

# Medallia

## How ESPN Reduced Agent Attrition & Improved CSAT with a Feedback-Driven Culture

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**ESPN**

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**Medallia**  
AGENT CONNECT

# Agenda

1

CUSTOMER EXPERIENCE WITHIN THE  
CONTACT CENTER

2

PAST, PRESENT & FUTURE:  
THE ESPN FRONTLINE

3

TURNING DARK DATA INTO  
ACTION WITH INSIGHTS

4

OVERALL BUSINESS IMPACT

5

WHAT'S NEXT FOR ESPN & MEDALLIA?



# Customer Experience Within the Contact Center

Past & Present

# Sitting with the Fans in the Stands, Not the Suits in the Suites

## The Edge

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Customer Service is the only department that speaks to the customer on their terms

## Contact Centers Now Under Marketing

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Customer Service is eager to reflect the voice of the brand and agents have direct access to customers to ensure the conversation resonates with them

## Listening to the Customer, Speaking their Unfiltered Truth and Taking Action

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Customer Service is seen as the most important department due our ability to receive the unvarnished and authentic truth from each and every customer

## WIIFM (What's In It For Me?)

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- Customer Service is removing obstacles
- ESPN does this by:
  - Protecting the brand
  - Growing the base
  - Knowing the fan/customer



# Past & Present: ESPN + Medallia Agent Connect

# Where We Came From

1

Traditional CX Success Model

3

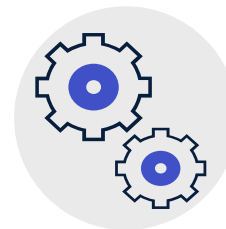
Traditional Vendor/Client Barriers

2

Unempowered & Unengaged Agents

4

The “Same Old, Same Old” Methods



# What We've Done Differently

1 Flipped the paradigm of what defines CX success

2 Evolved QA from policing to coaching - "Coach not Catch"

3 De-emphasized quantity-related messaging to agents

4 Embraced transparency and open agent communication

5 Changed the client/vendor relationship to same team mentality

6 Pursued excellence instead of perfection

7 Celebrate our successes, big and small, every single day!



# What We've Achieved

1 Our CSAT is 91% MoM/YoY

2 Our annual agent attrition rate is 8% YoY

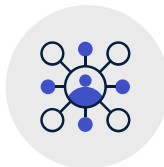
3 We enjoy a rock solid, employee-positive culture

4 We've maximized our contact channels to where the fanbase wants to engage.

5 We've created strong internal partnerships with the Production and Marketing Teams

6 We are leading the way internally with new, innovative approaches to CX delivery

7 We've met our internal budget requirements every single year!






# Turning Dark Data Into Action

# The Value of Data and Customer Feedback


- Capturing real-time feedback after customer interactions across channels (phone, live chat, email, and SMS).
- 5 star rating at the agent level, with the option to leave comment on interaction with the agent.
- Biggest use cases:
  - Accountability and Quality Assurance
  - Improve and Provide Additional Training
  - Maintain a pulse on agents who protect the ESPN brand



Brendan Yoshida




You recently had a call with:



**Brendan**  
Las Vegas

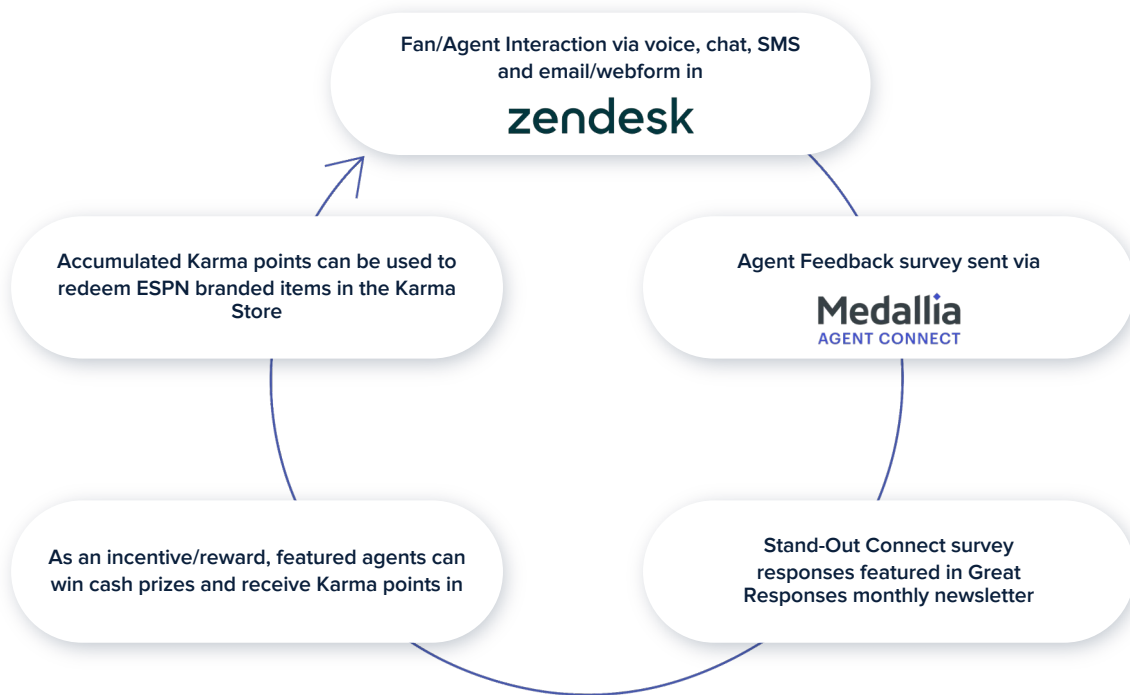
I love being a couch potato on Sundays while losing money on parlays. Big fan of all Toronto teams and the beloved New England Patriots!

How satisfied are you with the service you received from Brendan today?



POOR EXCELLENT

# Building (and Maintaining) a Culture of Empowerment



# Fan Feedback Drives Action

 Alex Marcus @alexgmarcus · Jul 13  
Hey @ESPNFantasy your app could use 3 significant changes if you want to remain a leader in the space.

1. Historical data of leagues (past winners, stats, etc)
2. Draft Board/Recap
3. A texting/DMMing feature other than a message board

@SleeperHQ offers all of these

1 3

 ESPN FAN SUPPORT @ESPNNFANSUPPORT · Jul 13  
Hi Alex, thanks for reaching out to ESPN. Apologies for the trouble. We appreciate you taking the time to share your thoughts and feelings with us. We will certainly share this information with the appropriate personnel for review -GR

1 1

 Alex Marcus @alexgmarcus  
Replying to @ESPNNFANSUPPORT  
Thank you! Looking forward to any updates that might be made to make the app more enjoyable.

11:32 PM · Jul 13, 2022 · Twitter for iPhone

 Marcus W Jun 19, 2022 at 2:02 PM


★★★★★

He did great at answering and seems like it's a IT problem. Any chance the movement of players will be fixed in keeper leagues?

Rewards

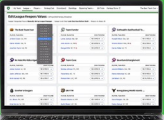
Lunch

Show details ▼

 New to ESPN Fantasy: UPDATE TO LEAGUE HISTORY



New to ESPN Fantasy: KEEPERS BY ROUND



# The Value of Data and Customer Feedback

July 2021 CSAT

**4.40**

Average

July 2022 CSAT

**4.56**

Average

YoY %Completion

**+6%**

Surveys completed  
in July 2021:

**11% (995)**

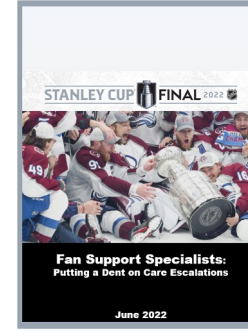
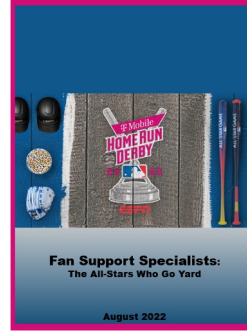
Surveys completed  
in July 2022:

**17% (1,385)**

YoY #Completion

**+39%**

# How to Utilize Rewards and Recognition to Empower Agents



Cristian Savio



Cristian helped me with no issues or hold ups. He was extremely polite and his customer service was through the roof. Homie needs a fat raise because I would tell others about how good the customer service is just because of him. You a real one 🤙!

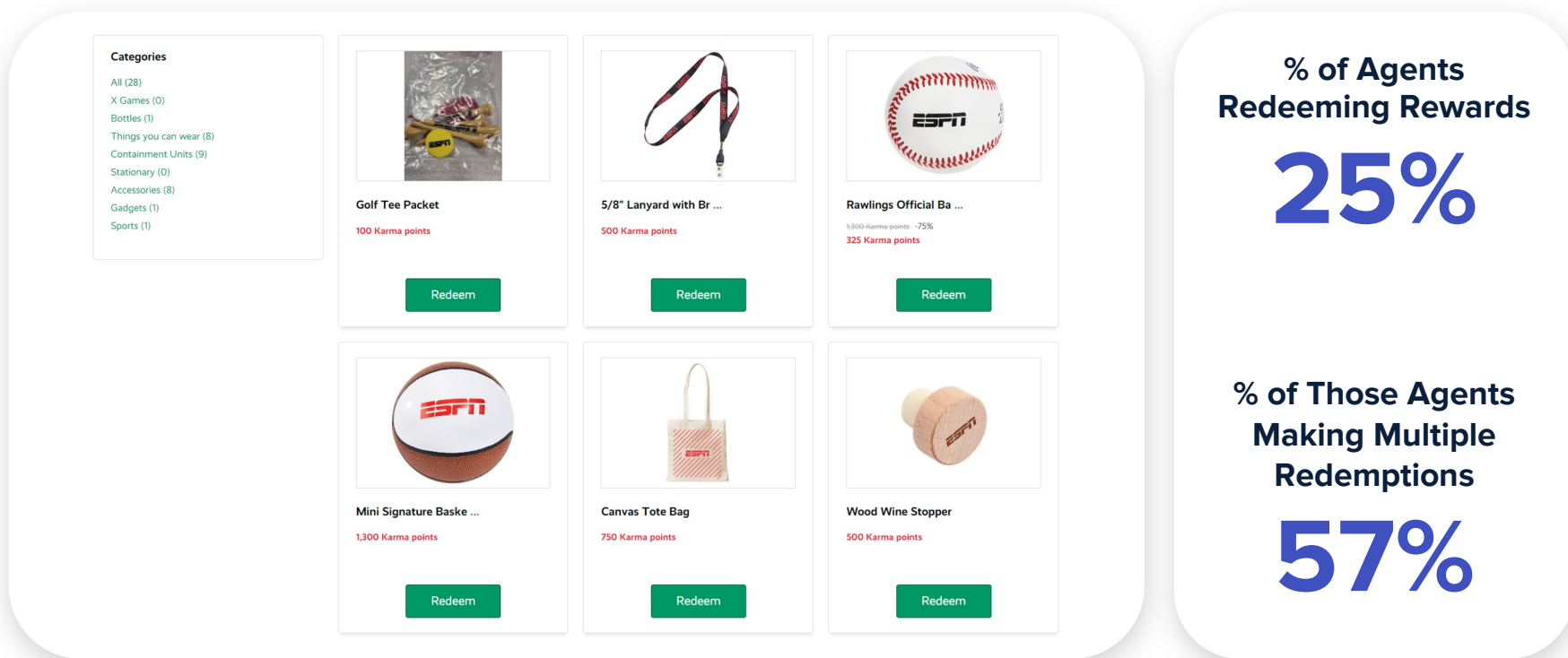


Nathan Norton

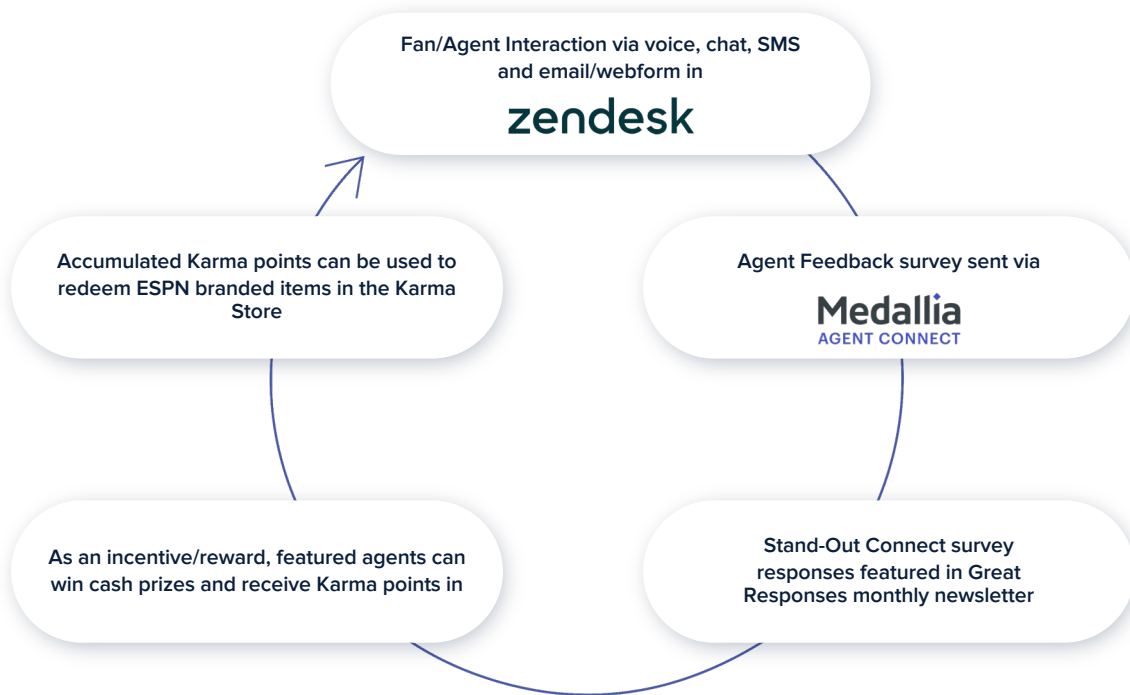


Dudes f💖g legit . Been tryna solve that for months , was gonna cancel my whole subscription . Nate dawgs an absolute stud , made y'all sun money today, maybe needs a raise , never had an easy convo with contact support ... guys hall of 🤙ng fame.

# How to Utilize Rewards and Recognition to Empower Agents



# Building (and Maintaining) a Culture of Empowerment





# Overall Business Impact

Fantasy Sports

# Fantasy

- Engaging directly with and hearing from the “fans in the stands”
  - We are able to enhance the relationship with the product and engineering teams
  - CSAT as a thermometer
  - 20+ issues and bugs resolved due to direct fan feedback year to date.

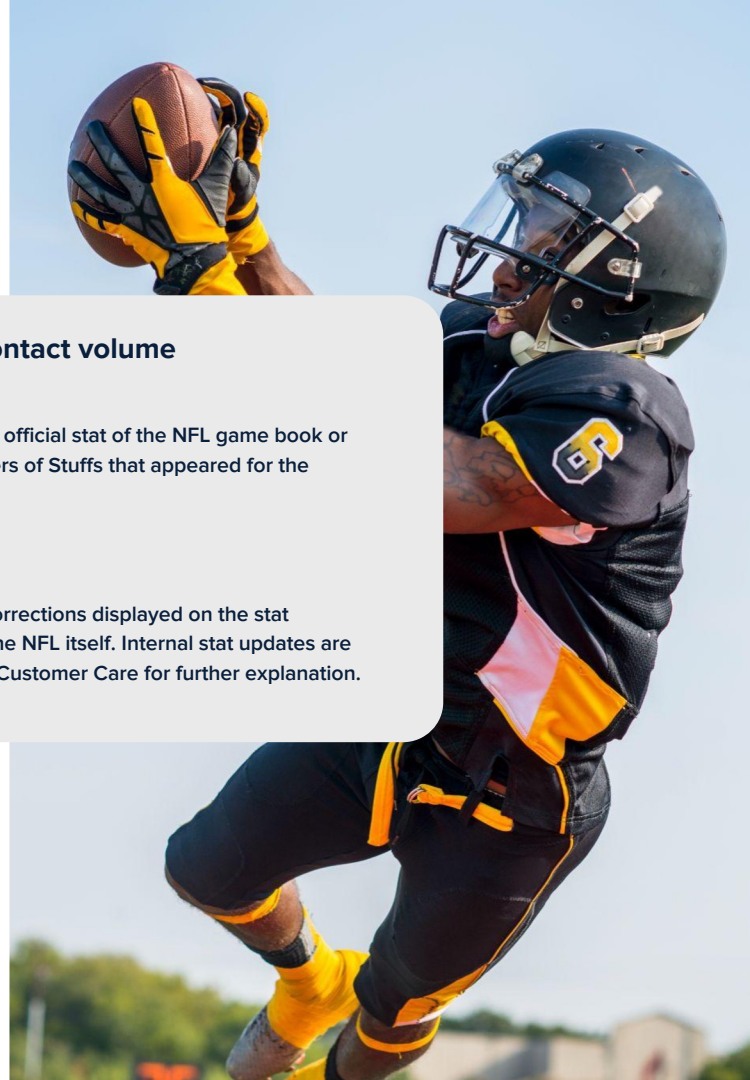
## Top Escalation based on contact volume

### Clarification on Stuffs

**Description:** Although a Stuff is not an official stat of the NFL game book or box score, fans questioned the numbers of Stuffs that appeared for the Cowboys D/ST.

### Displayed Stat Corrections

**Description:** In its current state, stat corrections displayed on the stat corrections page come directly from the NFL itself. Internal stat updates are not included, in which fans contacted Customer Care for further explanation.



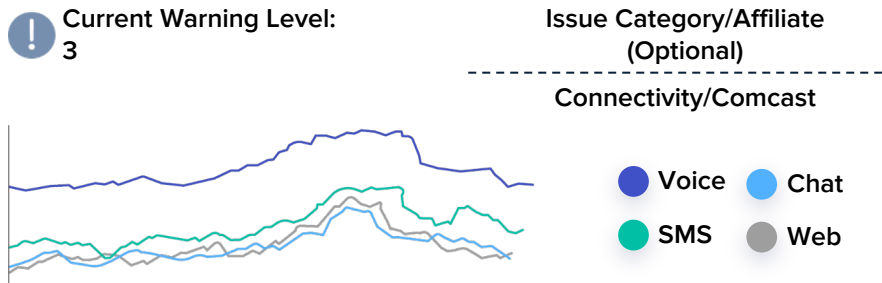


# What's Next for ESPN & Medallia

# What's Next

## ● Issue Severity Identification with Scoring and Root Cause Analysis

- Using a combination of known events and alerts triggered, flag issues in real-time
- Based on the velocity of contacts and the magnitude of alerts, assign H/M/L severity levels
- Leverage Medallia to train and deploy models that provide the severity of the issue
- Extract key topics around each issue, and flag posts related to each topic



Click to See Comments:

Severity	Keywords	Volume
1	Subscription, question, what time, resolution, scheduling, feedback	
2	Password, reset, cancel, hulu, billing, ppv billing, device, link, audio out of sync	
3	Comcast, buffering, slow, timeout, speed, stream, refund, can't watch replay	
4	Can't login, not connecting, account issue, not working, system restart	
5	Outage, crashing, choppy, discouraged, live stream, terrible	



Q & A



Thank you