

TRANSFORMING CUSTOMER SUPPORT FOR SCALABLE GROWTH



CHALLENGE

The customer support function had suffered from years of underinvestment, primarily viewed as a cost centre rather than a strategic function capable of driving customer value through meaningful touchpoints. As the client's business expanded through organic growth and M&A activities, customer inquiries grew rapidly, creating an unsustainable strain on the support function and a poor customer experience.

The client aimed to transform and optimise the support function to address operational inefficiencies and strategic growth needs.

Key objectives of transformation included:

- **Scalability:** Create a support model that grows with the business without increasing headcount or costs proportionally.
- **Value Creation:** Move from reactive support to proactive, value-driven customer interactions.
- **Employee Retention:** Improve work conditions, create career paths and improve team engagement.
- **Process Improvement:** Streamline support by removing inefficiencies like handovers and unclear ownership.
- **Offshoring:** Expand support capacity cost-effectively through offshore locations.

SOLUTION

Over a three-month strategic engagement, we guided the client through our four-stage operating model design framework:

1. **Current State Assessment:** Conducted comprehensive process reviews, analysed customer feedback, and facilitated frontline workshops to uncover root causes of low employee motivation and engagement.
2. **Future State Definition:** Collected feedback from business partners, developed a new support vision, and captured key business requirements to shape the desired end-state.
3. **Gap Analysis:** Performed a detailed assessment of current vs. desired capabilities, including technology landscape reviews, operating model maturity evaluations, and identification of critical gaps.
4. **Model Development:** Prioritised key initiatives, developed a phased roadmap for execution, and analysed interdependencies across initiatives to ensure smooth implementation and adoption.

OUTCOME

30 improvement initiatives were identified and implemented over 12 months, targeting enhancements across people, processes, and technology:

- **People:** Introduced career pathways, bespoke training programs to elevate knowledge levels, a new performance monitoring system, and incentive schemes to boost engagement.
- **Process:** Launched a new customer case management platform with streamlined workflows, established offshore support teams, and implemented a 24/5 support model for continuous coverage.
- **Technology:** Deployed webchat, a chatbot, a self-service knowledge base, and a customer education platform to enhance digital support

RESULTS

Through this comprehensive transformation, the client expanded customer support channels from 2 to 5, significantly improving accessibility and responsiveness. Agent efficiency increased by 325%, improving average case resolution rates significantly.

SIGNIFICANT PRODUCTIVITY INCREASE

325%

Improvement in Case Closure Rate per Hour

CUSTOMER SATISFACTION BOOST

41%

Improvement in Customer Satisfaction

Support coverage was successfully scaled across all business units, including recent M&A activities and a full follow-the-sun model was implemented to ensure 24/5 global support.

Offshore support capacity was doubled cost-neutrally, with agents using AI tools to bridge language and cultural gaps. Internally, the knowledge base resolves 100% of internal support cases without agent involvement.

Employee attrition dropped from 35% to 10%, with some agents advancing their careers through other customer-facing teams.

90% of all changes and investments were self-funded through strategic tech stack consolidation, productivity gains, and offshore expansion via natural attrition.