Internet major powers exponential growth in a key emerging market by reimagining customer contact operations

Client
World’s largest web hosting and internet domain registration company, with additional offerings around e-business software and services

Industry
High Tech

**Business need addressed**
- Faster growth needed to drive expanded market share
- Improved, replicable, scalable operating model and business processes for quantum jump in revenues to reach annual growth target
- Enhanced customer satisfaction with lower costs

**Genpact solution**
Reimagined customer contact center operations, enabled by processes, using technology and analytics to enhance process efficiency, and support continuous improvements and learning

**Business impact**
- Increased per-day revenue by nearly 90%
- Improved conversion rate by 170% within 3 months
Business challenge

The client is the world’s largest web hosting and internet domain registration company. It grew exponentially, becoming four times the size of its largest competitor within three years of launching in the US. However, it struggled to grow at the same clip in emerging markets. In this context, the company’s success in the Indian market—its largest foray outside the US—became critical to its plans for expansion in other emerging markets. The client was seeking an industrialized, replicable, and scalable model for these markets, based on its India operations.

It was imperative for the client to rapidly increase revenues, while also ensuring profitable and improved customer contact operations with higher customer satisfaction.

Genpact solution

Genpact reimagined the client’s operations to support exponential revenue growth and higher customer satisfaction using a combination of technology and analytics that helped enhance visibility into operations and derive insights for action. Armed with these insights, the client was able to reimagine its processes. At the same time, a feedback loop, driven by analytical inputs enabling continuous, adaptive learning at scale, helped the client monitor the impact of their operations on identified metrics to achieve desired business outcomes.

This facilitated a better, more sustainable strategy than simply optimizing discrete parts of the process. As a result, these Intelligent Operations\textsuperscript{SM} not only collect, and use, more meaningful data, but also extract actionable insights that increase overall efficiency and effectiveness of its customer contact operations (Figure 1).

In this example, a leading global internet domain registration and web hosting company was able to scale up revenues in a priority growth market by nearly 90% in a short span of time by reimagining their customer contact operations through advanced organizational structures that holistically harnessed effective analytics, technology, and process design.

Often the case when companies armed with advanced, hyperscale technologies aim to expand exponentially, their growth is checked by business processes operations that can at best scale linearly. Genpact’s experience with global clients reveals that processes can be rapidly scaled to align with exponential growth by combining analytics and technology to generate real-time insights. These insights when embedded into reimagined processes enable a continuous feedback loop for learning and improvement. The result is Intelligent Operations\textsuperscript{SM} that sense, act and learn from the outcomes of their actions.

Create visibility (Data-to-Insight)

The first part of the Data-to-Insight-to-Action loop provided visibility into the customer base through the analysis of granular data on call volumes and call conversions. Doing so involved identifying target outcomes, such as increased revenue growth, improved customer satisfaction, and reduced costs. Next, target metrics—call volumes per day, conversion rates, average order size, and outbound revenue per day—were selected to measure progress toward the identified outcomes. This set the stage for the client to begin to use meaningful data and extract relevant insights with analytics.
appropriately skilled employees. Additionally, a “Smart Scheduling” system helped align the right skills within teams, and linked top-performing teams with the prime shifts or peak loads.

Teams were further enabled to exploit cross-sell opportunities via improved customer segmentation, enhanced customer profiling for product positioning, and continuous learning on new features, prices, and special offers. These measures, alongside the establishment of virtual labs and test centers, increased overall focus on high-value products. Supported by continuous knowledge reinforcement on products, best practice sharing, and a Professional Hosting Support (PHS) feedback system, the client was able to create a continuous learning environment and drive further improvements.

Business impact

Genpact’s blend of effective analytics and technology, supported by a feedback loop for continuous learning and improvement, helped the client target customers more effectively and use resources more efficiently, resulting in significantly
higher conversion rates. Within the first quarter alone, conversion rates improved to 17% (up from 15%), while average order size grew by more than 10%, and outbound per-day revenue shot up by 170%. Ultimately, reimagined processes enabled the client to rapidly and systematically scale up revenues by nearly 90% in little more than a year.

About Genpact

Genpact (NYSE: G) stands for “generating business impact.” We design, transform, and run intelligent business operations including those that are complex and specific to a set of chosen industries. The result is advanced operating models that support growth and manage cost, risk, and compliance across a range of functions such as finance and procurement, financial services account servicing, claims management, regulatory affairs, and industrial asset optimization. Our Smart Enterprise Processes (SEP®) proprietary framework helps companies reimagine how they operate by integrating effective Systems of Engagement™, core IT, and Data-to-Action Analytics™. Our hundreds of long-term clients include more than one-fourth of the Fortune Global 500. We have grown to over 70,000 people in 25 countries with key management and a corporate office in New York City. Behind our passion for process and operational excellence is the Lean and Six Sigma heritage of a former General Electric division that has served GE businesses for more than 16 years.

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