“Unprecedented” customer satisfaction and increased revenue driven by technology major’s new approach to customer retention

Client
A global manufacturer of technology products

Industry
High tech

Business need addressed
Improve customer experience to retain and continue to cross sell to existing customer base

Business impact
- Customer satisfaction
- Growth and scalability
Genpact collaborated with a global manufacturer of technology products to provide product support for its printers, with the objective of retaining its existing customer base and continuing high-volume ink sales.

**Business challenge**

A global manufacturer of technology products, including printers, was undergoing major reorganization. The company planned to wind down its consumer inkjet business, yet wished to continue to sell ink to existing customers.

When the company sold printers, it included a one-year standard warranty with each sale. As the company stopped selling printers, the number of out-of-warranty products naturally began to increase. Because the company did not devise a structured approach to retain them, frustrated customers began abandoning the printer, and the company faced low sales conversion on out-of-warranty products. In addition, a lack of proper controls within the company resulted in an inconsistent customer experience.

The company reached out to Genpact to help devise a plan to retain its existing customer base and to continue its high-volume ink sales.

**Genpact approach**

Genpact helped the company develop a plan for improving the efficiency and effectiveness of its sales conversion. Genpact applied Lean and Six Sigma principles to turn the client’s product support efforts into a competitive advantage.

Genpact began by measuring conversion as a key metric and linking it to customer retention. Genpact then streamlined the client’s existing processes to improve sales conversion and effectiveness and set up an internal sales team. Now, when a call comes in to support, the L1 troubleshoots the issue and checks for warranty entitlement. If it is determined any replacement is required and the product is out of warranty, the call is transferred to the sales team. The sales team performance is then linked to a variable incentive component.

Genpact also introduced science into the sales process through a structured sales approach called FAB (Features, Advantages & Benefits). The FAB-based approach identifies the customer’s need and provides offerings accordingly by explaining features, advantages and benefits. With the help of a communication trainer and the operations team, Genpact also identified the most common objections customers come up with and then designed effective rebuttals to handle those objections. This helps the sales team handle objections and close sales in an effective way.

**Genpact solution**

Genpact also implemented knowledge-based suggestions and process guidelines and procedures for L1 technical support personnel to improve troubleshooting. In addition, they began providing multiple options to the customer that includes incentives. For example, by combining the purchase of a new printer head with ink, the customer can save $10.

In addition, Genpact introduced:

- Daily monitoring of sales calls to identify improvement opportunities and reduce defects
- Soft skills and sales refresher trainings for the sales team
- Efficient sales agents staffed across the regions and modalities to support the desk 24x7

**Business impact delivered**

Through these efforts, Genpact successfully helped the client achieve a customer satisfaction rating of 80%. In addition, retention rates increased by 38% and contributed to a business impact of $2.2 million. Ink sales increased by 2%, contributing a $1.6 million impact to the client’s P&L.
As a result of the collaboration with Genpact, the customer has witnessed unprecedented customer satisfaction despite the growing number of customers that are out of warranty.

“This is a huge accomplishment and will extend the life of this product line and provide the needed capital to invest in new growth markets,” said one of the client’s global support strategy planning managers. “Genpact’s customer satisfaction results are frequently discussed with the highest levels of our management. The value Genpact brings to us is well recognized.”

- Global Strategy Planning Manager.