

Changing a Culture and Increasing Revenue through Improved Customer Service

MediaOne/AT&T Broadband Customer Service

Background: MediaOne was one of the nation's largest cable and internet access providers (and has since been purchased by AT&T Broadband and now is Comcast). The company employed several thousand call center customer service representatives as well as thousands of field installation specialists as it provided cable television, telephony, and high speed internet access to hundreds of thousands of users.



BROADBAND

Challenge: Sales and marketing was done largely through marketing initiatives; customers would then call into designated phone numbers to sign up for service. Customer service was a separate function and philosophy whose role was to handle billing questions and provide troubleshooting support. Literally millions of dollars of incremental revenue was being untapped because customer service representatives and field installation specialists did not position additional products and services to customers as part of the customer service process. Moreover, the reps and specialists considered sales a dirty word and perceived sales to be distasteful and a violation of their service to the customer. How does MediaOne change the culture of an entire organization and increase revenue as a result?

Solution: MediaOne hired Entelechy to support their small training department and create "*Customer Excellence*" a 10-module program designed for customer service reps as well as for installation specialists. The curriculum focused first on changing the mindset of the reps and specialists to view the appropriate positioning of products and services as BENEFICIAL to the customer - in effect, superior customer service. The curriculum introduced selling skills - questioning, listening, positioning, handling concerns - and provided practice opportunities for participants to hone their skills and gain confidence in this new approach to servicing the customer.

Entelechy created facilitator guides and presentations, participant guides, role-play scenarios, job aids, Level II tests, and other tools to ensure that the skills were learned. To support the skills transfer, Entelechy created *Leadership Support* and *Coaching for Performance*, two programs designed for front line supervisors



A Case Study in Training Excellence and Business Results

Brought to you by Entelechy, Inc.

and managers to help them a) understand the content of *Customer Excellence*, and b) develop the skills of their employees using coaching.

Initial Results:

Reviewing program effectiveness, MediaOne expected to gain – conservatively – an estimated **\$16.8M in additional annual revenue** AND increase customer satisfaction at the same time.

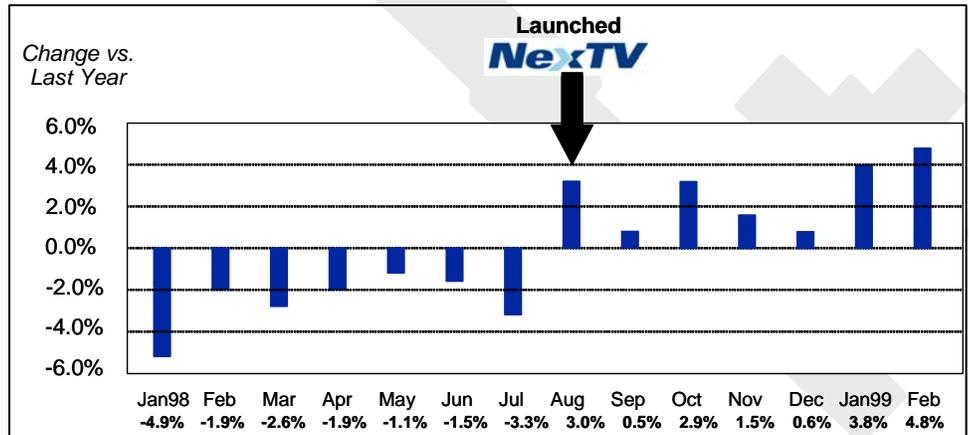
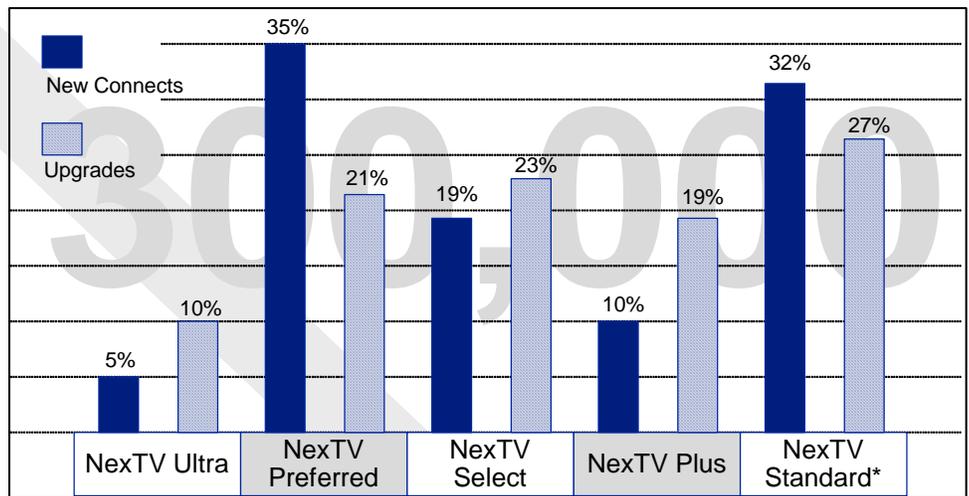
Moreover, customer service representatives and field installation specialists gained valuable skills.

Additional Results:

In addition to the *Customer Excellence* program, MediaOne asked Entelechy to create training for its nationwide rollout of new cable product offerings (MediaOne – like all cable companies – offered various packages of cable channels that would appeal to current and new subscribers.) The

program – called NexTV – was MediaOne’s first effort at including skills training

A	Average # of calls per day per employee	80
B	% of calls where no upselling occurs	80%
C	Daily opportunities (# of calls) to upsell (A*B)	64
D	% Goal to upsell (realistic yet challenging)	+10%
E	# of additional daily sales (C*D)	6
F	Average revenue/sale	\$7
G	Additional daily revenue potential/employee (E*F)	\$42
H	Additional annual revenue/employee (G*200 days)	\$8400
I	Approximate number of employees company wide	2000
J	Anticipated Results (H*I)	\$16,800,000





A Case Study in Training Excellence and Business Results

Brought to you by Entelechy, Inc.

as part of a product launch. Entelechy created a training program that combined NexTV product features and benefits with *Customer Excellence* sales skills. Entelechy trained MediaOne staff to conduct the training nationwide to all customer-facing personnel.

As a result of the NexTV training, over **\$300,000 of incremental revenue** was realized.

When looking at monthly income from one year to the next, it was clear that the NexTV campaign – with Entelechy-designed training – resulted in significant revenue increases.

