

customer satisfaction



research
strategy
communications

Challenges

Facing flat revenue growth and declining market share as a result of an eroding customer base, this client was looking to apply valuable customer insight to strengthen product and service sell-through levels.





Challenges

Flat revenue growth
 Declining market share Eroding customer base
 Minimal customer insight

Solution

Realizing the need for a top-down, bottom-up approach, we first segmented our client's customers by revenue, region and decision-maker type/role. We then measured satisfaction against universal performance metrics via primary research in each customer segment group. Metric importance was also gauged to depict strengths, weaknesses, opportunities, and threats, as well as map differentials of over/underachievement gaps. Customer loyalty levels were evaluated in terms of repurchase and peer recommendation of our client and competitors. Utilizing a scoring system in conjunction with best-in-class/world class benchmarking, we were able to determine the need for our client to transition from a product-centric business to a more solutions-driven, customer-focused organization.

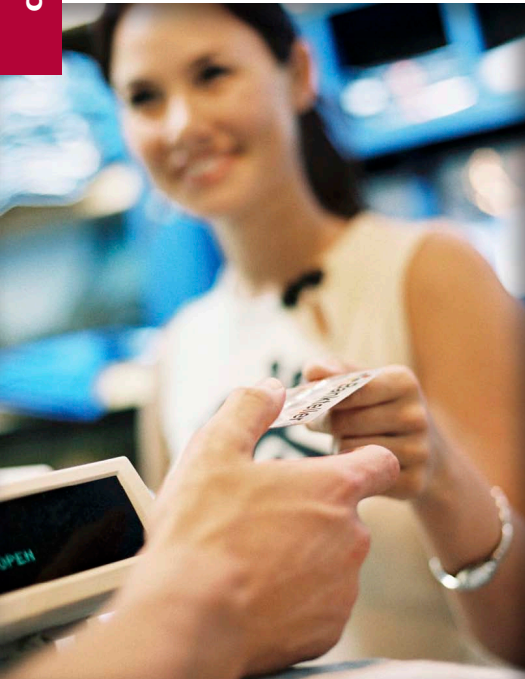
Our team then formulated best-of-breed strategies by customer group to elevate satisfaction levels, drawing from identified key opportunity areas and performance gaps against higher valued metrics.

Key Steps

- Transitioned to a customer-centric culture
- Created best-of-breed strategies by customer group
- Constructed professional and managed services portfolio
- Restructured pricing against competitive price deltas
- Built robust partner/customer extranets
- Developed communications plan to focus on emphasizing higher value, relevance and orientation

- Solution lines by application were developed to promote solving business problems/pains and convey higher value
- Vertical market orientation was established to support associations with higher knowledge and expertise
- A professional and managed services portfolio was created to offset shrinking margins and generate new and recurring revenue
- Pricing was restructured by identifying competitive price deltas and creating three distinct sub-brands
- A relationship management process and cycle were initiated for customer service/support

Working closely with our client, we developed a communications plan to drive higher value, relevance and orientation against the new customer centric position and individual customer group strategies. A complete realignment and refreshment of the company website, including a build out of robust partner/customer extranets, was also executed to support strategies, improve business practice, decrease administration costs, and enhance customer experience.



“S&A has helped us not only heighten engagement levels with our existing customers, but attract and retain new customer groups as well.”

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Customer Relationship Stages

Stage 1 Available to Answer	Stage 2 Building Capabilities	Stage 3 Relationship Assets	Stage 4 Industry Leader	Stage 5 World Class
Relationship Unaware	Relationship Aware	Relationship Competent	Relationship Management	Relationship Influencer



Best-of-breed practices:

- *System Integration* – All contact/service centers integrated for alignment/utilization of resources and continuity.
- *Universal Customer Records* – Full history of product purchases and service calls for interacting at higher levels as well as to use for future data mining.
- *Multiple Interaction Points* – Provide multiple ways to encourage interaction (e.g. voice, fax, email, web chat).
- *Single Point of Contact (Problem Ownership)* – Service reps assigned at the time of initial problem diagnosis through resolution for increasing the resolution rate and reducing time to resolution.
- *Social Media Integration* – Integration of social media for outreach and monitoring customer feedback.
- *Supply Chain Logistics* – Linkage via web-based agent that allows parts to be instantly reserved and shipped to service center/technician/customer.

Results

- Improved customer satisfaction levels by 56%
- Decreased customer churn by 38%
- Generated 27% more revenue
- Sustained 20% price premium versus average market price
- Produced an 87% increase in customer testimonials



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Shenkan & Associates, a full-service marketing firm, helps companies succeed with critical research measurements, innovative strategy and targeted communications tactics essential to securing a sustainable competitive advantage in today's rapidly evolving marketplace. We combine our extensive service capabilities with expertise in diverse industries, markets, channels and functional practices to provide the intelligence and tools clients need to identify and enact on new opportunities.

For more information,
please email contactus@shenkan-associates.com
or visit www.shenkan-associates.com.

