



When a large Australian telecommunications company was trying to drive customers from high cost phone and retail channels to lower cost digital channels

We helped them deliver a marketing campaign with response rates up to eight times their pre-existing average

The Challenge

Our client, a large Australian telecommunications company was facing an environment of rapidly increased competition and needed to improve customer service while lowering cost-to-serve.

They needed to understand the underlying customer needs that were driving existing channel adoption behaviour. With this understanding, they wanted to identify and prioritise strategies to migrate customers to digital channels. Finally, they needed to determine the cost-to-serve economics of customer interactions across their many channels.

How we helped

Deloitte was engaged to build a single view of the client's customer base incorporating nearly 100 datasets, 1000 individual customer attributes and close to one billion records. This single view allowed our client to see the complete array of customer behaviours (e.g. channels of choice, transaction types) and attributes (e.g. age, gender, geography) in one, unified model. This customer model enabled us to identify a number of unique customer segments based on this complex array of behaviours and attributes.

We also built an economic model to understand the cost to serve upside of shifting certain transactions from high to low cost channels.

Finally, using both our customer and economic model insights, we developed a prioritised channel migration strategy and the related below-the-line marketing campaigns to drive customers from high to low cost channels.

Value delivered

In addition to providing our client with a set of new customer insights, the campaigns we designed delivered customer response rates up to eight times the client's pre-existing average.



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