solution brief

Business Impact

If organizations only track the promoter scores as performance indicators, then their ability to take action based on these scores – both positive and negative – will be diminished.

Challenges

- **Unclear strategy.** Without a strong link to financial outcomes, a customer satisfaction strategy that doesn't take root causes into account and only uses high-level loyalty and satisfaction metrics doesn't drive effective actions.

- **Visualizing dissatisfaction.** It's difficult to improve satisfaction scores if you don't have a means for analyzing the impor-

tant business drivers (financial metrics, cost of service, number of truck rolls, etc.) to understand their impact.

- **Complex scenario planning.** Without the ability to understand the relationship between the willingness to recommend (WTR) scores and the key root causes, an organization cannot know the business impact or how to improve these scores.

How can we use promoter scores to understand ROI?

Your Goal

Telecommunications is competitive, and its net promoter scores are typically the lowest among all industries due to high churn rates and market saturation. This dissatisfaction can be compounded if you only use the promoter scores as KPIs because they don't describe the mechanisms that drive these scores.

Our methodology enables you to create accurate models from call or support center notes (obtained from ongoing customer communications). When mined, this data can be used to effectively predict the likelihood of positive recommendations for the entire customer base – including people who were not surveyed. Once the entire customer base is scored with the model, an aggregate of these scores can be used to create econometric models simulating the relationship between the likelihood of being a promoter and net customer revenue, customer lifetime value and other financial metrics. Armed with this analysis, an organization can make statements such as:

> "If the root cause of detractors, such as impolite agents, is reduced by 25 percent, then the improvement in promoter scores will be 22 percent, and net revenues will improve by 1.5 percent."

These data-driven analytic results enable you to create customer investment strategies with quantified ROI.

Our Approach

SAS can help you improve promoter scores and determine how they affect revenue across your subscriber base. We'll help you determine what immediate actions you can take to improve promoter scores. We provide the software and services that will enable you to:

- **Mine call center and support center agents' notes and comments to predict a customer's willingness to recommend.** This turns your unstructured text fields into structured data creating an effective analytical approach to customer satisfaction.

- **Easily visualize key topics for your entire subscriber base.** Our visual analytics tools allow you to actually see customer behavior in new and valuable ways faster and much easier than you thought possible.

- **Create an econometric business model that measures customer satisfaction and how it changes over time.** You can simulate the business impact of your customer investments and make decisions with confidence.

The resulting models help define the overall relationship between you and your customer, predict the likelihood of a customer being a promoter, and show how that relationship affects customer net revenue, customer lifetime value and other financial metrics.

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THE POWER TO KNOW®

The SAS® Difference: Visualize and forecast promoter scores and their financial impact

With SAS, you can turn disparate data assets of WTR survey scores on customer, call, contact, or support center notes and comments and other customer attributes into a 360-degree view of your customers. With SAS you get:

- **A complete solution using all of your survey data** to understand why customers are dissatisfied, the business implications of taking action, and the financial impact on your organization.
- **The ability to use the Web or mobile devices to fully explore huge data volumes** to uncover unexpected insights, provide answers to complex problems and identify courses of action that have the greatest chance of success.
- **The answers to difficult real-life questions** using advanced modeling techniques that uncover the impact of market conditions, customer demographics, pricing and marketing on your business so you can make better, fact-based decisions.

Case Study: A large telecommunications provider

Situation

This provider recently had a corporate initiative to improve its net promoter scores. Its credit and collections department decided to use customer surveys from two different lines of business (Internet/wireline and wireless) to evaluate how it could improve these scores and determine what was affecting customers classified as detractors. The provider wanted to give bonuses to those groups that could demonstrate improvements.

Solution

Customer surveys, customer open-ended responses and agent-representative satisfaction scores were gathered for analysis. Approximately one year's worth of surveys were collected along with demographic information such as call center location, region, date and time, and other information. The provider used SAS to:

- Predict the promoter scores.
- Discover important topics for both promoters and detractors.
- Estimate the percentage of improvement that could be gained using various scenarios based on specific detractor topics.

Results

In the Internet business, customers who perceived their call agent representatives as being impolite or who were transferred on the call were predicted to have lower scores by 42-56 percent. Customers who perceived their agent representatives as friendly and understanding increased their scores by 28-56 percent. Mining verbatim comments identified eight major themes:

- Billing/PMT issues.
- Escalations.
- Hold time.
- Comprehension.
- Service.
- Company policies.
- Agent rudeness.
- Long distance.

What if you could …

Identify the source of customer dissatisfaction.

What if you could easily measure the impact of issues on your promoter scores?

Quickly visualize trending themes in your customer satisfaction data.

What if you could estimate the number of customers who are dissatisfied – and the key reasons why – in an instant?

Accurately simulate the positive or negative effects on willingness to recommend scores.

What if you could know – with confidence – what topics are strongly affecting WTR scores?

You can.

SAS gives you The Power to Know®… faster than ever.

SAS facts

- SAS has been in business since 1976 and today has customers at more than 65,000 sites worldwide.
- SAS has more than three decades of experience working with communications companies around the world, and more than 200 communications companies worldwide use SAS.
- SAS customers include 90 of the top 100 companies on the 2012 Fortune Global 500®.

To contact your local SAS office, please visit: **sas.com/offices**

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