Medallia

Sunrise

Saving Millions by Shining Light on Customers with CEM

THE CHALLENGE

In the highly competitive telecom market, it is often difficult for customers to differentiate among providers and offerings available for purchase. While most telecoms differentiate mainly based on price or new products, Sunrise Communications, Switzerland's second largest telecom, decided to take a different tack: focusing on customer experience as both brand and means to improve the business. And as a result, the company drove down costs, drastically improved customer satisfaction, transformed its culture, and generated year-over-year growth.

With mounting public customer dissatisfaction, Sunrise needed to reestablish itself as a leader in customer experience. The company realized it needed to see itself as its customers do—from the outside in. Yet with no operationalized customer experience management program in place across its retail, call center, and B2B businesses, Sunrise did not have a complete view of the customer experience. Specific root causes were lost in the magnitude of the $2 billion business, and Sunrise was often left reactively managing individual customer complaints rather than addressing collective customer pain points proactively.

SUNRISE AT A GLANCE

- $2 Billion in Revenue

- 2,500 Users

- 18 Different Surveys

- +21 Point Retail NPS

Moreover, frontline employees were not fully focused on a superior customer experience. Individual complaints were sometimes lost in departmental silos, leaving the frontline employees frustrated with customer complaints they weren't equipped to solve. Recognizing that detractors churn more than promoters, Sunrise called upon an international consulting company to recommend a solution that would increase promoters and slow down churn.

Per the company's recommendation, Sunrise piloted three CEM solutions, including Medallia. After deploying all three to the frontline, the response was clear: employees found Medallia's system the most easy and intuitive. With such an overwhelming response, Sunrise selected Medallia as its partner.

"We looked at a number of technologies that could enable our journey," says CMO Timm Degenhardt. "We decided on Medallia because it was the best combination of the level of detail we wanted and the ability to integrate it into our systems. It is so core to our business that we know we will have a specialized system that will evolve in the future and help us on our journey."

THE SOLUTION

With Medallia, Sunrise's program is:

- Multi-channel, including call center interactions, retail store interactions, outbound network usage, fixed installations, and B2B relationship surveys.

- Deployed daily, sending SMS or Email surveys after a customer interaction across all channels.

- Closed-loop enabled, promptly sending surveys to both B2B and B2C customers so employees can close the loop after a customer interacts with Sunrise.

- Equipped with customized customer insights to the right people at all levels of the organization, from the frontline to the C-suite.

Sunrise now gains a composite view of all key customers touchpoints, as well as the relationship status with customers that do not frequently interact with its employees. This view is empowering employees to identify areas needing improvement, take action to make those improvements, and the measure effectiveness of such changes. As Chief Customer Experience Officer Max Nunziata notes, "Medallia is like a compass. We use it in order to make decisions of the day or decisions in our strategic planning. The power of it is that you slice and dice it in the way you want."

THE RESULTS

Since implementing Medallia, Sunrise has seen astounding results:

- Retail NPS has increased by 21 points

- Share of promoters has increased by 9%, and churn has decreased significantly

- New customer "Welcome" NPS has increased by over 30 points

- Relationship survey NPS has increased by 15 points

- Call Center NPS increased 22 points

- A 20% drop in call center call volume, which translates to millions in savings

Moreover, Sunrise, now armed with data revealing valuable insights about its customers, is empowered to take action across the business in pricing, customer plans, marketing, network quality, and service to improve experiences. Real-time analytics on eighteen different surveys empower Sunrise employees, from the frontline to the C-suite, to confidently prioritize areas to focus on for the biggest impact on the customer experience.

Medallia

"Turning on a Light With Medallia Was Like a Wake-Up Call"

Prior to the implementation of Medallia, employees across the organization were flying blind in terms of the quality of the customer experience. Financial metrics provided some guidance, but these were trailing indicators—by the time they showed what had happened, it was already too late to do anything about it.

Medallia changed this. Director of Strategic Accounts Andreas Wolf says, "Turning on a light with Medallia was like a wake-up call. By having light and having transparency and structured information, it really enables you to target the right actions, and those actions start delivering a value."

Service Innovation Guided by VoC

Sunrise also uses Medallia to adapt its service offerings to the customer's needs. For instance, after analyzing initial CX feedback, the company decided to abolish contract durations, allowing customers to change or cancel their service whenever they like. Customer inflow soon increased by 30% year over year, and the NPS of the "Freedom" product is now 40 points higher than that of legacy contract offerings.

A further move Sunrise has made as a result of having VoC embedded in their organization is a shift in focus from giving the best offers primarily to new customers, to a philosophy that values loyalty. Existing customers not only get the same offers that new customers get when they renew a contract, but they also benefit from rewards that increase in value every year they stay—for example free video subscriptions or free roaming during holidays.

These moves have resulted in Sunrise's NPS numbers skyrocketing across the board: the NPS of its call center has increased by 22 points, its new customer "Welcome" NPS has increased by over 30 points, and its relationship survey NPS has increased by 15 points.

Thanks to Medallia, Sunrise has strengthened the relationship with its customers.

> "Medallia has been a fantastic enabler to our customer orientation. I can tell from the results that it's adding value: our customers are more satisfied with us and therefore staying longer with us."
>
> Timm Degenhardt
> Sunrise CMO

CHALLENGE

- Churn increasing and market share growth declining
- Organization seen as disengaged from the customer experience
- Sporadic and scattered insight into why customers were churning

SOLUTION

- Unified multi-channel program makes identifying trends across B2B and B2C relationships easy
- Real-time SMS survey analytics provide rapid customer feedback to all levels of the organization
- Two-channel closed-loop system promptly sends surveys to both B2B and B2C customers minutes after interaction with Sunrise

RESULTS

- ✓ Retail NPS increased by 21 points
- ✓ Share of promoters has increased by 9%
- ✓ Call center call volumes dropped by 20%, resulting in millions of savings

Medallia

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.

Follow us: in medallia-inc   blog.medallia.com   @Medallia

Medallia

Medallia.com