

The logo for Coltivar Group, featuring the word "COLTIVAR" in a serif font with a small green leaf icon above the letter "V", and the word "GROUP" in a smaller sans-serif font below it, all enclosed in a thin white rectangular border.

COLTIVAR
GROUP

Coltivar Group Supports Design & Implementation of Customer-Centric B2B Strategy



Client Profile

The company, a large general builder, serves a diverse portfolio of roughly 80 different businesses. This company, founded in Southeastern part of the United States in the late 1950's, now operates across 23 states.

Opportunity

Though the company had achieved top-line growth through geographic expansion, the industry's competitive convergence resulted in declining profit margins for the large general contractor. The company had a strong reputation, however, because of the price-sensitivity of its clients, the firm rarely received bids before they were submitted to RFP, and so the contractor struggled to procure profitable jobs.

In 2013, the CEO received feedback from a longtime customer describing her desire for the contractor's employees to better listen and understand before acting. This insight triggered the organization-wide "Customer First" program initiated in the spring of 2014. While this measure helped the organization transform to a customer-centric mindset, the company still lacked the capabilities to execute a true customer experience strategy. After the introduction of this program, revenue and profits remained flat, and the customers continued to prioritize price.

At the end of 2014, the organization approached Coltivar Group to help it refine its processes and structure a customer experience strategy to drive brand distinction and financial performance.

Solution

Coltivar approached the situation methodically with an initial review of the business structure and operations. By evaluating processes and receiving employee input, Coltivar was able to devise a gradual implementation strategy.

Coltivar collaborated with the executive team and employees from each position in the company to create and implement a customer feedback mechanism. The team first discussed the information they needed to enhance the customer experience. Data collection and customer survey questions were then formulated so the company could arrive at actionable customer insights.

Once the team gathered the necessary information, they assessed the customer journey and strategic design. They explored ways to address customer feedback while maintaining or minimizing costs through increased efficiency. This stage required extensive feedback from customer-facing employees as they would drive the success of this reformed strategy.

Once the team reached consensus, Coltivar created a tactical handbook which focused on the comprehensive customer journey (rather than isolated touch-points). Coltivar designed training sessions for employees to support the handbook. As much of the customer experience relied on unpredictable touch-points, it was critical that the customer-centric strategy be ingrained in employees so they could improvise.

To achieve this alignment, training sessions combined theoretical and tactical skills building

and application. Employees also received coaching support so they could communicate strategic issues or questions with the Coltivar team. By the end of the 12-month engagement, Coltivar had successfully transferred the skills necessary for execution to the internal team.

Results

Two years following the engagement, the firm had transformed its operations. In gaining a better understanding of the customer and crafting products and services to fit their needs, the company had increased top line growth by 22%. Additionally, the contractor narrowed its market, bidding on fewer projects reducing marketing and estimating costs by 11% and 9% respectively. Not only did customers report increased satisfaction (proven by a jump in repeat clients), but employees also disclosed higher levels of satisfaction and engagement.

About Coltivar

We empower people with the tools, best practices, and research to make their companies more innovative, profitable, and results-oriented. We design and implement strategies that drive long-term success. We challenge conventional thinking to propel innovation and positive transformation. By identifying strong processes, we empower organizations to employ repeatable steps to create lasting value.

To initiate your customer experience transformation, contact:

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