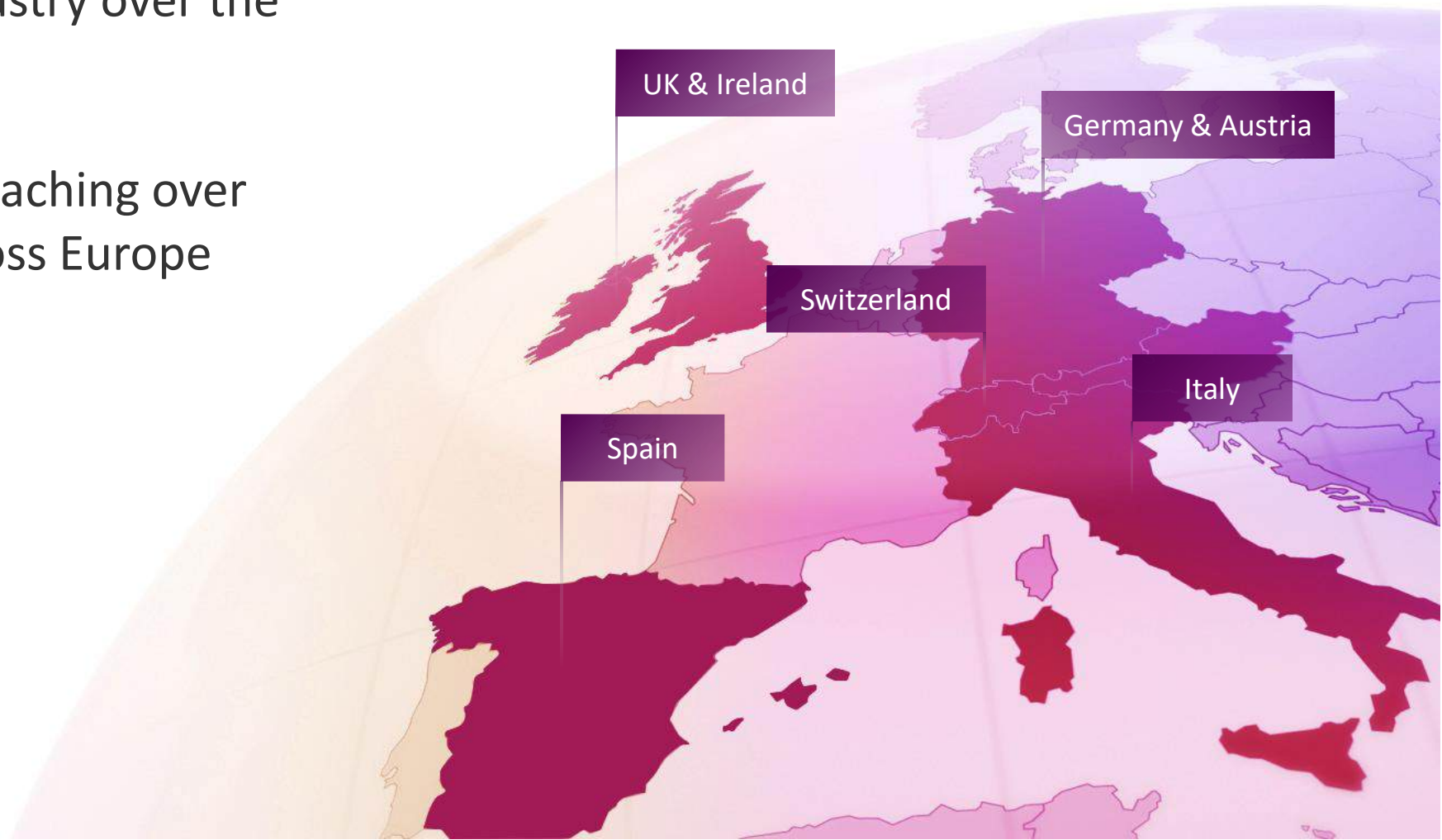
Using E2E experimentation to eliminate customer frustration

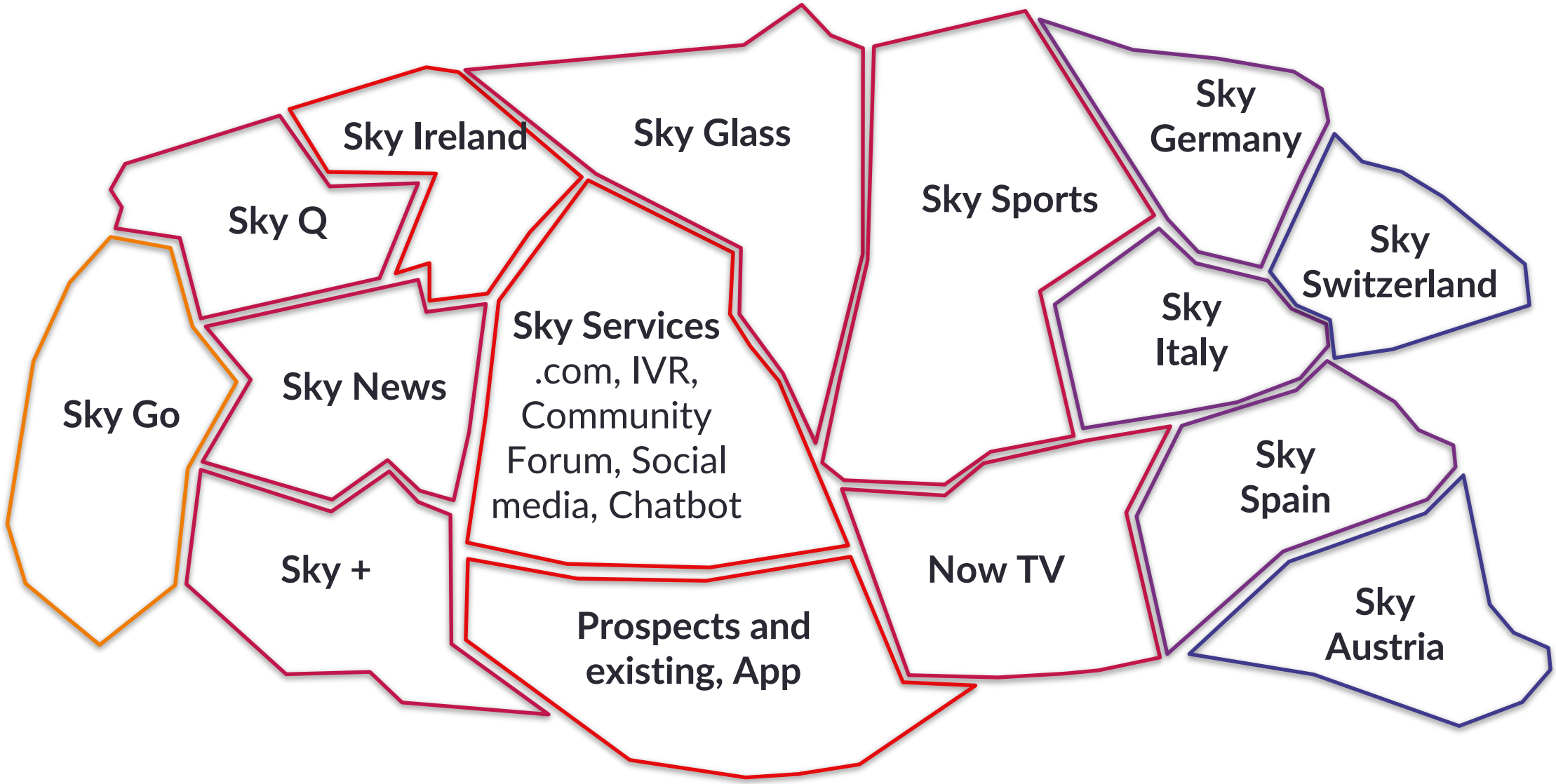
Sky at a glance

- We’ve been transforming the media and entertainment industry over the past **30 years**
- We’re in **7 countries**, reaching over **120 million** people across Europe
- Over **31,000 colleagues**

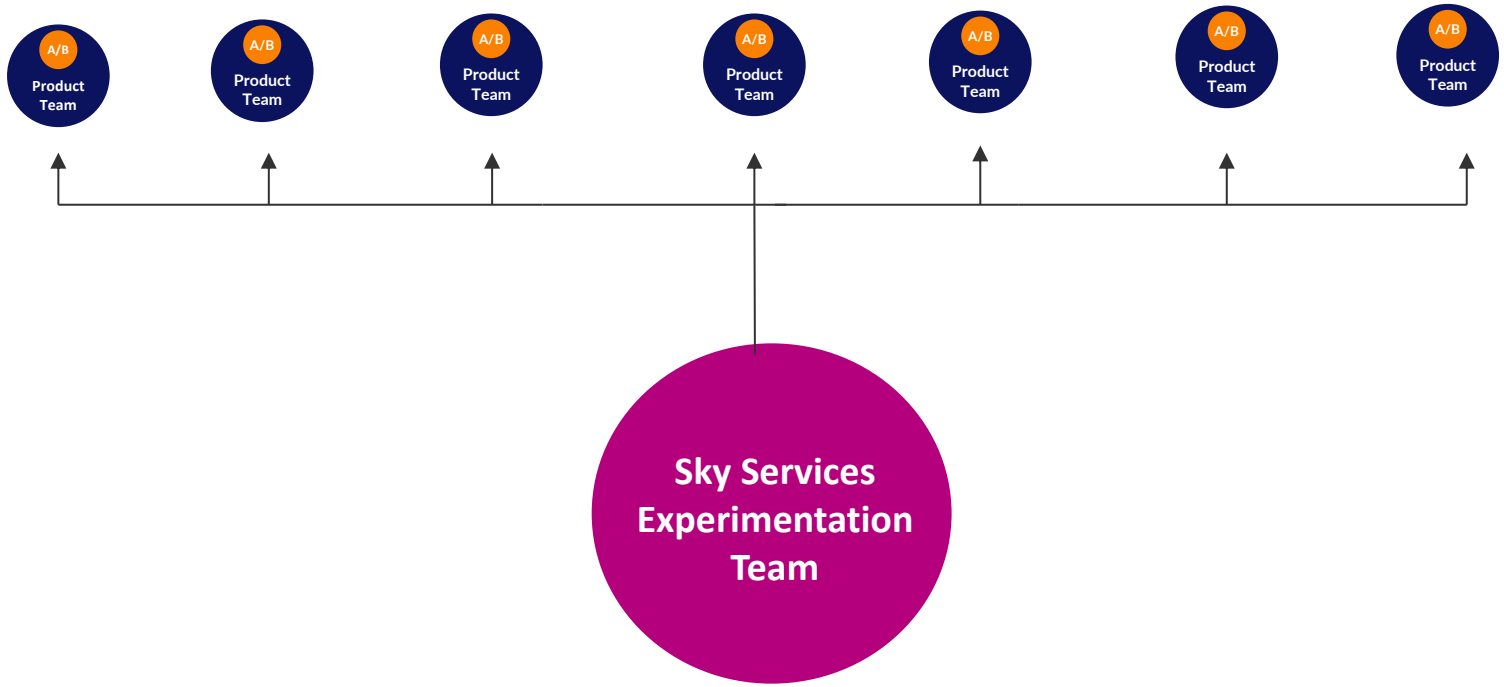


With Multiple brands

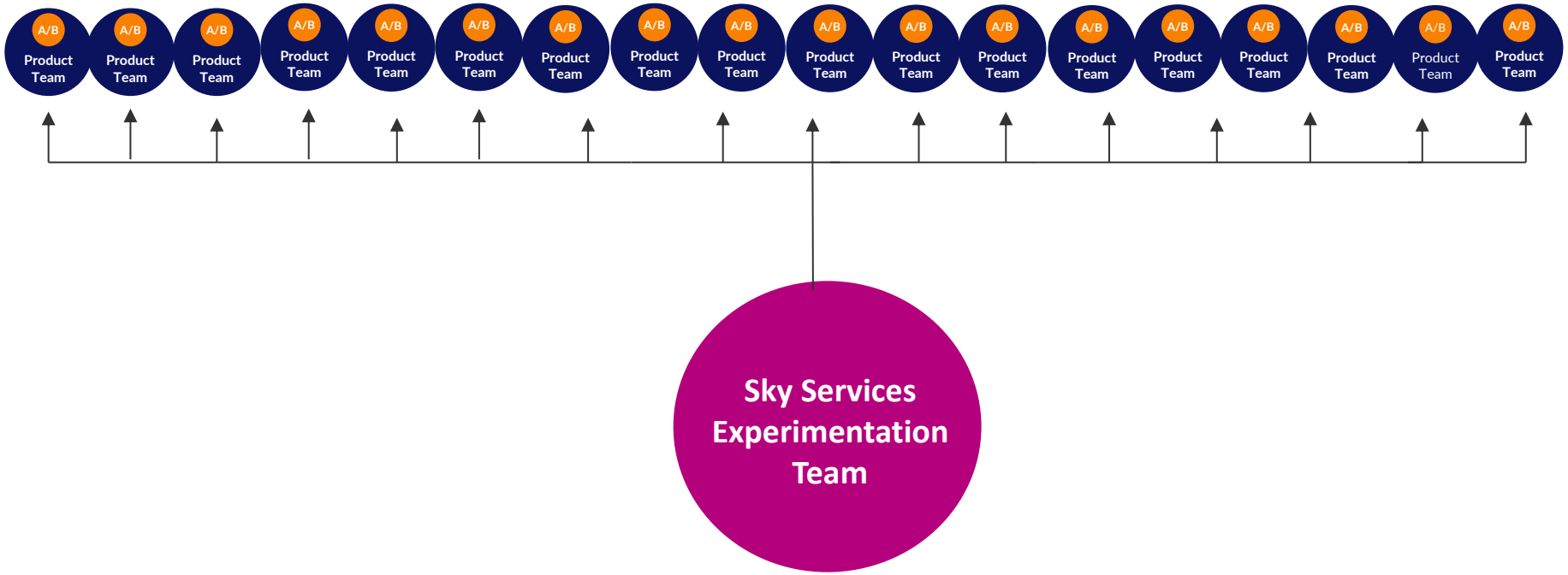
Sky Digital Landscape



There used to be 7 product teams to support



Now there are 18!



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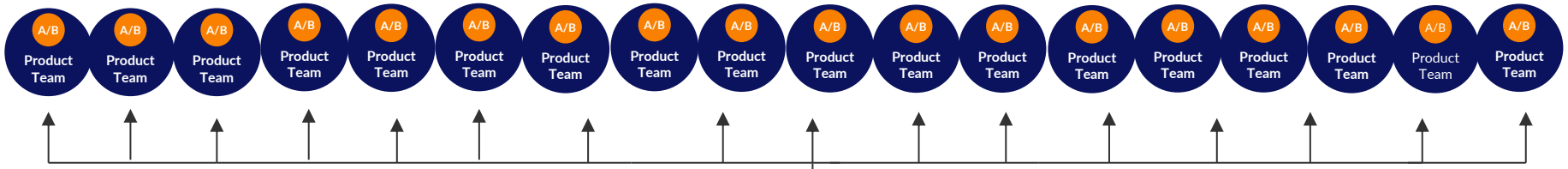


Sky Assistant

OneHelp

Order Tracking, Gatekeeper

Triple Play bill, SMP Statement, Bill Hub, Mobile Bill

Messaging & SMS

Sky Services Experimentation Team

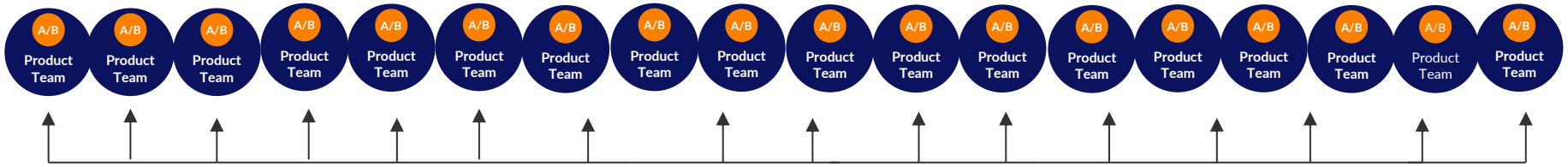
Service Checker, Engineer Booking

Streaming TV Billing

My Account

IVR & AVS

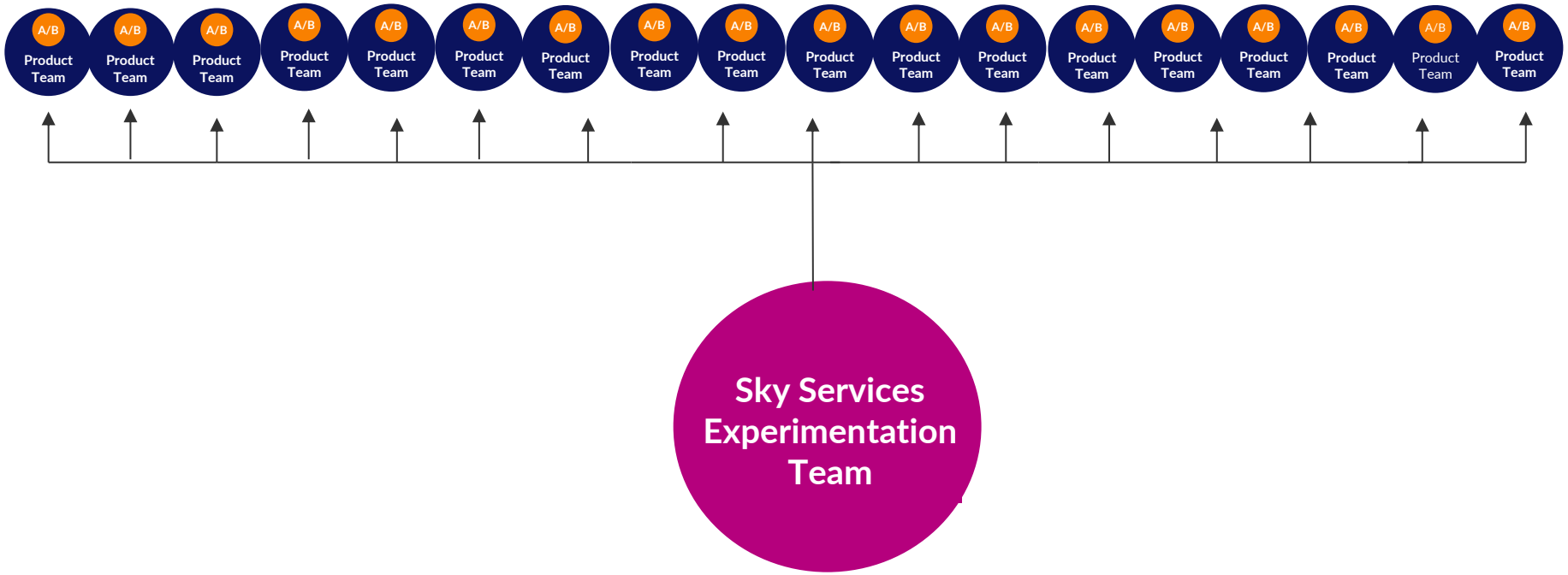
Now there are 18!



Each Product Team includes:

1	Product Manager
1	Business Analyst
1	UX/UI Designer
4 - 8	Developers
1	QA Tester

Primary metric	Reducing the number of calls to the contact centre



Sky Services Experimentation Programme Today

- **Culture:** Embraced across teams and leadership
- **Workflow:** Testing is embedded in how we build
- **Approach: 80%** of tests are server-side
- **Decisions:** Driven by data and insights
- **Validation:** All results verified by Finance
- **Transparency:** Learnings shared business-wide
- **Impact:** 40% test win rate

Experiment Example

Control

Variation

Hypothesis: We'll be testing whether Generative AI in our IVR can enable customers to speak naturally, helping route calls to the right skill type first time.

Our goal:

- Reduce transfers
- Time on phone
- Customer NPS

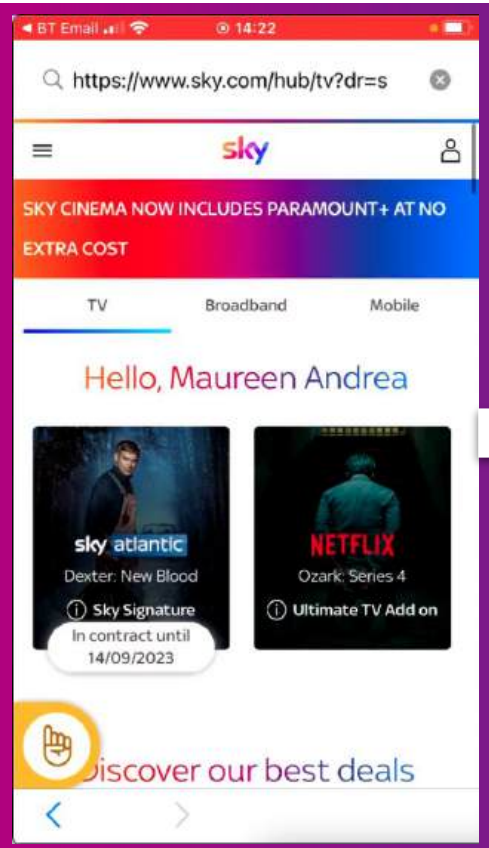
Sky Services Experimentation Programme Today

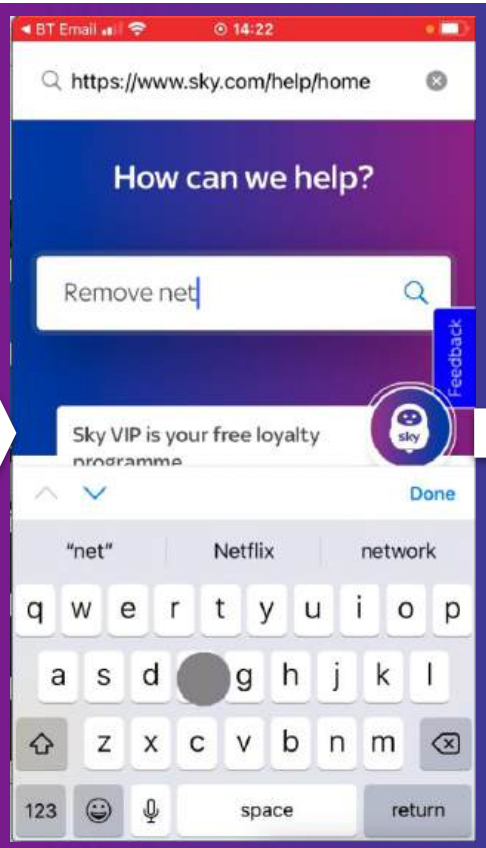
What’s the Problem?

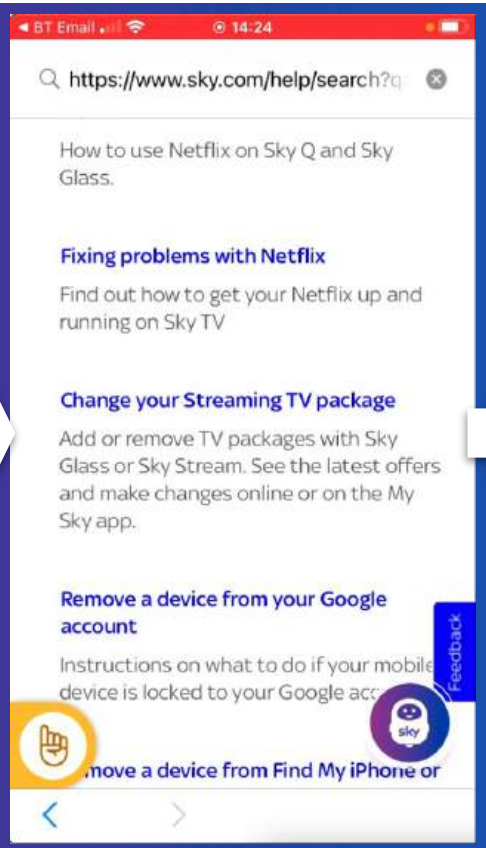
Experiences across our journeys feel fragmented.

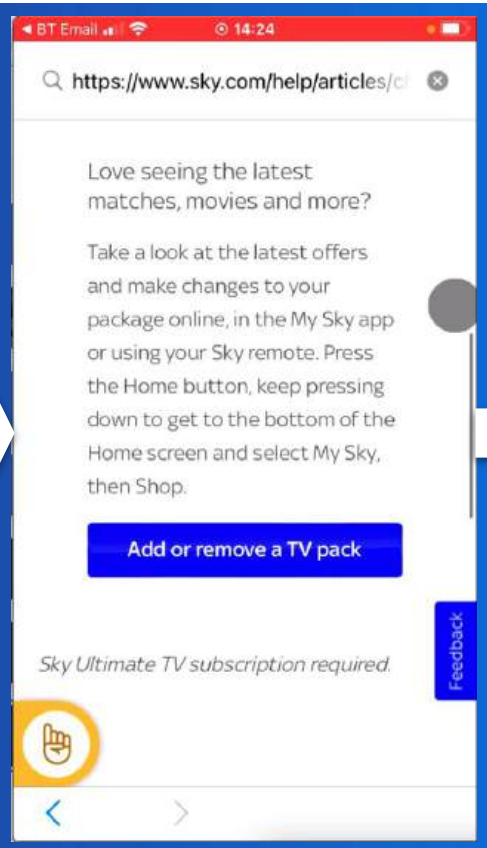
You can't remove a TV Pack online… but the search suggests you can

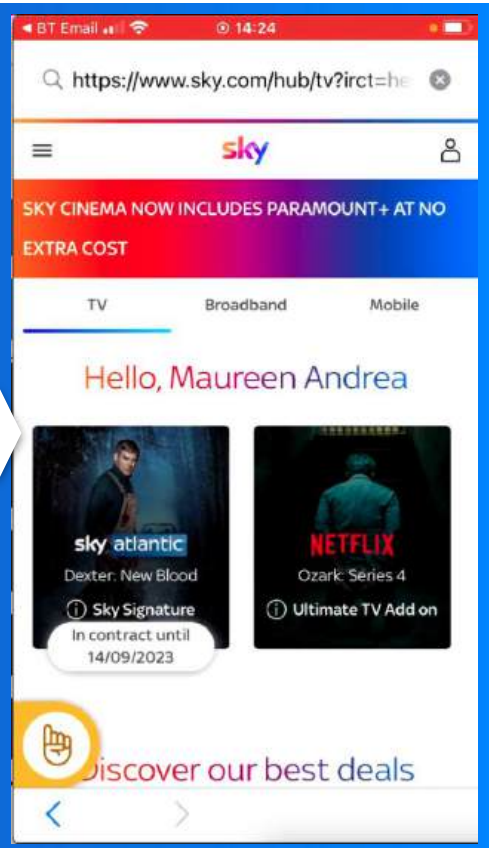
The user ends right back at the start!











Settings product team

OneHelp product team

Search product team

OneHelp product team

Settings product team

Disjointed journeys are worse kind of customer problem.

Idyllic Cambridgeshire

Product Team 1

Product Team 2

News ▸ Cambridge News ▸ Cambridgeshire County Council

'Madness' on Mill Road as contradictory signs prompt safety concerns

Product Team 1

Cambridgeshire Council

Product Team 2

Thameslink Railway & Network Rail

sky

Now imagine each team was optimising this journey in verticals

Product Team 1

V1: Different colour sign!

V2: Change the positioning so it’s at eye height

V1: Change text to “Footpath closed”

V2: Give a reason why it’s closed and for how long

Product Team 2

None of these address the underlying problem

What if we all worked together?

Instead:

V1: Change yellow signage to say use the other pavement

V2: Add a temporary crossing so that people can safely cross to the other side

And the same thing is true for the ‘removing a TV package’ journey

Verticalised teams & unconnected platforms cause havoc for the customer journey

Customer journeys are horizontal

Homepage

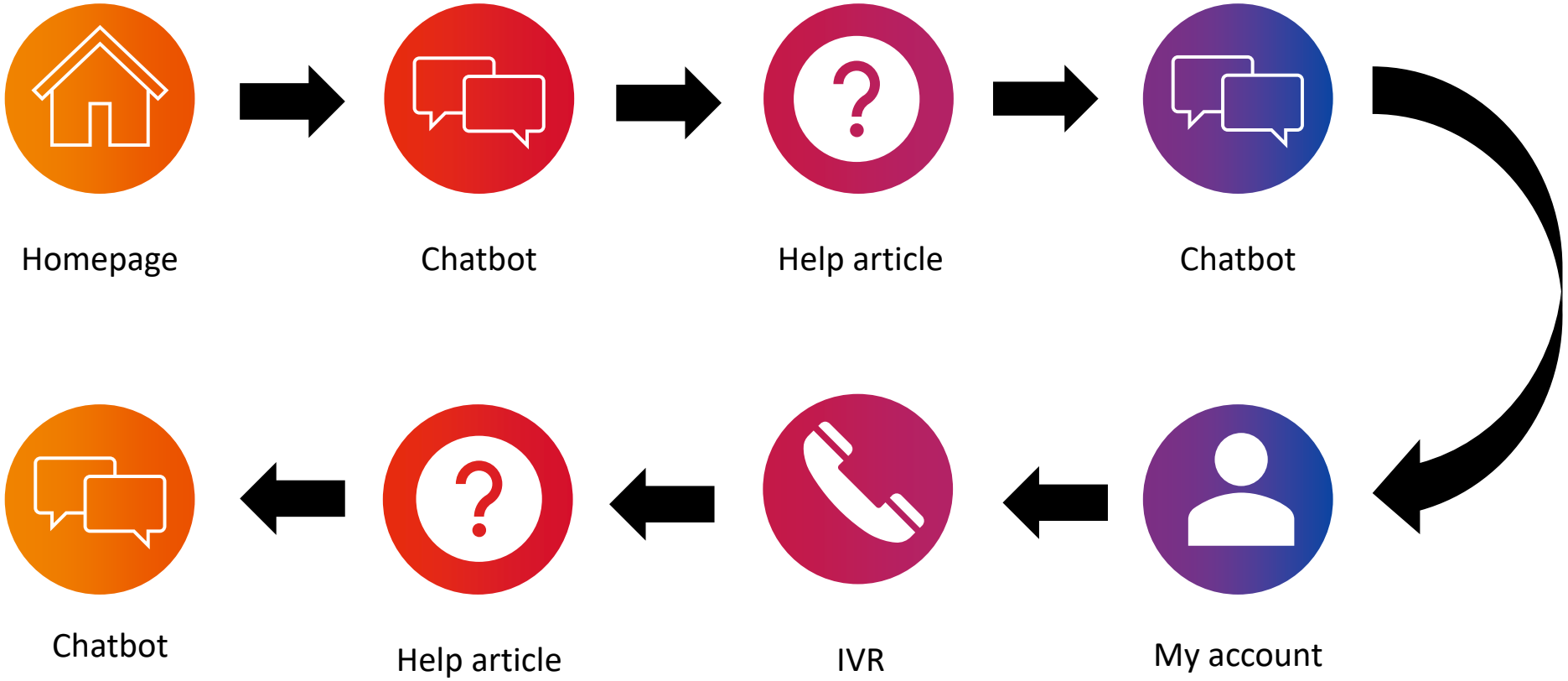
My account

Help articles

IVR

Chat bot

And often messy…



The solution?

End-to-end technology

Ways of working

Analytics

End-to-end technology

Original Optimizely Implementation

Platform Specific SDKs

- Separate SDKs implemented across our technology stack
- Teams managed their own integrations independently
- No unified approach to experimentation setup

No cross-channel capability

- Experiments were confined to individual applications
- Could not track user journeys across channels
- Disjointed understanding of customer experience

Global Experimentation Microserver

Introducing new platform

- A single, centrally managed experimentation layer
- Standardised integration across all platforms
- Unified governance and consistent implementation across all channels
- Installing into new non digital channels.

Enabling Horizontal Experimentation

- **Vertical:** Enables testing within a single product or platform
- **Horizontal:** Supports experimentation across customer journeys and touchpoints
- Scalable, enterprise-grade experimentation framework

Ways of working

From Channel to Journeys

Channel Centric Mindset

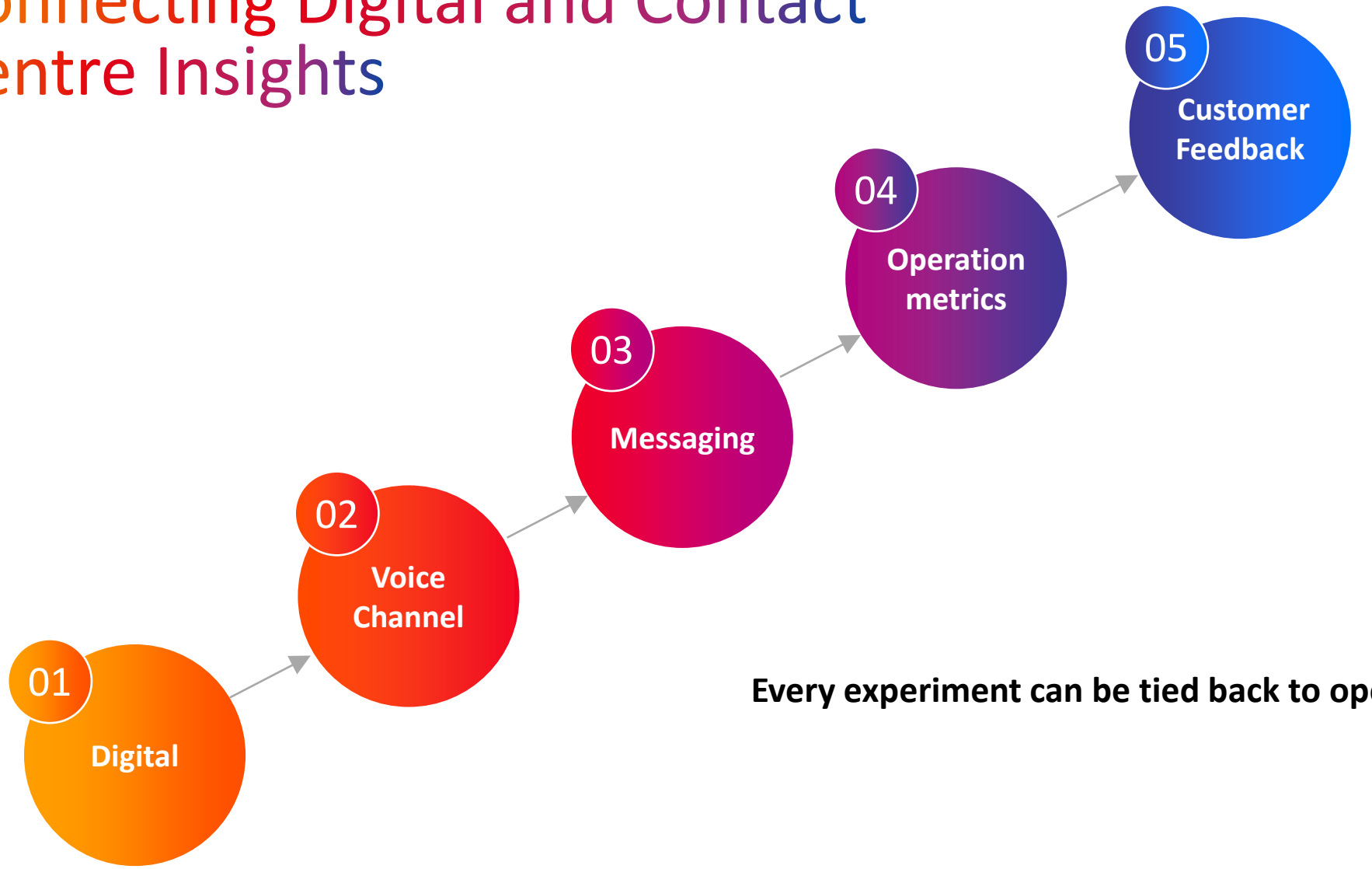
- PMs focused solely on their platform (e.g., Billing on Sky.com)
- Limited ownership of customer journeys across platforms
- Fragmented and inconsistent customer experiences

Intent Led product thinking

- PMs own customer intent, not just the channel (e.g., “Pay My Bill” across all touchpoints)
- Looking at end-to-end journeys across web, app, and call centres
- Ensuring consistent, seamless experiences regardless of channel

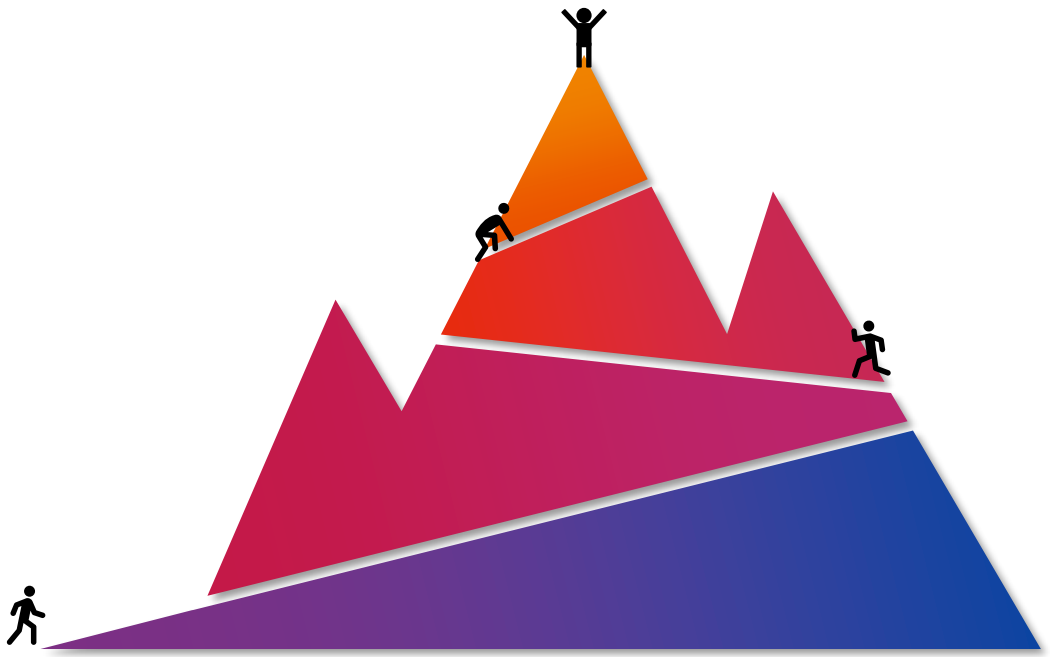
Analytics

Connecting Digital and Contact Centre Insights



Every experiment can be tied back to operational impact

Challenges so far



1

Technology

Tech built in verticals
Maturity of tech is different
Tech teams in separate departments

2

Politics

Introducing experimentation to new areas
Who gets the business benefit
Who is accountable for what

3

Ways of working

This changes the fundamental way that Sky works, product, tech, data

4

Bringing multiple teams together

Aligning KPIs
Aligning resource
Different visions and strategies

Empowering Sky to create successful, customer focussed, end-to-end journeys

Summary

1. Experimentation focussed on customer intent, not product verticals
2. Get the technical foundations in place
3. **Collaborate!** Don’t keep experimentation to yourself

Thank you