

# THE GENDREAU GROUP REVENUE STRATEGISTS

Delivering revenues, not just strategies, to companies worldwide since 1989.



We are **REVENUE STRATEGISTS**.

We help clients maximize revenues and increase the value of their businesses.

We specialize in:

- Partner and channel strategies that maximize revenues and reach
- Finding untapped revenues by repurposing existing products and technologies
- Revenue Strategies to help clients prepare for merger, sale, or acquisitions

Our clients are high tech and services firms located in the US and abroad.

We have been in business since 1989.

We are located in the San Diego area.

## Sprint PCS Productized Customer Touch Points

About ten months before launching the company, Sprint PCS hired The Gendreau Group to conduct a capabilities audit on its billing system. In the process we uncovered a fundamental revenue strategy challenge: Planned service offerings would create little if any competitive differentiation for the new company. Sprint PCS was spending billions of dollars to launch a company that would be just another “me-too” service provider. We recognized that Sprint PCS needed to quickly adjust its strategy and create a whole new approach to delivering service if it wanted to attract and retain customers in a competitive environment.

The Gendreau Group became one of the first consultancies to help a client productize customer touch points. Up to this time, communications providers competed based on the quality of their networks or their communications products. But Sprint PCS could be different. We would help the company differentiate its services based on the quality of the experience it could provide its customers, and the company would structure and manage itself differently to accomplish this.

“Productizing” touchpoints is the process of making customer interactions consistent, repeatable, and measurable in terms of results and quality. A touchpoint exists wherever and whenever a company interacts with a customer. Each touchpoint is an opportunity to deliver value to customers – and therefore to generate revenue and customer loyalty. Many companies operate in functional silos where customer interactions are managed by different organizations or groups with little coordination or cross-functional communication. Awkward hand-offs, poor coordination of information, frustrating delays, and poor quality frequently result.

With our assistance, Sprint PCS built a company focused on the quality of the customer experience. The first step was to learn everything possible about how customers would interact – both physically and logically – with this new company, and then to document and map this interaction. After mapping touchpoints, we helped design processes by mapping backward from touchpoints. We then helped design a matrixed organization structured to support touchpoint management, a structure that would actually discourage functional silos and organizational boundaries. Finally we put the mechanisms in place to enable consistent instruction, communication, and definitions of value delivered to customers.

One of the touchpoints we productized was the bill – a revolutionary concept at the time. Simplifying the bill for some customers while providing high levels of detail with customized formats for a fee to others would give Sprint PCS new revenue opportunities while also providing ways to control operational costs associated with delivering bills via a then-expanding set of bill presentation options. We also helped Sprint PC productize customer touchpoints at branded company stores, in call center operations including inbound communications such as Interactive Voice Response (IVR) and 800 numbers, and through newly emerging web-based channels.

**Results.** The launch of Sprint PCS services was planned to occur in conjunction with the Initial Public Offering (IPO) of the new company. Unfortunately, the IPO happened before Sprint PCS could complete the build out of its network. In some areas, where multiple cells sites were required, only one might be present. Therefore, although the company was ready to provide a great customer experience, the network was not ready to facilitate it. This problem cost Sprint PCS huge sums of money in customer credits and lost brand equity. For a long time after its launch, many people would think of *poor service* when they thought of Sprint PCS. It’s ironic that Sprint PCS was so well-prepared to offer *great service* in all ways except the most fundamental – its network.

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