

Proactive Churn Management (PCM) for Global Communications Company



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ENGAGE

The client, a global provider of wireless, broadband and television, was experiencing intense competitive pressure due to disruptive changes in the entertainment industry. Their customers were considering switching to competitors or “cutting the cord” from traditional entertainment providers altogether. The client formed the Proactive Churn Management (PCM) group to proactively provide at-risk customers an enhanced service experience to boost loyalty and hold on to these valuable accounts.

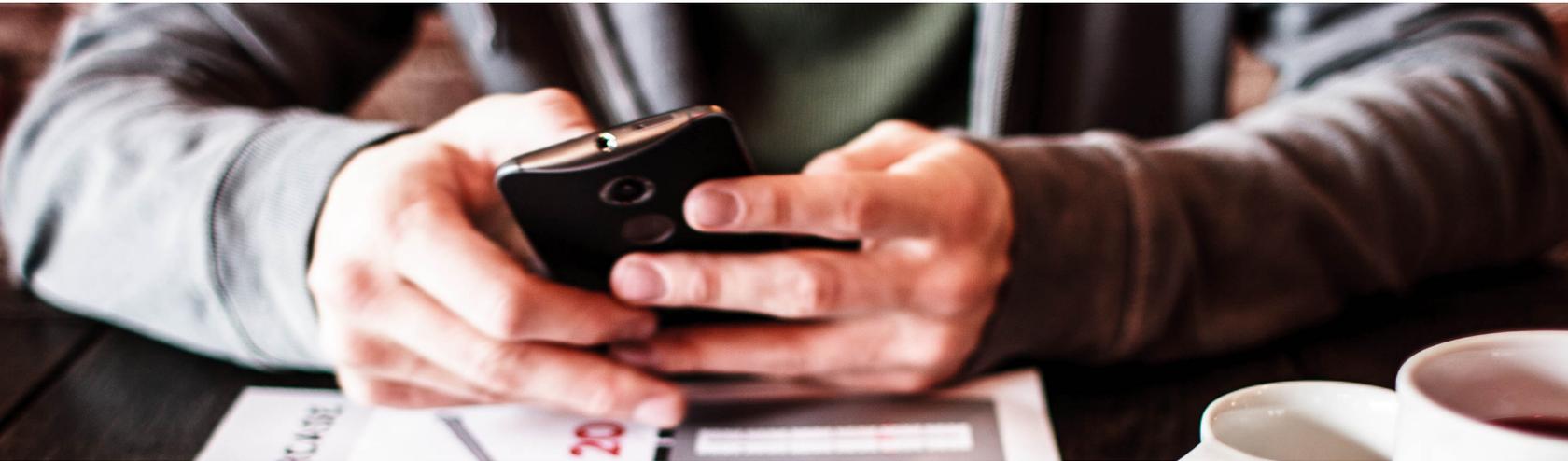
This team built predictive models for at-risk customers, identified the service issues they were facing, developed targeted campaigns, and measured the impact of the proactive efforts. Using a 3rd party call center and leveraging the insights from customer behavioral models, the team tailored specific campaigns to address and resolve customer concerns.

While the client found PCM effective, they faced challenges scaling and optimizing their efforts.

ADVICE

Candid advised the client to take a hard look at their campaigns and better understand what was working and why. Candid realized that the client needed a more structured and rigorous analytics capability. Candid also challenged them to rethink how they were designing their campaigns and to look at new and innovative campaign approaches. Lastly, Candid suggested some “blocking and tackling” operational changes to help scale and improve efficiencies.

Actions speak louder than advice.



ACTION

Candid brought in an “Action Team” to implement their solution. They started with a deep dive, exploring the way PCM was using analytics. Candid was able to show the PCM group how to use the data in new ways that produced better results. By looking more in depth at certain behaviors, the team tailored outreach (timing, channels, offers) to yield higher rates of retention. The team also introduced the concept of trigger campaigns; campaigns tied to specific market or customer lifecycle events.

Candid constructed an optimization model to prioritize campaigns by their impact. The resulting optimized analytics help the PCM team make better decisions about when to run certain campaigns as well as compare costs to expected return. Candid also extended the client’s analytic capability to continuously measure and refine campaigns, making the customer experience more rewarding.

To address capacity, Candid deployed its strategic sourcing capabilities to identify, select and contract with an additional call center provider. Candid on-boarded the vendor and assisted in ramping-up their operations. This allowed the client greater campaign volume, while providing risk mitigation and competitive pricing.

OUTCOME

Candid consultants continue to support the client as they expand PCM into new enterprise acquisitions, integrating an additional 20 million customers into the program this year.

RESULTS

Candid utilized a range of our capabilities to deliver a robust, ongoing PCM program:

- *Customer experience*
- *Customer analytics*
- *Strategic marketing*
- *Strategic sourcing*
- *Contact center operations*
- *Financial management*

Our advice into action approach results include:

- *Scaled capacity of proactive customer touches by 10x in 4 years*
- *Savings of \$3 million per year in call center costs by renegotiating vendor contracts*
- *Driving significant improvements to retention and the number of “saved” customer accounts*