Determining the Customer Lifecycle

Abstract

Leading telecommunications company's customers received a fragmented online account management experience. Customers were unable to view their account status and accomplish a variety of service level tasks. There was a need to consolidate, personalize, integrate and simplify the online account management process to enhance the customer experience.

Challenges

In the competitive telecommunications market, the organization that responds to the needs of their customers will retain and grow their relationship. Many of our client's customers receive multiple services from the company such as wireless, home internet, voice/phone, and television. Without a 360° view of the customer, our client was challenged with providing the proper support at the proper time, facilitating productive customer support, offering the correct products for upsell and cross sell opportunities, understanding those customers that were likely to churn and communicating in the proper channel. The challenges for the customer were

1. No online access and user account established prior to equipment installation and service activation;
2. No online access to view the status of the installation after an order;
3. No ability to view or modify an existing order online;
4. Understanding the charges on their very first bill (i.e. one-time charges) as many customers experienced "sticker shock" which led to many cancellations and customer care calls;
5. Receiving promotional offers on existing products and services or unrelated products that they were not likely to purchase; and
6. Providing the capability of paying their final bill online when service has been cancelled because the online account is immediately inactive.

Strategies Implemented

The team established a streamlined customer lifecycle by simplifying the journey line of the customer and the types of communications that should be provided during the various stages. Our team segmented the customer lifecycle into four (4) segments:

Segment 1: Pre-Install Experience. Our client established a user account with online access prior to the installation. The customer can view the status of their order, modify the installation date and time, and modify the services ordered. During this period, our client provided online videos and instructional materials to educate the customer on the products and services that they have ordered. In addition to providing support materials, our client provided instructional videos on how to navigate the website for account management.

Segment 2: First Bill Experience. After the completion of the order, the customer can view their first bill online. They are provided an instructional video that provides a detailed explanation of each charge and the "estimated" amount of their first bill making the distinction between one-time installation charges and ongoing charges. This gives the customer adequate information prior to receiving their bill which reduces surprises, customer calls into support and service cancellations.

Segment 3: Lifecycle. After a 60-day period from the time of the order, the customer is considered to be in the "lifecycle" period of their experience. At this time, our client has to provide the proper service and support to retain the customer. Utilizing a Big Data framework, we personalized their experience based on their behavior such as service types, online navigation patterns, service questions, and account management. We are able to provide targeted messages, support content, and offers based on our continuous analysis.

Segment 4: Goodbye. In the event the customer cancels their service, we are allowing their online access to remain active for up to 90 days. At this time, the customer is able to pay their final bill online while receiving offers to retain their service.

During the completion of each segment, the customer is provided a survey to provide feedback on their experience.

Outcome

As a result of our experience strategy, our client established a redesign of the online account management workflow to communicate and service the customer based on the lifecycle segments. In doing so, our client received higher Customer Satisfaction (CSAT) scores in comparison to their competitors, retained more customers, reduced support calls and increased revenue by providing the right offers to their customers at the correct time in their lifecycle.

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