

Strategic Customer Insights for Flick Pest Control (Hygiene Services)



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Executive summary

Flick Pest Control is a leading provider of pest control and hygiene services in Australia. Despite the high maturity of its hygiene department's operations, the company still faces internal challenges in customer behavior insights, service structure optimization, and the precision of its marketing strategies. Currently, the company's revenue mainly relies on Sanitary Services, but it has limited understanding of the performance of other services in various industries, and its current marketing strategy lacks refinement and industry specificity.

To address the above issues, this project aims to assist Flick Hygiene in gaining deeper customer insights through a data-driven approach. The research team analyzed the active customer data provided by Flick in Victoria from multiple dimensions, including industry category, service type, activation time, and estimated revenue. By assuming an average annual revenue growth rate of 6%, trend data from 2016 to 2025 was back-calculated, and trend identification and customer segmentation were conducted using Excel and R tools.

The research puts forward the following three key recommendations:

Firstly, although Sanitary Services is currently the most profitable service type, Nappy Management, Air Freshener, and Sharps/Clinical Waste Disposal have seen significant growth since 2020. Among them, the growth rate of Sharps/Clinical Waste Disposal services has exceeded 300% and has now surpassed several traditional service types. These services have considerable potential for incremental development and cross-selling opportunities.

Secondly, although schools remain Flick's highest-revenue-generating industry client, their spending is mainly concentrated on service types with slowing growth. In contrast, industries such as government services, elderly care, and leisure and entertainment show clear growth

trends and are more promising directions for expansion. Additionally, the childcare services industry also demonstrates potential for sustained growth.

Finally, Flick's current marketing strategy mainly relies on mass email campaigns and broadcast advertising, which does not align with the actual decision-making structure of the target industry. We recommend implementing refined marketing activities based on the customer's industry, enterprise scale, and service portfolio, and reaching out to the target decision-makers through more appropriate channels to enhance marketing efficiency and resource utilization.

By adopting the strategies proposed in this study, Flick Hygiene will be able to enhance its customer segmentation capabilities, focus on high-growth markets, and optimize the allocation of marketing resources, thereby further consolidating its competitive edge in the hygiene services market.

Background

Since 1918, Flick Pest Control has been a leading provider of pest control services in Australia. The business has become an industry leader over the last century and is renowned for providing reliable, superior services to both residential and business clients nationwide. With more than 50 offices around the country and more than 1,250 workers, Flick provides annual services to more than 300,000 customer sites. Flick gains access to worldwide experience, cutting-edge technology, and a dedication to modernising the hygiene and pest management sector as a member of the global Anticimex Group.

Among its many services, the hygiene division is essential to helping customers in a number of industries, such as healthcare, education, elder care, hospitality, and property management. The section provides basic services including air freshening, diaper disposal,

sanitary disposal, and vending machine maintenance. Even though these services are essential for workplace health and safety, the market is getting more competitive as more businesses provide packaged cleaning and hygiene solutions that are frequently improved by automation or IoT-based monitoring.

In its hygiene business, Flick has internal challenges, especially with regard to understanding consumer behaviour, value segmentation, and service utilisation, despite its great operational size and established reputation. Currently, a large portion of the marketing and operational strategy is not grounded in specific, data-supported insights, but rather on general industry assumptions. This makes it more difficult for Flick to effectively manage resources, customise marketing messaging, or spot new possibilities in the hygiene industry. For example, despite the company's continued success in making money from sanitary services, the long-term potential of other products—like vending machines or air fresheners—remains untapped because of the absence of access to customer-level data.

Thirdly, present marketing techniques do not clearly match the demands or habits of actual customers in the hygiene area. For instance, one of the company's primary communication strategies is email blasting. Although it is less expensive, this method is imprecise and could not involve the real decision-makers in charge of organisations' purchase of hygiene services. Furthermore, Flick now spends around \$20,000 a month on radio advertising, a broad-channel marketing strategy that would not efficiently reach its target B2B demographic or provide high conversion rates. The requirement for a more data-driven plan that targets the appropriate consumers with pertinent content and channels is further highlighted by these marketing approach inefficiencies.

This strategic consulting project was started in response to these difficulties in order to assist Flick's hygiene division in moving towards more data-driven decision-making. Using internal databases, the main goal is to give a thorough study of the current hygiene consumer base

and convert that information into useful insights. The research aims to give Flick a better grasp of its market position and strategic potential by identifying trends in service consumption, industry distribution, revenue contribution, and customer retention.

The project's scope is concentrated on four major analytical domains. To start, client industry segmentation is investigated to identify the areas that show the most promise for sustained development and investment. Second, a review of service categories is carried out in order to find patterns in consumer preferences and product usage. Third, in order to evaluate consumer involvement levels and usage intensity, the research looks at service frequency. Finally, revenue contribution is evaluated to identify high-value customers and guide prioritisation tactics for cross-selling, upselling, and customer retention initiatives.

Additionally, by promoting underutilised services in industries where adoption has historically been low or by creating customised marketing campaigns based on client duration and service mix, the research identifies areas where Flick may be able to increase its market position. The high concentration of school revenue, especially when it comes to vending services, is one noteworthy result that points to a chance to further expand market penetration in this industry.

The purpose of this study is to summarise the results of the consulting engagement and provide strategic recommendations that will help Flick Pest Control improve the hygiene services division's performance, competitiveness, and customer alignment. The project's results will be utilised as a guide for more targeted advertising campaigns, better client segmentation, and sustained expansion in the hygiene industry.

Research undertaken

In response to the project brief, we decided to take a quantitative, data analysis based approach. For our research, we requested data from Flick hygiene about their services and profitability. What we received was data on all currently active services in Victoria, and an approximation (for confidentiality reasons) of the revenue they generated this year. The key features of the data were as follows:

- The industry in which the service was performed
- Which of Flick Hygiene's services was being performed
- Which suburb the building being serviced was in
- The date on which that service commenced

While we only received an approximated revenue for 2025 only, we were also recommended to assume a 6% annual API. Using this information, we manually generated the data for the approximated revenue of each service for the years of 2016-2024 using Microsoft Excel.

Using this data, we created and analysed graphs to compare which service types and industries were most profitable, and which ones displayed the strongest growth over time.

During this process, we regularly cross referenced our findings with Flick to verify particular features of the data. One example of this was us learning that the Sanitary service was Flick Hygiene's main product, and the remaining service types were considered auxiliary services that need to be upsold.

Furthermore, we also used Rstudio to look into the number of unique customers for each service type being offered, to further supplement the trend analysis.

Finally, we used R to identify the current most profitable suburbs, and consequently consider suburbs with an opportunity for growth.

Outputs and recommendations

Recommendation 1: Upselling to support growing Auxiliary Services

While Flick Hygiene's primary and most profitable service type is Sanitary, it is important to also expand on the auxiliary services offered. The data used has a standard 6% yearly increase, so large increases in revenue are understood to be caused by either existing customers registering new services, or the acquisition of new customers entirely. Based on this and Figure 1, our first recommendation is to focus resources on Nappy, Air Freshener and Sharps/Clinical services. Nappy and Air Freshener have remained the top two auxiliary services for revenue since 2016, and furthermore shown much stronger growth than other services, increasing by over 100% since 2020.

The third recommended service, Sharps and Clinical, while currently less profitable than Vending/Sanitary, displays a much more consistent and healthy trend. It has overtaken both the Sanitiser and Urinal services in profitability since 2016, and has displayed an over 300% increase since 2020. Comparatively, the Vending & Sanitary Products service received a very large spike in 2020 (likely due to covid), but has not grown as well as most other auxiliary services in the past 5 years. Due to this, we have recommended to focus on Sharps and Clinical instead, as it has had the largest percentage increase in the last 5 years and displays a healthier trend.

Of the possible risks to consider, the key ones of note for this recommendation are customer demand and market saturation. While historically, the recommended auxiliary services have been growing well, it is always possible that the market for them may very soon become saturated and the growth may decline due to a lack of demand. To combat this, we also recommend Flick Hygiene to conduct market research in order to mitigate this risk.

Recommendation 2: Advertising to key Customer Industries for growth

On top of identifying Flick Hygiene's key services, we have also analysed the revenue growth in their customer industries. From the Figure 2.a it is evident that Schools are their most profitable industry, and as such will naturally receive resources. Instead, our

recommendations will focus on highlighting other key industries instead. However, it is worth noting that Schools may not stay as Flick Hygiene's top revenue industry indefinitely.

As the Figure 2.b demonstrates, a majority of Flick Hygiene's revenue from schools is from Vending and Sanitary Products, which as discussed above, shows a lower potential for growth than Flick's other auxiliary services.

When excluding Schools, Figure 2.c displays the top 8 industries Flick Hygiene operates in. All of them display a reliable upward trend, and allocating resources to any of them would be a safe decision. Our recommendations will focus on the industries with the sharpest growth. Based on this, we recommend that Flick Hygiene focuses on Government Services/Contracts, Aged Care/ Support Services and Leisure/ Recreation services. Government Services has grown from the third lowest revenue among these industries in 2019 to be the current highest as of 2025 (excluding Schools). This revenue growth is the steepest among all industries, and if it is invested into, may even be able to rival Schools as Flick's most profitable industry.

Aged Care has overtaken Medical Services as of 2025 to be the third most profitable of all of Flick's Hygiene's industries, displaying the strongest growth second only to Government Services. Furthermore, this growth is unlikely to plateau due to the ever-increasing population.

While Recreation Services is among the lower profit industries in the top 9, we are recommending it because it displays some of the steepest growth. Based on its current trajectory, it will likely be able to overtake Hospitality and possibly even Real Estate in the next few years if invested into. Additionally, it is one of few industries to not have its growth weaken between 2024 and 2025 in Figure 2.c.

Additionally, looking at the \$50,000-\$250,000 revenue industry bracket (Figure 2.d), we would also recommend looking into investing into marketing to the Childcare Services

industry, as despite its relatively lower profitability currently, it has displayed an over 300% increase since 2019, and appears to still be increasing in value.

One risk to consider regarding this recommendation is that marketing and outreach to different industries can vary greatly, which is why we have selected only four industries to focus efforts on. Furthermore, as when service types were considered above, it is possible that these industries may become difficult to invest into due to causes such as market saturation or simply not needing any of Flick Hygiene's auxiliary services. For these reasons, we have recommended the industries with the strongest upward trend in order to mitigate this risk.

Recommendation 3: Geographic Clustering and Territory Restructuring

The data analysis demonstrates notable inefficiencies in current territory management, particularly regarding revenue disparities between suburbs with comparable customer counts. As provided from figure 3.a and 3.b, Melbourne CBD achieves \$843,797 from 188 customers (averaging \$4,488 per customer), while suburbs such as Dandenong South, Frankston, and Thomastown collectively serve over 180 customers yet generate less than half the revenue of premium central locations. This gap signals untapped potential for service expansion and upselling within established customer bases through enhanced territory management approaches.

The recommendation involves restructuring service territories into strategic geographic clusters that optimize resource allocation while improving customer service delivery outcomes. Based on figure 3.b, a Northern Metro Territory encompassing Preston (71 customers), Thomastown (48 customers), and Epping (49 customers) would create a concentrated service area with 168+ customers capable of supporting dedicated account management and mobile service teams. Establishing a South-East Growth Corridor that incorporates Frankston (59 customers), Mornington (47 customers), and Pakenham (66

customers) would develop a 172-customer territory positioned within fast-growing residential-commercial areas under Victoria's Plan Melbourne development framework.

This clustering strategy directly reinforces our service type recommendations by facilitating targeted upselling of auxiliary services (Nappy, Air Freshener, Sharps/Clinical) through dedicated territory specialists who can establish stronger relationships with existing clients. Geographic concentration reduces logistics expenses while enhancing service response capabilities, making comprehensive service packages economically viable for suburban clients currently utilizing basic sanitary services only. Territory-specific performance metrics and incentive frameworks should drive revenue growth per customer, emphasizing conversion of single-service accounts into multi-service contracts. The primary implementation risk involves initial restructuring expenses and potential service disruption, which requires phased implementation and transparent communication with existing clients regarding enhanced service capabilities.

Recommendation 4: Expansion into High-Potential Growth Corridors

Customer distribution analysis identifies suburbs positioned within Victoria's designated growth corridors that demonstrate strong customer engagement yet underperform in revenue generation. From figure 3.b, Werribee (66 customers) and Pakenham (66 customers) rank within the top 10 for customer count but generate considerably lower revenue per customer compared to established markets (figure 3.a). These areas represent excellent expansion opportunities, particularly considering their alignment with state infrastructure development plans and projected population increases.

The recommendation focuses on establishing dedicated growth strategies for emerging markets through partnership development and targeted service expansion initiatives. Both Werribee and Pakenham experience rapid residential and commercial development, creating demand for hygiene services in new childcare facilities, aged care developments, and government service centers – industries identified in Recommendation 2 as demonstrating

strong growth potential. The expansion strategy should prioritize partnerships with local councils, developers, and major facility operators to secure contracts for new developments before competitors establish market presence.

Implementation requires hyperlocal marketing efforts including geo-targeted digital campaigns and strategic positioning along major arterial roads serving these growth corridors. The approach should emphasize introducing comprehensive service packages from initial client engagement rather than basic services requiring subsequent upselling. This strategy leverages the growth trajectory of these areas while positioning Flick as the preferred hygiene services provider for new developments. Additionally, underperforming inner suburbs including Richmond (54 customers) and South Melbourne (52 customers) warrant intensive account management initiatives, as these established areas demonstrate reasonable customer engagement but lag in revenue generation. Deploying specialized hygiene consultants with specific upselling targets for auxiliary services can optimize revenue from existing client relationships.

Integrating location clustering, targeted suburban expansion, and territory restructuring ensures Flick's growth strategy addresses immediate optimization opportunities alongside long-term market development. This place-based infrastructure model supports scalable growth while maintaining cost-efficiency and improving customer responsiveness across all service territories.

While suburbs like Richmond (54 customers) and South Melbourne (52 customers) demonstrate moderate customer engagement, they underperform in revenue. The data alone does not explain whether these clients are using limited services, have budget constraints, or are dissatisfied. Similarly, growth in outer suburbs (e.g., Werribee, Pakenham) may stem from recent contract wins or one-off engagements.

While the proposed geographic strategies, which include territory clustering and suburban expansion, are grounded in data, several key risks need to be carefully managed to ensure their successful implementation.

A primary concern is data integrity. For example, suburbs like Preston and Dandenong South show a high volume of customers but surprisingly low revenue. This discrepancy could indicate incomplete or misclassified data. To mitigate this, it's crucial to validate suburb-level revenue figures and clarify any entries under the "Unclassified" industry segment before making strategic decisions based on this data.

Another limitation is the lack of behavioural context within the current data. High-engagement suburbs such as Richmond and South Melbourne, despite significant customer interaction, are underperforming in revenue. This could be due to low service adoption or specific client-side constraints that aren't apparent in the current data. To gain deeper insights, it's essential to supplement the existing data with feedback from staff and adopt conservative assumptions when forecasting.

Finally, seasonal demand variation could skew annual figures, potentially impacting the effectiveness of the strategies. To address this, implementation should be carefully phased to align with known peak periods, such as school terms or flu season, which will likely improve service uptake and overall success.

Conclusions

This consulting project has provided Flick Pest Control with valuable, data-driven insights into the performance and growth potential of its hygiene services division. By analysing historical service data, we identified key trends in customer behaviour, service profitability, and industry performance. While Sanitary services remain the company's core revenue

driver, auxiliary services such as Nappy Disposal, Air Fresheners, and Sharps/Clinical Waste demonstrate significant growth potential and should be prioritised for expansion.

Customer industries including government services, aged care, childcare, and recreation are also showing promise as growth sectors, according to our study. Focused investment in these areas might widen Flick's clientele and lessen need on educational institutions. Nevertheless, Flick's present marketing tactics, which mostly rely on expensive radio commercials and email blasts, are imprecise and unlikely to successfully reach B2B decision-makers. To increase engagement and conversion, a more sophisticated, segmented marketing strategy is advised.

We suggest more thorough customer data segmentation by business size and region for future research, as well as more accurate long-term tracking of customer retention and churn. To better match offers with client wants, more behavioural data might be helpful, such as feedback or service satisfaction ratings. Lastly, ongoing studies employing predictive models may improve Flick's capacity to foresee demand and distribute resources efficiently.

These next steps will ensure that Flick continues to evolve with market demands and remains competitive in the dynamic hygiene services landscape.

Appendices

Figure 1

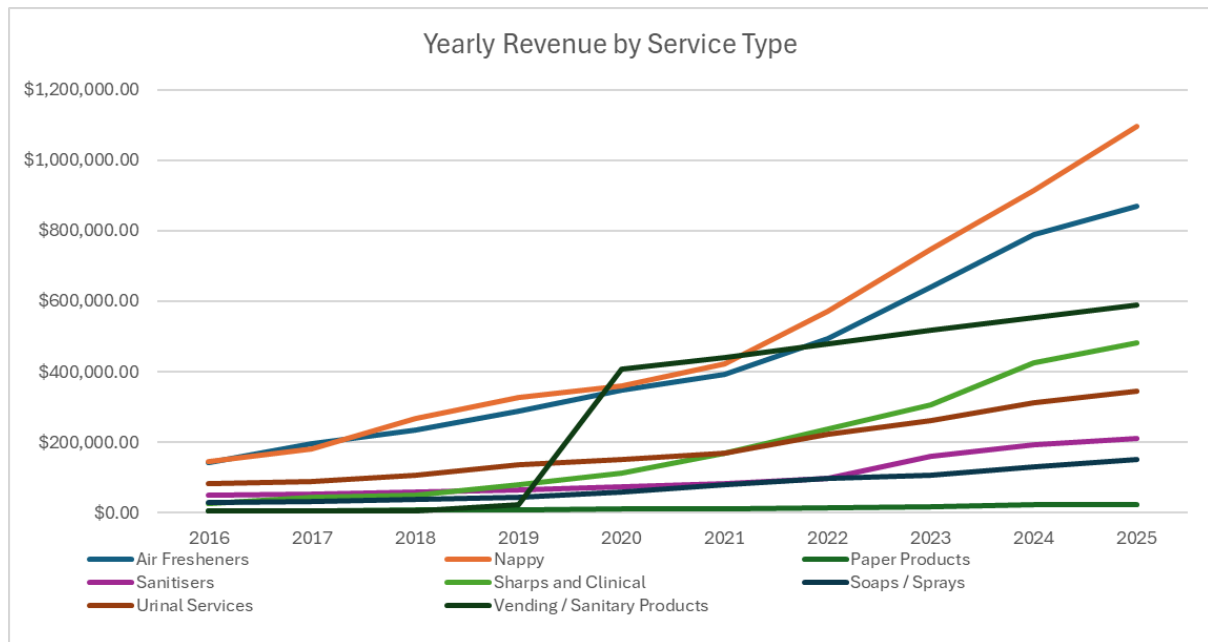


Figure 2.a

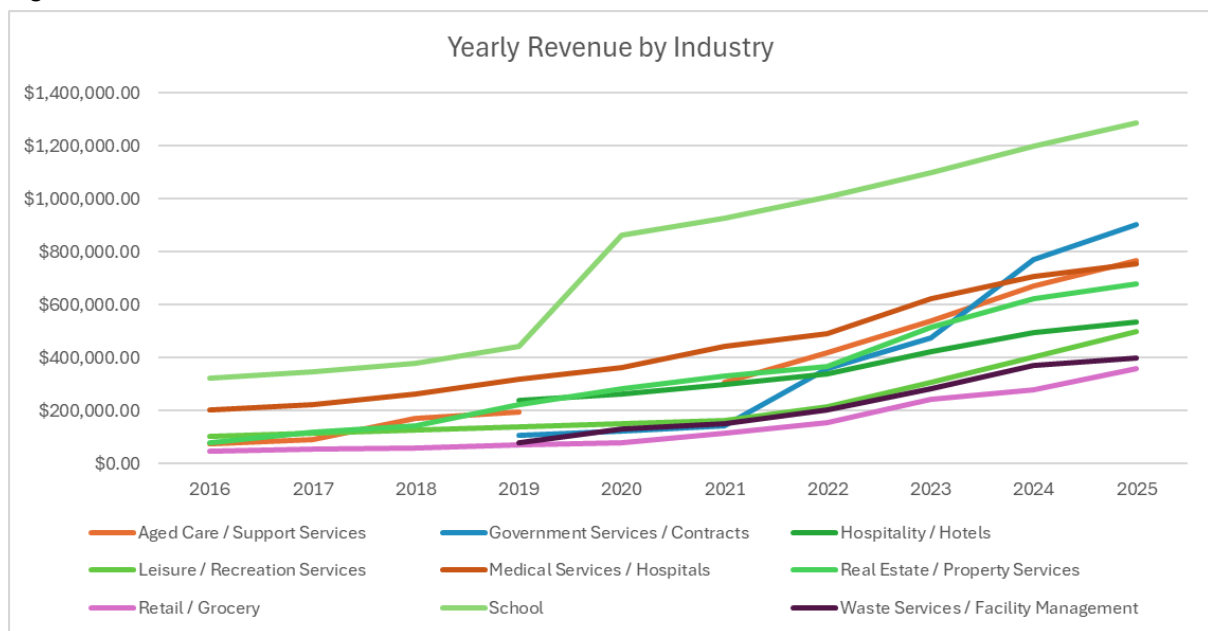


Figure 2.b

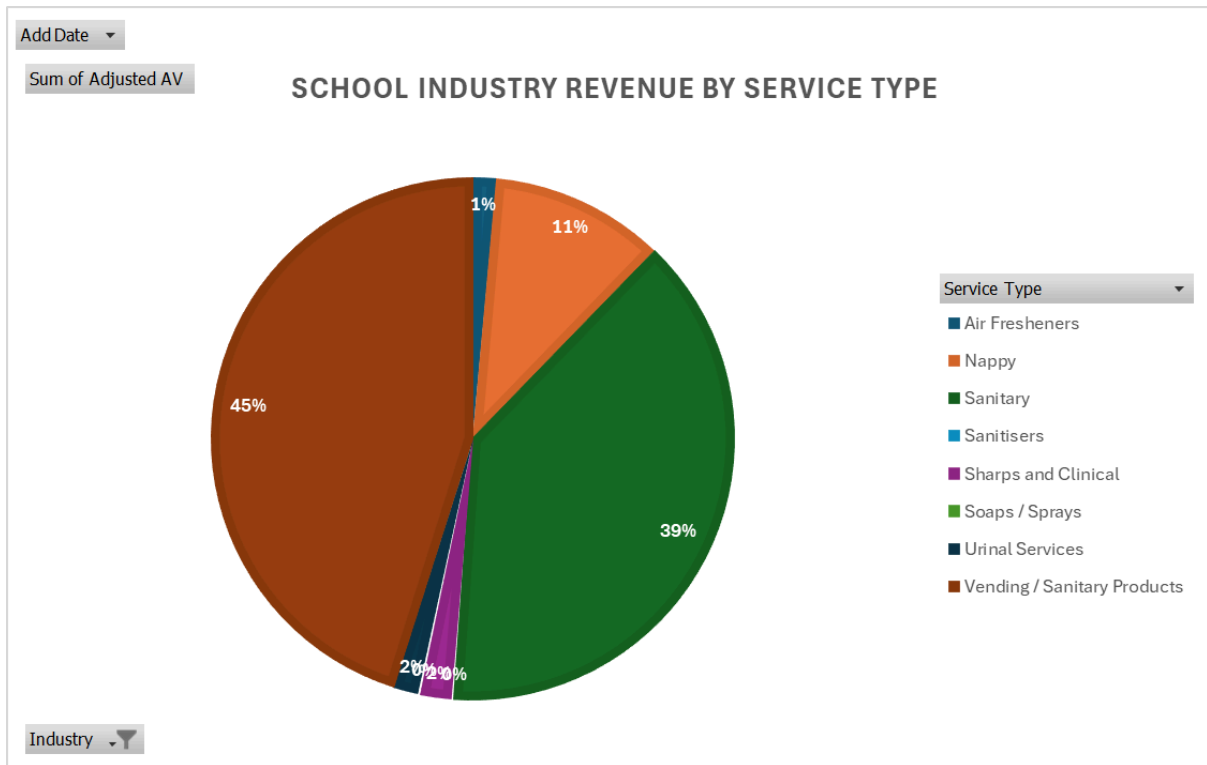


Figure 2.c

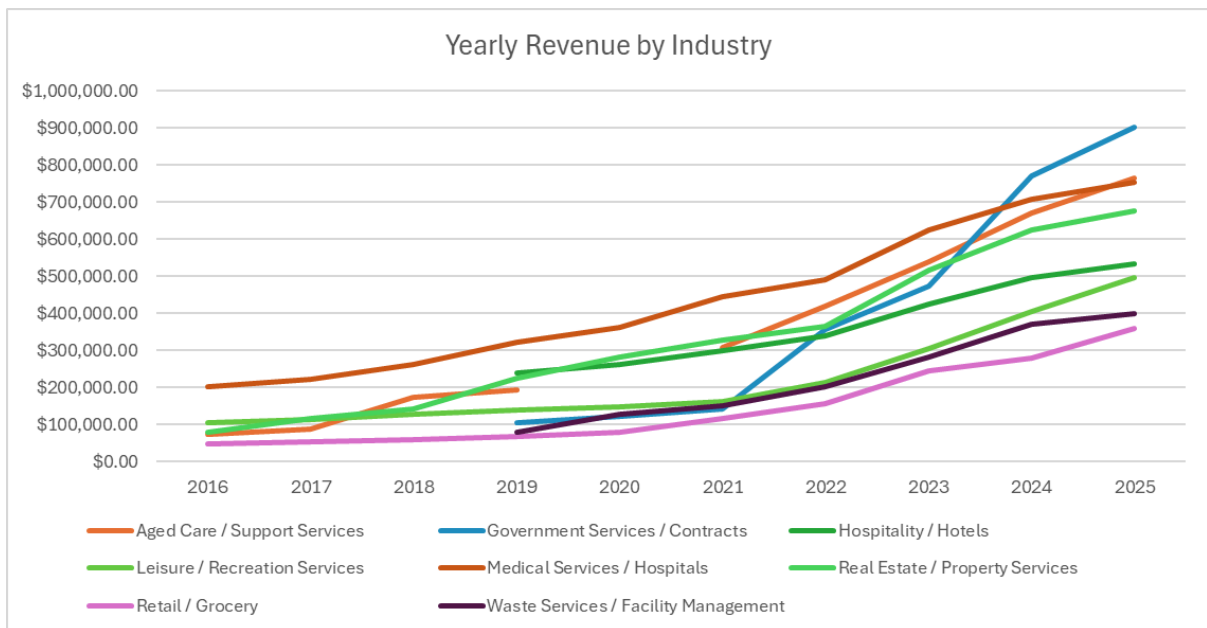


Figure 2.d

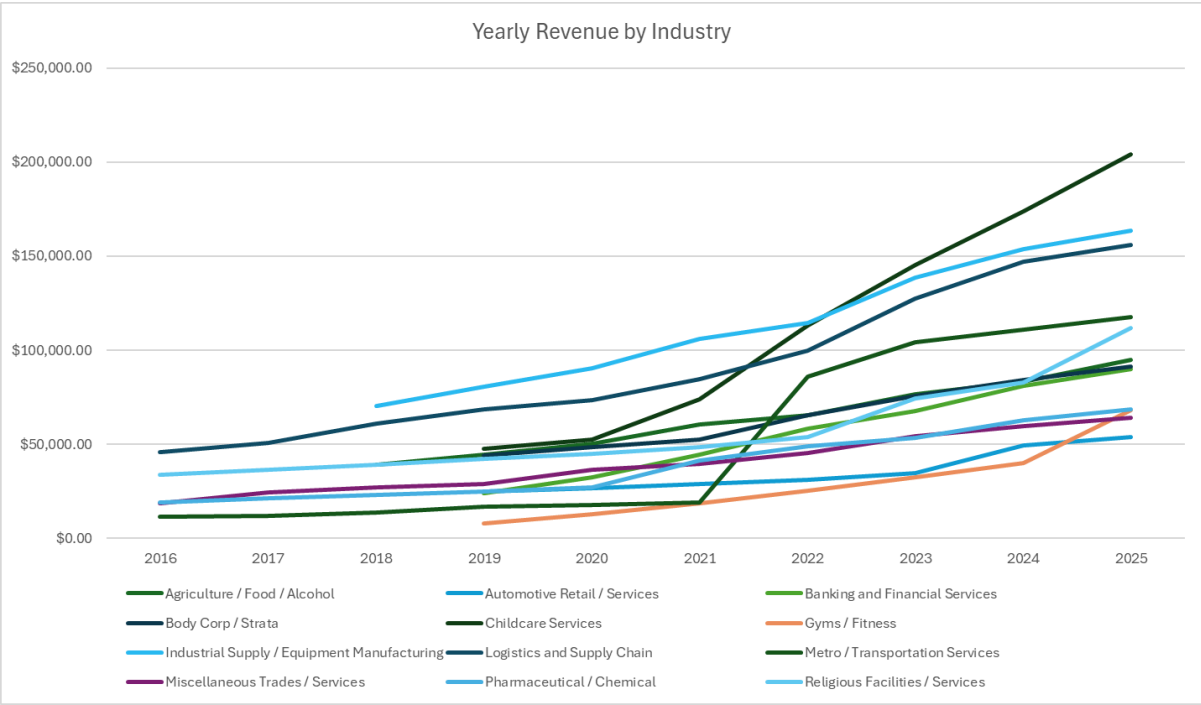


Figure 3.a

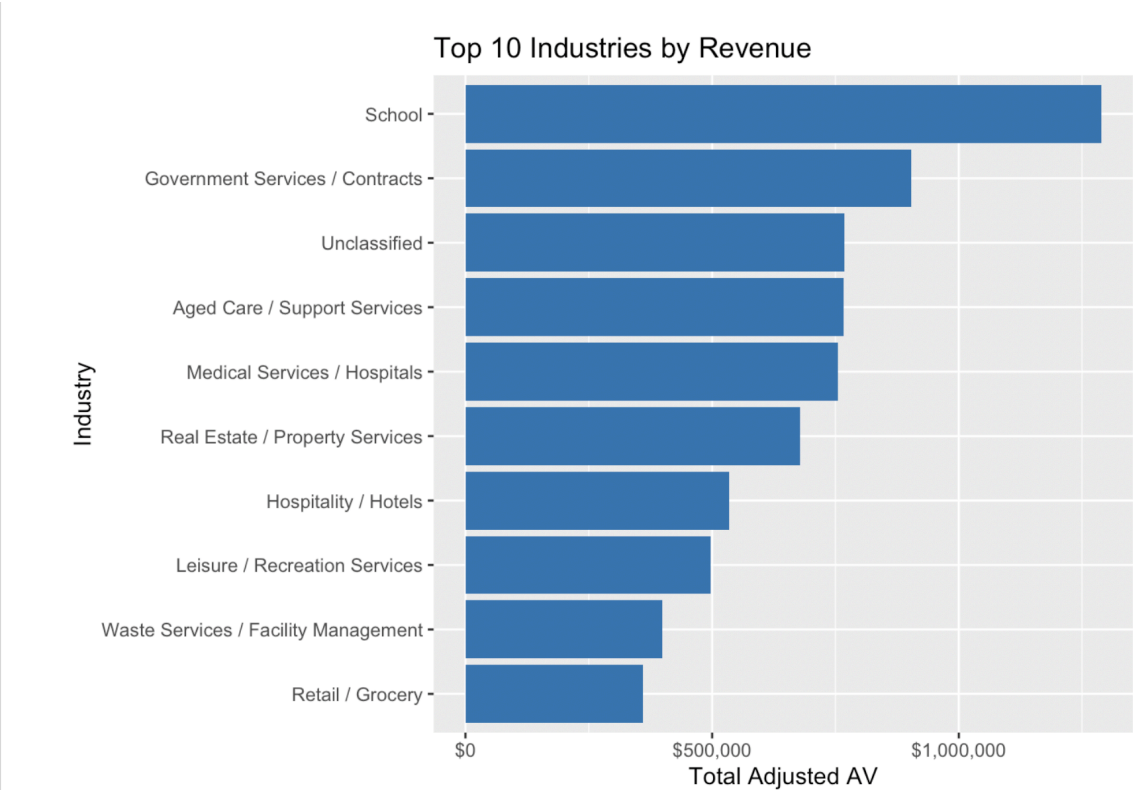
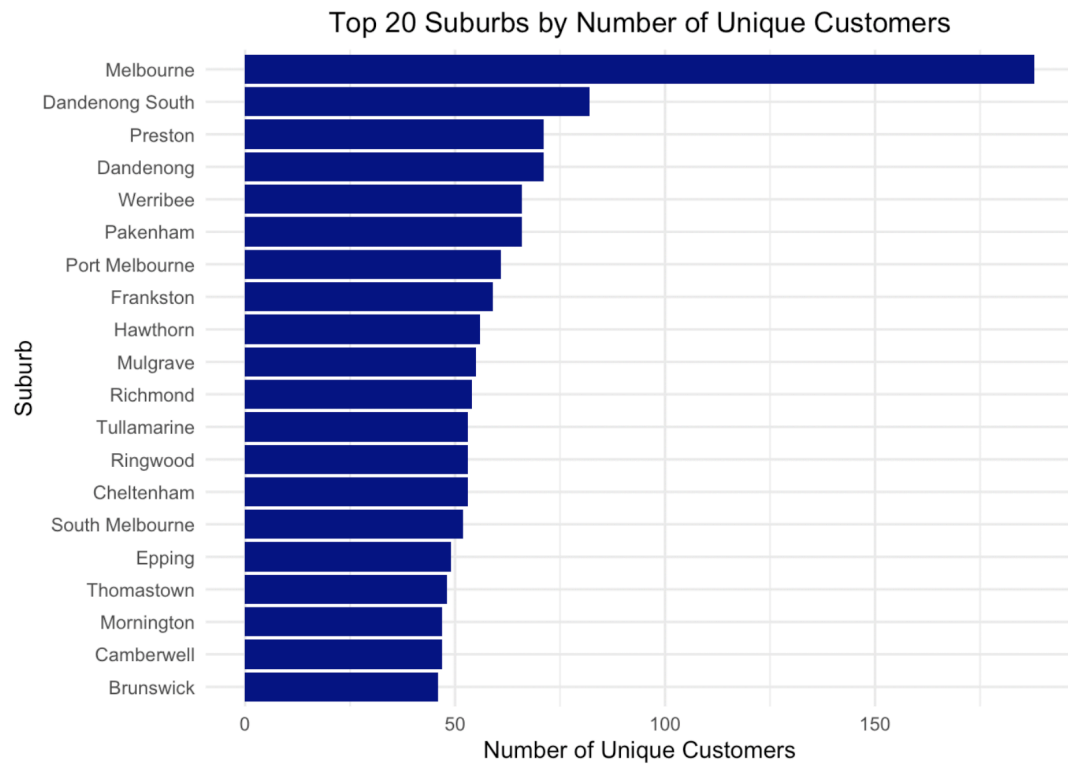


Figure 3.b



Project Plan^[i]

1. Organisational background (a brief description of the organisation (max. 200 words))

Flick Pest Control is one of Australia's most established pest and hygiene service providers, operating since 1918. As part of the global Anticimex Group, Flick combines international expertise with local presence through over 50 branches nationwide. With more than 1,250 staff, the company services over 300,000 sites annually, including 55,000 commercial and 200,000 residential locations.

Flick's core service areas include residential and commercial pest control, pre-construction termite solutions, and hygiene services. The company is known for its use of SMART technology—a sustainable, non-toxic digital monitoring system that enables 24/7 surveillance and data-driven pest management.

Flick adopts a decentralised model, ensuring strong local client relationships while benefiting from global innovation. Its values—Trust, Innovation, and Passion—guide its commitment to service excellence and continuous improvement.

The hygiene division supports clients across education, healthcare, and commercial sectors, focusing on safety, cleanliness, and regulatory compliance. This segment is increasingly important in a post-pandemic context, helping businesses maintain high hygiene standards.

2. Project overview/problem statement (a brief description of what the project should solve (max. 200 words))

This project focuses on helping Flick Pest Control gain a clearer understanding of its hygiene services customer base. As the hygiene division becomes increasingly important in a competitive market, Flick aims to analyse existing clients to support strategic marketing and resource allocation decisions.

The analysis will explore key customer attributes, including industry type, business size, service frequency, contract duration, location, and revenue contribution. The goal is to identify trends such as high-value or long-term clients, irregular service users, and potential churn risks within the hygiene segment.

Based on these findings, the project will provide targeted recommendations to support client retention, reactivation campaigns, and future business development. These insights will assist Flick in refining its customer segmentation and enhancing marketing effectiveness in the hygiene service line.

By focusing on data-driven customer analysis, the project aims to deliver practical strategies that strengthen Flick's competitive advantage and support sustainable growth within the hygiene division.

3. Project objectives (key deliverables)^[ii]

Customer Base Analysis

Conduct a detailed analysis of Flick's current hygiene services customers, focusing on attributes such as:

- Industry sector
- Business size (e.g. number of employees or sites)
- Location
- Service frequency and type
- Contract length and customer longevity
- Revenue contribution

Trend and Segment Identification

Identify key trends across the hygiene customer base, including:

- High-value and long-term customers
- Inactive or low-frequency clients
- Potential churn risks or service gaps
- Opportunities for customer reactivation

Strategic Insights and Recommendations

Provide actionable insights and marketing recommendations to:

- Improve customer retention and satisfaction
- Guide future marketing and resource allocation strategies
- Support business development in the hygiene division

Final Report

Deliver a comprehensive written report summarising key findings, analysis, and tailored recommendations for Flick's hygiene services team.

4. Project milestones

Activity	Responsibilities (tick or x)			
	Student/s (project team)	Client	Monash	By When
Confirm project scope and timeline	✓	✓	✓	Week 1
Attend project kickoff meeting with client	✓	✓		Week 1
Weekly project meetings with clients and supervisor	✓	✓	✓	weekly (Week 2-12)
Internal team meetings and division of tasks	✓			Weekly
Presentation on preliminary findings	✓	✓	✓	Week 9
Refine report materials	✓			Week 11
Final report submission	✓	✓	✓	Week 12

5. Method^[iii]

This project was conducted using a combination of data analysis, industry research, and client consultation. The team adopted a structured and collaborative approach to deliver insights tailored to Flick's hygiene division.

The core of the project involved a quantitative analysis of internal customer data provided by Flick. This included variables such as industry type, service frequency, customer tenure, service type, and adjusted annual revenue. Data was analysed using Microsoft Excel and R, focusing on trends in customer longevity, service profitability, and usage patterns across different industries.

The team was divided into functional roles:

- Project oversight and coordination
- Financial and cost insights
- Industry research and communication
- Marketing strategy and data visualisation

Regular meetings were held weekly with the Flick project supervisor to ensure alignment with business needs, clarify data interpretation, and validate interim findings. The team also met internally each week and consulted with the academic supervisor for guidance and feedback.

In addition to data work, the team reviewed hygiene market trends and competitor practices to contextualise findings. The project culminated in a final report featuring analysis, insights, and strategic recommendations aimed at enhancing customer targeting, retention, and marketing effectiveness within Flick's hygiene division.

6. Project Issues, Problems, Risks and mitigation methods^[iv]

Data Limitations or Inaccuracy

Risk: Incomplete, outdated, or inconsistent customer data may affect the accuracy of analysis.

Mitigation: Early-stage data validation; flagging anomalies to the client for clarification; focusing insights on verified segments.

Lack of Context Behind Customer Behaviour

Risk: Data may not fully reflect reasons for customer churn, irregular usage, or retention.

Mitigation: Supplement quantitative data with qualitative input from client meetings; include conservative assumptions in analysis.

Time Constraints

Risk: Limited project duration may affect the depth of analysis.

Mitigation: Clearly defined scope and weekly milestones; prioritisation of high-impact insights.

Client Availability

Risk: Delays in data delivery or feedback may impact project timeline.

Mitigation: Maintain flexible internal timelines; proactively follow up via email and attend scheduled weekly meetings.

Software/Technical Limitations

Risk: Complex data formats or technical issues during analysis.

Mitigation: Use familiar tools (Excel, R); assign tasks based on team members' strengths.

[i] The project plan forms an initial report to the client or project supervisor. Students should treat the plan as a live document and update it with any changes that are likely to occur throughout the project. The client should sign and date the completed project plan indicating their endorsement.

[ii] Refer to project brief

[iii] Describe [how the project will be conducted](#); this should include details of any research undertaken, [meetings or introductions required](#), [how the project will be managed \(including roles\)](#), [frequency of meetings](#), [resources required](#), etc

[iv] Detail project issues and mitigation methods, including problems and/or risks in consultation with the client/supervisor