Proven Business Impact

This case study was selected in July 2026 by an independent panel of CXPA judges for recognition of its demonstration of the positive business impact created through a customer experience focus.

CXPA Proven Business Impact: A Leading International Technology and Services Provider - The Evolution of Invisible Service

Company Overview

A Leading International Technology and Services Provider supports complex, high-value customer relationships across international markets. Its work includes serving major communications and technology customers operating across more than 120 countries.

The initiative represents the multi-year evolution of a customer experience framework first developed in a national business-to-business environment and subsequently adapted for a large international technology and services portfolio. The framework combines customer governance, unified data, proactive account management, and journey orchestration to reduce friction and protect recurring revenue.

Business Challenge

The initiative addressed what the team described as a "complexity crisis": the proliferation of digital touchpoints, disconnected systems, and organizational silos that prevented employees from maintaining a reliable view of the customer.

- Approximately 20% of customer relationship management data was stale or unusable, and departments maintained different versions of customer information.
- Customer concerns were frequently addressed only after escalation, while disconnected onboarding communications created unnecessary customer and employee effort.
- The organization lacked consistent processes for identifying account risk and coordinating action.

As the framework expanded to a global technology environment, fragmentation could delay time to value, trigger executive escalations, and place substantial Annual Recurring Revenue (ARR) at risk. The organization needed a governed system capable of detecting and addressing friction before it developed into a major account issue.

Customer Experience Initiative: From Regional Governance to Global Journey Orchestration

The initiative began with a 24-month transformation that established the foundation for a more consistent and proactive operating model.

- Launching a Customer Charter and customer-centered target operating model, with standardized procedures across the customer lifecycle.
- Connecting Microsoft Dynamics data with multiple sources through Power BI dashboards and establishing a data-quality roadmap and real-time Single View of the Customer.
- Training employees to use customer data and insights, developing action plans for lower-scoring and at-risk accounts, and positioning journey data as an indicator of financial and operational risk.
- Moving onboarding responsibility from Sales to the Customer Experience team and streamlining disconnected onboarding communications.
- Introducing automated journey orchestration, predictive account-risk indicators, embedded governance, and structured intervention for high-priority accounts.
- Creating a Red Account program with documented playbooks, employee training, escalation pathways, and executive sponsorship.

After its initial implementation, the model was expanded to the United States and Asia-Pacific and adapted to strengthen oversight of the global partner network, which delivered approximately 85% to 90% of implementations.

Proven Business Impact

Protected recurring revenue and reduced account risk

- High-priority customer escalations declined from 40% to less than 10%, representing a 75% reduction.
- Unified dashboards, early-warning indicators, the Red Account program, and executive sponsorship helped stabilize strategically important relationships and reduce risk around previously at-risk ARR.
- The governance model was expanded internationally after demonstrating its effectiveness in the original region.

Supported revenue growth and retention

During the framework's earlier implementation in a national business-to-business environment:

- Churn decreased by three percentage points, while membership revenue increased by 8% without adding headcount.
- Proactive use of customer data helped teams identify lower-scoring accounts and coordinate actions intended to reduce downgrades and improve retention.

These results provided the proof of concept for applying the framework to larger and more complex international customer portfolios.

Increased operational efficiency

- Automated journey orchestration contributed to a reported 20% improvement in operational efficiency within the international portfolio.
- Onboarding efficiency increased by 20% during the framework's earlier implementation.
- Streamlined communications and automation reduced disconnected outreach and manual data reconciliation, supporting revenue growth while maintaining a stable cost to serve.

Established reliable customer data and scalable governance

- The proportion of stale or unusable customer data declined from approximately 20% to less than 0.5% over three quarters.
- The Single View of the Customer gave employees and executives more consistent information for account planning and decision-making.
- Playbooks, training, escalation pathways, and executive sponsorship created a repeatable approach to account risk that extended to partner governance.
- Experience and journey data gained greater visibility in executive discussions about risk, financial stability, and long-term performance.

Improved customer advocacy

- During the framework's earlier implementation, Net Promoter Score℠ (NPS®) increased by 17 points over the established baseline, reached 41, and remained at the improved level for two consecutive years.

Because this customer-metric result was recorded during the framework's earlier application, it should be understood as evidence supporting the model's development rather than as a measurement of the current international portfolio.

Key Lessons

- Treat fragmented customer data as a business and revenue risk, not simply a technology problem.
- Connect experience improvements to retention, recurring revenue, operational efficiency, and account stability.
- Establish executive sponsorship, governance, intervention criteria, ownership, and escalation pathways before scaling.
- Extend governance to implementation partners when they deliver a substantial part of the customer journey.
- Use automation to identify and address friction while preserving human attention for complex, high-value relationships.
- Distinguish results achieved in earlier applications of a framework from those demonstrated in its current environment.

Core Business KPIs Impacted

Annual Recurring Revenue protection; customer retention and churn; revenue growth; high-priority customer escalations; operational and onboarding efficiency; cost to serve; data quality; account health and implementation risk; and customer advocacy.