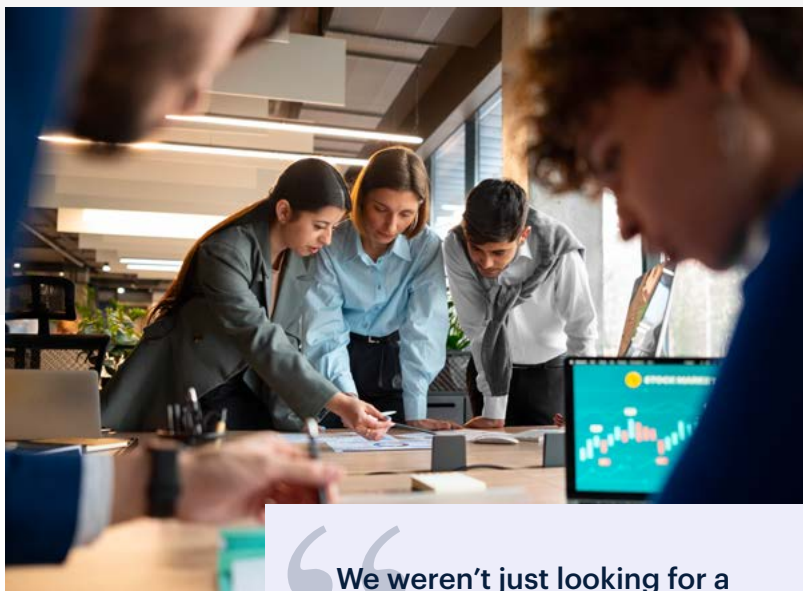CASE STUDY

AI, Feedback and Action: How Plenitude is Innovating Customer Experience with Medallia

> " We weren't just looking for a technology provider to help us implement a structured and accountable Voice of the Customer programme — we were looking for a reliable and competent partner. We chose Medallia for its global expertise and its ability to deploy a VoC programme quickly, aligned with our transformation needs."
>
> Carlo Onado, Stream Value CX Manager at Eni Plenitude

- 70% of alerts generated are closed with a single customer contact

- 60% reduction in complaints

- 20% reduction in repeat calls (requests for repeated assistance)

Medallia

SUMMARY

Plenitude has embarked on a profound cultural and technological transformation to move from a traditional utility to an integrated energy solutions provider, focusing on service quality and Customer Experience (CX) as key differentiation factors.

In its new customer service strategy, Plenitude introduced new listening logic based on quality rather than volume, thanks to the implementation of customer feedback management to measure qualitative performance and generate value for both the company and its customers. Through its partnership with Medallia, the system integrates feedback and data, adopts agile methodologies, and provides Plenitude teams with operational dashboards to support decision-making.

NPS has tripled between 2019 and 2023, while complaints have decreased by 60% and repeat calls by 20%, thanks to Plenitude's ability to intervene proactively, using real-time feedback, artificial intelligence and text analytics to improve processes and customer experience.

Plenitude aims for full integration between CX and CRM platforms, the extension of the program to new business lines and foreign markets, and the economic valorization of CX programs through advanced KPIs such as EGR (Earned Growth Rate) and financial linkage.

The Challenge: Becoming Truly Customer-Centric

Plenitude has launched a profound cultural and strategic transformation in response to new competitive challenges. Since the product does not allow for wide differentiation margins and pricing is heavily regulated, Plenitude recognized that the true competitive level lies in service quality and Customer Experience (CX).

To begin this ambitious journey, the company redesigned existing models, listening proactively to customers and rebuilding the technological infrastructure and data platform. It overcame the fragmentation of touchpoints by fully listening to customers throughout their journeys. A key focus area was redesigning the service model of the Contact Centers, moving from a "pay per volume" approach to one centered on the quality delivered to customers and the value generated.

Plenitude needed a strategic partner to quickly create a customized customer feedback management solution with the objective of closing the loop, fostering a customer-centric culture throughout the company, and generating value for the business and its clients.

Continuous Listening, Organisational Agility and Technology in Service of CX

Plenitude recognized the need to go beyond simple surveys and to gather real-time feedback across all touchpoints and customer journeys, producing concrete and actionable insights.

To begin, Plenitude created a dedicated VoC team. The adoption of the agile model enabled the formation of cross-functional teams working in short sprints with adaptable roadmaps, ensuring effective responses to customer needs. Listening is transformed into effective actions through a structured follow-up process, supported by inner and outer loop dynamics and in-depth root cause analysis.

Another key lever was redefining the service model of the Contact Centers: customers were segmented into portfolios assigned to teams that support them throughout their journey. This approach enables deeper knowledge, better churn management, loyalty, and cross- and up-selling opportunities. Remuneration logic also changed, rewarding not volumes handled but quality of service, measured through indicators such as NPS.

Plenitude uses **Medallia Text Analytics (TA)** for targeted analysis on specific topics. For example, the roadmap for new payment methods was defined based on customer comments, and TA was also used post-launch to help monitor reactions and optimize products and services in real time.

Another action was integrating feedback into the corporate data platform. This allows data to be cross-referenced with variables such as channel, geographical area or average spend, generating operational dashboards for each team. Feedback becomes an everyday working tool, used both to resolve critical issues and to highlight "wow" experiences

A Measurable Impact on Quality and Business

To demonstrate the economic value of CX, Plenitude adopted a dual approach. The first was introducing the **EGR (Earned Growth Rate)**, which objectively measures growth generated by loyal customers who return and recommend the company. Unlike NPS, which is based on surveys, EGR relies on real data and includes all customers. The second was **financial linkage**, the analysis of correlations between NPS and economic indicators such as churn rate or cost-to-serve, which also enables the development of reliable predictive models.

The next step for Plenitude is integrating the Medallia platform with the corporate CRM system. This will allow the history of feedback collected through surveys to be displayed, its evolution tracked over time, and the stages of the journey in which the customer felt satisfied or dissatisfied to be understood. The goal is to give customer service operators a complete, real-time view of customer feedback, enabling optimal management both in terms of resolution and loyalty.

Plenitude is enhancing its listening program by harnessing AI capabilities to analyze calls and detect tone, content and sentiment. A pilot project on Trustpilot actively manages the channel, with a dedicated team contacting customers, resolving problems and monitoring the impact of actions taken.

The company now looks to the future with the aim of progressively expanding the VoC program, including in subsequent phases comments on social networks, online reviews, chatbot interactions, voice conversations and other digital and physical signals linked to customer behavior.

The future looks promising, as Plenitude aims to measure Customer Experience not only as reputation, but as a true economic asset capable of generating tangible and lasting value for the company and its stakeholders.

Want to know more about how Plenitude uses EGR? Watch this video from the Medallia Experience World Tour – Barcelona 2024:

Watch the video >

About Medallia

Medallia is the pioneer and market leader in experience management for customers, employees, citizens, and patients. The company's award-winning SaaS platform, Medallia Experience Cloud, is the experience signal system that makes all organisations aware of customer and employee sentiment and needs. The platform captures billions of experience signals across all forms of interaction — including voice, video, digital, IoT, social media, and enterprise messaging tools. Medallia uses proprietary artificial intelligence and machine learning technologies to automatically surface predictive insights that can drive corrective and improvement actions with measurable business impact. Medallia customers reduce churn, turn detractors into promoters and buyers, create instant cross-sell and up-sell opportunities, and make business decisions that affect revenue — delivering clear and powerful returns on investment. For more information, visit www.medallia.com

Medallia