



## Customer Spotlight



### DoubleClick Doubles its Competitive Edge with SCP Standards

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Brian Kane, Vice President of Professional Services for DoubleClick had a specific goal in mind - to be the first digital advertising company to achieve certification through the Service Capability & Performance (SCP) Standards. DoubleClick aimed to raise the bar for its own Support team, and in doing so, challenge the entire digital advertising industry to follow suit.

#### Company Profile

DoubleClick provides technology and services that empower marketers, agencies, and Web publishers to work together successfully. Since 1996, DoubleClick has empowered the original thinkers and leaders in the digital advertising industry to deliver on the promise of the rich possibilities of this medium. Today, the company's DART and Performics divisions power the online advertising marketplace. DoubleClick has global headquarters in New York City and maintains 21 offices around the world to serve its more than 1,500 clients.

#### Situation

Digital advertising is crowded with competitors. DoubleClick, an industry pioneer, needed a way to demonstrate to customers its unrivaled commitment to service and support. Prior to certification, competitors attempted to lure away DoubleClick's customers and prospects by instilling them with fear and doubt, often about DoubleClick's customer service.

DoubleClick needed a way to quantify their stance as the industry leader with hard facts. "Our real challenge was articulating the strength of our customer service to the market. Our key vision is to differentiate ourselves from our competition through world class service," Kane explained. "By adapting our organization to industry best practices we insure that we can leverage our unparalleled global support infrastructure to deliver customer driven, one-on-one service."

#### Business Solution

To address the competitive challenges, ensure the integration of industry best practices, and communicate the quality of services the company provides, DoubleClick decided to adapt the Service Capability & Performance (SCP) Support Standard. The SCP Support Standard enabled DoubleClick to not only stand out from the competition but also to set the competitive benchmark for best practices. As a result, DoubleClick streamlined its customer service processes using the SCP standard as a guide.

"Through the SCP Support Standard, we implemented new case handling guidelines," Kane said. "For example, any time we're going to close out a case, we'll get the customer's buy in first. As a result, we're seeing increased customer satisfaction."



17075 Via Del Campo  
San Diego, CA 92127  
Tel: 800. 552.3058 or 858.674.4864  
Fax: 858.674.1192  
info@servicestrategies.com  
www.servicestrategies.com

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Each time a case is submitted to Support, the customer automatically receives information indicating the estimated response time. Having customers involved throughout the process puts them at the center of the support effort and helps to establish clear expectations. When customer expectations are met or exceeded, DoubleClick sees the result in positive customer satisfaction and loyalty ratings.

In general, customers are telling us ‘We see the difference (in service quality).’ Customers have actually learned how our process works and, in addition to noting the improvements in case handling in our Event Based Survey results, have become proactive in helping to resolve their cases.” Kane explained.

Using the post-certification audit and survey results, Kane was able to alleviate doubt by showing a 94.7% satisfaction rate after the initial SCP audit. As the first SCP certified organization in their industry, DoubleClick has sent a clear message to its competitors, as well as their customers – customer support is serious business at DoubleClick.

## **Proactive Reporting Pinpoints Trouble Spots**

The SCP Support Standard changed the way DoubleClick reported performance and required them to re-evaluate some key measures. As a result, the group implemented a new scorecard to measure support’s success. Each measure, such as response time, resolution time, and backlog has a target driven by the SCP Standard, which gives the management team better insight into the organization’s service delivery performance.

Prior to certification, DoubleClick used average response time as one of their key metrics, and was confident that their twenty minute average response was industry leading. However, leveraging SCP recommendations, DoubleClick Support tweaked these measurements. While Average is still looked at, emphasis is now on the percentage of time that response targets are met. The SCP Audit enabled DoubleClick to say that their response times truly are world class.

## **Additional Benefits of SCP Standards for DoubleClick**

- Became a primary competitive differentiator for DoubleClick
- Provided measurable results including a 10-15% increase in customer satisfaction
- Provided proactive reporting
- Gave DoubleClick new case handling guidelines
- Created better communication between customer service and other cross-functional teams
- Gave DoubleClick support staff a new sense of pride
- Contributed to driving a 94.7% customer satisfaction rate
- Enables DoubleClick to provide superior customer service



## With SCP Standards, DoubleClick Raises the Bar

“We differentiate ourselves from our competition through the delivery of world-class service, and earning SCP certification validates this commitment to excellence,” said John Rehl, DoubleClick’s senior vice president of Global Technical Services.

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Through certification, DoubleClick has elevated service standards in their market segment. During the early stages of the certification effort, management learned that “word on the street is that DoubleClick’s service has greatly improved.” It was important for DoubleClick to be able to take that anecdotal feedback and make it into something real and tangible.

Rehl added that since starting the certification process, the number of clients who are delighted with their service experience is up 15% from the original benchmark, and their Net Promoter scores are up 39%. He explained that these improvements have not only affected the bottom line, but also made a difference in their client relationships. One long-term client expressed to Rehl that DoubleClick’s service expertise is one of their primary differentiators and a key selling point for the company.

## Certification Boosts Self-Image

Achieving certification under the SCP Support Standard helped bolster the support team’s self-image. In some organizations, support staff are viewed “at the bottom of the food chain.” Certification allowed DoubleClick to make good on their promise that support is actually at the center of the DoubleClick universe. Team members enjoy and take pride in their association with a world-class services organization. DoubleClick has also been able to create marketing opportunities as a result of certification, which give rise to increased esteem across the Support teams.

“SCP Certification has invigorated us,” noted Kane. “We have the ability to provide a level of service and support unrivaled in our industry. That gives us tremendous pride.”

DoubleClick’s support staff became familiar with the elements of the SCP Support Standard through weekly training sessions. Different formats, such as games and quiz shows, were used to foster a fun and interesting learning environment. Instead of making SCP Certification daunting and formidable, the weekly meetings encouraged staff to buy in and be part of a major company milestone.

“We saw this as an additional opportunity to engage our personnel in the future of Support. As leaders we didn’t want to just say to the staff ‘Here’s the SCP Standard’. We actually involved the entire support team in the training and preparation process necessary to achieve certification,” said Shawn White, manager of customer support, and coordinator of the training sessions.

## SCP Career Certification for DoubleClick Support Staff

The Service Capability & Performance (SCP) Standards are *the* standard for creating and maintaining world-class performance for technology service and support organizations. Building on the same industry focused foundation, SCP Career Certification helped DoubleClick confirm that individuals within their Support organization have the skills necessary to drive and sustain significant business improvement. Every support manager at DoubleClick has qualified as a Certified Support Manager (CSM) and 75% - 80% of support personnel are qualified as Certified Support Professionals (CSP).

With their eighty hour training target per year (2x the industry benchmark), DoubleClick already had an adequate training program in place, however, the SCP Career Certification program gave them a much more robust training curriculum, providing new hires an immediate advantage and a leg up for CSP qualification. "When you look at the training and development side of the program, those certifications play a very large role," Kane explained. "The CSM training in particular, crystallizes our commitment to staff development. 100% of our Support Management team is certified as CSMs. In addition to leading to outstanding service experience for our clients; it sends a message to our employees and our customers about just how important service is to DoubleClick."

## Service Strategies Expertise Adds Value to Certification Process

Throughout the certification process, DoubleClick worked with a Service Strategies senior SCP auditor with more than twenty years experience in the information technology industry.

"The assignment of an advisor was key. At DoubleClick we looked at certification as a process, one that took quite a bit of time, and having an advisor was critical," said Kane,

In addition to the significance of good mentoring, Kane recalled the importance of having access to other certified companies to learn more about their best practices. At this point, DoubleClick has a clear understanding of what their support team is doing well, yet is aware that the process is a continuum and there is always room for improvement. Through the SCP Support Standard, DoubleClick plans to find just the right combination of elements to achieve world class service delivery. "Now we have a roadmap for the future and concrete methods to continue to raise the bar even higher," Kane said.



To learn more about the Service Capability & Performance (SCP) Standards and what it can do for your service and support organization, contact Service Strategies Corporation at 800.552.3058 or email [info@servicestrategies.com](mailto:info@servicestrategies.com)

