



Customer Satisfaction

Materiality assessment topic: Customer Satisfaction

(GRI Indicator: PR5)

Issue Summary

Customers are one of the largest and most important stakeholder groups for any business. Successful companies must meet the needs of their customers today and transform to meet challenges that lie ahead.

Our Position

One of our core values is building strong customer relationships. We want them to have a great experience with us. Our mission is to connect people with their world, and do it better than anyone else. We regularly ask our customers how we're doing to make sure we improve our products and services.

Data Highlights

Key Performance Indicators

- Approx. 12 million: number of customer surveys we conducted in 2012.
- More than 4 million: hours that our retail and customer service reps spent in training in 2012.

Our Action

Customer experience and satisfaction is a priority for all employees. Our entire leadership team sets the example and is committed to putting the customer first. Officers from our mobility, home solutions, AT&T Business Services and network (both wireless and wireline) groups make up a leadership team dedicated to the customer experience — leading the charge to make changes within the company. Customer satisfaction results also play a role in how our employees and executives are paid. Our [Code of Business Conduct](#) also details our commitment to our customers.

CUSTOMER INTERACTION

We provide customer service in more than 160 languages, including Arabic, Farsi, Japanese, Korean, Mandarin, Polish and Vietnamese. We also offer a wide range of communications services to customers with vision, hearing, mobility and speed limitations. In 2012, our retail and customer service employees took more than 4 million hours of training to improve how they take care of customers.



Customers can interact with us in a variety of ways:

- Online, through myATT.com.
- On social media such as [Facebook](#) and our [@ATTCustomerCare](#) Twitter account.
- In our [online forums](#). In 2012, we had more than 8 million online chat sessions with customers.
- In our [2,000 company-owned retail stores](#), where we had more than 200 million visits in 2012. We also serve customers in many other store locations, through exclusive dealers and national retailers.
- Via phone, by dialing 611 from their AT&T wireless phone or calling 800-ATT-2020.
- Through apps such as:
 - [myATT](#) – self-service management of their accounts, from their wireless device.
 - [AT&T Mark the Spot](#) – to submit feedback on network performance.

MEASURING CUSTOMER SATISFACTION

We measure customer satisfaction and subscriber activity across our products, services, geographies and brands. We conducted approximately 12 million customer surveys in 2012, including interviews of former and returning customers. There is no single, perfect measure of satisfaction. That's why we use a blend of indicators to assess how our customers feel about us. Those surveyed represent everyone from our largest business customers to individual wireless users. The indicators fall into three main categories:

- **Relationship satisfaction:** We use Net Promoter Score (NPS)¹ to assess our customers' willingness to recommend AT&T. Working with research firms and using multiple external, blind survey methods, we measure our promoters and detractors to create a net score that paints a holistic picture of what our customers think of our business. We conduct these surveys continually to gauge our performance. Because this information is proprietary, we do not release the score externally.
- **Transactional satisfaction:** We conduct quick surveys closely following direct customer interactions. Those include retail store visits, service installation or maintenance, calls to our customer care centers or online chat support. The assessments range from texts to online surveys to phone calls, and they ask a customer to rate his or her specific interaction. Feedback arrives quickly and can be used in training, commendations for superb work or suggestions for improvement; it can also highlight longer-term areas of focus. Again, these surveys are proprietary, so we do not share results outside of AT&T.
- **Behavioral outcomes:** We track both sides of customer choice: incoming customers (sales) and outgoing customers (churn). We report churn in [our quarterly financial earnings](#), and industry analysts often cite this metric as a key measure of customer satisfaction.

We also track many primary and secondary market research studies conducted by third party firms and analysts.

¹ Net Promoter, Net Promoter Score, and NPS are trademarks of Satmetrix Systems, Inc., Bain & Company, Inc., and Fred Reichheld.



IMPROVING AND MANAGING CUSTOMER EXPERIENCE

We've always had a commitment to customer service, and we keep trying to improve. Customer satisfaction data helps us find new ways to make our products, services and network better. It also helps us give our employees the tools they need to deliver a good customer experience.

Recent strides we've made include:

- Improving myATT.com capabilities so customers have 24/7 access to support. We expanded the "click-to-chat" functionality, and the site lets customers schedule a retail store appointment if they'd like help in-person. We know that many of our customers prefer to manage their account online, so we redesigned att.com and the myAT&T app to make them easier to use.
- Rolling out a new, more open store design with digital signage and touch-screen kiosks. Our customers can interact directly with products and services before purchasing. Our retail representatives are fully mobile and can check out customers with a tablet from anywhere in the store.
- Dedicated social media customer service reps to help customers with their questions or issues. Our social media team helps around 5,000-6,000 customers every month.
- Streamlined IVR (interactive voice response) menus, increased focus on providing resolution during first customer contacts, reduced call transfers and wait times, and improved call center procedures so representatives can get help from a manager quickly when needed. Call center managers are using new video kiosks as a new way to train the reps.

- Trained specialized customer service reps on the major mobile operating systems so they can quickly answer device questions.
- Launched a new tool to provide detailed network coverage information – including upgrades or issues – for the customer's specific location.
- Our AT&T Business Services teams are looking at new ways to handle complex processes such as ordering, provisioning and billing. The effort has resulted in improved order quality, faster installation, fewer billing errors and more selling time for call center reps and outside sales teams. A new tablet app also gives our sales reps instant access to pricing and simple contacts, so they spend less time on administrative tasks.
- Other tools available to our employees include:
 - The Innovation Pipeline, where they can submit ideas on new ways to help our customers.
 - The HERO tool, which lets them report internal issues that stand in the way of supporting customers. We've had thousands of submissions since launching in 2012.
 - The Helping Customers website, available on their wireless devices, which is a tool that provides information and resources allowing employees to find help for many types of customer issues and even escalate customer issues not resolved by traditional AT&T service channels.



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