

Case Study

NICE · Satmetrix



CUSTOMER PROFILE:

Computer Software Technology

WEBSITE:

www.nuance.com

LOCATIONS:

Global

BUSINESS NEEDS:

- Established and proven customer feedback technology
- Closed loop customer feedback process
- Improved visibility with reporting and role-based dashboards

NICE SOLUTIONS:

NICE Satmetrix

THE IMPACT:

- Expanded program to touch each part of the customer journey
- Closed Loop feedback process provides account owners with actionable insights to deliver the best experience to their customers
- Executive management has a view of the overall customer experience and can correlate experience with revenue, retention, and growth.

The Closed Loop Feedback Process Proves to be a Valuable Tool for Resolving Customer Issues

About Nuance:

Nuance Communications, Inc. is a leading provider of voice and language solutions for businesses and consumers around the world. Its healthcare solutions capture and communicate more than 300 million patient stories each year, helping more than 500,000 clinicians in 10,000 healthcare organizations globally. Nuance's award-winning clinical speech recognition, medical transcription, clinical documentation improvement (CDI), coding, quality and diagnostic imaging solutions provide a more complete and accurate view of patient care, driving meaningful clinical and financial outcomes. Every day, millions of users and thousands of businesses experience Nuance's proven applications.

Executive Sponsorship is Mandatory to Achieve Dramatic CX Turnaround

At Nuance Healthcare, success depends largely on the ability to maintain and grow the close individual relationships and loyalty the company built with its global healthcare provider and hospital customer base.

At the time Nuance launched its first Client Loyalty (CL) program, they wanted to increase their executive involvement with its clients. With the new program, the company hoped to strengthen all business relationships and install the structures and processes needed to restore the customer-centric culture that drove Nuance's success in the first place.

Eileen Dwyer, Nuance Healthcare's vice president, Client Loyalty Department, was responsible for the launch of this Client Loyalty initiative and turned to NICE Satmetrix, a partner she worked closely with in a previous position. Before making the final decision to choose NICE Satmetrix as their trusted partner, Dwyer conducted an exhaustive search for a customer experience management (CEM) company that could meet all of Nuance's requirements.

As Dwyer explains, "I obviously came to the table knowing NICE Satmetrix. The Client Loyalty team did a comparison of all the other companies out there, and NICE Satmetrix's Closed Loop Process

was by far the most advanced method of capturing this valuable customer feedback and demonstrated a proven track record."

In NICE Satmetrix, Dwyer found not just a lot of familiar faces but the only vendor that had the combination of CL expertise and technology required to handle the full breadth of Nuance's business model and workflows, close the loop with all its customers' feedback and secure the all-important confidence and buy-in of the company's senior management.

Starting with Nuance's healthcare business, the Client Loyalty team led a customer experience turnaround that saw Nuance Healthcare increase its Net Promoter Score (NPS) by more than 25 points in just the first six months. Beyond the metric, the CL program has been able to effect real change in how the entire organization approaches every customer interaction and relationship. Today, Nuance Healthcare boasts a healthy NPS, and the program is quickly becoming part of the entire company's DNA. As a result, the Client Loyalty team is now greatly in demand and is booked from today until the foreseeable future with new requests to bring the CL program to every division within Nuance Communications, Inc.

Challenge

Intersecting Lines Blur the Path to Clear Communication

At the time Nuance launched its CL program, it was already one of the world's largest and most successful communications companies; however, that success was being threatened by a breakdown in communication between Nuance's customers and the internal business teams that supported them.

The growth of Nuance's Healthcare division had spurred the creation of numerous new and intersecting business lines. As a result of this organizational structure, clients were receiving multiple and overlapping surveys from the various business units that served them.

As Jessi Williams, senior project manager, Client Loyalty Department, explained, "We were capturing

our clients' feedback and experience, but it was centered around an isolated interaction. Moving to the new NPS program, we started collecting our clients' full Nuance experience."

"Because the method of gathering our customers' feedback was disjointed," Dwyer said, "we were not able to measure our customers' complete customer experience with all of our products and services they utilized on a daily basis."

Severe survey fatigue had set in and survey response rates and customer satisfaction scores were trending down.

Help Wanted: Established and Proven Customer Feedback Technology

To improve their customer satisfaction and loyalty in all LoBs, Nuance needed a vendor that could:

- Close the loop on customer feedback
- Demonstrate its leadership and proven track record with CX to executive management
- Provide simple self-service software, tools and technology
- Improve visibility with reporting and role-based dashboards

Solution

Creating a Clear Plan to Execute the Closed Loop Process with Every Customer Interaction

Prior to launching the first survey as part of its new CL program, the Nuance Client Loyalty team worked with the internal customer support and technology groups and NICE Satmetrix to lay the groundwork for the program. Customer contact lists were vetted, functional team roles and responsibilities were mapped, and feedback workflows were defined.

The intersecting nature of Nuance's Healthcare business made assigning ownership for follow-up difficult and was part of the reason the previous effort failed. However, with the automated closed loop feature of the NICE Satmetrix software, the Client Loyalty team was able to define clear feedback workflows and responsibilities for each business and product line.

Even with the structure in place, Dwyer knew that the program would have minimal impact without the buy-in and support of the entire division. For the first launch, she and her team were determined to get the full cooperation of every employee. With management's support, participation was made mandatory. Employees were tracked and monitored, and if they didn't respond to feedback within 24 to 72 hours or pass the case on to someone that could respond, they would have to answer to their manager, or their manager's manager.

Recalling those early days, Dwyer said, "That's how seriously we took it after the first launch, and it worked. It was just an amazing turnaround. NICE Satmetrix worked with us and made it possible, and it really did get the attention of everyone, from our CEO on down."

While the Client Loyalty team had the backing of the CEO from day one, Dwyer used the success they had with the initial launch to build wider support among management.

Now, when survey responses were received, they were automatically routed to the correct point person for that account. That person could then respond immediately or reassign the case to the appropriate business line team or function based on additional intelligence provided by the software – such as what the customer was dealing with at the time or their context within the customer journey. With the mandate from management, all case owners were required to contact all detractors and follow clearly defined steps to resolve customer issues as quickly as possible.

As Williams explained, "To be able to do that and get that exact survey to that follow-up owner is game changing. If we could only pick one thing from where we were to where we are, I think that the automated Closed Loop Process is the greatest advantage that has provided the change."

The NICE Satmetrix solution included:

- Automated Closed Loop feedback process
- Contextual relationship and transactional surveys
- Role-based dashboards and reporting
- Text Analytics for verbatim responses
- Employee NPS (eNPS) process
- Translation of surveys into multiple languages

Results

Building Better Customer Relationships One Response at a Time

For the program's first six months, Dwyer and her team focused on building the trust and loyalty of the company's most dissatisfied customers. Once those accounts were stabilized, they then turned their focus toward building and growing the sophistication of the CL program.

Today, Nuance's CL program has expanded beyond the Healthcare business. The Client Loyalty team worked with NICE Satmetrix to develop simple high-level surveys that touch each part of the customer journey. Those relationship surveys are sent to customers every six months. They use the survey logic to ensure that the customer only sees questions that apply to their experience. To build out a complete customer journey view, touchpoint (sometimes called transactional) surveys are also sent after implementation, training, and following support interactions.

For the Client Loyalty team, the surveys are a tool in the service of building better customer relationships. They keep the surveys simple to ensure greater participation and count on the responses and Closed Loop feedback process to provide account owners with the actionable insights needed to give the customer the best experience possible.

With the Client Loyalty Process, and NICE Satmetrix software, the company has also gained organization-wide transparency into the real-time

health and status of the customer experience. Role-based dashboards give every employee the view required to take action to effect change at each specific level, and regular reporting ensures that the entire company knows how it is doing and what needs to be done to make improvements.

Furthermore, the dashboards allow account owners and managers to monitor the status of open surveys and track whether or not additional action needs to be taken.

General managers have insight into their line of business and a way to benchmark their team's performance, as well as track trends or anomalies that require deeper investigation.

And executive management now has a view of overall customer experience over time and across business lines and a way to correlate experience with revenue, retention, and growth.

As Dwyer put it, "That level of executive buy-in cannot be overstated. As a result of their involvement, they can articulate customer experience just as well as any of the Client Loyalty team. They can tell us what the scores and primary drivers are, where they are going, and what they need to be focusing on for the next six months."

"It is not a survey. It is a relationship building tool."

– Jessi Williams, Senior Project Manager, Client Loyalty Department

What's Next

Providing a Foundation for Organic Growth

The greater transparency and executive buy-in have also been a catalyst for the continued growth of the program. Nuance has implemented a program to capture the employee NPS (or eNPS) for some of the Healthcare business lines and has started to translate the surveys into several languages to serve the EMEA market.

With NICE Satmetrix, Nuance believes they have found the perfect partner to help them grow and mature the CL program. NICE Satmetrix's guidance allowed them to quickly build a mature NPS program and they are now able to bring the process – from survey creation through results, analysis, presentation and remediation – to any business line or division without additional support. With the basics behind them, Dwyer and the Client Loyalty team are working with NICE Satmetrix to map out the future progress of the program and now look to the partnership for new ideas and technologies that can improve results and further embed the NPS Process into the fabric of the company.

“The Client Loyalty Team mission is to introduce the Net Promoter Score (NPS) discipline to all Nuance Communications, Inc.”

–Eileen M. Dwyer, Vice President, Client Loyalty Department, Nuance

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