CUSTOMER SPOTLIGHT

T-Mobile

Capitalizing on real-time feedback in the age of immediacy

T-MOBILE
Industry: Telecommunications

Results

$45B
total revenue, up 4% year over year

41K+
users with role specific dashboards

25pt+
NPS improvement in four years

Medallia

SUMMARY

- On a mission to "Change wireless for good," T-Mobile overhauled its approach to customer care using a Team of Experts model.
- T-Mobile set a goal to develop excellent systems, services, products, and procedures to effectively listen to customers, acknowledge and deeply understand pain points, and efficiently solve their issues.
- Now, using Medallia, everyone in the organization – from the frontline to the CEO – can hear about customer experiences in real time.
- By adopting a new approach to customer experience, T-Mobile dramatically accelerated the path from customer pain point to solution - one of their biggest "Un-carrier Moves" yet.

Changing wireless for good

Rallying around the goal of "Changing wireless for good," T-Mobile set out to shift the entire telecommunications industry to greater customer-centricity. As part of this, the company overhauled its approach to working with customers that contact customer care. In common with most providers at the time, T-Mobile had been using IVR, an automated system with lengthy audio menus and pre-recorded help messages. Inbound calls were assigned at random to thousands of care agents, with the key success metric being reduced call duration, since shorter calls were seen to represent lower cost. Customers were also often transferred to different agents depending on the issue, such as, if the call was related to a financial concern, the client would be transferred to a financial care call center. Customers gave feedback that while the care agents expressed concern and interest in solving their problems, they weren't equipped with the information or power to do so, often resulting in several transfers or repeat calls for the same problem.

T-Mobile set in motion a bold new approach: to prioritize customer satisfaction over cost as the key indicator of performance, not only in the customer care department but throughout the entire enterprise. Ultimately, the goal was to develop such excellent systems, services, products, and procedures that customers wouldn't need to call in the first place. But when they did have to call, the care team pivoted to a new focus on listening intently to customers, acknowledging and deeply understanding their pain points, and with the goal of resolving the customer issue on the first call.

> "Our goal was to meet our customers where and how they wanted to engage with us. Medallia offered a few things that were different from our previous tool, such as SMS messaging versus just calling a customer or sending an email.
>
> **Denise Vidal**
> Senior Director, Frontline & Customer Experience, T-Mobile

The Team of Experts model was unleashed to tackle these goals. Within T-Mobile, a Team of Experts is a cross-functional customer service team. Each one serves a specific pool of customers in a given community, with knowledge relevant to the region – from current weather, to network status, to special offers. A Team of Experts operates like a small business, with its own customer satisfaction targets and profit and loss responsibilities. In addition to frontline care agents, a single team has managers, coaches, and Experts dedicated to resolving more advanced technical issues and questions.

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Hearing the voice of the customer in real time

For the model to succeed, T-Mobile needed a set of tools that would give their Teams of Experts the agility to identify, address, and solve customer pain points as soon as they arise. The company's team-oriented way of working also demanded collaborative, transparent, democratic access to the customer voice.

Customer feedback and metrics are delivered instantly to solve problems in the moment, and to implement changes that will prevent problems from reoccurring in the future. Now, with Medallia Experience Cloud, everyone in the organization – from the frontline to the CEO – can hear about customer experiences in real time. Every Team of Experts monitors the health of their customer interactions using shared Medallia dashboards and verbatim customer comments.

> "Medallia gave us the chance to align with who we wanted to be. Customer experience was rigid before, and this allows us to be more in the game. It's ingrained in our culture now in a way it really never was before.
>
> **Susanna Hadley**
>
> Senior Manager, Quality Experience Programs & Tools, T-Mobile

T-Mobile designs feedback interactions using Medallia, distributing them via a combination of platforms – using SMS and email – depending on how the customer prefers to communicate.

Feedback conversations are designed to be brief and straightforward. Collaboration across teams makes it easy to identify information that's already available internally, so superfluous questions can be omitted to make life simpler for the customer. When specific business questions arise that the standard feedback forms can't address, the platform gives teams the power to make changes or develop ad hoc surveys on the fly, without needing to raise an IT ticket or go through a long development process.

Care teams use Medallia Text Analytics to surface issues before they escalate. For instance, a set of churn-risk topics indicates when a customer is likely to switch to a different provider so preventative actions can be taken.

Driving customer-centric action

T-Mobile's customer-centric mindset has accelerated the path from customer pain point to solution. By using Medallia Conversations' intelligent two-way SMS, dynamic surveys can be deployed within minutes of the experience so they're relevant and timely. Response rates for two-way SMS have increased to 13%, with some ad hoc surveys approaching a 50% response rate. Now design, implementation, and reporting can happen quickly – and insights immediately get into the hands of team members who can make use of them.

In the past, not all of the IVR responses were transcribed, and reporting was conducted weeks or months after experiences – which meant that there was a long lag between the customer's experience, data capture, and results distribution. In essence, the company could only develop insights in hindsight, diminishing the likelihood that feedback would actually drive improvements. Now with Medallia, 41,000 users with role-specific dashboards to see trends and take action immediately, rather than having to wait for reporting at the end of a feedback cycle.

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These immediate course-correcting actions can be internal or external. For instance, if an agent in the Customer Experience Center is having an off day, a coach within their Team of Experts can initiate a conversation so the agent can do better in the second half of the day. Externally, Medallia tools contribute to T-Mobile's ability to close the loop with customers. Whereas the prior approach – with its inherent delays in reporting – didn't allow for a formalized closed-loop process, today this is recognized throughout the enterprise as vital in driving customer satisfaction.

Doing the right thing for the customer is the right thing for T-Mobile

Medallia tools have proved an ideal fit for the Team of Experts model. Alongside profit and loss, customer satisfaction now represents a fundamental pillar of each team's overall measurement of success. In place of old, rigid systems, Medallia facilitates the fluidity and agility that's central to T-Mobile's "Changing wireless for good" — and the numbers speak for themselves. The Net Promoter Score (NPS) for Customer Care has increased by 25 points in four years, alongside improvements in other customer experience metrics. Most importantly, T-Mobile is now able to better fix problems and close the loop with customers, reducing the likelihood of customer churn. In fact, overall churn is the lowest it's ever been in company history, less than 1% year over year. Revenue tied to the customer care organization and the company as a whole also continues to grow, with a reported $45 billion in total revenue in 2019.

> "Customer care call centers cost a lot of money. We have been able to turn that around through the Team of Experts, and contribute to our bottom line and revenue for our organization.
>
> **Denise Vidal**
> Senior Director, Frontline & Customer Experience, T-Mobile

To learn more about T-Mobile's Team of Experts, visit t-mobile.com/business/solutions/visit-our-team-of-experts.

Learn more at **medallia.com**

About Us

Medallia is the pioneer and market leader in Experience Management. Medallia's award-winning SaaS platform, the Medallia Experience Cloud, leads the market in the understanding and management of experience for customers, employees and citizens. Using Medallia customers can reduce churn, turn detractors into promoters and buyers and create in-the-moment cross-sell and up-sell opportunities, enabling clear returns on investment. Medallia.com.

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