Case Study

Scaling Customer Experience Through VoC: Operationalizing Feedback to Drive Retention, Efficiency, and $11.9M in Savings

At SAP Concur, I led a company-wide transformation that embedded Voice of the Customer (VoC) into our operating model, enabling us to reduce friction, accelerate time-to-value, and scale personalized customer experiences across 32,000 accounts. By pairing qualitative insights with performance data, we unlocked new efficiencies and delivered measurable business outcomes including improved retention and over $11.9M in cost savings.

VoC Framework Development

We established a cross-functional Voice of Customer program that unified feedback from:

- Year-one renewal trends
- NPS responses and verbatim analysis
- Customer interviews
- Internal insights from services, support, and sales
- Executive-led customer-shadowing sessions

These inputs were synthesized into a comprehensive customer journey map, which became the foundation for identifying systemic friction points and shaping targeted interventions across the lifecycle.

Lifecycle Enhancements Informed by VoC

The VoC insights we gathered also shaped how we engaged customers post-onboarding.

- **Scaled touch:** Launched automated, quarterly Digital Business Reviews to drive ongoing value in long-tail segments
- **High touch**: Repositioned QBRs as strategic planning sessions to elevate executive alignment
- **Automation:** Leveraged Gainsight to trigger lifecycle engagement and surface risk signals, reducing manual effort and enabling proactive outreach.

These changes allowed us to tailor experiences by segment while improving operational efficiency.

Business Impact

- **Retention Gains:** Increased scaled customer retention from **82% to 92%**
- **Faster Value Delivery:** Reduced time-to-value from **6 months to 45 days**
- **Operational Efficiency**: Decreased onboarding effort from **15 hours to 9 hours** per customer
- **Digital Engagement**: Doubled engagement across long-tail customers (**29% to 60%** of 32,000 accounts)
- **Cost Reduction**: Reduced CSM headcount by **43.6%** (from 133 to 75), saving **$11.9M** annually
- **Revenue Coverage**: Reallocated ~13,850 accounts to a digital model, **sustaining $600M in revenue**

Conclusion

We operationalized the voice of the customer to create a high-impact, digitally scalable experience model that enhanced retention, reduced costs, and improved time-to-value. This initiative demonstrated my ability to lead enterprise-scale change, drive cross-functional alignment, and deliver measurable results through customer-led innovation.