Case Studies

Customer Sales and Service Performance Improvement for a Large Incumbent Telco

The client was faced with continued sales and customer service pressure across their inbound, outbound and retail channels. They were suffering from poor customer service and had inadequate call centers. PwC worked closely with the client to develop solutions to overcome these issues. PwC used their Customer Excellence experience to analyze and identify cost inefficiencies and process shortcomings. PwC worked with the client directly through the implementation and change phases. PwC’s approach took a holistic perspective in customer service, including cross-selling, service coaching, and the overall company-wide results. PwC’s work helped the client to reduce cost, improve customer satisfaction, and increase revenue.

Result
A significant reduction of non-selling activities, improved service processes, re-investment of capacity savings in high-value selling and coaching activities, and improved customer satisfaction levels. The client also succeeded in reducing staff attrition rates. The overall company-wide result was revenue growth of $100m.

Customer Profitability Change Management for a Large Incumbent Telco

The client was in the process of calculating profitability at an individual customer level for their residential market to enhance the existing segmentation strategy. One of the biggest challenges was the huge number of customers that the most valuable customers. PwC’s approach took a comprehensive perspective on customer service, including cross-selling, service coaching, service windows, availability of promotions, and access to new products.

Result
Profitability and cost to serve became a key component in identifying valuable customers and how they should be serviced. The enhanced customer service offerings were provided to the most valuable customers for the highest profitable return.

Customer Self Service Improvement on the Web for a Large Communications Company

The client wanted to improve their customer’s experience, improve efficiencies in their call centers, and differentiate their customer service from their competitors. The client’s existing website was difficult to navigate, was siloed by product category, and was limited in self-service functionality. PwC developed recommendations for what to implement on the web for customer self-service. The recommendations were constructed following an analysis of the existing customer service call types, their competitors’ websites, best practice websites, call center representative interviews, and customer survey feedback.

Result
The business requirements to develop the client’s web page for customer self-service was presented with a prioritized plan for implementation. The categories of call types from customers that were in relation to customer inquiries that could be developed as a self-service mechanism on the web represented approximately 80% of the existing customer service call volumes.

Customer Self-Service Performance Improvement for a Provincial Government

The client was experiencing issues with one of its applications for a customer self-service ordering program via the Internet. Issues related to instances where customers were billed multiple times without receipt of service delivery. Overall, the performance of the application was impacted by a higher than expected number of failed transactions. Due to existing customer service guarantees and plans to roll out similar online services, it was imperative to address the root causes pertaining to the issues. PwC was engaged to perform a diagnostic assessment of the current state process for the online ordering/payment service and prepare a high-level remediation plan.

Result
Specific recommendations included introducing a closed-loop process with multiple gating stages, data synchronization across all applications involved in the process, and an end-to-end reconciliation and reporting capability. The client is currently in the process of implementing these recommendations, to avoid further customer dissatisfaction issues.

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Think Performance Improvement
Think PwC*
Customer Excellence drives profitable growth

Customers are in the driving seat, so customer focus is what is required to differentiate your company from your competitors. This means:

- knowing your customers;
- offering a valuable and differentiated customer experience;
- listening and acting upon the ‘voice of the customer’, and
- proactively addressing changing customer preferences.

This is what PwC calls ‘Customer Excellence’

Common challenges in achieving ‘Customer Excellence’

Increasingly powerful and demanding customers

- Increasing pressure from competitors driving the need for improved performance
- Diminishing competitive differentiation
- Inconsistent experience throughout customer lifecycle and touch points

There is a lack of actionable customer information in decision making

- Lack of a single view of a customer due to disparate information systems
- Operational units are working in silos
- Lack of correlation between metrics and business objectives

Current change initiatives are not delivering expected improvement in profit

- Focus on customer number growth rather than profitable growth
- Cost reduction has been the priority over top line growth
- Declining market share/share of wallet/lack of cross-sell and up-sell
- Strategy not aligned with customer expectations

Changes in laws and regulations negatively impacting customer experiences

- Customer Privacy legislation driving more stringent controls
- Do-not-call list requirements

Are you leveraging Customer Insights?

Customer insights must be leveraged from all stages in the customer lifecycle to drive profitable growth.

At each stage in the Customer Lifecycle...

What do your customers expect when doing business with you?

What influences your customers to make purchase and retention decisions at each different customer touch point?

What is the value and profitability of your customers?

How are your people, processes, technology and operations aligned to meet your customer’s needs and expectations?

The key principles underlying PwC’s approach:

1. ‘Customer data’ driven analysis, giving you relevant and practical solutions.
2. We understand financial information. We provide actionable advice, implementation support, and quantify the financial impact of realizing benefits.
3. We incorporate our own PwC principles of building ‘relationships and trust’ with our clients, giving you an objective team that are committed to delivering results for you with a customer relationship focus.
4. We are independent and objective, we have no software or company alliance that influence our advice.
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How PwC can help you:

- Customer Facing Process Improvement
- Channel Analysis and Alignment
- Capture & Analyze - ‘Voice of the Customer’
- Customer Profitability
- Customer Turnover Modeling and Analysis
- Sales Process Effectiveness
- Customer Data Driven Analysis
- Web Self Service Initiatives
- Customer Complaint Management
- Billing Effectiveness and e-Bill
- Outsourcing Consulting
- Mergers & Acquisitions Consulting

Customer Data Driven Analysis

Collect and Define

Analyze and Measure

Prioritize based on 'Value'

Customer Needs and Expectations

PwC drill circle back from any point and refine solutions when required

Customer Focused Benefits Realization

Collect and Define

Analyze and Measure

Prioritize based on 'Value'

Capture & Analyze - ‘Voice of the Customer’

Channel Analysis and Alignment

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Customer Focused Benefits Realization

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Customer Focused Benefits Realization
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How PwC can help you:

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Capture & Analyze - ‘Voice of the Customer’
Customer Profitability
Customer Turnover Modeling and Analysis
Sales Process Effectiveness

Channel Analysis and Alignment
Contact Centre Effectiveness
Performance Metrics Alignment/Analysis
Promotion & Campaign Profitability

Web Self Service Initiatives
Customer Complaint Management
Billing Effectiveness and e-Bill
Outsourcing Consulting
Mergers & Acquisitions Consulting
Customer Sales and Service Performance Improvement for a Large Incumbent Telco

The client was faced with continued sales and customer service pressure across their inbound, outbound and retail channels. They were suffering from poor customer service and productivity in their customer contact centers, which was impacting the reputation of their brand. PwC worked closely with the client team to develop solutions to overcome these issues. PwC used their Customer Excellence experience to analyze and identify root causes of poor performance and to develop new strategies, which had a measurable effect. PwC worked with the client right through the implementation and change phases.

Result
A significant reduction of non-selling activities, improved sales processes, re-investment of capacity savings in high-value selling and coaching activities and improved customer satisfaction levels. The client also succeeded in reducing staff attrition rates. The overall company wide result was revenue growth of $100m+.

Customer Profitability Change Management for a Large Incumbent Telco

The client was in the process of calculating profitability at an individual customer level for their residential market to enhance the existing segmentation strategy that was previously focused on revenue, number of products and period of time as a customer. PwC was engaged to provide change management activities focused on how they should change their treatment of customers. PwC re-designed ‘customer service impact’ and ‘profitability’ algorithms, which resulted in a holistic view of their most valuable customer. PwC’s approach took a comprehensive perspective in customer service, including customer service resourcing, customer queues, service windows, availability of promotions, and access to new products.

Result
Profitability and cost to serve became a key component in identifying valuable customers and how they should be serviced. The enhanced customer service offerings were provided to the most valuable customers for the highest profitable return.

Customer Self Service Improvement on the Web for a Large Communications Company

The client wanted to improve their customer’s experience, improve efficiencies in their call centers, and differentiate their customer service from their competitors. The client’s existing website was difficult to navigate, was siloed by product category, and was limited in self serve functionality. PwC developed recommendations for what to implement on the web for customer self service. The recommendations were constructed following an analysis of their existing customer service call types, their competitors’ websites, best practice websites, call centre representative interviews, and customer survey feedback.

Result
The business requirements to develop the client’s web page for customer self serve was presented with a prioritized plan for implementation. The categories of call types from customers that were in relation to customer inquiries that could be developed as a self serve mechanism on the web represented approximately 80% of the existing customer service call volumes.

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Case Studies

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The client was faced with continued sales and customer service pressure across their inbound, outbound and retail channels. They were suffering from poor customer service and process performance. PwC worked closely with the client to develop solutions to overcome these issues. PwC used their Customer Excellence experience to identify and identify real root cause problems, develop and implement robust solutions, with measurable effect. PwC worked with the client right through the implementation and change phases.

Result
A significant reduction of non-selling activities, improved sale processes, re-investment of capacity savings in high-value selling and coaching activities and improved customer satisfaction levels. The client also succeeded in reducing staff attrition rates. The overall company wide result was revenue growth of $125m.

Customer Self Service Improvement on the Web for a Large Communications Company

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Customer Profitability Change Management for a Large Incumbent Telco

The client was in the process of calculating profitability at an individual customer level for their residential market to enhance the existing segmentation strategy that was previously focused on revenue, number of products, and period of time as a customer. PwC was engaged to provide change management activities focused on how they should change their treatment of customers. PwC re-designed ‘customer service impact’ of products. The client gained an understanding of their most valuable customer. PwC’s approach took a comprehensive perspective in customer service, including customer service resourcing, customer queues, service windows, availability of promotions, and access to new products.

Result
Profitability and cost to serve became a key component in identifying valuable customers and how they should be serviced. The enhanced customer service offerings were provided to the most valuable customers for the highest profitable return.

Customer Self-Service Performance Improvement for a Provincial Government

The client was experiencing issues with one of its applications for a customer self-service ordering program via the Internet. Issues related to instances where customers were billed multiple times or without receipt of service delivery. Overall, the performance of the application was impacted by a higher than expected number of failed transactions. Due to existing customer service guarantees and plans to roll out other similar online services, it was imperative to address the root causes pertaining to the issues. PwC was engaged to perform a diagnostic assessment of the current state process for the online ordering/payment service and prepare a high-level remediation plan.

Result
Specific recommendations included introducing a closed loop process with multiple gating stages, data synchronization across all applications involved in the process, and an end-to-end reconfiguration and reporting capability. The client is currently in the process of implementing these recommendations, to avoid further customer dissatisfaction issues.

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