




# Coursera improves CSAT by 4% through targeted agent upskilling



 **Industry**  
Technology / Online Learning

 **Location**  
Global

 **Size**  
130 outsourced support agents

## Overview

Customer support sits at the intersection of product experience and brand trust. For Coursera, ensuring consistent, high-quality support across a distributed, outsourced workforce required more than traditional training. As customer needs grew more complex, the organization identified an opportunity to rethink how agent performance was developed and measured.

Using Coursera’s own platform, the internal team launched a performance coaching model focused on one defining metric: customer satisfaction (CSAT). By aligning skill development directly to business outcomes, Coursera created a scalable approach to improving both agent capability and customer experience.

“

*We focused on one metric that truly reflected agent quality and customer experience—CSAT—and built everything around it. Once we aligned targeted skills to improve that outcome, we saw meaningful, measurable change.*



**Jennifer Sanchez**  
Support Strategist

## Outcomes

**4%**

increase in CSAT, improving customer experience quality at scale

**7**

critical skills added, enabling agents to handle more complex support needs

**440+**

learning hours per month, embedding continuous development into daily workflows

## The Challenge

Coursera's support model relied on approximately 130 outsourced agents, with performance measured through customer satisfaction and quality assurance signals. While training existed, it lacked precision. Content was not consistently aligned to the specific skills driving CSAT, and development efforts were fragmented across teams and geographies.

At the same time, AI-driven product evolution was increasing the complexity of customer inquiries. Agents needed stronger technical, problem-solving, and communication skills to meet rising expectations. Without a targeted approach, the risk was clear: stagnant skill growth would lead to inconsistent support quality and limit the team's ability to deliver high-value customer experiences.

## The Solution

Coursera designed a performance coaching program grounded in a simple principle: Focus on the metric that matters most, then build skills directly around it. CSAT became the central indicator, and skill gaps identified through QA insights became the roadmap for intervention.

Using Coursera, the team built a structured, skills-based learning program tailored to agent needs. Custom learning content was developed and deployed through the platform, enabling training to shift from static materials to dynamic, role-relevant experiences. Vendor managers were upskilled on Course Builder, accelerating content creation and ensuring continuous iteration.

The program combined multiple layers of enablement. Agents participated in dedicated coaching sessions with team leads, reinforcing learning through reflection and real-time feedback. Training focused on a defined set of high-impact skills, ensuring every learning moment connected back to CSAT improvement. At the same time, the QA process was redesigned to create a continuous feedback loop between performance data and skill development.

Coursera's AI-powered tools further streamlined the experience. Course Builder and interactive learning features enabled faster content creation while introducing more engaging, practice-based learning that helped agents "hone and further develop the hard and soft skills required to provide learners with the best support experience," according to Joshua M., CSR2.



*The most valuable aspect has been the structured reflection on our weekly goals and progress. It keeps me aligned with my personal development goals and gives me a chance to reassess what's working and what needs improvement.*

**Ahmad Imad Abdel Aziz**

CSR2

## The Results

The performance coaching program delivered measurable improvements in both customer outcomes and workforce capability. Most notably, Coursera achieved a **4% increase in CSAT**, a meaningful gain in a metric that directly reflects customer experience quality and brand perception.

This improvement was driven by tangible changes in agent capability. Through targeted learning, agents developed **7 new critical skills**, equipping them to handle increasingly complex customer interactions with greater confidence and consistency. Learning became embedded in daily operations, with **440+ hours of training logged per month**, signaling a shift to continuous development.



*The most valuable aspect of the coaching program... has been the chance of acquiring new knowledge applicable to my daily tasks in solving issues and managing time.*

**Alfred Sum**

CSR1

Beyond primary metrics, the impact extended across the support ecosystem. QA scores and agent skill levels improved alongside CSAT, reinforcing the connection between structured learning and real-world performance. Teams reported a shift from reactive support to more confident, proactive engagement with customers.

“

*Performance Coaching has reshaped the way our team understands customer support... helping them unlock new skills and build a stronger foundation.*

### **Manuel Arana**

Performance Analyst

Just as importantly, the program drove a cultural shift. Learning became part of how performance was defined—not separate from it. Operations Manager Rita Maria López Escalante noted that the program "shifted our perspective from relying on retroactive metrics to continuous, forward-looking coaching that sees performance as a dynamic journey."

At the leadership level, the program reframed how performance improvement is achieved—shifting from broad training investments to precise, skills-based interventions tied directly to business outcomes.

“

*This program demonstrated that when you align skill development to a single, meaningful business metric, you don't just improve performance—you create a scalable model for how teams grow and deliver value.*



### **Steve Aman**

Sr. Director, Scaled Support Operations

By focusing on one key metric, the program created broader gains across performance indicators—a reflection of more capable, confident agents.

Looking ahead, Coursera has established a repeatable model for workforce transformation. By linking skills to business outcomes, embedding learning into workflows, and using AI to scale content creation, the organization is positioned to continuously improve support performance while demonstrating a clear path for customers to do the same.



**coursera** for business

### **Improve the metrics that matter**

Build skills that directly drive business outcomes.

[Explore Coursera for Business](#)