



Success Story

Strategically Managing Your Account Portfolio

"Satmetrix Net Promoter™ helped us turn our customer loyalty data into actionable account information. By linking Satmetrix Net Promoter with our financial scorecards, we are able to evaluate our account portfolio and better understand where we have growth opportunities."

Deborah Eastman
Vice President, Key Account Program
BearingPoint

BearingPoint is one of the world's largest business consulting, systems integration and managed services firms, providing service offerings designed to help their clients generate revenue, reduce costs and access the information necessary to operate their business in a timely manner.

BearingPoint's focus on specific industries provides them with the ability to tailor their service offerings to reflect an understanding of the marketplace in which their clients operate, and helps BearingPoint clients to achieve their business objectives more quickly and efficiently. Industries include: Communications & Content, Consumer and Industrial Technology, Financial Services, and Public Services. BearingPoint has existing operations in North America, Latin America, the Asian Pacific region, and Europe, the Middle East and Africa (EMEA).

Challenge

Understanding the Account Portfolio

In 2002, BearingPoint's Vice President of Key Account Program, Deborah Eastman, wanted to improve the growth and profitability within their Key Accounts. Based on previous analysis of existing customer feedback, BearingPoint leadership knew its teams were successfully delivering the core attributes important to its customers: trustworthiness, honesty, and experienced, industry-focused professionals. However, this analysis alone could not predict future success. "We couldn't segment results in a manner that allowed us to clearly see actionable areas," said Deborah Eastman. "We needed a solution that addressed the basic data collection and analysis requirements, but also provided insight into future account performance."

Solution

Creating Customer-Focused Programs for Future Growth and Success

Satmetrix Systems worked closely with BearingPoint to create and deliver a customer loyalty application that focused on understanding and strengthening BearingPoint's relationship

with its key accounts. This application helped reinforce BearingPoint's reputation as a trusted business advisor to its clients, while identifying opportunities for growth. BearingPoint implemented Satmetrix Customer, a relationship customer experience management solution that covers their entire key accounts globally.

As part of the project, Cheryl Bartlett, Senior Manager of BearingPoint's Global Customer Value Program needed a solution that could scale with BearingPoint's global business and provide complete, detailed segment analysis. This analysis enabled BearingPoint to provide its key account teams with actionable, relevant data to drive their revenue results. "With Satmetrix's comprehensive analysis and reporting capabilities, we were able to easily view results by region, industry, segment and account. This was critical in assisting us in the identification of the key drivers of customer loyalty," said Bartlett.

Now, BearingPoint runs the Customer Value Program quarterly. BearingPoint has continually improved and expanded the program to ensure strategic and enterprise-wide value by providing actionable information to the account teams that manage key relationships. Additionally, the program provides increased insight into BearingPoint clients' perceptions and what they value most. This guides BearingPoint leadership



Success Story

Satmetrix Net Promoter™ is a loyalty metric developed by Satmetrix in collaboration with Fred Reichheld and Bain and Company. Satmetrix developed a one-number measurement that links customer loyalty to long-term corporate growth.

to better manage service offerings to exceed client expectations.

BearingPoint achieves high response rates by setting a minimum goal for response rates and monitoring this closely throughout each survey period. "We believe our program is unique," said Eastman. "We take a very hands-on approach to engaging customers to participate, and following up on their input to help us define action plans. Our account teams open dialogues with our clients to discuss the program because we are committed to a long-term relationship as their trusted business advisors."

BearingPoint's closed-loop process ensures that clients see results from their suggestions and feedback. "We are able to truly demonstrate our commitment to our clients by having our account teams involved in every aspect of the customer feedback process. This includes selecting the key clients to survey, gaining their commitment to complete the survey upfront, thanking the client for their response and reviewing the results and action items at the close of a survey. The closed-loop approach is critical," said Bartlett.

Impact

Modeling Successful Accounts to Accelerate Growth

Two years and seven Customer Value Program launches later, with an average response rate of approximately 60 percent, BearingPoint has strengthened key relationships and continues the BearingPoint culture of "clients for life".

As a result of segmentation and financial linkage analysis, BearingPoint categorized and created strategic business plans for each account:

- Identified successful accounts that could be used as models. Teams shared best practices and served as coaches or mentors to other teams
- Diagnosed at-risk accounts, and implemented tactical and strategic improvements to resolve issues
- Identified desirable growth accounts and created account plans to increase revenue
- Leveraged opportunities for growth against existing resources and account value.

Looking Forward

Creating an Enterprise-Wide View

BearingPoint is moving beyond just improving customer loyalty within their key account community. Next steps include an engagement satisfaction program to understand and improve project delivery, and linking employee satisfaction program results to customer loyalty results to understand and improve retention. Eastman says, "Revenue is a lagging indicator of the strength of our client relationships. We use our Satmetrix solution as a strategic management tool to provide our account teams with a vehicle for understanding what clients value most and continuing to improve our client service."

Satmetrix Systems Headquarters

950 Tower Lane, Suite 500
Foster City, CA 94404
Phone 650.227.8300
Fax 650.227.8301

Satmetrix Systems New York Office

450 Seventh Avenue, Suite 1601
New York, NY 10123-0101
Phone 646.935.3500
Fax 646.935.3501

Satmetrix Systems UK Ltd

1st Floor Office Suite
Building 1
26-28 Hammersmith Grove
London W6 7HA
Phone +44(0) 208 846 8220
Fax +44(0) 208 846 8221