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Windstream Communications

Using Feedback to Deliver a Clear, Consistent Customer Promise

The Challenge

As the voice and data network provider of choice for four out of every five Fortune 500 companies — and a Fortune 500 company in its own right — Windstream Communications knows that reliability and consistency are critical to the mission of keeping its clients connected. Yet before it began working with Medallia, Windstream's customer experience was far from consistent to navigate.

Windstream's corporate structure created challenges for its customer experience program. After growing rapidly through numerous mergers and acquisitions, the company had no single process for managing customer feedback — relying instead on a cumbersome blend of solutions used by individual heritage companies under the brand's umbrella. Consolidating results from these different programs proved to be very difficult and time-consuming.

This inefficiency meant that whenever a client contacted Windstream about a concern, their comments were passed along to various teams with inconsistent results. A lack of clear ownership and reliable processes for addressing customer concerns meant that feedback was not used to generate improvements and drive institutional learning on a broad scale.

Moreover, because Windstream's blend of customer feedback solutions required so much manual upkeep, frontline employees did not have easy access to the customer infor-

Challenge

- Lack of structure in the organization's customer feedback collection system
- Existing feedback solution required extensive manual upkeep
- Employees disengaged from the customer experience

Solution

- Real-time functionality allows employees to see and act on customer feedback immediately
- Native text analytics give CX specialists the power to identify channel-specific pain points that impact customer loyalty
- Multi-channel insights — encompassing call-center interactions, network usage, installations, and B2B relationship surveys — are captured within a single system

Results

- ✓ Resolved chronic customer pain points surrounding internal and external communication
- ✓ Increased employee engagement in the customer experience
- ✓ Multiple training and process changes inspired by customer feedback

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mation they needed to resolve issues promptly. Closing the loop with customers, identifying larger trends, and drawing insights from large amounts of written comments were equally difficult. Feedback was collected inconsistently, making it stale and often out-of-date by the time someone had time to analyze it and put it into a spreadsheet. As Bill Mutschler, manager of the customer experience analytics team at Windstream noted, "Without an effective closed loop system, our ability to affect change was limited. Too much time is taken to manage spreadsheets and not drive improvements to the customer experience."

With limited access to customer feedback, inconsistent collection processes, and delayed follow-up with dissatisfied customers, Windstream knew its customer experience was not in line with its well-earned reputation for dependability and convenience. It had to completely change how it listened and adapted to customer needs — fast.

After examining its options, Windstream turned to Medallia.

🔍 At a Glance

$6B
in revenue

14,500 employees

3,300 business users

2.7M surveys collected per year

The Solution

With Medallia, Windstream's CEM program includes:

✔ **Real-time functionality,** promptly sending surveys to employees so they can see and respond to customer feedback immediately.

✔ **Multi-channel insights,** encompassing post-call-center interactions, outbound network usage, hardware installations, and B2B relationship surveys within a single system.

✔ **Native text analytics,** allowing Windstream's CX specialists to analyze large quantities of written feedback in order to identify channel-specific pain points that impact customer loyalty.

This unified approach has replaced the disparate survey systems in Windstream's various divisions — and the resulting consistency has supercharged the company's ability to focus on its customer experience. As Lisa Bryan, Windstream's CX Program Manager, stated, "Having all the data in one place really enables us to understand key customer experience drivers and take action."

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The Results

Since implementing Medallia, Windstream has seen some impressive results:

- ✓ Increased employee engagement in understanding and improving the customer experience.

- ✓ Service agents can now see the impact of their interactions with customers in real time.

- ✓ Resolution of numerous customer pain points within internal and external customer communications.

- ✓ Multiple training and process changes inspired by real customer feedback.

Additionally, Windstream is better equipped to fix recurring issues with its billing, implementations, and servicing processes.

Clear Communication Drives Customer Satisfaction

Shortly after launching their Medallia system, Windstream discovered that many of its B2B customers were struggling to figure out how much work was expected of them during installations. This led to confusion and frustration, and often lengthened the installation process.

In order to resolve this issue, Windstream created internal trainings and documentation to help employees set and meet customer expectations. Employees involved in the installation process now understand how to head off problems customers might otherwise have faced later in their journey. This clarity increases customer satisfaction with Windstream and leaves employees feeling confident in their ability to meet the needs of their clients.

Raising the Bar with Repairs

Windstream also discovered that customers were frustrated by inconsistency and lack of clarity in the company's repair process. Survey comments and closed-loop feedback revealed that it was difficult for customers to determine the status of their repair requests, and that employees sometimes closed repair requests without clearly communicating to the customer how the problem had been resolved.

Seeing these frustrations as opportunities to improve, Windstream sprung into action. Basing their approach on insights from customer verbatims, the company drove system and process changes to facilitate better communication throughout the entire repair process. Customers are now apprised of their repair status by regular notifications and have direct access to the technicians assigned to their requests, which limits repeat calls to the servicing teams. Employees also receive notifications about repair tickets that require immediate attention and can send customers automatic notifications when their tickets are closed, thus freeing up time to focus on repairs.

Through these and other process improvements, Windstream is just beginning to reap the benefits of operationalized customer experience management. Thousands of employees now have real-time access to customer feedback and are empowered to use it to provide better service on a daily basis.

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About Medallia

Medallia® is the Customer Experience Management company that is trusted by hundreds of the world's leading brands, including Four Seasons, GE, Marriott International, Nordstrom, Sephora, and Zurich Insurance. Medallia's Software-as-a-Service (SaaS) application enables companies to capture customer feedback everywhere the customer is (Web, social, mobile, and contact center channels), understand it in real time, and deliver insights and actions everywhere—from the C-suite to the frontline—to improve the customer experience. Founded in 2001, Medallia headquarters are in Silicon Valley. Medallia has offices in New York City, London, Sydney, Melbourne, Hong Kong, and Buenos Aires. Learn more at www.medallia.com.

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