



zensar

Shaping Winning Strategies Using a Product-led Growth Model

▀ Case Study

An  **RPG** Company



Overview

Defining a vision for the customer portal with a high-fidelity proof of concept

Our client is a leader in providing strategic advisory, research, and assurance services to address environmental challenges in buildings and construction. As part of its digital transformation strategy, the client wanted to revolutionize its customer experience and develop a robust value proposition for a customer-facing tool to simplify customer interactions. The key business objectives of this program included:

- Creating an easy-to-use experience that gave customers complete visibility over projects and showcased the full range of service offerings
- Improving project lead times and increasing workforce productivity for enhanced customer services



Challenges

Low productivity, longer project times, no visibility, and customer dissatisfaction

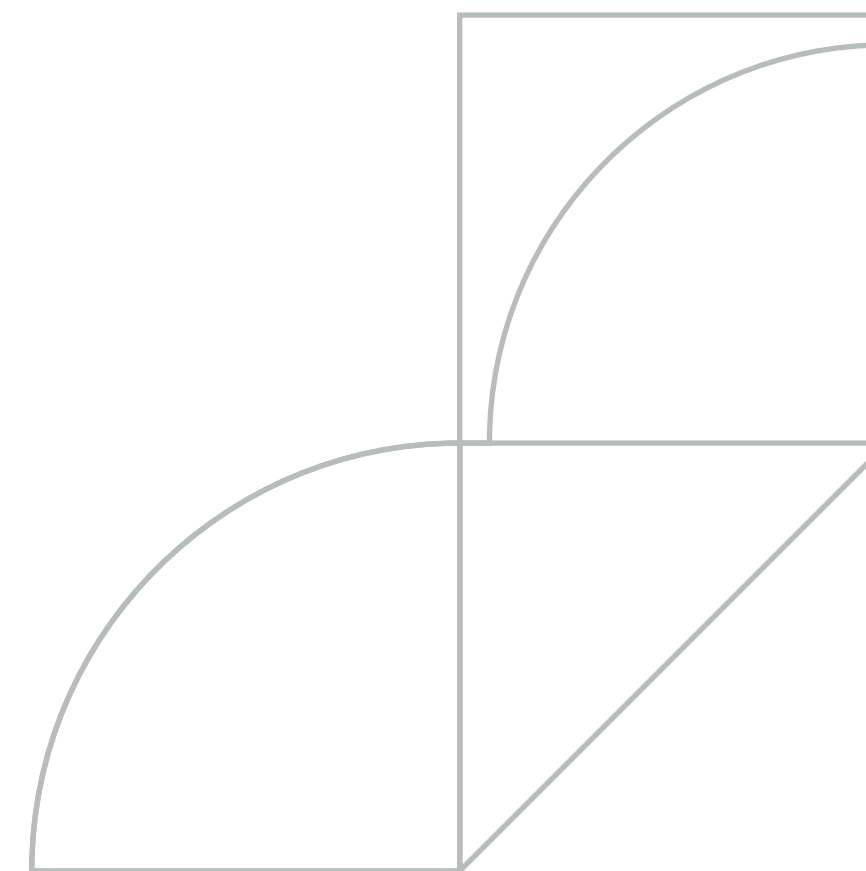
The client's business operations were managed manually with minimal system-driven interventions. The client had multiple projects in the pipeline with lengthy lead times and without access to timely communication from the Operations teams. This made tracking projects and providing regular updates on progress significantly challenging. The challenges could be broadly classified into two categories:

1. Inefficient internal processes

- **Offline business processes:** There was a significant lack of transparency and visibility as all tracking happened offline, causing delays in communicating critical aspects of projects to take action.
- **Duplication of efforts:** The inability to re-use available information often led to manual data inputs that resulted in high levels of inefficiencies and project delays.
- **Lack of standardization:** Different teams followed disparate processes since no defined process was established within the testing organization.

2. Lack of agility to respond to demand

- **Siloed client data:** Poor visibility of the customer portfolio made it challenging to expand the scope of other services in existing accounts.
- **Client expectation for change:** The client wanted to accelerate the go-to-market for its products and expected complete transparency once they were submitted for certification.





Solution

Digital transformation enabled by the product-led growth model

As part of the solution, our team agreed with the client to create an initial prototype through a customer portal for the testing and certification experience. This customer-facing portal would help set the directions and goals for what customers perceive as value.

Our team conducted an in-depth eight-week-long immersion, research, and product discovery phase to uncover the client's needs and identify the pain points of the business stakeholders that will drive change in business decisions. An onboarding, adoption, and communication plan will support the change management strategy.

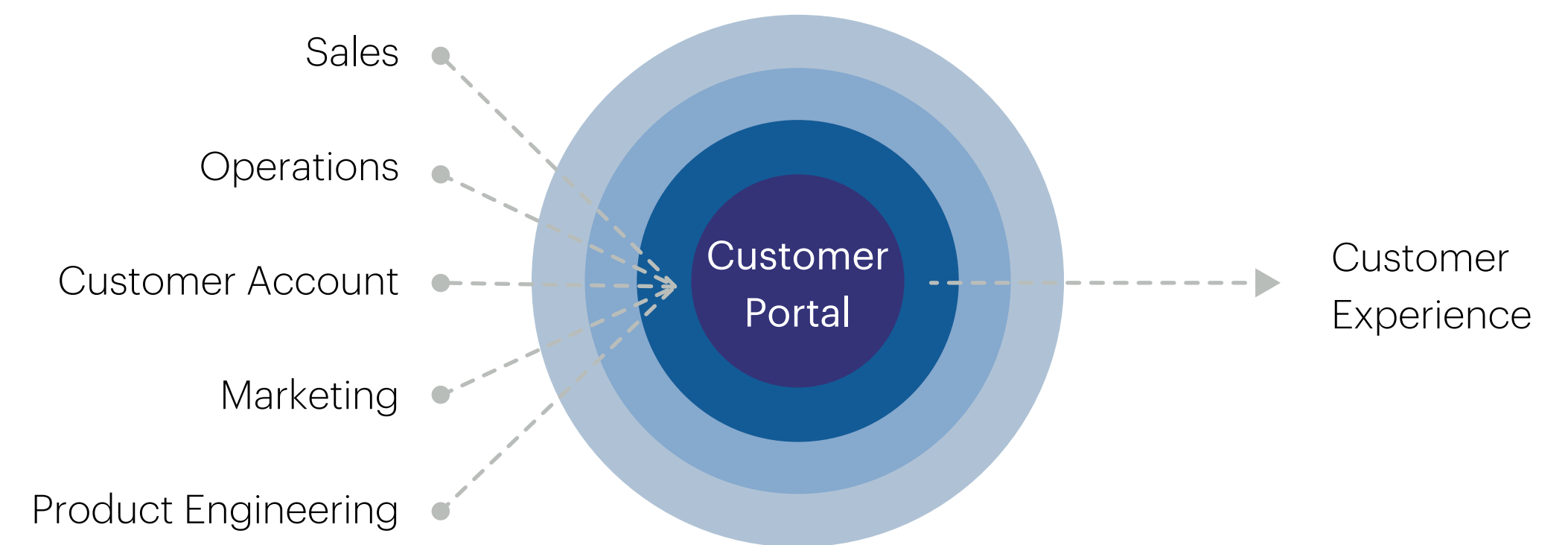
Product-led growth model

The team proposed an evolved product-led growth approach which allowed the creation of a customer-facing product that helped the client succeed in getting its jobs done with minimal intervention or help from the client team.

Although product-led growth has multiple principles defined for inbound strategy and outbound marketing, our team carefully identified the five most relevant principles that would influence design decisions and help guide the future phases of work. These include

- **Self-service capabilities:** By making it easier for the client to onboard and enable as many tasks as possible on the portal.
- **Rapid value realization:** By highlighting essential information so users don't have to hunt for it. Also, reduce redundant or repetitive steps.
- **Transparency:** By providing the client with as much information about the projects as possible. The data is published on the portal as soon as it is available.
- **Ease of use:** By providing clear instructions in the portal, explaining the need for the requested information.
- **Future-focused:** Equipping the portal to scale up for future growth in content and capabilities.

This approach meant that every team in the client's business would influence the customer portal.



The Sales team could use this portal to generate leads and qualify prospective clients, the Marketing team to generate demand, and the Customer Account teams to build the right connections with their customers. Additionally, the Operations teams could input the right information, and the Product teams were empowered to develop features that allowed customers to realize value from the portal quickly.

By having all teams focus on the customer portal, the client was able to develop a culture for creating lasting customer value. The inclusion and involvement of the Product, Design, and Engineering teams across the business allowed the client to create seamless customer experiences across all departments.



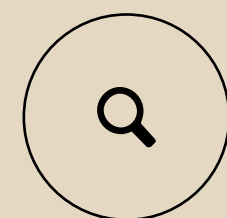
Impact

A clear step forward in its digital transformation journey

The client's customers provided positive feedback after the usability testing from the prototype and are eagerly waiting to see it live. We continue to work with the client to enhance its customer interactions. Some of the business impacts that we foresee include the following:



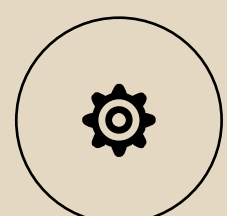
Simple and enhanced customer experiences



Better transparency and visibility of client projects



Faster communication and the right customer connections



Operational velocity with capacity for additional projects



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With headquarters in Pune, India, our 11,500+ associates work across 30+ locations, including Milpitas, Seattle, Princeton, Cape Town, London, Singapore, and Mexico City.

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