SAP
**Innovation
Awards 2020**

SAP® Innovation Awards 2020 Entry Pitch Deck

Taking Action on Customer Insights Leads to Breakthrough
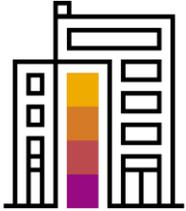
Autodesk

Company Information

Headquarters	San Rafael, CA
Industry	Software
Web site	https://www.autodesk.com/

Autodesk makes software for people who make things. If you've ever driven a high-performance car, admired a towering skyscraper, used a smartphone, or watched a great film, chances are you've experienced what millions of Autodesk customers are doing with our software.

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It's amazing to see how much can get done when given a specific goal and focus, and people are empowered to think creatively and holistically about how to improve the customer experience.

Melissa Schmidt, Director of Research, Digital Experience at Autodesk

Challenge

Instead of reacting to customer pain points as they became aware of them, Autodesk wanted to completely reverse this trend by proactively seeking areas where its customers were struggling and quickly taking actions to remedy the issues. Autodesk identified two major customer experiences that needed addressing; its support center and the product downloading experience.

Solution

Autodesk used Qualtrics CustomerXM and CoreXM to reinvent their customer experience. They began to survey customers to measure effort across the digital experience, and learned that their download experience needed to be improved. Autodesk used Qualtrics TextiQ to understand sentiment across thousands of incoming feedback reports from customers dealing with support. This enabled more focus on the issues that impact customers.

Outcome

Taking action on customer pain points has enabled Autodesk to increase their customer NPS rating by 12 points. Autodesk's culture has changed to become more responsive to customer experience feedback, with reports being sent directly to leadership now and distributed widely in the company. Autodesk's customers' effort score on product download improved by 3 points in few months.

11 Point increase in NPS score since taking action on customer pain points

8 % support case reduction from improving digital support experiences.

3 Point increase in CES score for Download in just a few months by streamlining the digital experience

Increased ACV at renewal with net promoter customers
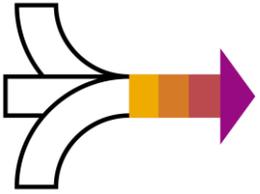
Business Challenges and Objectives

Autodesk wrestled with how to bring many disparate ways of measuring customer experiences under one platform that could handle the vastly different use cases, while making it easy to report findings and insights to leadership and key stakeholders. Autodesk knew that if they could bring together these insights, they could improve their customer experience and their internal culture for the better by making the whole organization more responsive to customers, helping teams focus on the most important customer issues, and empowering teams to take action to eliminate pain points.

The company wanted to understand the customer journey better and turn the most difficult parts into awesome customer experiences. They also wanted to improve their support experience so that when a customer needed assistance, the experience was handled correctly and quickly. They wanted to tie each customer representative's performance with real-world metrics from customers on how that employee handled customer issues. With so much customer feedback coming in all the time, Autodesk needed a method to quickly analyze all this information and provide insight on what areas needed to be improved.
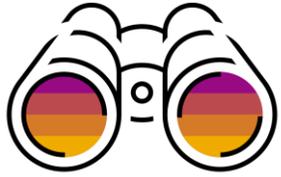
Project or Use Case Details

Autodesk implemented Qualtrics CustomerXM to understand both their customer journey and how their technical support was performing. Bringing all this information together on one platform, enabled the Autodesk customer experience team to better report insights and recommend actions to address issues.

To improve customers' digital experience, Autodesk rolled out a new corporate-level goal to reduce customer effort, measured through intercept surveys across the digital experience. By collecting feedback across touchpoints, the team was able to identify that the experience of downloading and installing Autodesk software as a top pain point. Customers struggled to know where in the digital ecosystem they should go to download, and sometimes didn't have immediate access to it. Using these insights, the team was able to recommend design and navigation changes, as well as internal policy changes. This resulted in a streamlined experience and improved customer CES score.

Next, Autodesk implemented Qualtrics CustomerXM to track how each support associate performed when solving customer issues. Customer feedback became a factor when considering each employees performance. Qualtrics TextiQ was also used to analysis thousands of open text responses to understand how each customer was feeling and what topics were trending in a negative way. These trends could then be reported to leadership and shared with the entire company to help focus the company culture on the customer.
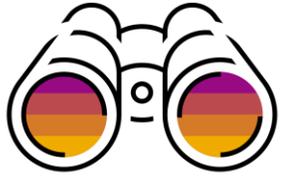
Project or Use Case Details

To improve the experience of our enterprise customers, we conduct 2x year phone call surveys with Decision Makers and Influencers on renewals. The account team reviews the feedback and takes action to address customer specific issues; and our Customer Insights and Experience teams identifies systemic issues that need fixing and drives improvements. A good example of this is our Consulting Scope of Work process. Based on customer feedback, we knew this was a negative driver of NPS and we have made improvements to reduce the end to end process time by >40% and this is no longer has a negative impact on NPS.

This closed loop feedback process has helped us achieve these results with our enterprise customers: Promoters renewed at a 6% higher ACV Billings rate than Passives and 18% higher than Detractors.

We've also increased the volume of feedback from our enterprise customers by 91% y/y as we continue to increase awareness of the importance of NPS.

The track record of measuring sentiment via NPS enterprise customers and the positive outcomes of the program led Autodesk to kickoff an NPS feedback program to all non-enterprise customers.
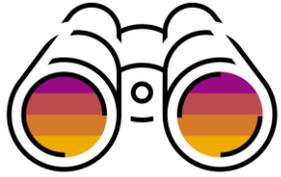
Project or Use Case Details

On a regular basis, we send relationship surveys electronically to all customers. Using our operational data, we are able to segment results by sales segment, geo, industry, etc..

Using Qualtrics IQ products for analysis and Vocalize for dashboarding, we share actionable customer insights across all business units enabling Autodesk to make business and product decisions that will have a positive impact on NPS. An specific example was making changes to the customer portal which resulted in a 5 point increase in NPS for this key driver.

These programs have led to a 12 point increase in NPS y/y and NPS.

All of this information is used for corporate wide education campaigns about NPS and customer experience – including Corporate NPS video, workshops, large TV monitors displaying customer quotes and NPS KPI Scores in key offices.

The outcome: NPS is the KPI used to measure customer sentiment at Autodesk, it is a corporate objective reported to CEO, and it is reviewed quarterly across the business.
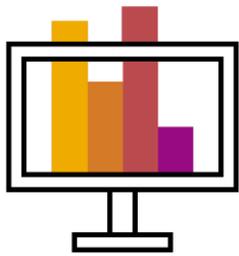
Benefits and Outcomes

Business or Social

12 NPS point increase.

3 point CES improvement for Autodesk's biggest customer pain point, *download.

IT

Better customer experience resulted in 8% digital support case reduction by Q3 FY20.

Streamlined multiple web survey platforms with Qualtrics SiteIntercept which reduced platform cost as well as human capital.

Human Empowerment

Support organization's performance is tied to agents' CSAT score that the agents care deeply about how they provide service to Autodesk customers.

Resellers care for their customer relationship more deeply since we receive feedback from customers right after customers place orders and interact with customers.

Customers have multiple channel to provide their positive and negative feedbacks throughout customer journey.

Architecture
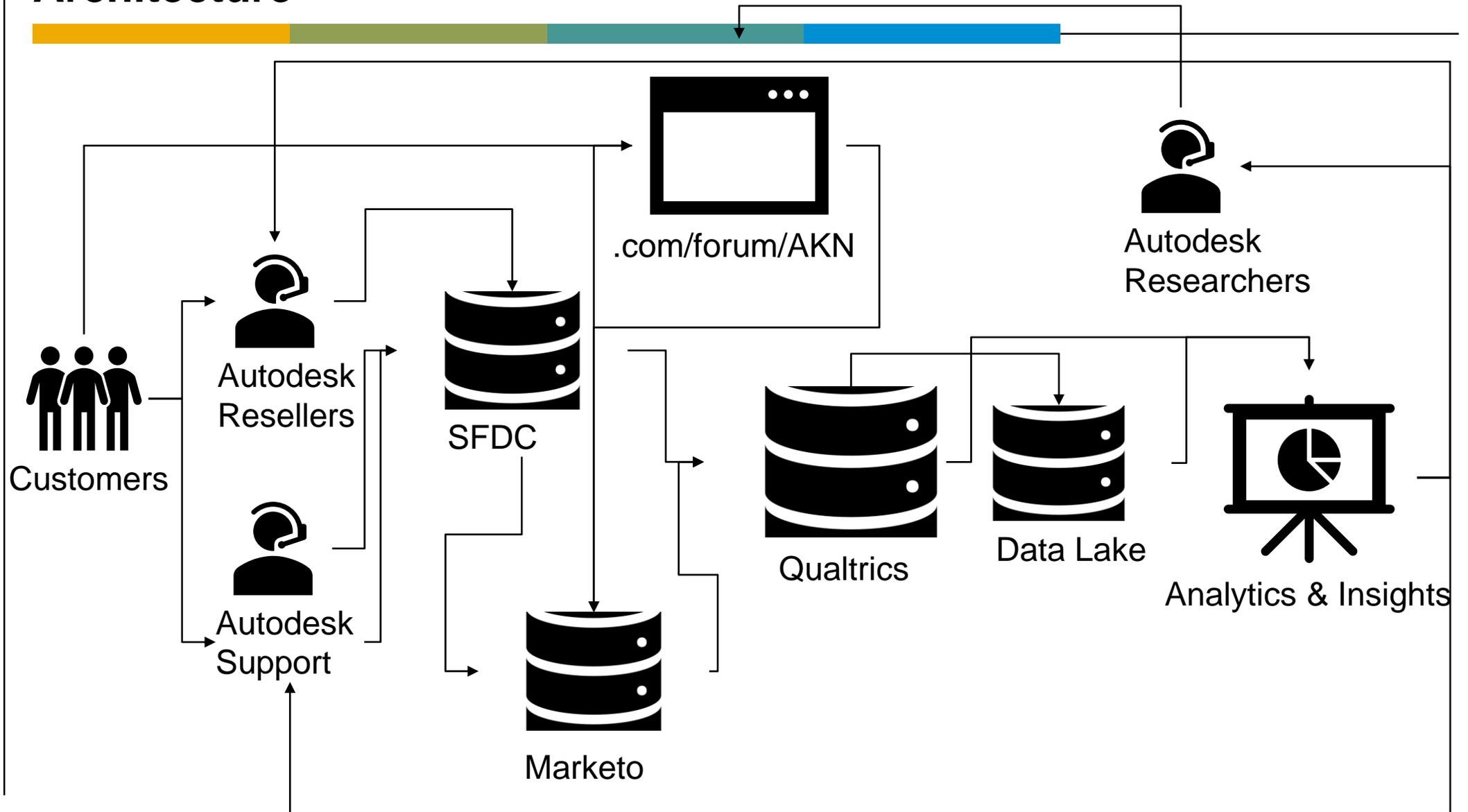
Deployment

Deployment status

Date   **Number of users**

SAP technologies used:

	SAP product	Deployment status (live or proof of concept [POC])	Contribution to project
1	Qualtrics CustomerXM	March 2019	
2	Qualtrics CoreXM	Feb 2014	
3			
4			

If you have used one of the services or support offerings from SAP Digital Business Services during the implementation or deployment phase, please select with ☒ **one or more of the following offerings:**

- ☐ SAP MaxAttention™
- ☐ SAP ActiveAttention™
- ☐ SAP Advanced Deployment
- ☐ SAP Value Assurance
- ☐ SAP Model Company
- ☐ Others:
- ☐ SAP Innovation Services
- ☐ SAP Innovative Business Solutions
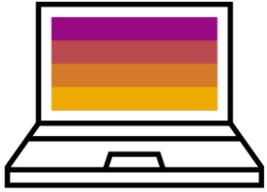
Advanced Technologies

The following **advanced technologies** were part of the project.

	Technology or use case	Yes or No	Contribution to project
1	3D printing		
2	Blockchain		
3	Internet of Things (IoT)		
4	Machine learning or AI		
5	Conversational AI		
6	Robotic process automation		
7	Data anonymization		
8	Augmented analytics		