

## Case Study — Global Electronics

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For one award-winning global electronics distribution company trading in more than 100 different countries and operating from more than 20, and with in excess of 2 million customers in around 150 separate industries, it wasn't declining revenues or profitability that was the issue, but customer service.

The company, which currently has a turnover of around £800 million, secured Marc's services for a period of 12 weeks in 2008, to help them in their aim of becoming more customer centric. Not only had the organisation acquired a large number of legacy computer systems in the course of its development, which meant that different parts of the business had an entirely different view of the customer base, but the way that different types of customer communications were prioritised was at variance and was leading to customer dissatisfaction. In addition, the way that the customer base was segmented meant that, in some cases, entire organisations were treated as a whole, when in fact the different departments and functions within them had entirely different needs.

Starting from the customer and working backwards allowed Marc to identify the particular issues which were standing in the way of the company being able to understand and meet true customer needs across a diverse spectrum of industries and organisations. It also provided the opportunity to take into account their changing needs so that these too could be factored into his solution.

Drawing on his vast range of sales, marketing, customer service, strategic and operational experience, Marc set to work on reclassifying the existing market segments and on redesigning the customer relationship management (CRM) systems, which contain 2 million contacts, to turn the organisation's attention from being business focussed to being focussed on individuals. As a direct result of his work, the organisation continues to increase its understanding of customer needs and is able to offer specific customers the products and solutions which are most relevant to them and which they value the most.

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Treating causes not symptoms.

