

## What was the situation?

A \$20B global telecommunications corporation utilized traditional key performance indicators (KPIs) to evaluate working capital performance. Due to inherent inaccuracies of traditional KPIs, a \$200M opportunity was overlooked. A program of five distinct projects was launched in order to capture this opportunity:

- Electronic invoice presentment and payment (EIPP)
- Billing revenue leakage and balance forward billing
- Dispute management implementation
- Implement proactive consumer collections
- Implement a dealer collections process

**Due to inaccuracy of traditional KPIs such as: days sales outstanding (DSO) and percent current, an opportunity to release \$200M in cash flow from order to cash (OTC) value chain was hidden.**

## What was done?

Multiple project streams were pursued simultaneously. The EIPP project entailed

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development of a customer communication strategy based on social media, customer demographics and psychographics. To accomplish this task a method to connect historical customer records with demographic and psychographic data had to be developed. This was accomplished by correlating usage with classical market research data. Subsequently statistical methods were used to profile the customer base relative to receptiveness to different communication methods and value added marketing, that would in turn, result in improved payment habits and reduced churn. A portfolio of programs was developed for customer segments that have high propensity to use social media that would result in better payment habits. These programs were included in regular marketing/sales programs and deployed to the customer base.