



## CASE STUDY

# Business services provider

Contract-based renewals

**1,500** employees

### APPROACH

- Introduced *The Best Service is No Service's* eight principles and *The Frictionless Organization's* nine steps, starting by laying out possible drivers for customer loyalty or upset.
- Interviewed former customers and current customers, asking about the importance of ~30 elements and our client's performance to deliver those elements.
- Collected >200 data points across the customer journey into a model predicting churn (turnover) or retention, boiling down to ~25 key data.

### CHALLENGE

- Determine why some customers failed to renew contracts while others continued to do business with them.
- Solve "What are the main drivers?" leading to customer loyalty.
- Decide actions to take to retain customers and meet or exceed the drivers.

### IMPACT

- Evolving process to experiment with interventions with highest probability churn, and not lose sight of presumed (calculated) customer retention.
- Removal of activities and products that were not conducive to customer loyalty, thereby saving energy and costs.
- Circle back to fundamental product design, pricing, and delivery decisions.

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Driva (pronounced drEE-va) is derived from the Swedish word "to propel" or "to move forward." This word encapsulates the company's quest to bring actionable ROI-based solutions to address the challenges of increasingly demanding customers and the complexity of running today's local and global customer support operations.