



**PROBLEM STATEMENT:**

**Customer experience was not being maximised as a result of the lack of alignment between functions.**

**Client profile**

- Australian Advertising Industry
- SMB Customer Segment
- 200k+ customers
- 1500+ employees
- \$600M+ Revenue

**Key Team Roles**

- Sales
- Marketing
- Service

**Business Impact**

- Sales, service & marketing functions aligned on goals, lead definition, and processes.
- Teams now spend their time more effectively on promising leads and conversions have increased with now common dashboards and tools, including engagement platforms to understand customer needs.
- Revenues increased as a result of clear alignment on customer ROI metrics.
- Improved efficiencies as a result of sales & marketing working together to shorten the sales cycle. This included go-to-market strategies based on segmentation, content development, contact strategy, nurturing, engagement, and customer support.

# ALIGNING SALES, SERVICE, MARKETING



The silos between the sales, marketing and service functions needed to be removed to promote sales effectiveness. There was nobody in the organisation taking responsibility for the end-to-end customer experience. Sales indicated they were taking the lead on customer experience yet revenue (-29%) and NPS scores (-88) were moving backwards every quarter. Marketing insisted that they were listening to the voice of the customer and focused on lead generation however the leads being generated were in verticals the business could not serve. Service had a company leading episode NPS(+12) result however churn (19%) was at an all time high.

## More than just aligning the three functional areas:

Integrating these functions was actually the last step in the process; we started by capturing the customer lifecycle (value stream) and then making sure we understood every handoff point as well as assessing any gaps and/or waste across the value stream. We revisited the lead process and created a single common definition for what constituted a qualified lead. We involved

customers in our design process and invited them to give us feedback and recommendations for how to improve our service and offering, which we then tested with a new operating model pilot. We ran the pilot team for a quarter and reviewed its results against the BAU team to determine the best approach for implementation and national relaunch.

## Strategic initiatives implemented:

- Improved the alignment between sales, marketing and service by creating shared targets and incentives, new role clarities that were based on the insights from mapping customer experience.
- Integrated internal processes and handoff points with and agreed roles and accountabilities.
- Aligned marketing, sales and customer service leaders around the same set of metrics and reporting dashboards.
- Aligned the three functions around the customer experience. Marketing were able to localise their engagement specifically around sales interactions, and service would contact customers post sales and marketing engagement.
- Created a new Chief Customer Officer role with responsibility for maintaining a customer-centric agenda across the marketing, sales and service functions.

NEW REVENUES

**+\$28M**

YEAR 1

CHURN IMPROVEMENT

**+14%**

YEAR 1 (FROM BASELINE)

NPS IMPROVEMENT

**+82**

YEAR 1 (FROM BASELIN)