

CASE STUDY

Realizing Direct Cost Savings & Churn Reduction Impact on Experience Program Success

RESULTS:

- \$1 Million Direct Cost Savings
- 100% Increase in Feedback Volume
- \$5 Million Churn Reduction Opportunity
- 1-in-3 Customers Saved with Closed Loop
- 45% SMS Response Rates

Leading the telecommunications industry, TELUS is Canada's fastest growing telecommunications company with more than 13.1 million customer connections. Whether it be personal, business, health, or security oriented, TELUS offers a full scale of innovative telecommunication products and services.

Connecting people and companies via the most advanced technologies, TELUS recognizes the value of diversity for their business, team, and community. They have always provided service by keeping their customers as their focus. Combined with the desire to continuously elevate their customer experience efforts, TELUS has spent the last 15 years pursuing the most important customer journey touchpoints where care and retention can bleed through.

Transforming a Fragmented Program

Leading the efforts is Stavros Davidovic, with humble TELUS roots. For 19 years, he's held diverse roles throughout the organization from call centers to marketing and retail. With knowledge from the ground up, Stavros spent the last 8 years focusing to improve the TELUS customer experience. With



research as the center point, he's created a fully functioning CX army with the ability to collect insights into the most important touchpoints.

Early on their experience program faced challenges of escalating costs, long invitation to collecting customer feedback timelines, no "one" omni-channel view of the customer, limited service recovery processes and technology, and challenged response rates. With a limited scope of methodologies and flexibility for customer contact strategy, the recovery process for reaching customer expectations could not meet challenges with scalability or personalization.

Don't Just Listen, Act!

Armed with new advanced analytics training, Stavros and his team set out to bring improvement to areas that needed it most. "It's embracing different perspectives, experiences, and ways of thinking that made this possible," he said.

Developing a highly effective VoC (Voice of the Customer) program was the first step for achieving meaningful customer contact and desired outcomes. The TELUS team knew that better managing customer intelligence would ultimately develop a customer centric identity both internally and externally. Crossfunctional alignment helped to ingrain the customer centric mindset throughout the organization.

“The work is never done. There are always problems to identify, and better ways to combat them.”

STAVROS DAVIDOVIC, MANAGER, FEEDBACK & RECOVERY, TELUS

Instead of worrying about ineffective follow-ups, the CX team's commitment to solutions and growth spread to the front lines, where custom solutions are made possible. Data was received in real time across many channels, accessible to those in direct contact with customers.

Meeting customer expectations over time became easier by enhancing the customer contact strategy and aligning key touchpoints along the journey. There were identifiers all along the way, like improved response rates. The closed-loop approach reduced customer effort and churn, which further fueled the CX crusade.

Initially, only 1.8 million customer responses had been collected. Demonstrating the success of implementing the new technology that InMoment had to offer, TELUS saw that increased to 3.5 million valuable pieces of customer feedback. The increase of information delivered a recovery process that met customer expectations while promoting business retention.

Customers knew they were being heard and could rely on TELUS to meet their needs. Every step of their journey became recognizable through data, and program development included personalized questions or invitations to promote solutions that left customers happy.

Additionally, TELUS focused heavily on internal and external transparencies for CX brand alignment. With employees in mind, an information “Hub” was created to share customer experience plans and initiatives, allowing for consistency and effective training. Keeping employees well informed allows for streamlined continuous improvements to the program.

Forming a Better Future

Currently, the TELUS national consumer-based customer Feedback Management (FM) program consists of 10,000 scorecards, 3,000 users, and over 3.5 million valuable pieces of customer feedback. Cross functional alignment of all of their customer experience efforts is TELUS’ key to success. Stavros found that involving everyone in the organization produces the best results for the program and maintains a customer centric culture.

In just 18 short months, TELUS saw a \$1 million dollar increase in annual savings, a 100% increase in customer feedback volume, best-in-class response rates, and a 1 in 3 recovery for customers that received a follow-up. Furthermore, by focusing their efforts to reach more customers with proactive recovery, they have seen a \$5 million-dollar opportunity in churn reduction. TELUS can expect to see further increases in these areas due to their continuous attention to response trends.



The goal moving forward for TELUS is to continue leveraging feedback and evolving the collection process. In the future, they plan to roll out a dynamic recovery process, integration with all reporting systems, and new customer preferred ways to collect data. Customizable advanced analytics and the leveraging of AI will provide customers with more self-serve options, promoting their feedback in more comfortable ways.

Reinforced with tools, initiative, and successful results, TELUS will continue its dedication to creating a mindful, seamless experience for all customers, new and pre-existing. According to Stavros and his Customer Experience Team, “The work is never done. There are always problems to identify, and better ways to combat them.”

Case studies are illustrative only and do not imply an endorsement of any particular product or service. Each customer’s situation is unique and results will vary.

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