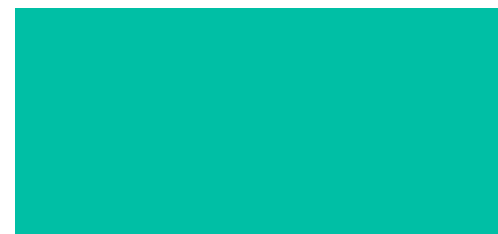
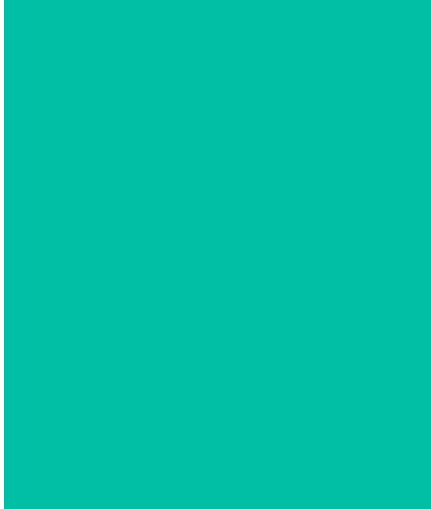


Digital Innovation

How 6 companies
transformed their businesses
to stay ahead of changing
consumer behavior



Medallia



COMMSCOPE®



INTRODUCTION

A decade's worth of digital transformation happened across industries in 2020.

Digital is now at the heart of almost every brand, and there's no going back.

Consumers are in the driver's seat, with their behavior changing faster than ever. To get — and remain — ahead of the competition in this digital-first world, organizations must adapt to meet these rising expectations.

Here are the stories of six innovative companies that managed not only to pivot during times of challenge, but to successfully transform their businesses to meet the new needs of today's consumers. Representing different industries, each company highlighted here has faced a unique set of challenges. What unites these organizations is their customer-first approach to iterating and embracing solutions that work: prioritizing the customer experience above all and pairing this company-wide call to action with the real-time insights needed to adapt and innovate.

What's Ahead

- 01 How **Holiday Inn Club Vacations** leveraged fast, actionable feedback to safely reopen resorts
- 02 How **CommScope** used customer experience as the foundation for continuous innovation
- 03 How omnichannel feedback helped **Rent-A-Center** improve customer experiences
- 04 How using real-time feedback helped **Atrium Health** adapt to rapid changes in care delivery
- 05 How listening to customers and employees helped **Banorte** react quickly to emerging needs
- 06 How **BT Consumer's** 'Experience Pillars' drove an annual revenue opportunity lift of \$33.7M

01 How Holiday Inn Club Vacations leveraged fast, actionable feedback to safely reopen resorts

COVID-19 hit the travel and hospitality industries particularly hard. And when, like other companies, Holiday Inn Club Vacations® had to close 29 resorts in March 2020 there was no playbook to consult.

Instead, the Club had to write the playbook in the moment.

The brand got started by exploring how its 365,000 owners and members were feeling about travel and safety.

Step 1 Understanding guest sentiment



Capture the voice of the customer (VoC)

To find answers, the Holiday Inn Club Vacations customer experience teams surveyed and interviewed owners.



Analyze the data to uncover insights

Responses revealed a wide spectrum of readiness, depending on where the guest lived, the location of the resort, and associated risks and requirements for travel in those areas.



Leverage VoC insights for data-driven decision-making

Based on this analysis, the company decided which resorts to open first while also figuring out which amenities were most important to travelers.

Step 2 Rolling out new customer-driven safety protocols

Next, the company worked to develop a new “Safe Travels” program for the Club’s reopening, encompassing health and safety standards in line with ever-shifting local and national guidelines and guest expectations, including new policies and procedures to:

- Limit contact during the check-in process
- Increase the frequency of cleaning and disinfection of common areas
- Train staff on updates
- Roll out special cleaning protocols

Step 3 Reopening and monitoring the guest experience

As the reopening began, the customer experience team partnered with Medallia to:



Solicit direct guest feedback

The company launched digital surveys designed to track all touchpoints across the end-to-end digital journey to gather insights about their experiences, particularly related to property cleanliness and the company's health protocols.



Use AI-powered text analytics to analyze the data

Using a combination of human-review and Medallia's Text Analytics, the team gathered actionable insights from survey comments on an ongoing basis to drive positive sentiment.



Leverage real-time customer feedback to make key changes in the moment to drive customer KPIs

With limited onsite amenities during the reopening, coupled with the need for remote schooling and remote working, being able to understand the room layout was more important to travelers than ever. In the first two months of launching these digital surveys, 19% of all surveys with comments specifically noted the desire to see room floor plans. Based on this voice-of-customer input, the customer experience team added floor plans to the website to aid travelers in their planning.

Step 4 Continuing to adapt and innovate to ensure guest safety and satisfaction

Holiday Inn Club Vacations rolled out a new health and safety-focused customer experience dashboard that shared post-stay survey results with leadership so they could pinpoint opportunities for improvement, course-correct, and quickly improve the vacation experience.



Listening to the voices of our guests/owners has enabled us to take swift, meaningful action in these unpredictable times. There was no roadmap to a worldwide pandemic, and their input gave us confidence in our next steps.

Nicole Myers,

Vice President, Customer Experience, Holiday Inn Club Vacations

The ROI of acting on customer feedback in real time

16 pt ↑

in Net Promoter Score®

41% ↑

in customer satisfaction

21% ↑

in Medallia user engagement within 4 months

02 How CommScope used customer experience as the foundation for continuous innovation

When telecommunications giant CommScope acquired two companies, bringing new web properties into the portfolio, the company teamed up with Medallia. The goal was to consolidate feedback across all of these channels in an effort to improve customer confidence, increase referrals and market share, decrease operational costs, and accelerate continuous innovation.

Based on the feedback gathered, the team determined that a single site would be more effective.

Leveraging existing digital experience scores as a baseline to track progress, the company launched the new, integrated website. It used Medallia Digital in conjunction with Google Analytics and Tealeaf to monitor and analyze the user experience, encourage user engagement, and make rapid improvements to the site during the critical two-week period following the launch. Next, CommScope expanded this program as part of ongoing site feedback and an automated alert and resolution process to fuel continuous innovation.

Step 1 Collecting feedback from customers and employees across all three sites

Step 2 Analyzing customer and employee feedback

Step 3 Implementing data-driven updates to enhance the digital experience and improve engagement



Medallia and our agile methodology has helped us to build credibility within the broader CommScope organization. As we build our roadmap, we can get buy-in from IT, for instance, because they trust our data.

Anne Rogers,

Vice President, Digital and Operations, CommScope

The CommScope Method for Continuous Innovation

Collect Feedback Across Channels	Triage	Collaborate Across Teams	Create an Ongoing Feedback and Automated Alert and Resolution Process
<p>1. Online: On the company's "Get Help" page and with a site-wide popup form</p> <p>2. Contact center support: Agents submitted feedback on behalf of customers through Medallia</p>	<p>600+ alerts addressed within two weeks of launch</p>	<p>The webcare team triaged these requests to the support and product teams for resolution</p> <p>98% of alerts were redirected to the support or sales team and closed within a 48-hour timeframe</p>	<p>5 hours were saved each week thanks to these automated processes</p> <p>< 48 hours What used to take a week or more could now be accomplished in < 2 days</p>

Laying a foundation for continuous innovation

The website consolidation was a big success for CommScope, garnering praise inside and outside the company, receiving several industry honors, including MarCom and DotComm Gold awards. The company's Digital Experience Score (DXS) increased 5% since launch, and the "Find What You Need" score's positivity rating increased 14%. With user feedback quickly delivered to the appropriate CommScope teams using Medallia Digital, the number of outstanding product catalog issues decreased by as much as 47% for some categories since the launch.

The ROI of investing in continuous innovation

5% ↑ in digital customer experience score

14% ↑ in customers finding what they need

47% ↓ in product catalog issues for some categories

32% ↑ in content search and navigation



03 How omnichannel feedback helped Rent-A-Center improve customer experiences

With over 2,400 stores in the US, Puerto Rico, and Mexico, Rent-A-Center employs over 17,000 people who serve more than 1 million customers. The company puts the buying power in their customers' hands through flexible payment options so they can enjoy big-ticket items the way they want, when they want. It's no surprise that Rent-A-Center's commitment to its customers and team has kept it at the top of the rent-to-own industry. Inspired to further improve customer experience and retention, Rent-A-Center recognized it needed a modern solution to gather feedback throughout the entire customer journey. The company decided it needed to conduct an in-depth and continuous analysis to deliver its desired impact.

With that in mind, the brand partnered with Medallia to launch a new voice of the customer program to collect omnichannel touchpoints along the customer journey, uncover opportunities for improvement, and gather insights about how to provide a better experience in the future.



Our stores with the highest customer satisfaction scores outperform low performers by 28% in year-over-year growth, which shows the impact customer experience has on financial performance.

Mark DeLembo,

Director of Customer Experience, Rent-A-Center

Improving the Omnichannel Experience by Capturing the Voice of the Customer, Everywhere

Key channels	Putting customer feedback to use
<ol style="list-style-type: none">1. In stores: through Medallia Experience Cloud2. Online: with Medallia Digital capturing key signals across the digital user experience3. Support channels: with Medallia Text Analytics to instantly transcribe text from phone call conversations to detect customer sentiment, emerging trends in customer behavior, recurring issues, and more4. Mobile: with the Medallia Mobile app to empower employees to respond to feedback and transform experiences easily from their phones	<ol style="list-style-type: none">1. To develop insights2. To prioritize improvement actions3. To ensure both customers and employees have consistently outstanding experiences

Improving customer experiences to drive NPS and financial performance

By listening to customer and employee feedback and leveraging text analytics to surface the root causes of issues, Rent-A-Center was able to create smoother customer experiences and make it easier for its customers to do business with the company.

As a result, since launching its voice of the customer program with Medallia, the company's Net Promoter Score (NPS) increased 54%. Not only that, Rent-A-Center was able to tie customer experience to the financial performance of individual stores. Overall, since implementing the voice of the customer program, the company delivered a 19% customer growth increase on a per-store average. Stores with top-performing NPS scores outperformed low performers by 28% in year-over-year sales growth.



The ROI of investing in continuous innovation

19% ↑ in average customer growth per store

28% ↑ in YOY sales growth among top-performing stores

54% ↑ in Net Promoter Score



04 How using real-time feedback helped Atrium Health adapt to rapid changes in care delivery

A not-for-profit hospital network with more than 3,000 physicians and 65,000 teammates overall, serving patients in 44 hospitals and more than 30 urgent care centers in the southeastern US, Atrium Health manages more than 5 million annual patient visits.

The way those patient visits happen shifted dramatically in March 2020. In-person visits saw an 80% reduction, while virtual visits were rapidly scaled up from fewer than 450 per week to more than 23,000 per week.

With a strong patient experience approach used to drive better processes and outcomes, Atrium Health teamed up with Medallia to gather real-time feedback to ensure the organization could continue to provide an exceptional experience for patients while navigating a rapidly changing environment.

Step 1 Embedding real-time feedback into the day-to-day workflows of telehealth visits

By leveraging continuous feedback through Medallia, Atrium Health was able to drive agile learning and process improvements to adjust to changes quickly.

Step 2 Democratizing access to patient insights

Every teammate, from the frontline clinician to the executive team, was able to hear directly from patients to address their evolving needs and make appropriate adjustments to internal training and processes.

With the pivot to telehealth visits, Atrium Health solicited patient feedback, asking:

- How is your provider doing on camera?
- How is their communication?
- Are they using the technology effectively?

Even though providers were busy during this time, reviewing feedback became part of their routine.

Step 3 **Responding to patient feedback in the moment to drive patient satisfaction**

In addition to using feedback to adjust behaviors and processes, providers were encouraged to respond directly to patient feedback. Atrium Health used this data to identify a correlation between providers responding to feedback and higher patient satisfaction.

Step 4 **Personalizing the patient experience**

Atrium Health began asking individuals proactively about their preferences for in-person or virtual visits, storing those preferences within patient profiles. In addition, the performance improvement team used Medallia's Text Analytics to understand and share how gender, language, race, and age impacted different modes of care delivery, so clinicians could make necessary adjustments.

Step 5 **Driving employee engagement**

Atrium Health's leadership team used the Medallia Voices mobile app to identify feedback about exceptional care experiences and personally recognize teammates for their impact.

Atrium Health navigated all of these changes while maintaining high levels of patient satisfaction.

The ROI of investing in real-time patient feedback

3,000+ providers trained on how to deliver effective virtual visits

400+ telehealth visits conducted every 30 minutes

>80 overall Net Promoter Score maintained during transition to telehealth

>70 Net Promoter Score for virtual visits

60% Across the Atrium Health organization, 60% of the employees using Medallia were frontline providers who logged in over 20,000 times.

05 How listening to customers and employees helped Banorte react quickly to emerging needs

In 2017, Banorte set a vision of becoming the best financial group in Mexico and for Mexicans by 2020. The Banorte team did not seek to be the biggest bank, but the best one in terms of attention and service. To achieve this vision, company leaders recognized they needed to place the customer at the center of the organization.

With over 11.2 million customers, Banorte was using multiple systems to gather and store information, but had no way to predict customer behavior and provide meaningful personalized recommendations.

To solve for this, Banorte teamed up with Medallia to create a comprehensive solution for:

- Gathering feedback from customers via:
 - Branches
 - ATMs
 - Digital channels such as web and app
 - Contact centers
- Uncovering insights to help drive strategy planning and inform operational changes to meet ever-changing client expectations
- Developing and understanding the 360-degree profile of each client during every interaction
- Pinpointing opportunities to improve every touchpoint with customers
- Listening to the voice of employees to react quickly to emerging needs
- ...all with the goal of guiding the company's vision of putting the client first



As a result of launching its comprehensive customer and employee experience and engagement program, Banorte implemented several key strategies and initiatives, including:

- Creating specialized teams within the organization to focus on solving the most important pain points within each channel, enabling them to close the outer loop.
- Launching a support program to benefit 600,000 customers, improving the NPS at all contact points during the COVID-19 pandemic.
- Creating design workshops and brainstorming sessions to develop prototypes to improve the experience that then get tested and validated through the company's voice of the customer program.
- Introducing a collaborative mass improvement model with every department responsible for creating a memorable journey for the customer, granting company-wide access to the customer's voice in real time, with every contact center agent and branch manager becoming informed about the level of experience they provide to their customers every day.
- Making app and website onboarding improvements to reduce customer wait times and offer faster digital experiences.

3 solutions, 3 ways Banorte is optimizing experiences

01

Medallia Conversations

Enabled Banorte to get a quick pulse on the credit card activation process. The company also planned to expand these two-way conversations across branches and ATMs.

02

Medallia Text Analytics

Enabled the company to analyze unstructured data at scale to gain an understanding of what customers were saying and uncover the emotions behind the comments.

03

Medallia Customer Experience Profiles

Empowered branch managers and contact center teams to provide a personalized experience to customers in the moment when interacting with them directly.

Since partnering with Medallia, Banorte was able to pivot in a timely manner throughout the COVID-19 crisis, implement strategies to put itself in its customers' shoes, and address emerging needs in the moment, all while becoming a standout leader in customer experience.

500 teams

Banorte granted real-time voice-of-the-customer access to 500 teams and 13,000 employees across the company, with everyone involved aligned to the same KPIs and the same goal of customer centricity.



The client is in charge. Our priority is to give you an excellent, agile, and innovative service; therefore, listening to your opinion about us, in real time, is key to improving our processes.

Marco Ramírez,

CEO, Banorte Financial Group

The ROI of a comprehensive customer and employee experience program

6M+ completed surveys across all channels

155%+ growth in transactions across digital channels

5x ↑ in response rates



06 How BT Consumer's 'Experience Pillars' drove an annual revenue opportunity lift of \$33.7M

The BT Consumer Digital Analyst team is responsible for developing new journey ideas, isolating and fixing customer pain points, and translating masses of data into actionable opportunities for optimization.

To simplify and standardize processes and language, BT Consumer refers to its digital and experience analytics ecosystem as its "Pillars of Experience." There are three core products that exist at the heart of each pillar. Decibel by Medallia serves as the Customer Experience pillar, Medallia serves as the Customer Feedback pillar, and Adobe Analytics serves as the Customer Journeys pillar.



Decibel's Digital Experience Score adds some really fantastic context for us. We often find it hard to quantify the success of a certain journey, particularly when that journey doesn't end in a specific action. DXS is the answer.

James Linkins,

Digital Analytics Lead, BT Consumer

The core products at the heart of each pillar

Decibel — Customer Experience

- Relies on Decibel's Digital Experience Score (DXS) to measure and improve online experiences
- Uses key forensic tools such as session replays, heatmaps, and customer journeys

Medallia — Customer Feedback

- Gathers anecdotal feedback to identify trends and themes in user experiences
- Uses feedback as a catalyst to investigate experience issues

Adobe — Customer Journeys

- Understands customer journeys through digital touchpoints
- Provides alerts and is a source of ideation to start most optimization programs

Decibel, Medallia, and Adobe in Action

Using this three-pillar approach, BT Consumer identified, investigated, and fixed multiple issues amounting to millions saved in revenue.

01

Form field issues causing submission failure

- Medallia Feedback revealed customers could not enter their card details on a particular checkout form.
- Adobe Analytics verified that customers on that checkout form had 30% lower conversion rate.
- Decibel's session replays uncovered that the form would not accept debit cards, only credit cards.

BT's digital team fixed the issue quickly due to these insights, leading to a \$5M uplift in revenue opportunity.

02

Timeouts in BT broadband order journeys

- Medallia Feedback revealed that customers were experiencing timeout on their journey earlier than expected.
- Decibel's session replays and customer journeys helped locate when and where these timeouts occurred.
- Adobe Analytics' sequential segments helped quantify the impact of the experience issue.

Fixing this issue saved BT an incredible \$7.3M per annum.

03

EE payment issues

- Adobe Analytics showed low conversion rates for customers on iOS browsers.
- Decibel Experience Issue alerts revealed iOS users had technical issues with payment.
- Medallia Feedback confirmed that 20% of iOS customers left feedback mentioning errors.

iOS is now BT's best-performing browser type for conversions in this funnel. This fix resulted in a \$21.4M uplift in revenue opportunity.

In total, BT Consumer was able to increase revenue by \$33.7M by leveraging the combined power of Decibel, Medallia, and Adobe.

The ROI of investing in a three-pillar approach from Medallia + Decibel + Adobe

5M ↑ in revenue opportunity by fixing form field issues

7.3M ↑ opportunity per annum from fixing timeouts in BT broadband order journeys

21.4M ↑ in revenue opportunity from fixing EE payment issues

CONCLUSION

More than ever, companies that have the vision, strategies, tools, and processes in place to put customers first, empower employees, act and adapt with agility, and offer seamless, personalized omnichannel experiences — in the moment — will be best positioned to drive satisfaction, engagement, and, ultimately, growth and sales.

Growth Happens with Experience

How leading brands improved outcomes with Medallia's digital solutions



41% ↑

in customer satisfaction

COMMScope®

14% ↑

in customers finding what they need



19% ↑

in average customer growth per store



3,000 +

providers trained on delivering effective virtual visits



155% ↑

in transactions across digital channels



33.7M ↑

in revenue opportunity

Leading global brands across industries partner with Medallia to create comprehensive programs that champion the customer and enable employees to deliver their best, producing powerful results that put them ahead of the competition.

If you're interested in learning more about Medallia's digital solutions, contact us to set up a consultation and demo with one of our experience experts.

→ **Meet with a Medallia Expert**

About Medallia

Medallia is the pioneer and market leader in Experience Management. Medallia's award-winning SaaS platform, the Medallia Experience Cloud, leads the market in the understanding and management of experience for customers, employees and citizens. Medallia captures experience signals created on daily journeys in person, digital and IoT interactions and applies proprietary AI technology to reveal personalized and predictive insights that can drive action with tremendous business results. Using Medallia Experience Cloud, customers can reduce churn, turn detractors into promoters and buyers and create in-the-moment cross-sell and up-sell opportunities, providing clear and potent returns on investment. www.medallia.com

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