



CASE STUDY



CUSTOMER PROFILE

- One of the four leading mobile operators in Denmark
- Over 400,000 subscribers (end 2008)
- Leading provider of mobile broadband solutions (ISP) in Denmark
- Contract customers represent 95% of 3Denmark's customer base

3Denmark (Hi3G Denmark Aps) Instigates Customer Loyalty Program using Portrait Dialogue

Executive Summary

In order to maintain its ISP market leading position in Denmark, 3Denmark (Hi3G Denmark Aps) was looking to acquire and retain higher-value contract customers whilst increasing Average Revenue Per User (ARPU) and reducing churn. Portrait Dialogue enabled 3Denmark to develop and execute personalized, multi-channel campaigns, eliminate manual processes and implement dialog marketing.

Business Challenge

3Denmark, jointly owned by the multinational conglomerate Hutchison Whampoa Limited in Hong Kong and Investor AB from Sweden, is one of the four leading mobile operators in Denmark.

3Denmark offers two main product types through its 3Stores and its website at 3.dk: 3Phones and ISP.

Since its launch in 2003, 3Denmark has grown to more than 408,000 subscribers. Being first to market in Denmark with mobile broadband, the company maintains its clear market leader position on data traffic usage with a 46.4% market share. For cellular customers, 3Denmark competes with the dominant wireless providers and owns 6% of the market.

- To maintain its market leading position, 3Denmark has a multi-faceted strategy of acquiring and retaining higher-value contract customers whilst increasing ARPU and reducing churn. The ability to develop and execute effective campaigns that can be tailored for each customer and prospect was core to this strategy
- The CRM and Content department decided to evaluate leading software solutions for multi-channel campaign management and dialog marketing
- 3Denmark's loyalty strategy is grounded in one-to-one communication rather than bombarding customers with push marketing messages. A "We have two ears and one mouth so that we can listen twice as much as we speak" principle and philosophy underpins the emphasis the company places on dialog marketing

“The deployment of Portrait Dialogue was one of the easiest and quickest I have ever seen. Significant productivity gains were apparent from day one.”

Klaus B. Johansen
Project Manager CRM
3Denmark (Hi3G Denmark Aps)

Project Description and Solution

3Denmark chose Portrait Dialogue as their dialog marketing platform. The system was up and running in two weeks and is today actively used in the CRM and Content department to run customer panels and other campaigns.

Portrait Dialogue has been used to set up the key Customer Loyalty Program, which is designed to listen to, and learn from, customer experiences via four Customer Panels. These panels cover all types of customers: Cellular and ISP, both consumer and business.

Customer Retention staff also use the questionnaire and reporting module within Portrait Dialogue: For example when retention agents proactively make service calls to customers; and for weekly customer satisfaction surveys to customers who called customer service the week before.

Marketing use Portrait Dialogue for e-newsletters and delivering relevant offers to existing and potential customers. The HR department at 3Denmark use Portrait Dialogue for annual employee satisfaction surveys and for certification and training.

Additional benefits offered by Portrait Dialogue include:

- Campaign segmentation
- Feedback management; such as ad hoc surveys on new price plans or new phones and Customer Satisfaction surveys
- Email and SMS marketing; such as an automated string of communications following sign-up
- Automatic and ad hoc campaign reporting

Results and Benefits

With Portrait Dialogue, 3Denmark has implemented some very successful customer panel programs resulting in:

Lower customer churn and increased customer satisfaction among customer panel members, compared to total customer base

Reduced marketing costs; Customer Panel surveys and Customer Satisfaction surveys are now run internally and, thanks to SMS and email marketing, direct mail has been replaced where possible

Improved customer experience

Rich customer insight gained at individual level

Increased marketing productivity; easy integration of customer data from multiple systems and reduced design and testing time for developing and executing campaigns

Improved business reporting; instant access to a campaign overview throughout the organization and ability to measure campaign results accurately, ensuring quick and informed decision making

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TECHNOLOGY USED

- Portrait Dialogue
- Daily feed of customer data via ftp
- Planned integration directly to SAS Data Warehouse

“It is a powerful, tactical and easy-to-use tool and is instrumental to our long-term success in engaging in a one-to-one dialog with our customer base. We hope to continue to bring increased customer satisfaction, reduced customer churn and increased ARPU by increasing the members in the customer panels and using Portrait Dialogue tools even more intelligently.”

Klaus B. Johansen
Project Manager CRM
3Denmark (Hi3G Denmark Aps)

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