

SERVICE MAKES THE DIFFERENCE

Sky creates a unique customer experience
by listening to feedback

CASE STUDY SKY DEUTSCHLAND

OUTSTANDING CUSTOMER SERVICE

Sky provides customers with a unique service experience – thanks to Questback

Pay-TV provider Sky Deutschland's high quality customer service is well-known, and was recognized most recently when the company won its category in the prestigious Handelsblatt "TOP SERVICE Germany 2015" awards. The secret behind this success is Sky's belief that customer satisfaction is not enough on its own – at the same time it is critical to efficiently solve customer problems. Sky measures and optimizes both of these metrics using Questback's Enterprise Feedback Suite (EFS).



SITUATION

Premium Service Experiences

Objectives:

- › Measure customer service as part of the overall customer experience
- › Optimize service quality from a customer perspective
- › Improve customer service performance
- › Increase customer loyalty and willingness to recommend

With about 4.3 million customers, Sky is the pay-TV market leader in Germany and Austria. Exclusive content, innovative products for anywhere, anytime viewing, and outstanding customer service – these are the key ingredients in the media company's formula for success. The figures speak for themselves: customer growth is 61% higher than the previous year.

Sky's brand promise is to always offer the best entertainment experience – and not just in terms of programs and products. It also applies to customer service, which is a key strategic priority for the company: "We don't just offer our customers first-class entertainment, we also give them a unique customer experience," says Robert Wiedemer, Head of Quality & Feedback Management at Sky.

In order to continuously improve customer service, every customer phone call is followed up with an email from a service agent that asks: "Were you satisfied with the service you received?", and, "Was your enquiry resolved satisfactorily?" If the customer responds negatively, another call is made to find out why the customer is still unhappy. In other words, Sky goes one step further in working with the customer to find a solution. Finally, another survey is conducted to check whether the customer is now satisfied with the service they have received.

This is how Sky conducts valuable causal research and closes the feedback loop. The technical foundation of these surveys is provided by Questback's EFS Enterprise Feedback Management software.



SOLUTION

Customer satisfaction is not enough on its own

Providing customers with a unique service experience starts with the selection of customer service agents. "They must be able to meet customer expectations, which we measure in detail," says Wiedemer. To achieve this, Sky has developed the **Customer Call Satisfaction Index (CCSI)**, its own Key Performance Indicator (KPI).

The CCSI consists of two primary components that Sky has been measuring comprehensively with Questback since 2011: **Customer Satisfaction** and the **First Contact Resolution Rate**. Following the completion of a customer call in the Sky service center, the company doesn't just measure whether the customer was satisfied, but also the extent to which the customer's request was resolved



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ROBERT WIEDEMER,
Head of Quality & Feedback Management, Sky Deutschland

by the initial call through the First Contact Resolution Rate. This is achieved by emailing every customer a satisfaction survey once every call is completed. 60,000 of these survey invitations are sent out automatically every month, with customers having five days in which to respond. The results are then collated within the Questback system, transferred to Sky via a reporting interface, and assessed on a weekly basis.

Close the Loop!

Of course, it simply isn't possible to fulfill every single customer request. There are cases in which a query remains unresolved, or a customer is still dissatisfied even after a call with a Sky service representative. To proactively avoid unwanted follow-up calls being made, and to leave customers with a positive impression even if their request remains unresolved, Sky has implemented what it calls Superior Quality Service (SQS).

SQS is a callback service managed via Questback, that – assuming the customer has given permission – attempts to uncover the reason why a request could not be resolved. A dedicated team then works with the customer to find a permanent solution to the problem. A week later, a final survey is sent to the customer, in order to discover whether the SQS process led to a satisfactory conclusion. This is how Sky closes the feedback loop and turns its regular customer satisfaction analysis into a tailored feedback program – an approach that is still unique in the industry.



RESULT

Quickly identify problem areas

The CCSI has established itself as an effective measurement tool and as a strategically important metric within the organization. “Even without sending a reminder, we achieve a very high response rate of 22%, which amounts to around 430 responses per day,” reports Mario Krebs, Customer Insights/ Business Intelligence Manager at Sky. “Through the regular measurement of customer service performance, the CCSI has become one of the most important KPIs in the company. It enables us to quickly identify problem areas and take appropriate actions.”

One of the outcomes has been the implementation of the Effort Score initiative by the Sky CRM department. This additional metric measures the effort associated with solving a customer's problem. In this way, additional metrics can be flexibly integrated into otherwise standard questionnaires, without affecting the ability to compare with previous data.

At a glance:

- › **Customer Call Satisfaction Index (CCSI):** Customer satisfaction + First Contact Resolution Rate (60,000 invitations per month, 22% response rate, 430 responses per day)
- › **Superior Quality Service (SQS):** Questback EFS-controlled callback service, leading to 45% of enquiries being resolved, and a total solution rate of 80% from a customer perspective
- › **The Sky success formula:** CCSI + SQS = Performance + Customer Focus

80% of requests resolved

SQS is the next logical step after the CCSI process has been completed. “SQS enables us to offer the customer a tailored service experience, which has been very well received,” says Krebs. It solves 45% of the questions that customers had previously identified as unresolved, meaning that 80% of all queries are solved from the customer's perspective.

Moreover, even those customers with issues that couldn't be solved through SQS give the service a positive score in the final follow-up survey, simply because it's unusual. “Customers really appreciate the fact that we care and make the extra effort,” says Krebs. This is also reflected in the high customer satisfaction levels recorded in the final call. The company's revenues have also benefitted from this service performance and customer focused approach.

More output with less effort

“Using Questback makes surveying all customers that call us affordable,” says Robert Wiedemer. “With a pure CATI solution, it would have been much too expensive.” Questback’s powerful platform proved flexible enough for a customized integration into Sky’s business processes. “The biggest effort in terms of project set-up was integrating all the relevant departments. The customizing of the software was then relatively easy,” concludes Mario Krebs. “Questback EFS delivers exactly the data we need to evaluate and continuously improve our customer service. And our rising subscription figures prove that we’re going in the right direction.”



Company

Sky Deutschland

Industry

Media

Usage

- › Customer satisfaction
- › Service agent performance

About Sky Deutschland

With over 4.3 million customers and annual revenues of €1.8 billion, Sky is the pay-TV market leader in Germany and Austria. Sky’s platform features over 80 exclusive TV channels, almost all of which are also available in HD. Programming consists of live sport, including Sky Sports News HD (the only German 24-hour sports news channel), movies, television series, children’s programs and documentaries. The Sky+ hard-disk receiver enables time-delayed viewing, and the Sky Anytime service allows customers to watch a constantly changing selection of hundreds of programs on demand. Sky Go, Germany’s leading online TV service, allows customers to watch Sky programs on PCs and mobile devices. Sky Deutschland employs around 2,600 people and is headquartered in Unterföhring near Munich. The company is part Sky plc, Europe’s leading entertainment group. (Status: 30 Jun 2015)



Questback is a complete feedback system that helps companies transform customer, employee and market research programs. Used by thousands of companies, including 1/3 of the Forbes list, Questback is the smarter, faster way to manage feedback. Get the software, services and human support you need to manage customer, employee and market feedback – all in one place.