



#### PROBLEM STATEMENT:

## Transforming from a product led business to a customer centric business.

#### Client profile

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

#### Key Team Roles

- Program Manager
- Customer analysts
- Innovation team
- Go to market
- Finance
- Sales
- Marketing
- IT

#### Business Impact

- Transitioned from a product led business to a customer centric business
- Enhanced the customer journey
- Tailored service requirements to customer cohorts/segments
- Improved customer and revenue retention
- Reduced customer value of customer rebates/claims
- Generated cost savings as a result of technology adoption, creating labour efficiencies as a result of automation of processes

For many years, our client was predominantly a print based advertising business and their sales, service and operations models were aligned to products rather than customers. As customer adoption for digital products and services increased, customer expectations changed and became more complex and our client was seeing significant declines in their customer base and revenue. Our client realised their product led approach was redundant and it was time to reset their business model to be customer centric.

## Data and analytics are key to driving a well designed customer centric business model:

The desired outcome of the transformation to a customer centric business model was to improve the customer experience through product and service offerings to drive growth in customer numbers and revenue. Our approach was to understand the demands and needs from a customer perspective as well as a consumer perspective – this ensured that product developments would meet the needs of both

types of users – our client's customers and their customers. Once demands and needs were identified, we explored the different pain points across the customer journey and worked collaboratively with our client to design a new customer journey to improve the customer's return on investment and better our client's financial performance and brand awareness.

## Strategic initiatives implemented:

- Established a new Customer Group both accountable and responsible for enabling customer led design and culture across the business
- Adopted a design thinking approach to innovation
- Aligned the sales and service model to key customer segments and a new tiered service framework to ensure a maintained focus on service and opportunities – building better relationships with customers
- Leveraged system capabilities to

- provide visibility on all customer interactions and helps us more effectively communicate with customers and prospects
- Undertook significant customer research to understand both consumer and customer demands, customer pain points and identified opportunities to eliminate these pain points through innovation of products and services to leading to an improved customer experience, driving greater retention in customer numbers and revenue

REDUCTION IN CLAIMS

**\$10M**

ANNUALISED SAVINGS

IMPROVED CANCELLATIONS

**24k**

CUSTOMERS RETAINED

REVENUE RETENTION

**10%**

YEAR 1