

Consulting
Customer Experience

Customer Excellence

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

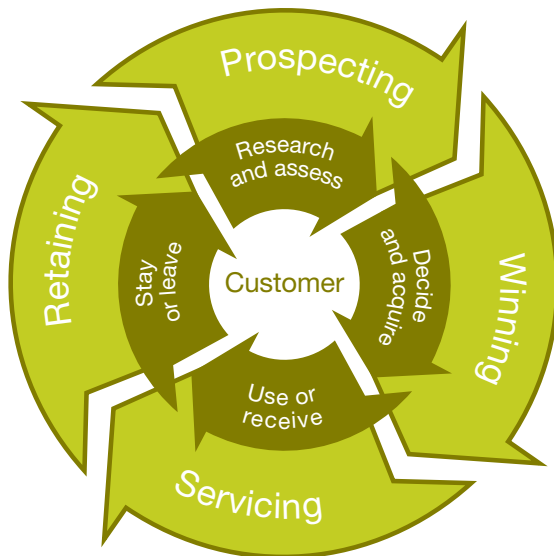
- Focus on customer number growth rather than profitable growth
- Cost reduction has been the priority over top line growth
- Declining market share/share of wallet/lack of cross-sell and up-sell
- Strategy not aligned with customer expectations

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 customer's cycle ■ The organization's cycle

The key principles underlying PricewaterhouseCoopers' (PwC) approach:

1. Customer data driven analysis, gives 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 is 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.

How PwC can help you:

Customer facing process improvement

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

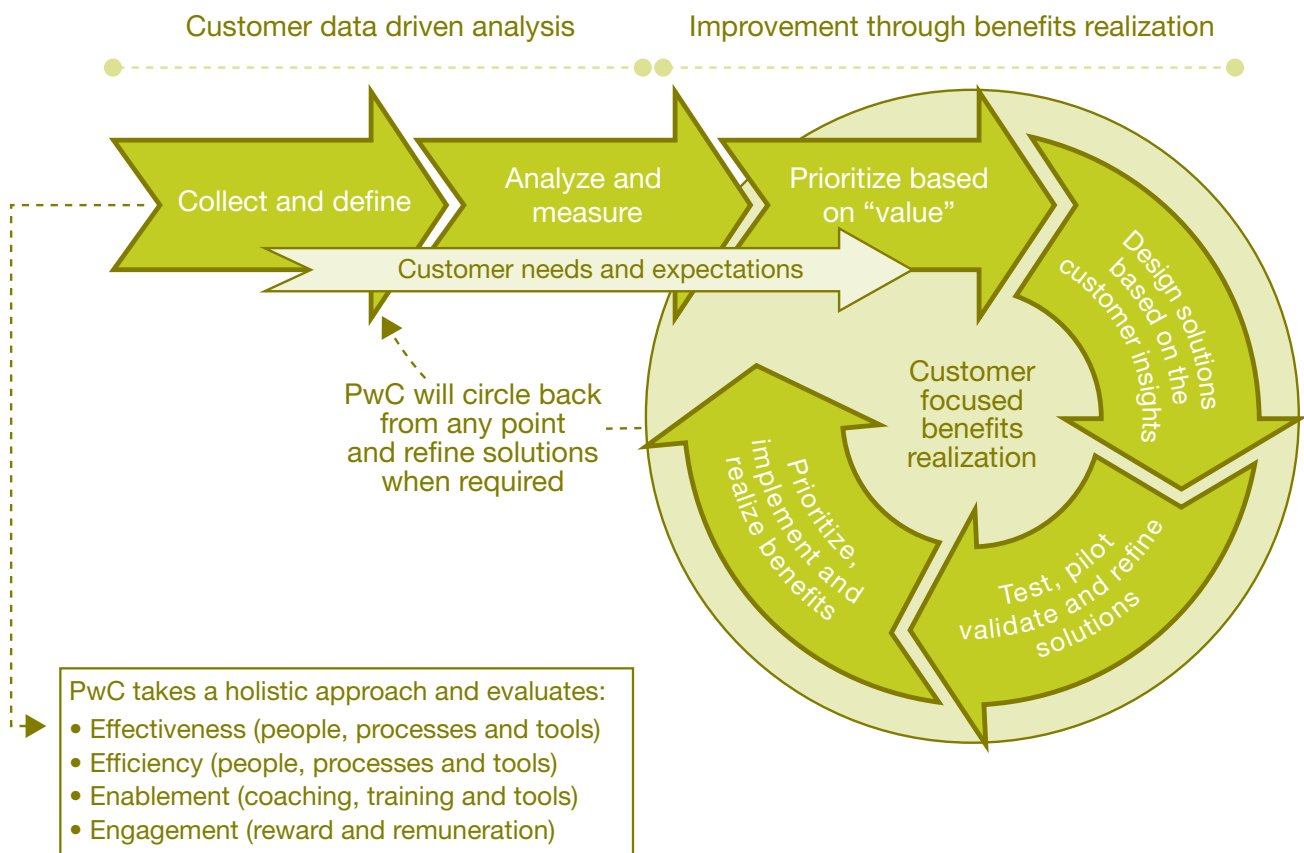
Web self service initiatives

Customer complaint management

Billing effectiveness and e-Bill

Outsourcing consulting

Mergers & acquisitions consulting



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 levels, high staff attrition rates, declining market share, declining productivity and rising costs. PwC worked closely with the client teams to develop solutions to overcome these issues. PwC used their Customer Excellence experience to analyze and identify root causes, and to develop quick win and long term 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 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 impacting processes to enable our client to focus their best service on their most valuable customers. PwC's approach took a comprehensive perspective on 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 experiences, improve efficiencies in their call centres, and differentiate their customer service from their competitors. The client's existing website was difficult to navigate, was silo based 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.

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 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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