



Business Situation

This leading communications provider had been doing well. They were the top among their competitors. Unfortunately, the market for their differentiated product was tapping out, product cycles were maturing, and for the first time in a long time, year-over-year sales were down. Everyone agreed that operating the same way and expecting continued success in the future would be upsetting. At the same time, competition was intensifying. Customer perception was of utmost concern.

Goals

- Customer retention
- Grow existing client base by offering more value / products
- Drive continuous innovation
- Improve core operations

Challenges

- Competition was intensifying
- Customers sometimes perceived they were hard to work with
- Inconsistent approach to the customer across regions
- Disconnect between the sales and service organizations on process and roles
- Missing opportunities to up-sell or “Upsolve” within existing client accounts

Needs

- Skills to guide the service dialogue in order to better understand true goals and needs
- Techniques to strategically influence the customer's perception of value
- A model for proactively managing customer expectations
- A method for responding to customer demands in a way that protects organizational needs while also strengthening the customer relationship
- A process for recommending approaches that create optimal client results

Solution

- Predisposition and alignment of service and sales leadership
- R3 Service® for service consultants; *Acclivus Coaching™* for managers
- Reinforcement via an intensive field application program and weekly coaching
- Measurement using PulseCheck® surveys and Bottom-Line Tracking™ (Level 4)

Results

Acclivus compared the individual CSAT and Issue Resolution metrics for service consultants across service teams with higher application and confidence levels in using the R3 Service skills with those who reported slightly lower application and confidence levels. **“Higher appliers” of the skills showed a 1.3% increase in overall CSAT achievement during the 9 months period measured over those that applied the less frequently or confidently. Higher appliers also showed a 2.3% increase in Issue Resolution achievement for the same time period.***

*Details

- Population: 122 phone and email service consultants
- Statistical significance for the difference between “high” and “higher” appliers of R3 skills, for Issue Resolution is $p < .05$, and for CSAT is $p < .35$.