted to go beyond web analytics to understand why users were calling the customer service center with issues that could be resolved online.

In order to engage in meaningful communication with customers, the company needed to be able to segment different user types and personas. Eurostar ran a general Intercept Survey asking visitors to share their reason for travel (holiday, visiting friends and family, business) and who they were traveling with (friends, alone, family). Using Medallia for Digital's advanced targeting features, Eurostar then drilled down to discover the most important factors visitors considered before booking with Eurostar.

Meanwhile, Eurostar's customer service center was experiencing high volumes of calls from travelers trying to exchange tickets. This task can be achieved on their website, so the company wanted to understand why customers were having difficulty online. Eurostar ran a Task Completion Survey on their booking management page. The feedback showed that 15% wanted to make a ticket exchange. Eurostar then utilized Medallia

for Digital's unique Experience Optimizer to integrate this data with Google Analytics. The company compared the survey results against how many visitors were clicking the exchange call-to-action (CTA) button. The data showed that only 4% actually clicked the CTA, highlighting an 11% gap between what visitors wanted to do and what they were able to do. When the company included a free text box asking users to explain why they were unable to complete the task, the feedback revealed that the link was not visible enough.

Eurostar streamlined website content and navigation based on customer feedback and immediately initiated a webpage redesign to rectify the problem on the booking management page. As a result, the company has seen a significant reduction in customer service calls alongside increased conversions as visitors can now complete tasks online quickly and easily.

## INSIGHT

Eurostar wanted to communicate effectively with different types of website visitors to drive conversions and reduce inbound calls to the customer service center.

## ACTION

By teaming up with Medallia, Eurostar integrated analytics and feedback to gain complete insight into users' online behavior.

## RESULTS

**Increased conversion rate and revenue** thanks to insights into customers' online behavior

**Reduced number of calls to the call center** because customers are able to more easily navigate the website and complete tasks online

**"THE IMPROVEMENT WE MAKE IS ONLY AS GOOD AS THE FEEDBACK WE HAVE."**

**JOE TURNER**

Digital Optimization Manager,  
Eurostar





# MAKING THE ONLINE JOURNEY AS SMOOTH AS THE FLIGHT

FRONTIER AIRLINES

It's clear from Frontier Airlines' accessibly priced fares that this Denver-based airline is dedicated to making its customers happy. In its ongoing effort to improve customer experience, Frontier realized it didn't have useful insights into how its customers felt about its website.

In order to make sure it was offering a user-friendly and informative online experience, Frontier implemented the Medallia Digital Voice of Customer solution throughout FlyFrontier.com. Following Medallia Digital's best practices, Frontier started by adding an Always On feedback button to its website. This button lets visitors provide feedback at any time, helping Frontier discover the "unknown unknowns"—user issues they weren't even aware of. "It allows customers to rate their experience at each step of the booking funnel," explains Digital Marketing Strategist Jessica Smith, "which let us understand what was specifically causing customer frustrations on each page."

As soon as the button was added, Frontier received hundreds of responses. One subject that appeared again and again was "luggage." Frontier used an Intercept Survey to get more specific feedback from relevant users and learned that over 30% of customers didn't know how to purchase luggage after booking. This came as a surprise: Frontier had had no idea that purchasing luggage was a problem for users. The airline reacted

quickly, creating a How to Buy Bags webpage on the main navigation. Today, over 200,000 customers visit this page every month.

After Frontier optimized its website, it saw a 70% decrease in online feedback about luggage and its call center reported a significant decrease in calls about luggage. Instead of calling, Frontier customers are finding their answers online: Medallia Digital's versatile surveys ask users what they're looking for and then direct them to the right webpage. In just over six months, Medallia Digital has helped more than 10,000 customers self-serve. These improvements support Frontier's mission to please its customers—because the only thing better than booking an affordable flight is enjoying a seamless online experience while doing it.

## INSIGHT

Frontier Airlines realized it lacked insight into its online customer journey and wanted to get a better idea of how users experienced FlyFrontier.com.

## ACTION

Frontier used Medallia Digital to capture customer feedback on its website and learned that buying luggage was a common problem for users. The airline responded by creating a How to Buy Bags webpage and helping customers find answers online.

## RESULTS

**70% drop in negative feedback** since implementing Medallia digital

**Enabled 10,000 users to self-serve online** leading to a significant decrease in call center costs

**"THE POSSIBILITIES OF WHAT WE CAN DO WITH MEDALLIA DIGITAL ARE ENDLESS."**

JESSICA SMITH

Digital Marketing Strategy,  
Frontier Airlines



**“What we are actually doing is defining and harmonizing the customer journey.”**

Jen-Michael Peters, B2C Programme Lead,  
Innogy





# BUILDING GREAT EXPERIENCES, BRICK BY BRICK

## THE LEGO GROUP

The online ordering experience is a powerful part of the LEGO customer journey: picking out a toy online, awaiting its arrival, and ripping open the packaging all contribute to the LEGO experience of wonder and excitement for the brand's young customers.

The beloved toy company is currently thriving, but in 2003, the LEGO Group was in a bit of a slump: year-on-year sales were down 30% and the company had racked up significant debt. Happily, the LEGO Group was able to achieve a complete turnaround, thanks in part to a renewed focus on customer experience.

For many years, the company had relied on an annual survey to collect customer feedback, but this survey failed to provide useful insights. Then, the company tried something new: the LEGO Group began using Medallia to collect NPS at every customer touchpoint, responding to dissatisfied customers in as little as 24 minutes, and using feedback to create a better customer experience.

For example, the LEGO Group monitors customer satisfaction throughout the online ordering process, using surveys that measure NPS, delivery timeliness, package condition, and other factors. When the Consumer Insights Team noticed a continued decline in delivery timeliness scores in Europe, they acted on that data by moving the shipping warehouse to Belgium, a more central location. The result? Customers immediately started

receiving orders up to 24 hours faster on average, and NPS increased. Similar adjustments were made to improve delivery timeliness in the UK and the US. Changes like these have a huge impact: Vice President of Marketing and Consumer Experiences Conny Kalcher observes that sales increase by 20% when a detractor is turned into a passive satisfied customer and by 26% when a passive satisfied customer is turned into a promoter.

By continually improving its shipping operations, the LEGO Group ensures that the full LEGO experience—from ordering to unwrapping that fire truck or rocket ship—is an enjoyable one.



# “IF YOU WANT TO BE A PREMIUM BRAND YOU HAVE TO KEEP DEMONSTRATING THAT YOU ARE LISTENING.”

### CONNOR KALCHER

Vice President of Marketing and Consumer Experiences, The LEGO Group

### INSIGHT

The LEGO Group Consumer Insights Team noticed a steady decline in delivery timeliness scores in Europe, the UK, and the US.

### ACTION

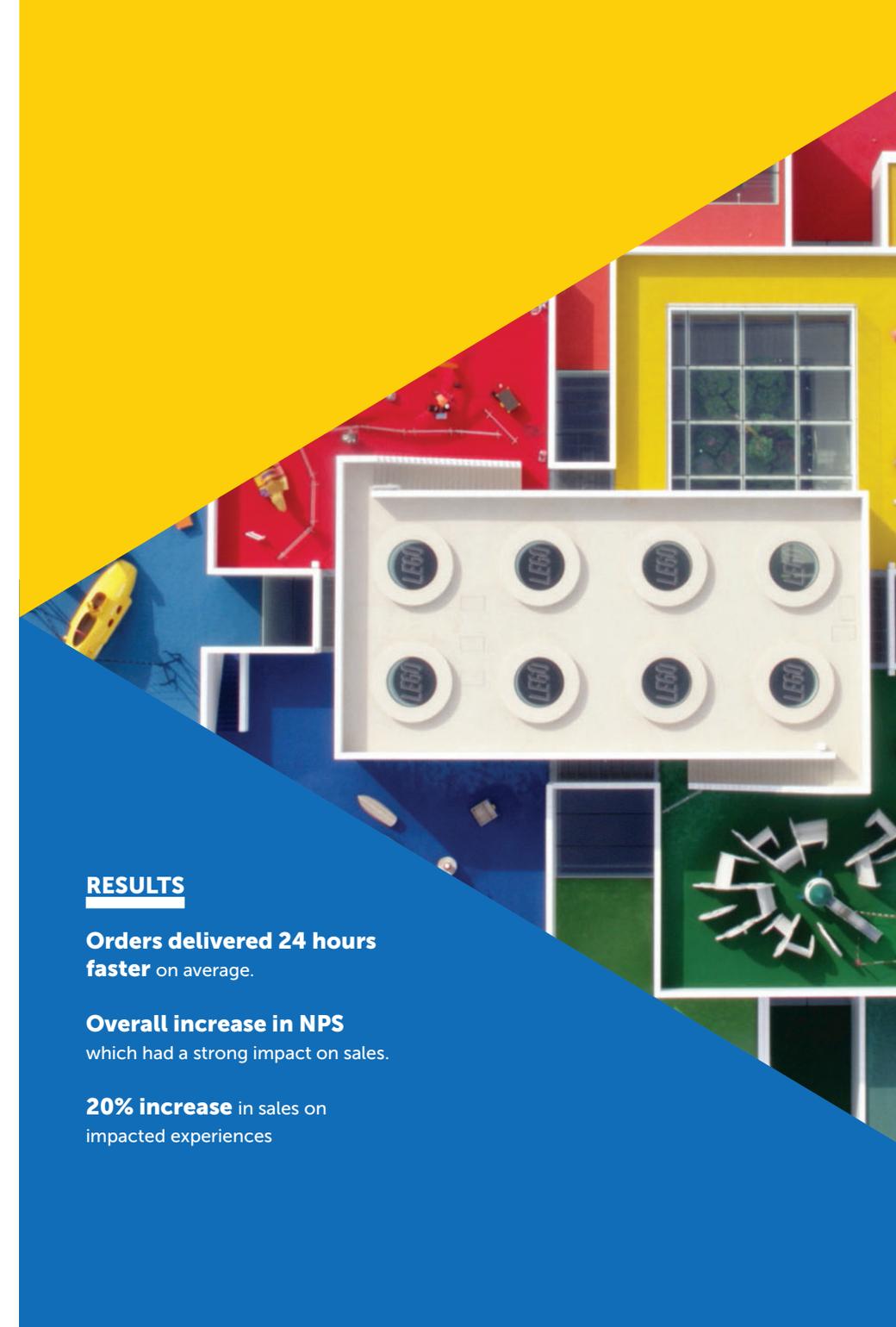
The LEGO Group took action to address the root cause of delivery delays in each region. In Europe, it moved the distribution center to a more central location; in the UK, it changed carriers; and in North America, it enrolled its external partners in its own CE improvement process.

### RESULTS

**Orders delivered 24 hours faster** on average.

**Overall increase in NPS** which had a strong impact on sales.

**20% increase** in sales on impacted experiences





Mercedes-Benz

# THE BEST OR NOTHING: CUSTOMER-DRIVER INNOVATION

MERCEDES-BENZ

Driven by the philosophy “the best or nothing,” Mercedes-Benz USA, LLC (MBUSA) strives for excellence in every part of its business. Customer experience is no exception, as the company uses insights from real-time customer feedback to inspire continued operational and experience improvements. Dealers use Medallia’s closed-loop system to immediately respond to customers and to ensure their dealership is mobilized to offer a great customer experience, and MBUSA Corporate frequently collaborates with Medallia to strategize the growth of the Mercedes-Benz customer experience program.

For example, based in part on customer feedback analyzed with Medallia, Mercedes-Benz noticed a market opportunity to make scheduled maintenance services more efficient. Taking action on this trend, MBUSA developed and tested a new Express Service model, which offers guests a faster, more convenient maintenance experience: no appointment is necessary and the work is done while the customer waits.

After testing at several select dealerships, the team observed that drivers who paid for the Express Service had higher

customer experience scores and that the new service offering positioned the company to impact overall brand loyalty, as customers with good service experiences tend to be more loyal.

Rolling out these Express Service solutions was no small decision—equipping dealers and consulting on new processes would require a substantial capital investment. But the customer experience data spoke for itself: the impact on customer experience was so positive that MBUSA corporate decided to roll out Express Service nationwide. What began as an experiment with customer feedback transformed into a major branded maintenance business. Today, Express Service is one of Mercedes-Benz’s key offerings and a perfect example of its commitment to offering customers nothing but the best.

## INSIGHT

Based on customer feedback, Mercedes-Benz noticed a market opportunity to make scheduled maintenance services faster and more efficient.

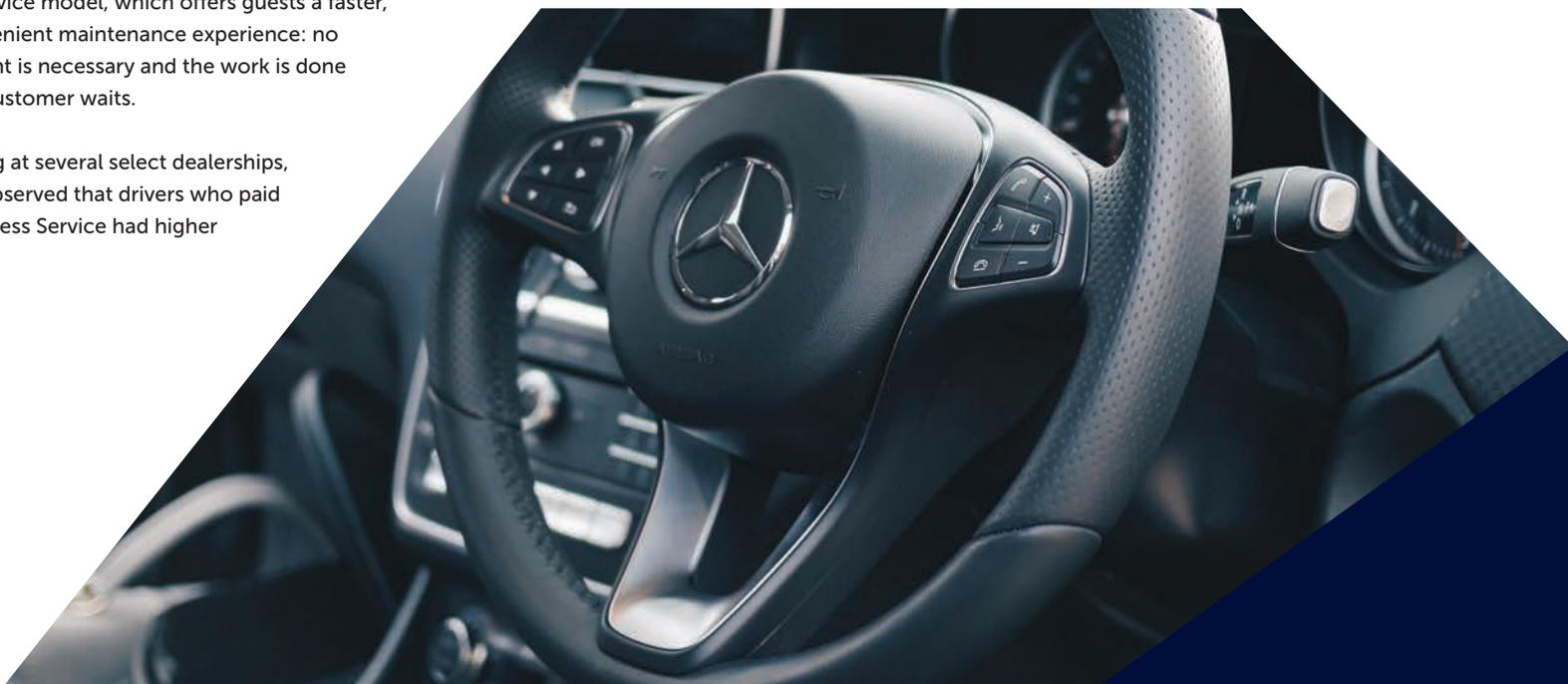
## ACTION

MBUSA designed and tested a new Express Service solution, which offered a more efficient and convenient maintenance experience.

## RESULTS

**Substantial increase in customer experience scores** at the new Express Service dealerships

**A new Express Service offering** rolled out nationally



“MY LEGACY—TO CREATE A CUSTOMER EXPERIENCE THAT FITS WITH OUR TAGLINE: THE BEST OR NOTHING.”

STEVE CANNON

President & CEO,  
Mercedes-Benz USA, LLC

**“Having text analytics,  
NPS, and satisfaction  
drivers all self-contained  
within one dashboard  
keeps things simple.”**

Wai Au  
Global Customer Experience Lead,  
Sage Software



REGISCORPORATION

## FEEDBACK GIVES THE CUSTOMER EXPERIENCE A FRESH NEW LOOK

REGIS

Customer experiences don't get much more personal than a haircut. And Regis Corporation, which operates 9,600 salons under concepts such as Supercuts, Regis Salons, MasterCuts, and SmartStyle, gives thousands of haircuts every day. But despite Regis's success, the 50,000-employee organization didn't have a way to measure the experience through the customer's eyes.

When a new CEO and CMO came on board, they decided to make customer experience a top priority. In order to do so, they needed a way to continuously measure customer satisfaction and salon performance. Regis leadership implemented Medallia. With Medallia, guests are sent surveys promptly after their visits, enabling employees to close the loop after each appointment. Surveys are short and simple, thanks to Text Analytics. And employees at every level of the organization have easy access to relevant insights via customized dashboards.

After implementing Medallia, Regis quickly saw the impact of sharing positive feedback with stylists, and also used the platform to identify root issues with the customer experience and evaluate the success of experience innovations.

A great example of this is Supercuts' Hot Towel initiative. In a simple but meaningful gesture, stylists offer customers a relaxing Hot Towel Refresher after their haircut. As this innovation in customer experience was rolled out across

its salons, Supercuts used Medallia to make sure that all customers were receiving the Hot Towel Refresher and determine the effect of the initiative on guest satisfaction and retention. Armed with this data, the Guest Experience team was able to work with Operations to remove any kinks and give the green light for a planned national advertising campaign around the initiative.

Today, Regis continues to use Medallia to evaluate the execution and impact of new brand experience initiatives, using the platform as a tool to test hypotheses around innovation.

### INSIGHT

Regis Corporation wanted to invest in customer experience in order to stand out from its competitors. In order to do that, the company needed a way to collect and analyze customer feedback.

### ACTION

Regis implemented Medallia, which enabled it to quickly test innovations—like Supercuts' Hot Towel initiative—to make sure they were being properly delivered in salons and improving guest satisfaction.

### RESULTS

**Significant impact on guest satisfaction and retention**

**Nationwide rollout of the Hot Towel campaign** after Regis measured its effect on customer retention



**“AT THE ENTERPRISE LEVEL, WE HAVE REAL DATA AND INSIGHTS TO IMPROVE OUR BRAND EXPERIENCE.”**

HEATHER PASSE

CMO,  
Regis Corporation



# A MULTIMARKET APPROACH FOR DEVELOPING INSIGHTS AND TAKING ACTION

## ZURICH INSURANCE

The 78th-largest company in the world, Zurich Insurance implemented Medallia as a unifying global platform to measure customer experience across all business units and countries. With a view to serving a wide range of objectives such as reducing costs, streamlining processes, driving customer retention and improving communications, today Medallia programs are operating in Argentina, Austria, Brazil, Chile, Germany, Hong Kong, Indonesia, Italy, Spain, Switzerland, Turkey, and the U.S.

Zurich's customer experience team has tackled a wide range of business areas—online sales of new policies, claims settlements, the administration of life policies and much more. These multimarket initiatives are producing significant results. For example, after Medallia rolled out at Zurich Sigorta in Turkey, the team saw a clear area of opportunity. Zurich Sigorta measures four key touchpoints for auto insurance policies: purchase, complaint, renewals, and claims. The renewal touchpoint NPS was drastically lower than the others. Using Medallia to dig deeper, the team realized that customers were unhappy with the automatic renewal process, which is standard procedure in Turkey.

For the policies in question, Zurich contracts with a large Turkish bank as its distribution partner, which administers the renewal process. For years, Zurich had suspected that this bank was not informing customers that their policies renewed automatically. Finally armed with customer data, Zurich Sigorta was able to take action. The team is now working with the distribution partner to alter its process and inform customers about renewals. Initial results are positive: the renewal NPS improved 20 points within two months of detecting the trend.

### INSIGHT

Zurich Insurance's Turkish unit, Zurich Sigorta, noticed a troubling trend in customer data: the renewal NPS was the lowest of all touchpoints, as customers complained that they weren't being properly informed about automatic policy renewals.

### ACTION

Armed with customer data and verbatims, the Zurich Sigorta team worked with the main distribution channel that administers the renewal contracts to alter the process and inform customers about renewals.

### RESULTS

**Operational change improved communication** with customers in a new market

**20-point increase in renewal NPS** within the first two months of making these changes

**27% greater spend 5x lower churn, and greater referrals** from promoters over detractors



**Sales increase  
by 15% when  
more employees  
have access  
to customer  
feedback**

Medallia Institute, 2017. Medallia Benchmarks 2017



**Activate  
every employee**

Drive real-time collaboration and accountability across the company by personalizing data, insights, and workflows for every employee to action.



## WITH STRONG SERVICE AND RECOVERY, BELLE TIRE IS ON A ROLL

### BELLE TIRE

The tire business is highly competitive and every detail counts. Tires need regular maintenance, repair, and replacement—and customers need a company they can trust to deliver both safety and value. Successful tire companies grow by cultivating lifetime loyalty and creating promoters.

Among those successful companies is Belle Tire. Founded in 1922, this Michigan-based business now serves 90 locations across the Midwest. By collecting feedback through Medallia, Belle Tire learned that promoters spend an average of 16% more than detractors on tire and wheel transactions. In addition, knowledgeable sales reps are essential to building trust, and Belle Tire uses customer feedback to train its staff, celebrating great service and discovering opportunities for growth. All this work has paid off: the company enjoys an NPS of 73, an average score of 9.4 out of 10 for “staff friendliness,” and an average score of 9.4 for “knowledgeable in all areas.”

In addition to using Medallia to solicit feedback, Belle Tire uses it as a case management system, and—when needed—as recovery operation.

Belle Tire records every customer complaint and compliment in the Medallia system, whether the customer voiced it by phone, in the store, or online. Belle Tire also records the customer follow-up process and final resolution in Medallia. This allows the company to track emerging trends with recurring issues, identify the best ways to resolve them, and quantify the ROI of its recovery reports.

Belle Tire believes in empowering its frontline, and individual stores are the first stop for resolving customer issues. If solving the issue requires compensating the customer, the case is then transferred to the Case Recovery Department, which cuts a check or gift card and mails it directly to the customer that week. From beginning to end, complaint to resolution, Belle Tire’s recovery operation works like a well-oiled machine: the customer receives a check in just one to five days.

### INSIGHT

Belle Tire wanted a way to measure customer feedback and track follow-up.

### ACTION

Belle Tire started using Medallia to record every single customer complaint and its resolution, which allows it to track emerging trends and identify the best ways to resolve recurring issues.

### RESULTS

**Best in class NPS of 73**, up from 60s

**16% greater spend** among promoters over detractors

**Accelerated resolution** of issues, as quickly as 1 day

“WE ARE FOCUSED ON EVOLVING THE WAY WE ENGAGE AND BUILD RELATIONSHIPS WITH CONSUMERS.”

### VIVEK SARAN

Chief Marketing Officer,  
Belle Tire



# TURNING FRENEMIES INTO BESTIES

## BENEFIT COSMETICS

**B**enefit Cosmetics is known for its fun and unique approach to beauty, so it's no surprise that this San Francisco-based company put a playful spin on branding its customer experience program.

Benefit Cosmetics partnered with Medallia to implement its Mirror, Mirror program, which sought to understand the retail experience across 32 stores in North America. The goal was to measure and improve the company's Glam Factor, otherwise known as NPS.

Benefit gave store managers access to branded dashboards called Vanities so they could monitor customer feedback and understand which customers were Besties (also known as promoters), Frenemies (detractors), and Wallflowers (passives). Managers at each of the 32 stores log in to the Medallia mobile app multiple times a day to view and understand customer insights in real-time and follow up with customers as needed.

"Over time their goal is to turn all Frenemies into Besties, all while retaining loyal, happy customers," explains Katie Overdevest, Benefit Cosmetics' Senior Manager of Business Analysis. "The results are clear: in just nine months the average individual door 'Glam Factor,' or NPS score, has increased 5.8 points.

Benefit Cosmetics uses the Medallia Voices mobile app and the AskNow tool to amplify the voice of the customer. Executives use Medallia Voices to listen to positive and constructive customer feedback, and the company relies on AskNow, to run real-world tests on specific customer groups to explore possible ideas for growth and innovation.

In the future, Benefit Cosmetics hopes to expand its Mirror, Mirror program to quantify financial impact and customer loyalty for its North American retail stores. While the company may not have those numbers yet, one thing is clear: thanks to its thoughtful attention to customer voice, Benefit Cosmetics is sitting pretty.

## INSIGHT

Benefit Cosmetics wanted to build an effective customer experience program that fit its fun and playful brand.

## ACTION

The company worked with Medallia to create the Mirror, Mirror CX program, which empowers store managers to monitor and respond to customer feedback in real-time using dashboards (also known as Vanities) on the mobile app.

## RESULTS

**5.8-point increase in average store NPS** after just nine months

**Daily engagement with customer feedback** by store managers and executives alike

**Frontline innovations** based on customer feedback testing



**"WE'VE UNCOVERED  
INSIGHTS AND  
EMPOWERED STORE  
MANAGERS TO  
MAKE TANGIBLE  
IMPROVEMENTS."**

### KATIE OVERDEVEST

Senior Manager of Business Analysis,  
Benefit Cosmetics



# POWERING THE ORGANIZATION WITH CUSTOMER EXPERIENCE

## BLACK HILLS

Based in South Dakota, Black Hills serves 1.2 million customers across eight states with natural gas and electric utilities. In 2015, the company decided to put the focus on its customers and learn about their experience. In order to gather these insights, Black Hills partnered with Medallia for the platform's real-time feedback capabilities.

Black Hills started by introducing Medallia to its call center and Iowa technicians, and subsequently rolled out the solution to all eight states. The company prioritized sharing customer feedback directly with appliance repair technicians, giving them the opportunity to understand what customers thought of their service and empowering them to grow from constructive criticism.

Partnering with Medallia has led Black Hills to make ongoing commitments to focusing on the customer. The company created a CX department to centralize these efforts, and that department introduced a number of initiatives to further build a customer-centric culture. Each of these efforts was supported by Medallia:

- Black Hills implemented Medallia Digital to track experiences across channels, gaining feedback on the reasons customers visit its website.
- Black Hills used Text Analytics to identify trends and issues.
- Black Hills equipped its call center with the Voices App.

Medallia has had a dramatic impact on company culture and customer experience. During Black Hills' 2016 acquisition of SourceGas, Medallia enabled the company to maintain NPS within a five-point difference. Medallia has also encouraged call center employees to focus on customer feedback—over one month, call center employees' engagement with the tool increased by 162%. Company leadership plays a strong role in this cultural shift: the CEO and board of directors collaborate on outlining and fulfilling customer experience goals, and new customer experience specialist roles are being created in each state.

### INSIGHT

In order to create a customer-centric culture, Black Hills needed to collect, analyze, and respond to feedback.

### ACTION

Black Hills implemented Medallia throughout its organization, providing technicians with real-time feedback from their customers and sharing important insights and trends with leadership.

### RESULTS

**162% increase in employee engagement with feedback** over just one month

**Maintained NPS** within a five-point difference through SourceGas merger

**New customer experience specialist roles** are being created in all eight states

**“MEDALLIA HAS A WEALTH OF TOOLS AND EXPERTISE TO HELP COMPANIES UNDERSTAND THEIR CUSTOMERS AND THE FEEDBACK THAT COMES FROM THEM.”**

### PAULI SPRINGER

Customer Experience Supervisor,  
Black Hills Energy

**“Admin Suite will help us to be even more responsive to our dealership network and increase their engagement by quickly building tailored reports for them.”**

Stephen Dorman, GM for Customer Quality,  
Kia Motors UK





# EMPOWERING EMPLOYEES TO TAKE RISKS AND HAVE FUN

## EXTENDED STAY HOTELS

Extended Stay Hotels (ESH) is on a mission to improve guest satisfaction, and energizing the entire organization is a crucial part of accomplishing this goal. It all started when ESH's executive team, led by CEO Jim Donald, former CEO of Starbucks, and CMO Thomas Seddon, former CEO of the Subway Franchisee Association, took the helm. The challenge was battling a dynamic where employees were afraid to make decisions that would cost the company money. This dynamic, according to Donald, creates a mood of inaction; employees are "like a deer in the headlights, waiting for someone to tell them what to do."

So how did the executive team energize the nearly 10,000 ESH employees across 684 locations? They said, "Let's DANCE!"

DANCE is an acronym that stands for: Delight guests, Activate associates, Neutralize costs, Care for community, Expand revenues. The subtext of DANCE is to have fun and not be afraid to take risks to satisfy guests—just the culture needed to drive initiatives forward.

The executive team continually leads by example, communicating daily and working to empower associates. This includes traveling more than 200,000 miles a year to personally visit 350 ESH properties, leaving daily voicemails for the company, and handing out "Get Out of Jail Free"

cards to encourage all employees to take risks that satisfy guests and generate new business for ESH without fear of failure.

ESH is comfortable taking risks because it's carefully monitoring customer experience. With Medallia, the company can see guests' response to a change in real-time and adjust accordingly. ESH continually scours Medallia data to identify areas of improvement, then tests innovative additions to rooms.

In a recent survey, ESH asked guests, "What do you miss most when you're away from home: TV and Recliner, Significant Other, or Pets?" More than 50% of respondents selected "TV and Recliner." Pairing this data with declining satisfaction scores around the television, ESH replaced old box TVs with new flat-screen TVs company-wide, along with recliners at select locations, causing scores to immediately rise.

"YOU'RE ONLY AS GOOD AS WHAT YOUR GUEST SAYS ABOUT YOU."

JIM DONALD

CEO

## INSIGHT

Medallia data revealed that more than 50% of Extended Stay Hotels' guests indicated they missed their TV and recliner most when away from home.

## ACTION

Extended Stay Hotels acted on this data by replacing older TVs with flat-screens and adding recliners to select locations.

## RESULTS

**Room amenities innovation**  
based on feedback

**Immediate satisfaction scores increase** tied to changes in room amenities





# MAKING MAGIC THROUGH CUSTOMER FEEDBACK

## MACY'S

Ever since H.R. Macy opened his dry goods store in 1858, on 6th Avenue in New York, the iconic department store chain has been transforming its culture to keep pace with a changing world. Customer experience had always been a priority; before Macy's implemented Medallia, a dedicated team personally read and responded to over 200,000 mailed paper surveys per year. The company then rolled out the "My Macy's Customer Engagement Program," which allowed it to listen to customers across touchpoints in an omnichannel journey, including e-commerce, in-store shopping, wedding registry, contact centers, and furniture delivery.

Today, customer experience is part of the company's business strategy, and Macy's continually factors real-time feedback into major business decisions. Through feedback, Macy's noted key employee behaviors that have the most impact on customer satisfaction and loyalty:

- Customers who are greeted by a sales associate spend 18% more than those who are not greeted.
- Customers who are assisted by a sales associate spend an average of 28% more than customers who are not assisted.
- Promoters visit 9% more frequently and spend more per visit than detractors.

With this data, Macy's took significant action, developing a new selling framework called MAGIC. It's an acronym: "Meet and make a connection; ask questions and listen; give options, give advice; inspire to buy ... and sell more; celebrate the purchase." The company retrained over 130,000 associates across 800 stores in a six-week period.

Within the first three years of rolling out the MAGIC program, Macy's saw an overall NPS increase of 10 points. American Customer Satisfaction Index score climbed 7%, and Macy's topline sales increased more than \$1 billion each year.

## INSIGHT

Through feedback, Macy's realized that when sales associates greeted and assisted customers, they spent more on that visit. In addition, promoters both spend more than detractors and return more frequently.

## ACTION

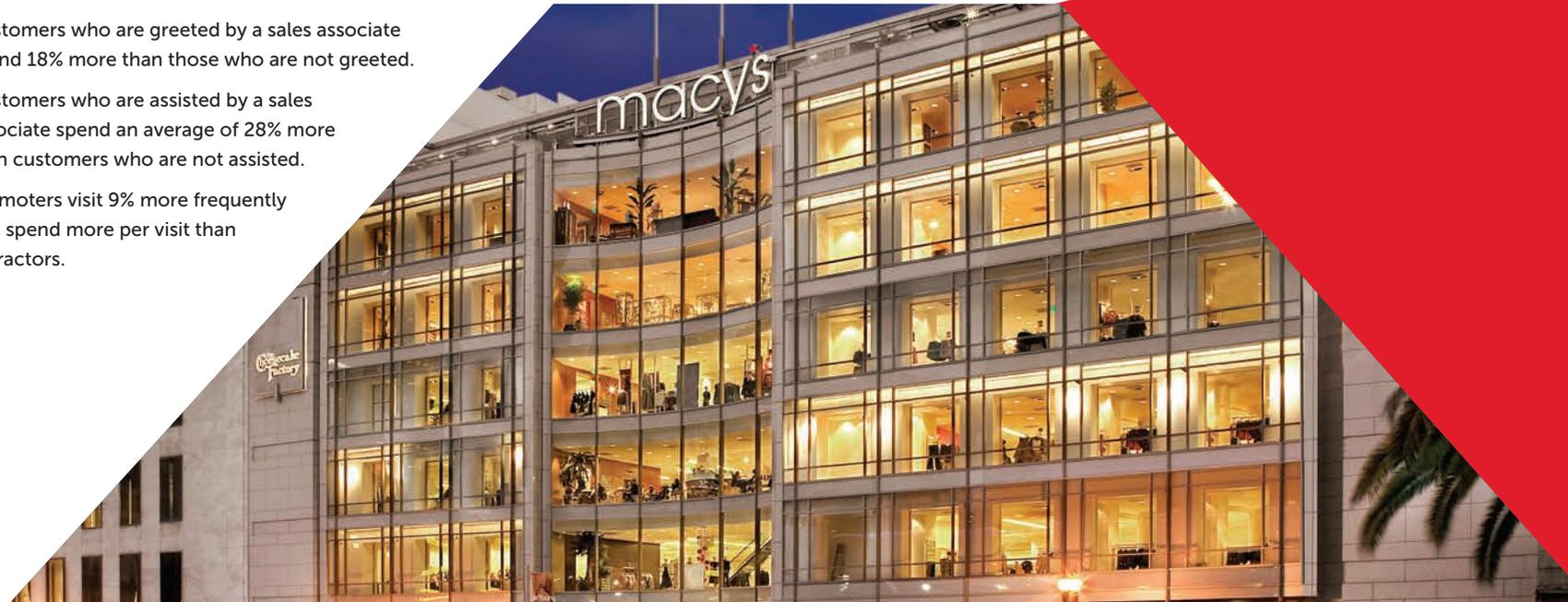
Armed with this data, Macy's created a new selling framework based on employee behaviors. The company retrained all 130,000 employees across 800 stores.

## RESULTS

**10-point increase in overall NPS** within the first three years of rolling out the MAGIC program

**Topline sales increase of \$1 billion each year**

**7% Increase in American Customer Satisfaction Index score**





# ACTING ON CUSTOMER FEEDBACK PUTS EMPLOYEES IN THE DRIVER'S SEAT

## MAZDA

Nothing compares to the thrill of the open road, and few automakers continue to stand as firm on delivering cars for people who truly love driving as Mazda. Since 1931, the Japanese car company has designed and manufactured cars with this unique driving experience in mind.

As part of the overall objective to build the brand, the Mazda leadership team identified customer loyalty as a major factor in delivering a brand that people loved. So, the company took a step back to focus on those customers that matched Mazda's vision and wanted a driving experience that only Mazda can deliver. From there, Mazda's president and CEO, Masahiro Moro, identified providing a great customer experience at every level of the organization, as the company's top priority. After rolling out nation-wide trainings, among other internal and external initiatives to better engage employees and fans of the brand, Mazda worked with Medallia to collect customer feedback and used the information to make improvements to the customer experience, dealership by dealership.

One Midwestern Mazda dealership began reviewing customer feedback on a regular basis. The Customer Relations Manager noticed that customers were giving the dealership low scores for "Good Value for Cost of Service," and decided there was an opportunity to provide training for the frontline employees on how to educate customers on vehicle maintenance and the value of Genuine

Mazda parts. They also began sharing competitors' pricing to reassure customers they were receiving a fair price. Over the next few months, their "Good Value for Cost of Service" score soared. The dealership's frontline team continues to review their customer comments every day. Good customer feedback is used for motivation, and when bad reviews do come in, they are used as learning opportunities.

Medallia has also helped Mazda to scale feedback on standard behaviors expected from employees during transactions with customers. For example, Mazda introduced a customer engagement training plan that emphasizes authenticity, empathy, and transparency to a set of pilot dealerships, and after tracking its success with Medallia, Mazda is preparing to provide similar training to all its dealerships.

Since moving its entire company focus to a customer-centric approach, Mazda has seen an uptick of 2.8% in sales customer retention, and individual dealerships have observed a positive correlation between employee engagement with the Medallia tool and customer satisfaction.

# "I BELIEVE THAT MAZDA SHOULD BE VIEWED AS AN EXPERIENCE COMPANY, NOT SIMPLY A CAR COMPANY."

## MASAHIRO MORO

President and CEO,  
Mazda North American Operations (MNAO)

## INSIGHT

The Mazda leadership team identified customer loyalty as a major factor in delivering a brand that people loved.

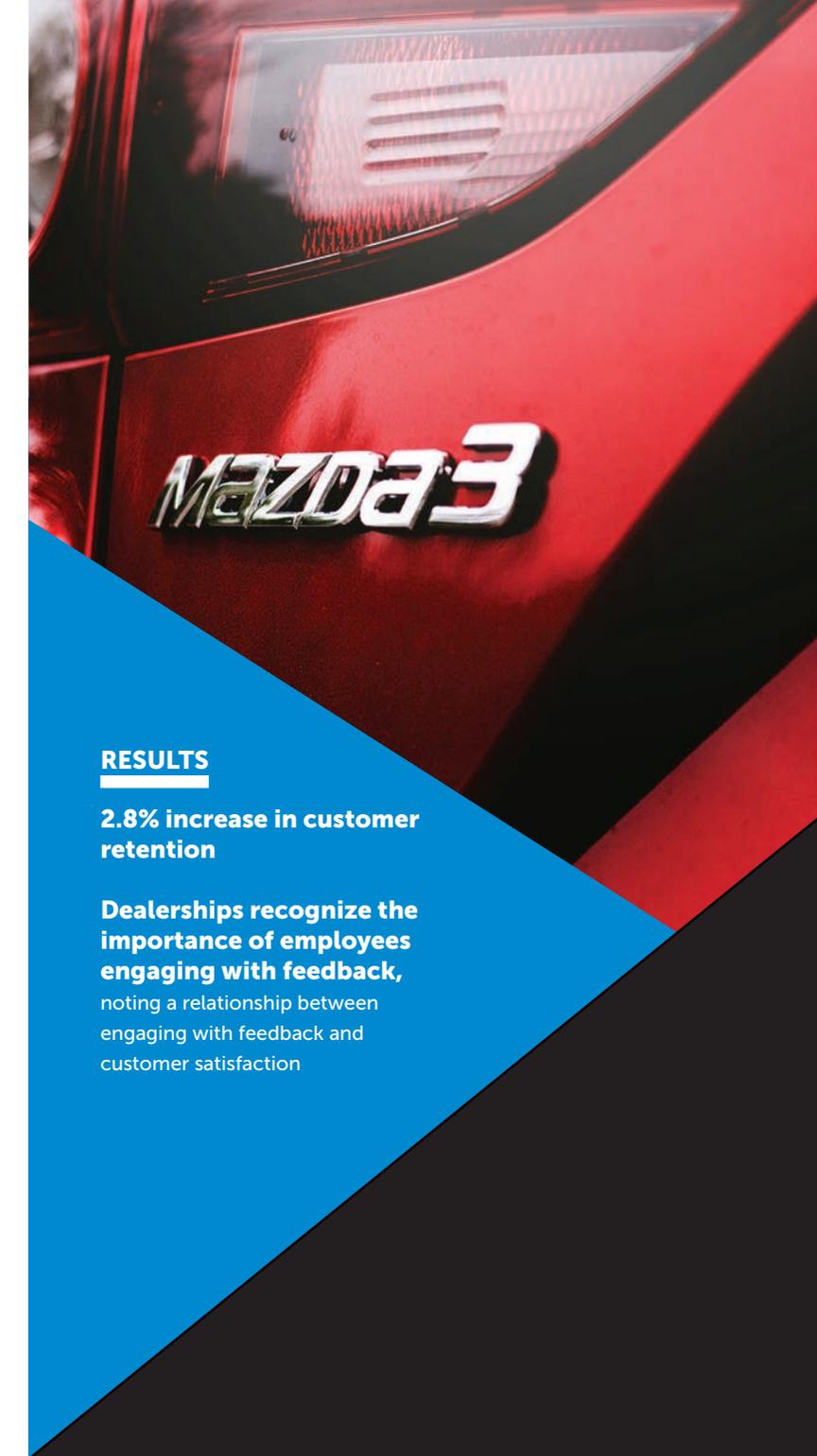
## ACTION

Mazda changed its focus to a customer-centric approach, centered on brand value management, which involved gathering and acting on customer feedback—making changes like altering training programs—in order to provide a better experience

## RESULTS

**2.8% increase in customer retention**

**Dealerships recognize the importance of employees engaging with feedback,** noting a relationship between engaging with feedback and customer satisfaction



**“Associates in every location have the information they need at their fingertips, 24/7, in an easy-to-use app.”**

Tracey Brown  
Chief Experience Officer, Sam's Club





## TAKING ACTION DAILY ADDS UP

### OMNI HOTELS

At Omni Hotels, everyone—from the frontline to the executive team—eats, breathes, and sleeps customer experience excellence. In fact, VP of Operations & Loyalty Services Jeff Smith has customer experience on his mind around the clock. “If we happen to wake up in the middle of the night,” says Smith, “the first thing we do is check our Medallia mobile app for customer insights. It could be midnight or 4 am.”

Omni has won numerous accolades for its great service, including 1to1 Media’s “Customer Champion” award. Over the last two years, the company has averaged 8.8 (on a 10-point scale) for Overall Satisfaction across all properties. For its events services, Omni boasts a 9.3 average. How does an organization maintain and improve on already-high satisfaction scores? By fostering a culture of empowerment and action:

**Daily Engagement:** An impressive 97.6% of Omni properties log in to Medallia daily to access actionable, real-time data measuring customer experience.

**“The Power of One” Philosophy:** Omni’s service code motivates associates to do their best and continually exceed guests’ expectations. The company also reinforces support through the Omni Service Champions program, which allows hotel

managers to recognize associates for excellent service. Managers often post and celebrate positive feedback collected from the Medallia system.

**Daily Stand-Up:** At every Omni property, each day begins with Medallia. The staff reviews customer feedback from the previous day, employees discuss specific issues and general trends, and managers give recognition for positive performance and discuss goals for the day.

**Weekly Communication:** Each week, a senior executive travels to a different Omni property and talks with managers and frontline associates about the company’s service philosophy. They emphasize concrete strategies for improving service based on customer experience data.

**Taking Action Online:** Omni managers have applied their service philosophy to managing and improving online experiences through social media. Since rolling out Medallia’s Social Feedback, Omni managers have responded to TripAdvisor posts at a rate greater than twice the industry average.

# “AS A LEADER IN THE LUXURY HOTEL SPACE, WE ARE CONTINUALLY WORKING TO ENHANCE THE OVERALL GUEST EXPERIENCE.”

### PETER STREBEL

Chief Marketing Officer and Senior Vice President of Sales, Omni Hotels & Resorts

### INSIGHT

In order to maintain its impressive satisfaction score, Omni Hotels needs to create a culture of empowerment and action.

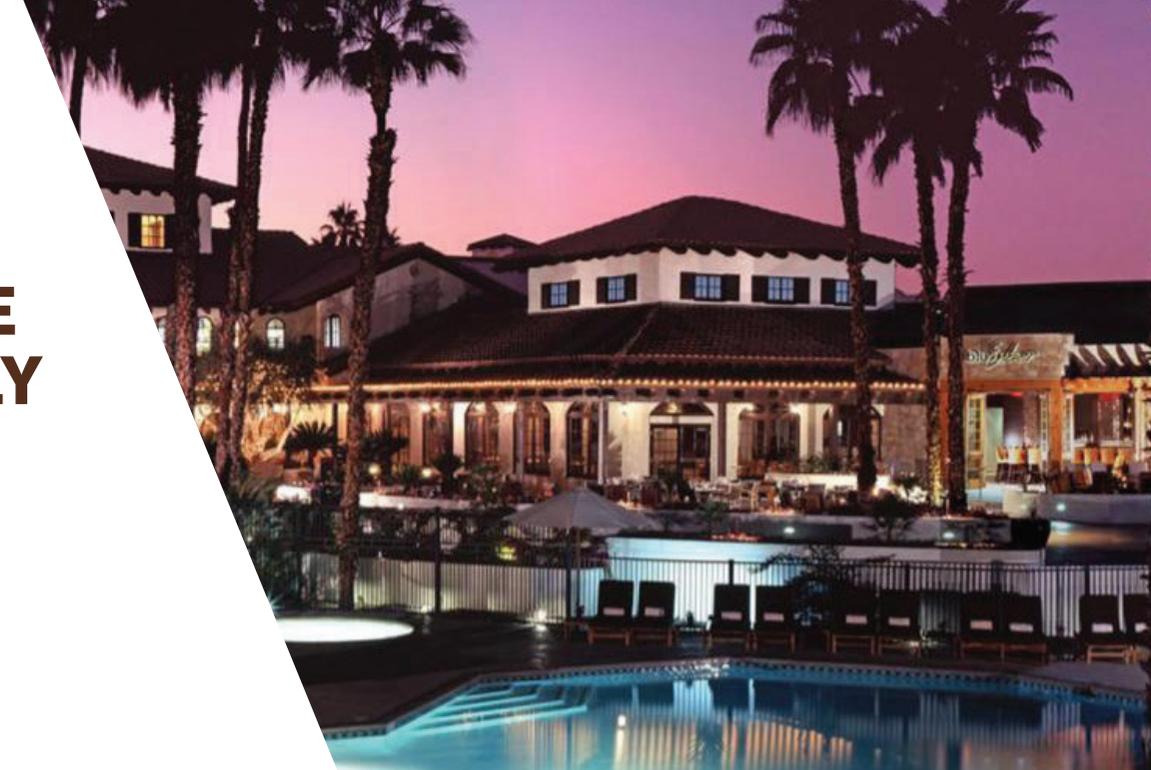
### ACTION

Omni relies on real-time data from Medallia to inform daily meetings, weekly communications by executives, and middle-of-the-night survey checks. Service improvements and all other decisions are made with customer feedback in mind.

### RESULTS

**An high average Overall Satisfaction score of 8.8/10** across all properties

**Numerous awards** including 1to1 Media’s “Customer Champion” award





# REDUCING PAIN POINTS, BOOSTING PROFITS

## PAYPAL

PayPal understands that keeping things easy for its customers is key to building loyalty—that’s why the company prioritizes improving customer experience. Using Medallia, the operations team constantly scours customer feedback to identify, prioritize, and take action to reduce top pain points. And these improvements have a massive impact on revenue: PayPal has driven an increase of \$2 billion in transactional volume due to the reduction in pain points.

Before Medallia, PayPal lacked the insights it needed to act on its customer feedback. The data provided by its previous solution wasn’t intuitive or clear, and PayPal’s thousands of call center agents couldn’t interpret or act on the information.

PayPal needed to find a better solution, and it found one in Medallia. Today, PayPal uses Medallia to solicit feedback in 27 different languages from a range of service transactions. This feedback is then delivered in real time to the appropriate service center team members. Equipped with relevant customer data, nearly 9,000 agents at these 20+ service centers have the information they need to drive improvement.

PayPal’s Global Operations team uses Medallia to reduce customer pain points. For example, based on merchant feedback, the team identified top

issues: merchant dissatisfaction with fees, a need for stronger protection policies, and a strong desire to talk to a relationship manager every month. Armed with these insights, the team worked to build changes in those areas.

Last year alone the team identified 20 such pain points on the merchant and the consumer sides of the business, then developed, tested, and rolled out solutions through A/B testing. Since partnering with Medallia, PayPal has seen an 8-point increase in Customer Service NPS and enhanced over 90 million customer experiences. With its culture of innovation and the access to actionable feedback, the company is on track to please many more customers in the coming years.

# “OUR OPERATIONS TEAMS ARE TREMENDOUS INTERNAL ADVOCATES FOR OUR CUSTOMERS.”

## DAVID MARCUS

President, PayPal

## INSIGHT

PayPal prioritizes improving customer experiences, but its solution didn’t deliver customer feedback insights employees could act on. The company needed a better approach.

## ACTION

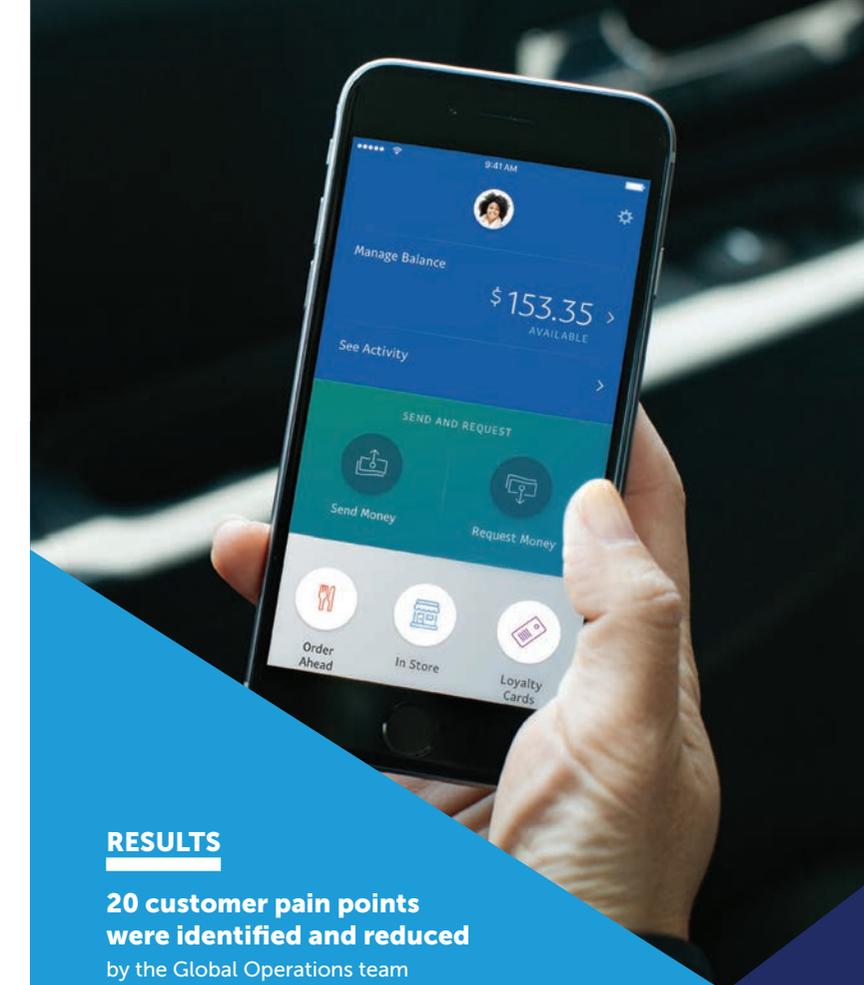
PayPal partnered with Medallia, which delivers real-time insights to relevant employees in the large, multinational organization.

## RESULTS

**20 customer pain points were identified and reduced** by the Global Operations team

**\$2 billion increase in transactional volume** following reduction in pain points

**8-point increase in Customer Service NPS**





# LEVERAGING FEEDBACK TO RAISE THE BAR WITH REPAIRS

## WINDSTREAM COMMUNICATIONS

After growing rapidly through a series of mergers and acquisitions, S&P 500 company Windstream Communications had inherited various ways of collecting customer feedback that were unique to each division. Analyzing the feedback from these programs was very time consuming, and the insights were almost impossible to share. The company realized it needed a better approach to customer experience and started working with Medallia.

In Medallia, Windstream saw an opportunity to engage its employees by giving them access to a clear, centralized source of real-time customer feedback. After Windstream introduced the new tool, employees had access to customer feedback from multiple channels, and Text Analytics enabled the company's CX specialists to identify specific pain points affecting customer loyalty.

One such pain point was Windstream's repair process. Feedback revealed that it was difficult for customers to determine the status of their repair requests, and that these requests were often closed without clear communication to the customer.

The company's support and service teams partnered with the Customer Experience Analytics group to enhance communication throughout the entire repair process. These initiatives reformed the customer repair journey by:

- Ensuring regular communication to customers about the status of their repair tickets
- Establishing a direct link for the customer to the same technician for each interaction
- Improving the capture of key customer details when repair tickets are closed, so other employees can better understand the client relationship
- Automatically notifying employees about in-progress customer tickets that need immediate attention
- Sending automatic email notifications to customers when their tickets are closed

Through these and other process improvements, Windstream is beginning to reap the benefits of operationalized customer experience management. What was once a siloed collection of feedback has now become an open dialogue between Windstream's customers and employees.

# "HAVING ALL THE DATA IN ONE PLACE REALLY ENABLES US TO UNDERSTAND KEY CUSTOMER EXPERIENCE DRIVERS AND TAKE ACTION."

LISA BRYAN

Customer Experience And Analytics Manager, Windstream Communications

### INSIGHT

Windstream saw an opportunity to engage its employees by giving them access to customer feedback, which revealed areas where they could work together to improve their customer experience.

### ACTION

Using text analytics, Windstream identified the repair process as a pain point, and teams worked cross-functionally to improve the customer repair journey.

### RESULTS

**Reformed the entire customer repair journey** and resolved many customer pain points in the process

**Employees became more engaged in customer experience**



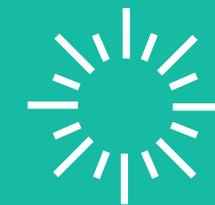
**“Knowing who is logging in and engaged will help us develop training and initiatives to increase and continue to build engagement.”**

Pembroke H. Alstein  
Project Administrator,  
Vanguard Financial Advisor Services



**Medallia clients  
outperform the  
S&P 500 by 45  
percentage  
points**

Medallia Institute, 2017. Medallia Benchmarks 2017



## **Transform your company**

Leverage Medallia's expertise, best practices and ecosystem to accelerate your time to value and become a customer experience leader.



# LEARNING TO SAY “NET PROMOTER SCORE” IN RUSSIAN

## BEELINE

Achieving company-wide adoption of a new program or metric can be a daunting task, especially for businesses with thousands of employees. Beeline VimpelCom, a Russia-based international telecom provider, faced this situation when it introduced Medallia’s NPS program to its 25,000 employees. An added challenge: Beeline is one of the first Russian companies to implement an NPS program, an uncommon approach in a post-Soviet nation.

Beeline was interested in measuring NPS because the company was experiencing increasing churn and declining market share, but had no insight as to why customers were churning. To encourage NPS adoption, Beeline’s CEO quizzed all 25,000 employees on their NPS metric knowledge and awarded heart-shaped pins branded in Beeline’s colors to those who passed. Additionally, the CEO writes weekly emails celebrating NPS heroes across the company.

Everyday, Beeline employees use Medallia’s NPS to identify trends across its B2B and B2C relationships, gather real-time customer feedback, and close the loop with customers. Role-specific dashboards give every employee a customized view, providing them with the data they need to resolve customer issues.

Beeline’s kaizen approach of continuous improvements is also based on customer feedback. Everyday, feedback influences management-led decisions around product development, infrastructure construction plans, and staffing procedures.

After implementing NPS throughout the company, Beeline saw churn decrease for the first time in three years. Additionally, Contact Center NPS doubled and overall NPS increased by 9 points. Thanks to the CEO’s engagement, employees now consider the Net Promoter Score, or Наш Показатель Сервиса, a critical metric.

# “WE WANT TO TAKE THIS COMPANY FROM A TELECOM COMPANY TO A TECH COMPANY.”

**JEAN-YVES CHARLIER**

Chief Executive,  
VimpelCom

## INSIGHT

In order to monitor customer experience, Russian telco Beeline VimpelCom needed to introduce its 25,000 employees to an unfamiliar concept, the Net Promoter Score metric.

## ACTION

Executive engagement including weekly NPS heroes emails from the CEO inspired Beeline employees to adopt the new metric. Beeline now uses Medallia’s NPS to gather real-time customer feedback with role-specific dashboards and close the loop with customers.

## RESULTS

**9-point increase in overall NPS**

**Contact Center NPS doubled**

**Churn decreased** for the first time in three years





# EMPOWERING SALES TEAMS TO UNDERSTAND THEIR CUSTOMERS

## CA TECHNOLOGIES

With a wide range of solutions serving an even wider range of industries, enterprise software company CA Technologies faces the challenge of managing the needs and expectations of a vast and varied customer base. In order to listen more closely to its customers and make decisions based on their feedback, CA enlisted Medallia's help. As Dayton Semerjian, GM of Global Customer Success, explains, "We needed to get as close as possible to our customers to understand their needs, where CA was doing a great job, and where we were not doing a great job. Medallia sits at the center of that."

CA Technologies started working with Medallia in 2014, using the product to listen to and connect with its customers in a scalable way. The data collected by Medallia was invaluable to CA. "It was illuminating to get feedback that was not based on one or two customer meetings, but on very clear pattern recognition based on thousands and thousands of responses," notes Semerjian. This feedback translates into sales: CA's finance team notes that leveraging feedback correctly can increase retention 7–11%.

CA specifically relies on Medallia's Text Analytics and mobile app to engage its salesforce and customer-facing teams. "Because we have a large global organization with a distributed salesforce, Medallia Mobile was a really big deal," says Semerjian. "It's getting into the heads and,

essentially, the hearts of salespeople because it's useful and high impact."

With the help of these insights, Semerjian and his team were able to find ways to improve the customer experience: "We set up a closed loop system where we're not just listening to our customers, but we're deeply understanding root cause—and we're taking action to solve them." Thanks to these insight-based improvements, CA has seen NPS steadily increase since 2014, and its customer satisfaction ratings are consistently higher than 9/10.

In 2017, CA's customer service excellence was recognized with two Technology Services Industry Association STAR Awards, one for Innovation in the Transformation of Support Services and one for Innovation in Leveraging Analytics for Service Excellence.

## INSIGHT

With its vast global scope and diverse customer needs, CA Technology needed a way to collect, analyze, and make decisions based on customer feedback from across the organization.

## ACTION

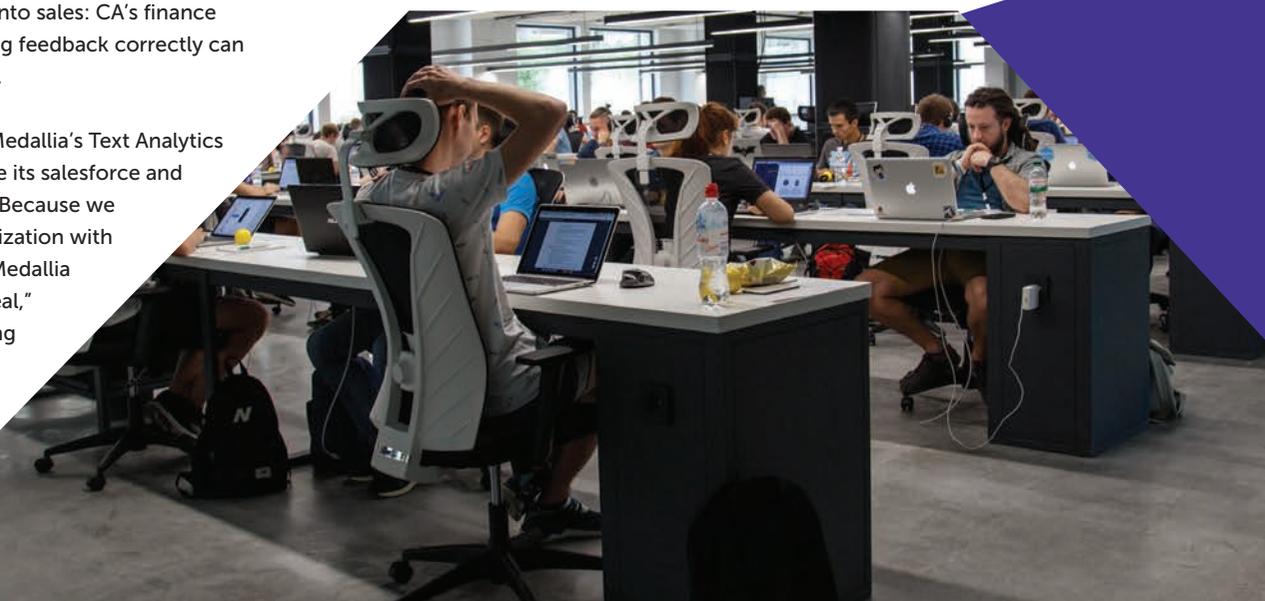
In 2014, CA Technologies implemented an enterprise CX program, with special emphasis on mobile and Text Analytics functionalities.

## RESULTS

**Steady increase in NPS and Support Satisfaction scores** since 2014

**Over 40% increase** in first-day Support issue close rate, and 60% reduction in issue resolution time

**81% of all 11,000 employees** have adopted a personal customer experience-related goal



**"MEDALLIA IS OUR PRIMARY LISTENING PLATFORM FOR OUR CUSTOMERS AND OUR CENTRAL NERVOUS SYSTEM."**

DAYTON SEMERJIAN

GM, Global Customer Success,  
CA Technologies

**“What I’m most proud of is that the company has rallied behind customer experience as our core operating philosophy.”**

Jeff Dailey, CEO,  
Farmers Insurance Group





## CUSTOMER ENGAGEMENT STARTS WITH EMPLOYEES

### COMCAST

Not long ago, the cable industry was notorious for poor customer service. Today, cable subscribers are seeing dramatic improvements in service, and Comcast is leading that change.

Over the past few years, Comcast has made customer service its top priority and incorporated NPS into its goals. "We are focused on doing the right thing for our customer," says Graham Tutton, Vice President of Customer Insights. "We needed real-time customer and employee feedback to do that."

To gather those insights, Comcast introduced the Medallia Experience Cloud. The company uses the platform to collect customer feedback daily, then distributes the feedback to its 91,000 employees and encourages them to explore ways to act on it. Additionally, employees share their own feedback and ideas through monthly pulse surveys.

Tools like the mobile app and Text Analytics put control in the hands of the employees. And regular team huddles give supervisors and employees a chance to discuss scores, comments, and Elevations, employee suggestions for action.

Denny Bray, Director of Comcast's Sales Center of Excellence in Beaverton, wasn't always on top of his team's concerns. "Before Medallia," he recalls, "employee feedback would come at me in the form of texts, emails, phone calls, Post-its, you name it. It was chaotic." In its first year with Medallia, Comcast saw a

significant improvement in customer NPS and an average 20-point increase in employee NPS. And after the company followed through on feedback from both groups, these call centers saw a reduction of several million calls, resulting in a positive ROI on Comcast's Medallia investment within a single month.

Across all locations, the number of calls has been reduced by 14%, response time on social channels has improved by 95%, and the on-time arrival rate for service visits has improved to 97%. Comcast is on track to turn around the cable industry's reputation: with broad investments over the past three years, the company will soon boast the largest NPS deployment in the world.

# "THE HUDDLES ARE INFECTIOUS, JUST LIKE THE MEDALLIA PLATFORM. THE EMPLOYEES FEEL EMPOWERED AND KNOW THEY ARE HEARD."

### GRAHAM TUTTON

Vice President of Customer Insights, Comcast

### INSIGHT

Despite Comcast's remarkable success over 50+ years, its customer experience ratings could use some improvement. Comcast leadership wanted to focus on customer experience by listening to customers.

### ACTION

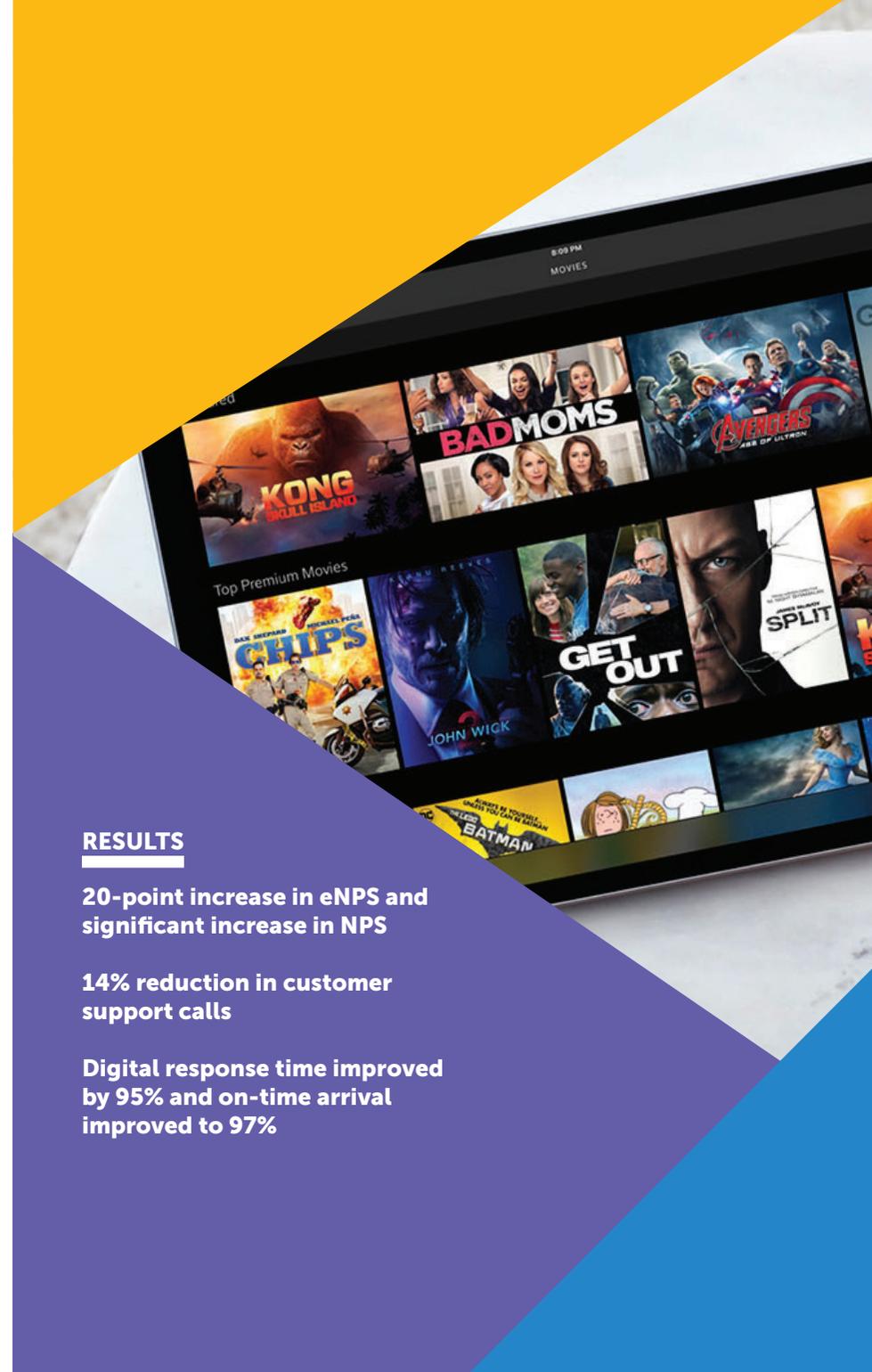
Comcast used Medallia to capture feedback and empowered its 91,000 employees to make changes based on Medallia's real-time data. Team huddles encourage employees to share suggestions for change.

### RESULTS

**20-point increase in eNPS and significant increase in NPS**

**14% reduction in customer support calls**

**Digital response time improved by 95% and on-time arrival improved to 97%**





# ENERGIZING THE CUSTOMER EXPERIENCE THROUGH EMPLOYEE ENGAGEMENT

EDP

EDP is the largest generator, distributor and supplier of electricity in Portugal. Active in 14 countries, the company has 9.8 million electricity customers, 1.5 million gas customers and 12,000 employees around the world. Like many European utility providers, EDP faced issues of market liberalization and needed to remain competitive by maintaining costs.

Operating in a sector not traditionally known for the quality of its customer outreach, EDP partnered with Medallia to introduce robust levels of customer centricity into its corporate culture. The first step was to map customer journeys and determine the key moments around which to structure a Digital Voice of Customer program.

Frequent distribution of internal marketing communications around the program maintained momentum and ensured high engagement. Videos championing customer centricity and reiterating the importance of customer experience across the organization were launched to play in EDP offices. After a period of intensive employee engagement, the first signs of success came only 90 days into the program, when EDP reported a seven-point improvement in its Net Promoter Score.

EDP attracted more than 400,000 feedback responses in 18 months from customers across all segments and channels. Internally, the company extended access to the feedback to hundreds of employees. This made it possible to close the loop with customers on a systematic basis, with more than 30,000 customer cases resolved within an 18-month period. As a result of these initiatives, data now flows from the operational to the strategic level and management takes a keen interest in customer-facing issues. All this goes to show that robust employee engagement is good business, driving innovation and improving the customer experience.

## INSIGHT

Market liberalization placed an imperative on EDP to maintain costs in order to remain competitive.

## ACTION

EDP partnered with Medallia to design a CX program to measure customer feedback across channels, systematically close the loop with customers, and also to make customer experience central to the corporate culture.

## RESULTS

**7-point increase in NPS**  
in less than a year

**Shifted corporate culture to be customer-centric** thanks to high engagement across the organization

**400,000 responses** from customer across all channels in the first 18 months

**“WE PLACE OURSELVES  
IN OUR CLIENTS’ SHOES  
WHENEVER A DECISION  
HAS TO BE MADE.”**

Q32017 EDP INVESTOR REPORT

**“In times of uncertainty,  
our guests value the  
reliability and care  
that we provide. It’s a  
relationship of trust  
that is more important  
than ever.”**

Isadore Sharp, Founder and Chairman,  
Four Seasons



**FOUR SEASONS**



# BOOSTING THE BOTTOM LINE USING REAL-TIME AND CONTINUOUS CUSTOMER FEEDBACK

GENERALI

As the third largest insurance company in the world, Generali has more than 55 million customers globally, employs 74,000 people and spans over 60 countries. When the 186-year-old organization set out to grow their business and transform their corporate culture, they realized that they needed to change from being a “product factory” relying heavily on a distribution network to a company with a cohesive customer-centric focus.

Generali partnered with Medallia to provide the technology and best practices that allow teams to drive closed loop calls, engage cross-functional teams to identify pain points, and empower employees to take action to fix them. Today the comprehensive customer experience program covers 54 business units and over 90% of Generali’s client base.

Using insight gathered from survey feedback and closed loop calls, Generali identified five universal pain points and began making structural changes to tackle them. To drive improvements in clarity of communication, for example, a company-wide plain language program was developed, the outcome of which is easier to understand documents for customers, such as one-page policy summaries. In response to customer’s requests for more status updates, they launched automatic updates via SMS, apps, and their portals.

Feedback on third-party partnerships helped Generali to monitor the services provided, ensuring a consistent level of quality. Empathy coaching and welcome calls to new customers enhanced the human touch, and introducing end-to-end digitalization of processes accelerated speed of issue resolution.

As a result of these actions taken to eliminate the five pain points, Generali has driven significant economic value. When they quantified the initial business impact of moving the needle on NPS, they found meaningful differences in behavior between detractors and promoters: promoters buy 67% more, actively recommend four times more and churn 61% less than detractors.

## INSIGHT

As an established company with huge global reach, Generali understood that future growth depended on transforming from a distribution network into a cohesive organization unified around a common goal of customer-centricity.

## ACTION

Generali partnered with Medallia to provide the technology and best practices that allow teams to identify critical pain points, which enabled teams to initiate key structural changes driving customer delight and operational efficiency.

## RESULTS

**Generali’s comprehensive CX program** spans 74,000 employees, over 90% of their client base, and 54 business units

**The program has delivered significant bottom line impact** across business units and geographies

“MEDALLIA HAS OPENED UP A WORLD OF REAL-TIME AND CONTINUOUS CUSTOMER FEEDBACK.”

ISABELLE CONNER

Group Chief Marketing & Customer Officer,  
Generali





# THE POWER OF LOYALTY: HOW GREAT EXPERIENCES BOOST THE BOTTOM LINE

HILTON

With over 54,000 users of the Medallia system across more than 4,000 properties and 10 brands in 90+ countries, Hilton Worldwide (HWW) brings the voice of the guest into every decision. The company calls its guest experience program SALT, which stands for Satisfaction and Loyalty Tracking. All parts of the organization—from the frontline to the boardroom—review customer satisfaction data to make daily, monthly, and quarterly business decisions.

The centralized guest experience team continually uses incoming insights to validate and roll out company-wide initiatives, such as issue resolution procedures and best practices for greeting guests at check-in. When the team joined forces with Medallia Insights to dig deep into the impact of experience and loyalty on revenue, there was no surprise: guests with positive stay experiences (promoters) spend more money and return more to Hilton Worldwide brands. What was surprising was the extent of the effect.

Promoters spend on average 58% more than detractors within a particular HWW brand, and 21% more across all HWW brands over the course of three years. Promoters return more frequently (over three times as often!) and stay more nights (+4.6 nights on average) than detractors.

HWW also found that experiences more than two years ago still have a significant impact on future spending. The study confirmed that investments in loyalty and customer experiences have measurable financial impacts on the business: promoters spend more with the company during each stay over time.

The results validate the investment that HWW places in SALT, further encouraging properties to provide exceptional guest experiences. This approach fosters loyalty for individual brands, such as DoubleTree or Conrad Hotels, and for Hilton Worldwide as a whole.

## INSIGHT

Hilton Worldwide sought to quantify the impact of loyalty and customer experience investments in its diverse global hospitality business.

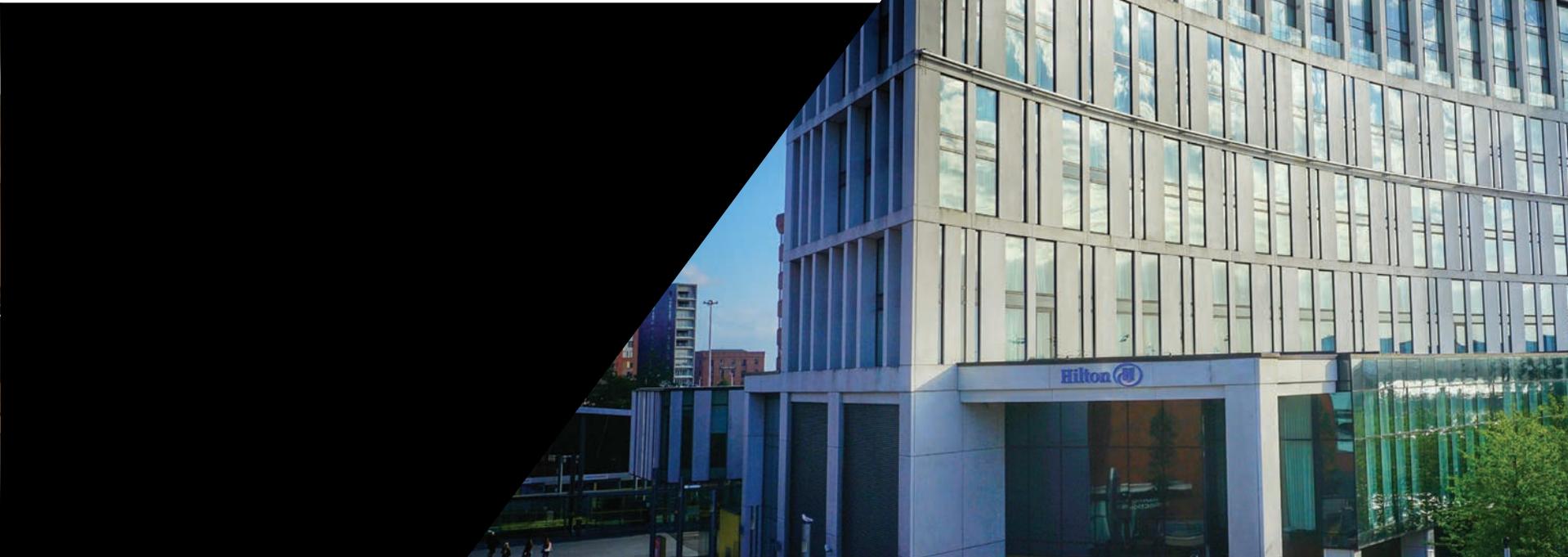
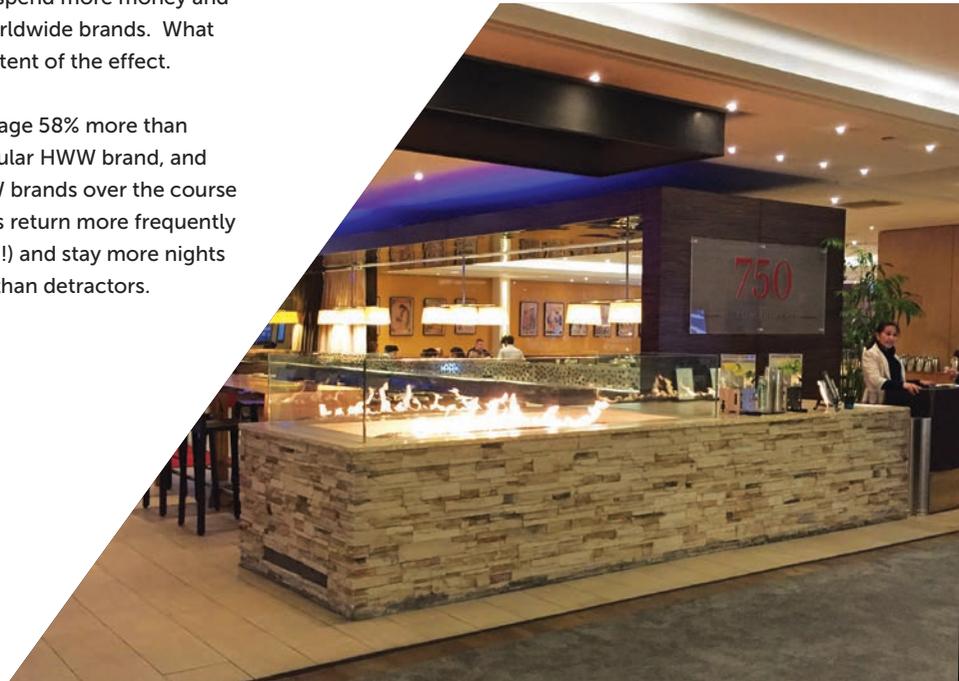
## ACTION

With Medallia Insights, the guest experience team set out to understand the linkage between customer experience scores and guest spending and behavior.

## RESULTS

**Promoters spend on average 58% more than detractors** at a specific HWW brand, and 21% more at all Hilton Worldwide brands within a three year time period

**Promoters return over three times more frequently than detractors** and stay on average 4.6 nights more





# SAVING MILLIONS BY SHINING A LIGHT ON CUSTOMERS

## SUNRISE COMMUNICATIONS

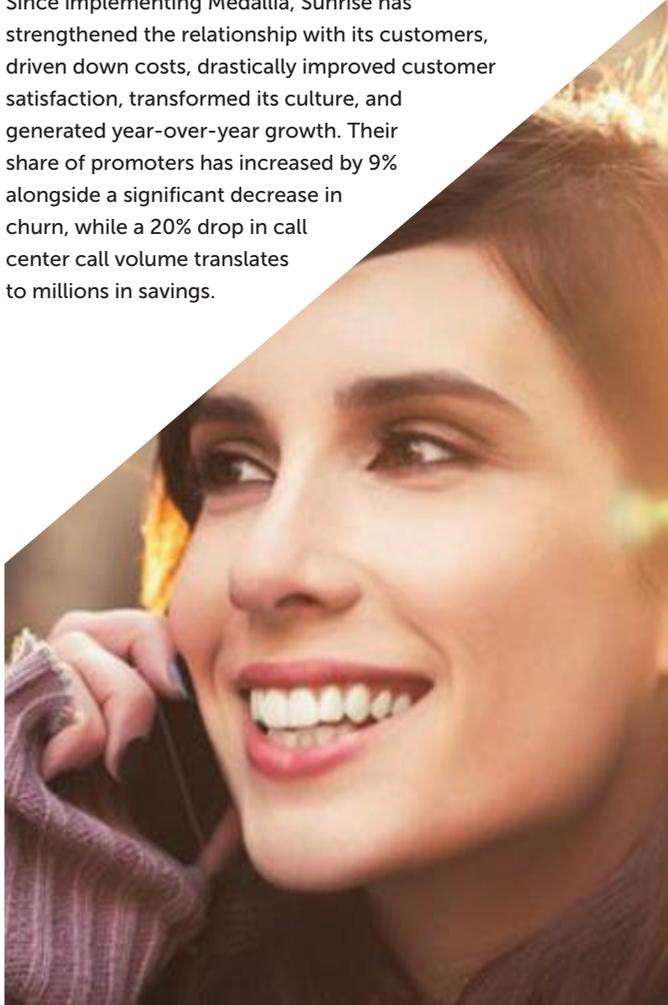
Sunrise Communications, a Switzerland-based telecom, wanted to combat churn and drive market share growth. The company realized it needed to see itself as its customers do—from the outside in. With no operationalized customer experience management program in place across its retail, call center, and B2B businesses, the company lacked a complete view of the customer experience and was often left reactively managing individual customer complaints rather than proactively addressing collective customer pain points.

Sunrise teamed up with Medallia to implement a multi-channel program to include call center and retail store interactions, outbound network usage, fixed installations, and more. Now a two-channel closed-loop system promptly sends surveys to both B2B and B2C customers minutes after an interaction with Sunrise, while real-time survey analytics provide rapid customer feedback to all levels of the organization, from the frontline to the C-suite. Armed with valuable insights about its customers, the company is empowered to take action across the business in pricing, customer plans, marketing, network quality, and service to improve experiences.

Sunrise has also found tremendous value in analyzing customer comments in conjunction with Net Promoter Scores (NPS) and using these insights to predict negative customer behaviors like churn or legal action. Using a native Text Analytics (TA)

program, the company set up alerts for certain topics that were precursors to negative customer behaviors. They flagged incoming comments related to these topics and had members from a specialist team proactively reach out to these “at-risk” customers. Within their mobile phone business, at-risk customers who were contacted in this way were 40% less likely to churn.

Since implementing Medallia, Sunrise has strengthened the relationship with its customers, driven down costs, drastically improved customer satisfaction, transformed its culture, and generated year-over-year growth. Their share of promoters has increased by 9% alongside a significant decrease in churn, while a 20% drop in call center call volume translates to millions in savings.



# “BY HAVING TRANSPARENCY AND STRUCTURED INFORMATION, IT REALLY ENABLES YOU TO TARGET THE RIGHT ACTIONS, AND THOSE ACTIONS START DELIVERING A VALUE.”

**ANDREAS WOLF**  
Director of Strategic Accounts,  
Sunrise Communications

**INSIGHT**  
To address increasing churn and declining market share growth in a highly competitive market, Sunrise needed to reestablish itself as a leader in customer experience.

**ACTION**  
A unified multi-channel program promptly sends surveys to B2B and B2C users so employees can close the loop after a customer interacts with Sunrise, and a native Text Analytics program helps predict and prevent negative customer behaviors.

**RESULTS**  
**15–22-point increase in NPS** across programs  
**20% drop in call volume** resulting in millions in cost savings  
**40% less churn** among saved “at-risk” mobile customers



**“With such a comprehensive approach to improving the customer experience, we needed a customer experience platform that was equally comprehensive.”**

Joel Mussat  
COO, Rent-A-Center



# GLOSSARY OF TERMS

<b>ADMIN SUITE</b>	A Medallia Experience Cloud suite of functionalities that enables clients to quickly and easily control capabilities such as file transfers, survey design, and analytics/reporting configuration.	<b>DASHBOARD</b>	A Medallia Experience Cloud program homepage, tailored to the needs of a specific user group. The dashboard displays primary customer experience metrics, insights, and relevant action items.
<b>ALERT</b>	An email or other notification triggered from the Medallia Experience Cloud by survey responses or social criteria (e.g., a low survey score) that is sent to the employee or group responsible for addressing the issue.	<b>DETRACTOR</b>	See Net Promoter Score (NPS)
<b>ASK NOW</b>	A Medallia Experience Cloud product capability that empowers users to quickly add questions to an existing survey targeted at specific locations, channels, or groups of customers, often used to test the impact of innovations.	<b>MEDALLIA FOR DIGITAL</b>	A Medallia Experience Cloud product offering that captures customer feedback across all digital channels, including web, mobile, and in-app.
<b>BEST PRACTICES PACKAGES (BPP)*</b>	Medallia Experience Cloud pre-configured according to best practices for a given industry and channel so that companies can rapidly accelerate their CX success.	<b>EMPLOYEE NET PROMOTER SCORE (eNPS)</b>	A CX metric similar to NPS that measures employee satisfaction, driven by a question such as "How likely are you to recommend [business, brand, department] as a place to work?" See: Net Promoter Score (NPS) for more on calculation.
<b>CASE MANAGEMENT*</b>	A Medallia Experience Cloud product capability that allows system users to assign ownership, identify root causes, and track resolution for an alert generated by customer feedback.	<b>FRONTLINE EMPLOYEES</b>	Employees who interact directly with customers, in person or remotely.
<b>CHANNEL</b>	A mode of engagement between a customer and a brand, such as online, at a physical location, or over the phone with a support function.	<b>HEALTH CHECK</b>	A Medallia Experience Cloud product capability enabling tracking of key program metrics around survey health, system user engagement, closed loop performance, sample health, and export/file processing monitoring.
<b>CLOSED LOOP FEEDBACK (CLF)</b>	The process for assigning accountability and follow up with individual customers who have given feedback.	<b>HUDDLE</b>	Brief, recurring employee gatherings to support learning and improvement by reviewing customer feedback wins, challenges, and overall performance.
<b>CUSTOMER JOURNEY</b>	A sequence of steps a customer takes to accomplish a single objective, such as making a purchase.	<b>INNER LOOP</b>	In Closed Loop Feedback, the process in which an employee follows up 1:1 with a customer to address an individual piece of feedback, and captures the outcome for learning and improvement.
<b>CX</b>	Customer experience.	<b>KEY DRIVERS</b>	Specific elements of a customer's experience that have the strongest statistical relationship with the overall CX metric such as NPS or OSAT.

# GLOSSARY OF TERMS

## **LIKELIHOOD TO RECOMMEND (LTR)**

See Net Promoter Score (NPS)

## **MEDALLIA MOBILE**

Comprehensive Medallia Experience Cloud reporting and analytics in a mobile application.

## **MEDALLIA FOR SOCIAL**

A Medallia Experience Cloud product offering that pulls in and integrates social media feedback with survey-based feedback and operational data in the Medallia Experience Cloud.

## **MEDALLIA TEXT ANALYTICS**

A Medallia Experience Cloud product offering for automating insights from open-ended text feedback and integrating those insights with quantitative feedback results to drive action.

## **MEDALLIA VOICES**

A Medallia Experience Cloud mobile application that helps executives connect with the voice of the customer by providing daily batches of “cards” linking to specific customer comments and scores, and the option to dig deeper into related feedback.

## **NET PROMOTER SCORE (NPS)**

A common CX metric tied to a question that asks “How likely are you to recommend [our business, product, or service] to your friends or family?” This question is referred to as “Likelihood to Recommend” or LTR. Typically measured on an 11 point-scale, NPS divides respondents into Promoters (9 and 10), Passives (7 and 8), and Detractors (0 to 6). The score is then calculated by subtracting the percentage of detractors from the percentage of promoters.

## **OMNICHANNEL**

An approach to customer experience that seeks to provide seamless transitions and consistency across channels and touchpoints along a customer journey.

## **OPERATIONAL CUSTOMER EXPERIENCE MANAGEMENT (OCEM)**

The practices and capabilities a company uses to design customer interactions and proactively take action on customer feedback in order to create value through great customer experiences.

## **OPERATIONAL DATA**

Information about the teams, business processes, and financial data that can be tied to customer experience feedback.

## **OUTER LOOP**

In Closed Loop Feedback, the use of feedback to prioritize and implement systemic CX improvements across an organization.

## **OVERALL SATISFACTION (OSAT)**

A common metric used for measuring customer experience, driven by a question such as “Overall, how satisfied were you with [our business, product, or service]...” and typically calculated as an average score.

## **PASSIVE**

See Net Promoter Score (NPS)

## **PROMOTERS**

See Net Promoter Score (NPS)

## **TOUCHPOINT**

A key point of contact between a customer and a company.

## **VOICE OF THE CUSTOMER (VOC)**

Voice of the customer; in CX programs, often referred to as the multi-touchpoint feedback that comes directly from customers.

## **VOICE OF THE CUSTOMER THROUGH EMPLOYEE (VOCE)**

An approach to collecting feedback from employees about their customers’ experiences.

## About Medallia

Our mission is to create a world where companies are loved by customers and employees.

Over a thousand of the world's leading brands trust Medallia Experience Cloud™, a software-as-a-service (SaaS) platform, to win through customer experience. Through our platform we capture feedback everywhere their customers are, understand it in real-time, and deliver insights and action across their organization. This empowers organizations and their employees to embed the pulse of the customer into their daily decisions. Through Medallia Experience Cloud, companies can create more loyal customers, grow faster, reduce costs and improve corporate culture.



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LIBERTY GLOBAL



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Best Western  
Hotels & Resorts

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