

Case Study: CPA GLOBAL

The leadership issue: Need for Significant Performance Improvement

Background

CPA is the world's largest Intellectual Property Company. Based in Jersey, the company had enjoyed substantial growth and needed a programme to help them focus on key sales opportunities, simplify back office operations and transform customer services.

What we found

After a comprehensive 8-week business review, Curzon found that the company had a substantial amount of data but no real customer intelligence. Customers were frustrated by the slow service response and the back offices processes were far too complex and time consuming.

What we did

We launched a Transformation Programme with a 'Joint Team' of selected employees from within the organisation. They had three main objectives to:

- ◆ Complete a global market review and mystery shopping exercise to identify their target market, understand competitor strategies and develop a rigorous pricing model
- ◆ Define a Target Operating Model, including reorganisation into dedicated Customer Service Teams and completely reengineer the back office processes
- ◆ Implement a new key performance indicator (KPI) based management control process

We used a 'hothousing' technique to launch the new Operating Model and create a new service team for US corporates. It involved people in the US, Jersey and India working together as a virtual one-stop customer service team. It was very successful and people were enthusiastic about this new way of working. The model has since been rolled out across the entire back office.

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

The new Management Control and Reporting process has led to a focus on performance improvement, with monthly/weekly/daily KPIs and 'Plan-Do-Review' meetings. CPA's employees have been trained in Curzon's 'Core Skills' to improve their effectiveness.

Results

Customers' responses were enthusiastic. Customer service issues that were handled in two weeks now take only two days.

There has also been a significant reduction in back office process steps, from 150 to 50. This has had a huge impact in reducing complexity and releasing resources for future growth. The sales force has also been realigned around the need to focus on selling a wider range of products to the top 100 targets. Critically, the new KPI/Plan-Do-Review process has helped to transform the internal culture towards supporting a higher performing organisation.

“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 , CPA Global