

Case Study

Delivering Step-Change in Customer Operations

The leadership issue: How to achieve a step-change in effectiveness of customer operations, prior to a partial sale.

Background

Our client is a specialised provider of Intellectual Property and Legal Outsourcing services, with well established global operations. The company had enjoyed substantial growth and needed to focus on key sales opportunities, simplify back office operations and transform customer services. This was a key step in preparation for a full or partial trade sale.

What we found

After a comprehensive business review, it was found that while the company had a substantial amount of data, it lacked real customer intelligence and the ability to act on it. Many customers were frustrated by the slow service response and the back office processes suffered from being overly complex and time consuming.

What we did

A Transformation Programme was launched with a 'Joint Team' of selected employees from within the organisation to:

- ◆ Complete a global market review and mystery shopping exercise to pinpoint their target market, better understand competitor strategies and develop a better proposition supported by a more rigorous pricing model
- ◆ Develop a new Target Operating Model, including reorganisation into dedicated Customer Service Teams and a complete re-engineering of the back office processes
- ◆ Implement a new Key Performance Indicator (KPI) based management process

We used a 'Hothousing' technique with the client to introduce the new Operating Model. This involved people in the US, UK and India working together as a virtual one-stop customer service team. It was very successful and people were enthused by this new way of working.

The market, customer and pricing analysis work led to a fresh approach to concentrate on the 'Top 100' customers worldwide, underpinned by a new customer value proposition and pricing model.

The new Management Control & Reporting process led to a sharper focus on performance improvement, with monthly/weekly/daily KPIs and 'Plan-Do-Review' meetings. Employees were also trained in Curzon's 'Core Skills' toolkit to improve their effectiveness.

Results

Customers' responses were enthusiastic, service issues that used to be handled in two weeks now taking only two days.

- ◆ There was a significant reduction in the number of back office process steps, which reduced administrative complexity and released resources for future growth
- ◆ Crucially, the sales force was successfully re-aligned around the top 100 customers and focussed on selling a wider range of products
- ◆ The new KPI/Plan-Do-Review process has helped to transform the internal culture towards becoming a higher performing organisation
- ◆ The Transformation Programme delivered annual EBIT improvements and was followed by a very successful partial sale of the company to a Private Equity firm

"We are very grateful; what you have helped us to achieve has been a big step forward in our development and the new ways of working have stuck."

**Operations Director
Global Legal Outsourcing & Intellectual
Property Services Provider**