

CASE STUDY

A powerful “voice of the viewer” scorecard transforms a digital entertainment service’s retention strategy and pumps up profits.



Architecting your future.

“Our voice of the viewer scorecard drives insight into accountability. And ensures customers are first on everyone’s mind.”

*Michael Callahan
Director, Blueprint
Consulting Services*

The Summary

A Global 500 digital entertainment client was struggling to find and fix issues that were causing high levels of customer churn. Our uniquely designed voice of the viewer scorecard created insight around highly frustrating issues, and drove accountability for getting those issues fixed.

The Problem

Too Much Scorecard Noise, Too Few Signals

The lack of data or scorecards was not a problem for our client. Each week, the company’s CEO and Executive Team received hundreds of pages of data in scorecards from numerous departments. What was missing were the right metrics, designed in a way to identify the core barriers to retention and identify the necessary actions that needed to be taken,

Many Owners, No Accountability

The client also had a problem with its corporate philosophy that retention was “everyone’s” problem. If “everyone” is responsible for a metric like retention, chances are that no one individual feels accountable to set or achieve goals.

Lack of Analytical Problem Solving

In addition to too much data, and no accountability, no one in our client’s company could accurately assess the impact of any potential improvements, making it difficult to prioritize one solution over another. This led to inaction, as no executive had the confidence to push a solution forward.

The Solution

As with most complex business problems, the solution started with a thorough assessment, which included:

- Understanding the financial and business objectives (why retention is critical)
- Mapping core customer journeys that most impact retention and churn
- Evaluating the current state metrics, analysis and scorecards
- Understanding the organizational structure and responsibilities of teams responsible for the customer experience

Once the assessment was complete, the team modeled a retention analysis and reporting strategy and presented it to Hulu’s senior leadership team. Together, the group made some modifications to the strategy, then agreed on an implementation roadmap.

We then worked across data science, analytics and customer service to design and deploy a data collection strategy that would generate a real-time scorecard which could be manipulated to model “what if” scenarios and measure the potential impact of any proposed fix.

Results

Beyond the initial financial results, Hulu – as a company – has integrated the voice of the customers into their corporate DNA. Every week, a cross-functional team is reviewing scorecard data, choosing solutions, and implementing them. The financial and other results have been dramatic, and a month after implementation of the voice of customer scorecard, Hulu had its single best retention results in the history of the company.

- **20% improvement in retention** – the team’s work resulted in a 20% reduction in customer churn, resulting in significant revenue gains per month
- **Speed-To-Fix** – the teams are finding and fixing broken customer journeys on a monthly basis, reducing customer frustration and reducing incoming customer service contacts
- **“Customer-First” Culture** – the team was able to “walk the walk” of their corporate values that put the customer first. The entire company is rallying around the voice of our viewer scorecard