



## Spotify case study

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### our brief

“to help Spotify establish a world class customer service team. based in the UK, this team would provide support and advice to customers globally.”



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## our solution

We worked with Spotify to gain insight into their existing practice, define what excellence looks like, identify the right talent for the new team, develop team performance and ensure ongoing peak performance was sustained. Here's how:

### Gaining insight into their existing practice

We spent time with the existing Customer Services team in Stockholm to understand the business, their products and their current role in supporting their customers. We used our appreciative enquiry approach to understand how they currently worked as a team and with customers to see what worked well in the current structure, what could be improved and how their role would change as the global Customer Service Centre was established in UK.

### Defining what excellence looks like

#### – Clarifying structure and roles

We then supported the Head of Customer Services to define the structure and role of the new (larger) UK-based team, keeping the team in Stockholm for customer escalations and for specific Customer Service projects.

#### – Creating a Customer Services Behaviour Framework

Having clarified the role of the new Customer Services Team, including the team in Stockholm, we created a Customer Services Role profile and Behaviour Framework, linked to Spotify's values, as the basis for Spotify's recruitment, induction, and ongoing team development and performance management.

### Identifying the right talent

With high volume recruitment essential to the success of the new team (50 plus new employees as part of phase 1), we designed and developed an Assessment Centre to enable Spotify to attract and identify talent for the team. The assessment centre was dynamic, rigorous and on brand and was run totally by existing CS Team members.

### Developing team performance

Once recruited, the individual and team development was critical to the successful launch and ongoing performance of the new multilingual UK based team.

We designed a two-week intensive, interactive and highly creative face-to-face development experience with ongoing project work and challenges after the face-to-face experience as well.

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## our solution continued

The programme covered the following from an organisational level:

- History and heritage
- Brand identity, vision and values
- Who's who in Spotify
- Products and services
- Technology
- Competitors
- Customers

From a CS team perspective, the following were included:

- Team brand, vision and goals
- Getting to know each other
- Service essentials
- CS behaviours
- Customer communications
- Performance service standards
- Nine dimensions of an effective team
- Systems

Given that most of the new team were Generation Y employees, the practical, creative and real world nature of the program were key. The learning experience was designed around the day-to-day of the business and their CS context. The CS agents were given real world challenges and required to give each other intensive feedback to establish trust, capability, accountability and high performance. We used technology including video, gaming principles and ongoing small group interactive project work to engage and excite them so they could create their own learning, knowledge and experiences. Our methods also ensured they were able to test and apply their new found knowledge and skills instantly for quick and tangible results for them and for Spotify.

### Enabling internal facilitation and knowledge sharing

We worked closely with the existing team (from the Stockholm office) to enable them to deliver the team development program internally – sharing their expertise, empowering and developing them, and ensuring they built connections with their new UK based team members.

### Reviewing & evaluating for sustainable performance

Success of this project was key for Spotify with significant financial and emotional investment in new offices, recruitment and development of the team. To ensure ongoing sustained performance of the new team we supported Spotify in tracking the ongoing performance of the new team in relation to their service and product knowledge and behaviours as well as the engagement, retention, and satisfaction of their customers.

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outcome

“the entire team development program designed for us by artgym has been incredibly effective. really thorough, creative and impactful. it definitely got our team established and up to speed – working together in a very fun, innovative, practical way. it has had very tangible results for the cs team, our business (it’s a big milestone for us) and, most importantly, our customers globally.”

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