



PROBLEM STATEMENT:

Moving from a traditional sales approach to strengthening customer servicing and retention capabilities.

Client profile

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

Key Team Roles

- Business Analysts & Data Analysts
- Customer Experience SMEs
- Sales & Service SMEs

Business Impact

- Improved customer experience & reduced customer churn
- Reduced customer claims through early issue remediation
- Improved Sales productivity by segmenting service related activities
- Improved average revenue per acquisition through targeted approach
- Customer segmentation driven workforce planning



The client was focused on transitioning from their traditional advertising business model. Involving a large labour and customer claims cost base, this setup resulted in poor net promoter scores and unnecessary expenditure. The goal? Evolve to a more nimble, customer focused, digital advertising business - enabling them to compete with domestic and international players.

Approach: Looking beyond customer acquisition and overlaying segmentation

The team took a holistic customer approach to build the new servicing strategy; looking from the outside in. Utilizing a design thinking approach, everything touchpoint was assessed, from the onboarding experience to a proactive service, ensuring a first call resolution for any issues.

Upon this foundation, the team overlaid customer profitability and segmentation insights to engineer a service strategy that was both consumer focused as well as profitable for the client.

Strategic initiatives implemented:

- A new customer-led operating model, supported by a newly assembled customer experience team.
- Introducing a dedicated customer onboarding team, focused on delivering a great first experience for new customers, and reducing key drivers of subsequent customer claims.
- A new Customer Management Contact Centre was established to provide a proactive service to existing customers, delivering value for their investment in the client.
- Alignment of operational teams to the sales and service side of the business to better manage the end-to-end customer journey; rebalancing the sales and service workforce to align with the updated customer segmentation model.

Improving employee and customer experience:

- The simplified sales and service operating model improved both employee engagement and net promoter scores.
- The new customer service strategy and operating model saw significant reductions in customer claims.

EBITDA

+\$14M

CUMULATIVE OVER 3 YEARS

CUSTOMER CLAIMS

-35%

REDUCTION IN VOLUME OF CUSTOMER INITIATIVE

NET PROMOTER SCORE

+25pts

BASELINE IMPROVEMENT