



Medallia

COX

Wiring the VOC into the Organization

ABOUT COX COMMUNICATIONS

Cox Communications is on an impressive CX trajectory. Just 18 months after launching a new NPS program supported by Medallia, the company has measured dramatic CX improvements and business impacts across the organization. Cox has:

- Reduced customer churn significantly thanks to a new Closed-Loop Feedback team
- Improved transactional NPS scores by 9 points across multiple channels
- Demonstrated that detractors churn 2.5 times more than promoters and passives

Viewing customer experience as a competitive differentiator, Cox is on a mission to better understand its customers and improve experiences, retention, and loyalty. As a data-oriented company, Cox is proving that investing in CX not only creates more satisfied customers, it also boosts the bottom line. How has Cox driven such dramatic CX improvements so quickly and relentlessly? Here's a little more about the company's journey.

COX COMMUNICATIONS AT A GLANCE

- Serves 6 million customers
- Multi-channel program
- Collects 600K+ surveys per year
- 20,000 employees

CHALLENGE

The Need for “One Version of Truth”

Prior to deploying Medallia, Cox collected feedback from only a subset of its primary channels. Each channel used its own survey method and rating scale, making it difficult to compare or benchmark experience metrics and identify key trends.

Without reliable cross-channel data, the company had anecdotal stories related to the VOC, but it did not have the facts. And without the facts, leaders made decisions based on hunches and periodic market research. Customer feedback lacked the proof and impact needed to instigate action and change within Cox. It was easy for leaders outside of the traditional customer operations groups to ignore or “gloss over” the VOC.

Customer data was siloed; employees and leaders could not easily access direct VOC feedback, trends, and loyalty drivers. Even for those directly interacting with customers, feedback was skewed by customer issues that made the most “noise.” For example, one-off corporate escalations drew attention away from the most prevalent issues across the broader customer base.

SOLUTION

Multi-Channel VOC Program

Cox implemented Medallia to manage experiences across all primary channels, centrally house customer feedback, and route information to the right people within the organization to take action, improve experiences, and drive impact.

Today Cox collects feedback across multiple business areas, including call centers, field services, retail stores, and the web channel. The program also has an employee NPS measurement and is expanding to include Cox Business Group (Cox’s B2B division) NPS program as well as several other customer touchpoints.

With role-specific dashboards, each functional area—say, a field services associate or a retail store or regional manager—can check the CX vital signs pertinent to that group. Cox also created a Closed-Loop Feedback team that uses Medallia’s alerting system to follow up with and rescue detractors.

Cox also uses the Text Analytics solution to identify key channel-specific customer pain points that impact loyalty. Text Analytics mines open-text feedback and prioritizes themes according to their impact on NPS. With this data, business-area leaders are able to identify pain points confidently at a granular level, making it clear which areas are impacting loyalty.

CHALLENGE

- Multiple survey methodologies for each channel
- Lacked ability to benchmark and compare across channels
- Lacked the facts to drive CX change
- VOC data inaccessible to all functions

SOLUTION

- Unified multi-channel program makes identifying trends easy
- Text Analytics prioritizes loyalty drivers
- Role-based dashboards engage entire organization
- Closed-loop alerting helps rescue detractors

RESULTS

- ✓ New Closed-Loop Feedback team reduced churn significantly
- ✓ Detractors churn 2.5x more than passives and promoters
- ✓ NPS scores improved an average of 9 points across channels

RESULTS

BUSINESS IMPACT TO DRIVE CX

With an all-encompassing, real-time VOC program that collects feedback from eight channels, Cox Communications has built the foundation for success.

Success reducing churn through closed-loop feedback

Cox created a centralized Closed-Loop Feedback team to manage issue resolution and follow up with detractors. The new CLF team:

- Closes alerts 47% faster than the previous method
- Closes 100% of alerts
- Has contributed to significantly reducing churn

Success demonstrating business impact

- Cox found that detractors churn 2.5 times more than promoters and passives
- Using a combination of Medallia's Text Analytics, NPS, and churn, Cox has determined the top ten pain points for its customers. The Process Improvement team is now actively engaging in projects to reduce pain points based on this analysis.

Success improving customer experience across channels

In the first 18 months after rolling out its NPS program:

- The NPS for field services, tech support, and account services each improved 9 points
- The NPS for each of Cox's six regions increased an average of 11 points



Success taking action with text analytics

Through Medallia's Text Analytics solution, Cox saw that customers were dissatisfied with scheduling field services visits. Text Analytics helped Cox understand drivers of detraction associated with not meeting customers' expectations for the appointment-scheduling process. As a result, the company has launched initiatives to improve the tech visit experience, such as better aligning customer expectations regarding appointments. Results have been positive, and field services' NPS is steadily climbing.

Cox Communications now has the facts to drive CX ownership and improvements throughout the enterprise. The speed with which Cox ramped up its VOC program is impressive. Recently named a finalist in Temkin's Customer Experience Excellence awards, the company is fast gaining recognition in the industry for its CX efforts.

"In addition to its top-notch capabilities, Medallia has been a great partner. They are always looking for ways to advance our program and improve upon our success."

Armand Barone
Director of Customer Experience,
Cox Communications

About Medallia

Medallia, the leader in Experience Management cloud technology, ranked #15 in the most recent Forbes Cloud 100 list. Medallia's vision is simple: to create a world where companies are loved by customers and employees alike. Hundreds of the world's largest companies and organizations trust Medallia's cloud platform to help them capture customer and employee feedback everywhere they are, understand it in real-time, and deliver insights and action everywhere—from the C-suite to the frontline—to improve business performance. Medallia has offices worldwide, including Silicon Valley, New York, Washington DC, Austin, London, Buenos Aires, Paris, Sydney, and Tel Aviv. Learn more at www.medallia.com.

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