

Medallia



Reducing Customer Pain Points Boosts Billions

“They identified a set of complex customer pain points in multiple areas based on internal research and direct feedback from our customers, and I’m happy to say that so far we’ve solved more than half of these top issues.”

David Marcus
President, PayPal

About PayPal

PayPal understands that keeping things easy for its customers is key to building loyalty: easy to set up an account, easy to transfer money, and easy to resolve an issue. That’s why the company prioritizes improving customer experience—to keep things easy for its customers. As noted by President David Marcus, the operations team, using Medallia, constantly scours customer feedback to identify, prioritize, and take action to reduce top pain points. And turns out, these improvements have a massive impact on revenue: PayPal has driven an increase of \$2 Billion in transactional volume directly due to the reduction in pain points.

PAYPAL AT A GLANCE

- 9,000+ users
- 4M Surveys collected per year
- 27 Languages
- 2B Increase in transactional volume



THE CHALLENGE

Although PayPal's previous CEM solution handled high volumes of feedback, it was not able to generate the insights or actions PayPal needed to actually drive improvement into the business. Furthermore, since CEM data was not intuitive nor clear, the thousands of PayPal team members (call center agents) were not engaged—they simply didn't know how to action the data.

So, PayPal set out to find a CEM solution that could not only handle the volume of feedback, but also offer an easy-to-use system that delivered clear actions tailored to every employee across the business. PayPal desired a true partner—an organization that had a robust understanding of the service industry, and who had experience in an online, financial payments business. Ultimately, PayPal wanted a partner that could bring best practices in designing and implementing a leading results-oriented CEM program.

THE SOLUTION

With these goals, PayPal selected Medallia to give customers a seat at the table of every business decision. Medallia worked with PayPal to design a best-in-class program to achieve its goals of reducing customer issues and increasing the ease of doing business with PayPal.

- **Global CEM Program at Scale**

Today, PayPal's global CEM program is massive: the company monitors customer experiences with all global service channels and transactions. And handling over 43 million customer contacts per year, PayPal's service volume is large. Through Medallia, PayPal solicits feedback in 27 different languages from service transactions via IVR, phone, email and back office interactions. This feedback is then delivered in real-time to the right service center Team Members to take action. Now equipped with customized customer data, each of these 20+ service centers and nearly 9,000 agents have the right information to drive improvement. Clear, tailored actions have significantly boosted engagement with the CEM platform.

- **Operational CEM: Reducing pain points**

At the strategic level, PayPal's Global Operations team uses Medallia to reduce top customer pain points. For example, based on merchant feedback, the team identified that there was merchant dissatisfaction with fees, there was a need for stronger protection policies, and a strong desire to talk to a relationship manager every month. Armed with these insights, the team worked with the relevant teams to build changes in those areas.

Last year alone the team identified 20 such pain points—both on the merchant and the consumer sides of the business. They then developed and tested and rolled out solutions through A/B testing. With this approach, PayPal not only measured substantial decreases in pain points and increases in satisfaction, but has also quantified significant financial gains due to these improvements.

- **Complex Segmentation:
Differentiated Experiences**

Medallia also helps PayPal deliver and improve differentiated customer experiences—a priority for many large-scale CEM programs. PayPal segments its customer across different axes, including merchants, consumers, and frequent users. Based on these segments, PayPal routes customers to specific centers and agents to deliver the right differentiated experience, and then monitors those tailored experiences through Medallia. For example, frequent users are routed to top service agents with the shortest wait time, to ensure they have only the best experiences. Similarly, PayPal routes new customers to a new member queue, in which agents spend more time educating those customers up front, helping reduce repeat calls later on.

- **Medallia Insights**

Serving customers around the globe, PayPal wanted to better train its agents according to different cultural expectations and perceptions. So, PayPal partnered with Medallia's Insights team to study the impact of culture on agent satisfaction scores. Results from the key driver analysis were clear: customers across all studied cultures value the same attributes in agent behavior, such as clear communication or agent knowledge. What's more—the top three attributes lie within the agent's control. Based on these insights, PayPal then developed training guidelines and metrics for agents, to ensure they continually improve in those areas.



CHALLENGE

- Previous solution handled volume but did not deliver insights or actions
- Without actionable insights, employee engagement was low
- Needed a partner that brought expertise and could help build a best-in-class program

SOLUTION

- Medallia handles volume and multi-national, multi-touchpoint program
- System delivers real-time insights and actions to the right people in the organization
- Partnership that delivers CEM best practices and expertise

RESULTS

- ✓ Identified and reduced 20 customer pain points across the business
- ✓ +8 point increase in customer service NPS
- ✓ \$2 Billion increase in transactional volume due to pain point reduction

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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