Learning to Embrace Change

April 28, 2016
Comcast’s 50-year ascension in the telecom industry

1963: Ralph Roberts purchases American Cable Systems

Competitive Set: NONE

Subscribers: 12K Video
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- dish
- Aol.

Subscribers
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- 5.7M Video
- 0.1M Internet
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3.3M Internet
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Making customer experience our best product
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MAKE CUSTOMER EXPERIENCE OUR BEST PRODUCT
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...has created one of the largest and most complex companies on the planet

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Competitive Set
How do we become an engine for change and success? Skill sets sit in multiple places...
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UX Research

Behavioral

Qualitative

Quantitative

Attitudinal
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EBI - Business Intelligence/Analytics

Qualitative

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Attitudinal
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MS&A Team

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- UX Research
- MS&A Team
- EBI - Business Intelligence/Analytics
- Customer Experience Team
- Tracking Surveys

Encompasses:
- Qualitative
- Quantitative
- Behavioral
- Attitudinal
How do we become an engine for change and success? Skill sets sit in multiple places...

- UX Research
- MS&A Team
- Customer Experience Team

Behavioral
Quantitative

Qualitative

Consumer Services Research

IDIs
Focus Groups
Pilot Tests
Research Overviews
Secondary Research
Consumer Surveys
Choice Models

Attitudinal

Tracking Surveys
At immense scale, several challenges which will require us to improve our customer experience

**INCREASED COMPETITION FOR CUSTOMERS**
- Traditional competitors investing heavily in customer experience
- New, nimble competitors making in-roads in market
- Core demand on the decline in some areas (e.g., Pay TV)

**CHANGING CUSTOMER EXPECTATIONS**
- Expectations being shaped by other industries / players
- The ‘experience’ increasingly core to the value proposition
- Customer with more choices than ever

**COMCAST STARTING A BIT BEHIND ON CUSTOMER**
- Legacy perception of Comcast not being customer-centric company
- Traditionally differentiated on product – seen as lagging on key elements of the customer experience
Our Mission

To make customer experience our best product.
To reach our goals, there are three fundamental changes for Comcast DNA

**FROM**

- We prioritize **financial performance above customer**
- We are satisfied when the **operational scorecard is green**
- We **work around or through a customer issue**, even if it is bound to happen again

**TO**

- We prioritize **customer advocacy** alongside our financials
- We are satisfied when the **customer** is satisfied
- We are **empowered to solve or elevate customer issues**
We are at the beginning of a multi-year journey to deliver on our Mission

2016

Jun-Dec ‘15
Commitment and early implementation

2017

Enterprise-wide rollout and launch

Embedding new ways of working

2018+

Realization of customer full potential

Comcast provides the best customer experience in the market
Journey-centered Program Design

People and Culture

- Billing
- Onboarding
- Reliability
- Repair

NYC
Portland
Leadership
Kic
...
Soft Launch in 8 Channels

Retail
- Portland

Billing COE
- Twin Cities (St. Paul)
- Greater Chicago (Woodridge)

Care
- Philadelphia, PA
- Western NE (Berlin)

IBS
- Manila

Outsourced
- Big South (Atlanta)
- Field Techs

Nationl Care
- Tucson, AZ

DotCom

COMCAST
Scaling NPS across spokes

**Description**

- Beta deployments **prototype** NPS work practices in each channel

**Key activities**

- **Trial rollout** of NPS work practices (customer, team, elevation)
  - Test-and-learn practices (customer, team, elevation)
  - Adapt and refine work practices

- **Expansion** of NPS work practices to select ‘hubs’ within the division

- **Playbook-based rollout** of NPS work practices leveraging learning from earlier betas
  - CX resources will support hub deployments

- **Spokes enable broad scaling** of NPS work practices enterprise-wide by channel

- **Playbook-based rollout** of NPS work practices leveraging learning from hubs
  - Heavily reliant on Division and Function resources

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Today
Q&A