

CASE STUDY

Europe's Leading Entertainment Group Launches Multi-Site CX Programme

ABOUT SKY

Sky Deutschland is one of the leading entertainment providers in Germany, Austria and Switzerland. The range of programmes includes the best live sports, exclusive series, the latest films and exciting documentaries—many of them Sky Original Productions. Sky Deutschland, headquartered near Munich, is part of the Comcast Group and belongs to Europe's leading entertainment group Sky Limited.

In addition to the 2,000 customer advisors at Sky's headquarters and at each individual location, numerous employees work on analysing the existing processes and the quality of the service interviews, as well as on developing training and further education for the customer advisors in order to advance a continuous improvement process.

Sky's customer service has previously achieved top marks, e.g. at the end of 2017 Sky achieved an above-average SES (Service Experience Score) with 67.4 percent of very satisfied customers and ranked at the top of premium TV providers.

BENEFITS OF INMOMENT PARTNERSHIP:

- Call satisfaction increased by 6.1 %
- NPS increased by 6.4 points within six months
- Perceived expertise of client advisors increased by 5.1 %

Implementation of a Closed Loop Management System

In 2017, Sky decided to replace their existing feedback programme with a modern, up-to-date Closed Loop programme from InMoment (formerly MaritzCX) to achieve the following objectives:

- **Obtain direct customer feedback:** The decision as to whether a customer conversation was satisfactory can only be made by the customer. This is why almost every customer now has the opportunity to evaluate their interaction with Sky.
- **Transparency & real time:** The feedback is no longer summarised as statistical key figures. Every customer advisor can immediately view the evaluation received from their customer. Praise and good scores encourage positive actions. Poor ratings and critical comments help customer advisors to recognise gaps, but also to reflect on what could be done differently and how certain behavioural changes by the team affect the customer.

Together with the InMoment team, a number of measures have been developed to help Sky use customer feedback as a central measurement and control instrument in the future and to consistently align all customer service activities to increase customer satisfaction.



This work has resulted in six important building blocks that are key to the success of Sky's customer contact organisation:

1. Uniform onboarding
2. Weekly team meetings
3. Visibility and analysis of direct customer feedback through the InMoment platform
4. Focus on customer satisfaction at the beginning of all business conversations
5. Introduction of a closed loop feedback process
6. Open to the exchange of ideas to create a flexible and responsible organisation

Development of a New Customer Feedback Environment

Sky, in partnership with InMoment, is launching a new way to measure the success of its customer service activities.

"InMoment is a software and market research company with extensive experience in optimising customer service. Thanks to their expertise and experience management platform, we have created a foundation to translate feedback data into actionable measurements that can improve our efficiency and effectiveness where it matters most to our customers. This leads to a new way of working for Sky CS," said Michael Resch, Director of Service Excellence at Sky Germany.

In cooperation with InMoment, Sky developed a new customer feedback environment. By creating a continuous feedback process, a representative number of customers are surveyed on a daily basis. The surveys are conducted via the InMoment Customer Experience Software. Dashboards for different user levels, ranging from team leaders and their teams to top



management, are part of the setup. At the team level, the dashboards present operational and actionable results.

At the highest level, the dashboards demonstrate the development of strategic KPIs such as Customer Effort Score, First Contact Fix, OSAT (Overall Satisfaction) and NPS—all based on the customer's perception of his customer journey across all channels. With the introduction, each team was given direct access to the InMoment platform and can view individual customer feedback relevant to the team or individual employee in real time at any time—immediately after the customer has submitted their feedback. The visualisation on the dashboards makes the team results visible for every location.

The project started with a focus on the customers who contacted Sky by phone, which accounts for approximately 70% of all service contacts. It is important to identify the key drivers that can be implemented to increase customer satisfaction and significantly reduce unnecessary follow-up calls. Sky and its service centers are empowered to use the insights gained to start a learning process and improve the way they work where it matters most to the customer.

The customer surveys were subsequently also established at other relevant points of contact. Customers who have contacted Sky via e-mail now have the opportunity to evaluate their service experience. In particular, the evaluation of all types of written communication from Sky

to its customers (emails, chat) as well as the interaction with their self-service platforms (app, online self-service center, IVR, website) is particularly important to Sky.

Realisation of a Case Management Process

With the introduction of InMoment Case Management, the first step for a closed loop feedback process was introduced at the start of the project. This ensures follow-up activities for customers who could not solve the problem within the first call. After a negative experience, a case is opened according to selected criteria. The Fix & Learn team has access to the Case Management tool and will contact the customers who have rated the service contact negatively and will try to solve the problem in a final and customer-oriented manner.

Customer Experience Becomes Part of the Corporate Culture

At the beginning of the closed loop feedback project, the teams of the internal and external service centers were involved in the development. The employees identified four core pillars that make up the programme: Team spirit, transparency, inspiration and self-awareness. This resulted in the project name „TeTrIS“. Each agency and team newly introduced to the „TeTrIS“ world first undergoes a defined one-hour kick-off workshop. In addition, there is a two-hour information meeting for the team

and project managers, and trainers at the location as well as an introduction to the InMoment tool. These Sky role models, who are active on site as team leads and are trained extensively in the new working method, are important multipliers and contacts for onsite roll-outs. They help carry the TeTrIS idea into the organisation.

In addition, thanks to the transparent handling of the feedback data, it has positively influenced the contact center representatives and their customer conversations. The teams have now implemented more tangible actions, along with weekly 60-minute team meetings to discuss the CX programme, customer satisfaction and different methods on how to deal with the content of customer feedback.

All teams are encouraged to take an active part in improving the customer experience:

- When can customers not be helped?
- Which processes lead to customer dissatisfaction?
- Which obstacles stand in the way of solving a customer issue?

If it is internal elements that the employees themselves can handle or test in the call center, then they are encouraged to try them (e.g. a different farewell formula, different type of communication, offering recalls, etc.) and to observe how the changed working method affects customer satisfaction.

If there are things which are specified by Sky (e.g. procedures & process instructions / language regulations), the call centers are requested to send Sky suggestions for improvement. All suggestions are processed by the Customer Insight Team where they are checked and processed. The call centers also receive feedback from there.

In addition to the team meetings, a weekly conference call with all call centers takes place once a week in which each team reports on what was discussed in the last team meeting and which new methods were applied. For each team meeting a protocol is uploaded to the TeTrIS community so that other call centers can access the information. These efforts have allowed Sky to meet their goal of intensifying and creating better communication between the contact centers.



“With the introduction of the [InMoment] platform, we see a closer cooperation and an alignment of the customer service culture of our service centers.”

**TINA BRUDER, MANAGER CUSTOMER
INSIGHT, SKY GERMANY**

Sky's New Customer Experience Philosophy and Culture

With the introduction of the customer experience approach TeTrIS, Sky has succeeded in introducing a new corporate culture in which the customer is the focus of every employee's activities. It introduces a new way of working in customer service and all Sky contact centers objective to improve the quality of service experience for employees and customers based on their experiences and perceptions and to improve the efficiency and effectiveness of Sky's CSRs.

The work with InMoment plays directly and indirectly into their key focus areas:

- Employee Engagement
- Do It Right The First Time
- Accessibility and Value

Sky's Key KPIS Results Show Customer Satisfaction Success Within the First Six Months

"With the introduction of the InMoment platform, we see a closer cooperation and an alignment of the customer service culture of our service centers. We give them more space to serve their customers in a way that is most important to them and has a high correlation to employee engagement. At the same time, we are bringing about a uniform



improvement in the perception of the service experience for our customers," summarised Tina Bruder, Manager Customer Insight at Sky Germany.

Within the first six months after the introduction of the InMoment platform and the new approach to customer experience, Sky saw an increase in key KPIs. For instance, call satisfaction increased by 6.1 percent and NPS by 6.4 points. The perceived expertise of client advisors also increased by 5.1 percent.

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