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CUSTOMER FRAME



From good to great
with the
Customer-led Accelerator

Client Case Study



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I would recommend
Customer Frame for
any business wanting to
improve performance +
meet the evolving
needs + expectations of
customers.

- *Jemma Elder*
MANAGING DIRECTOR
PPQ

The Client



Personalised Plates Queensland (PPQ) is a government agency in Queensland, Australia that specialises in providing **personalised + custom license plates** for vehicles. Established to offer drivers a unique way to express themselves + add a touch of individuality to their vehicles, PPQ has become a popular choice for Queenslanders looking to stand out on the road. The agency offers **a wide range of customisation options**, allowing vehicle owners to create plates that reflect their personality, hobbies, interests, or even their business branding.

One of the key features of Personalised Plates Queensland is its **user-friendly online platform**, which makes it easy for customers to design + order their custom plates from the comfort of their homes. Whether it's incorporating a name, a special message, or a combination of letters +

numbers, PPQ's website provides a seamless experience for customers to experiment with various designs + preview their personalised plates before making a purchase. This accessibility + convenience have made PPQ **a preferred choice** among Queensland residents who want to add a personal touch to their vehicles.

Beyond the aesthetic appeal, Personalised Plates Queensland also offers **a range of specialty plate options**, such as Prestige Plates, Designer Plates, + Heritage Plates, each catering to different tastes + preferences. These plates not only serve as unique identifiers but also as collectibles, often **increasing in value over time**. As a result, PPQ has contributed to the cultural + automotive landscape of Queensland, giving drivers a means to showcase their individuality + creativity on the road.

The Situation



As an externally contracted government agency, PPQ was **performing well**, meeting all contractual obligations, objectives + measures. Backed by a commercial mindset, customer service markers demonstrated **high levels of customer satisfaction** with revenue growth + key metrics on track. In fact, without question – it was a high performer amongst peers.

With a contract renewal fast approaching, the PPQ leadership team were **looking for an edge** - beyond the day-to-day operations – with a keen focus on this strategic question: **Where will future growth come from?**

To overcome these challenges, the PPQ team were conducting regular market research, investing in technology + innovation, diversifying its product portfolio, + maintaining a strong focus on customer service + brand management. **Everything was going well.**

However, their Managing Director knew there was **more opportunity ahead** for PPQ. She needed to find the edge that would propel growth + secure the contract renewal. That's when CF was asked to step in.

The Challenge



PPQ faced several strategic challenges in its operation + growth, in particular:

- 1. Market Saturation:** As the popularity of personalised license plates had grown, there's an increasing risk of market saturation. With a finite number of combinations available for customisation, PPQ needed to continually innovate + introduce new options to keep customers engaged + to attract new ones.
- 2. Digital Competition:** Online marketplaces + third-party vendors have entered the personalised plate space. PPQ must contend with the competition posed by these platforms, which might offer similar services + potentially erode their market share.
- 3. Economic Downturns:** Economic downturns can lead to reduced discretionary spending, affecting the demand for personalised plates. PPQ may need to diversify its product offerings or implement cost-effective strategies during economic downturns to maintain revenue streams.
- 4. Brand + Marketing:** Building + maintaining a strong brand identity in a competitive market is crucial. PPQ needs to invest in marketing + branding efforts to keep the agency top-of-mind for customers seeking personalised license plates.
- 5. Changing Consumer Preferences:** Consumer preferences can shift over time, impacting the demand for certain plate designs or customisation options. PPQ must stay attuned to these shifts + adapt its offerings accordingly.

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The Solution

TAKING PPQ FROM GOOD TO *great*

The PPQ improvement journey was one of revealing opportunity, engaging the wider team + putting in the core foundation to give PPQ the edge. It was about taking the good things they were doing + **make them great**.



Read on to learn more about each step, the activities undertaken + the outcomes from each step that contributed to PPQ's overall success story.

#1



FIND THE UNKNOWN UNKNOWN

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The first step was to quickly make sense of the current situation + find the customer gaps. This wasn't about fighting fires, more so finding unmet needs + new opportunities.

Leveraging the power of the Customer Strategy Framework, the CF team undertook the 'Initial Diagnostic' with key PPQ team members. This simple, yet powerful approach helped to **surface the customer gaps** – the unknown-unknowns – for the MD. In her words 'it helped to quickly put a structure around the things I thought were there + give me a plan to move forward'.

The outcome. A plan on a page heatmap + initial action plan that reaffirmed PPQ's strengths + highlighted the opportunities to go next level.

It brought clarity to the situation + amplified the need to get customer on the agenda right across the business.



“A simple, yet powerful process that highlighted the gaps + put **customer firmly on the strategic agenda**”

#2

ENGAGE THE TEAM + SHARE ACTION



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The second step was to share the outcome + engage the wider team. With the initial diagnostic results in hand providing a common foundation, now was the time to establish that ‘customer’ is everyone’s job. Moving beyond the tactical view of just ‘customer services improvement’, we needed to reframe their view + put a strategic roadmap + action plan in place to make it a reality.

Taking the brave step to go deep, the PPQ leadership team undertook our signature ‘Customer-led Accelerator’ program, where we delved into the **nine core customer capabilities** + how well PPQ stacked up on each. The Accelerator lived up to its name. In fact, the outcomes were so powerful that the MD asked to put the next layer of senior management through the process the very next week.

The two Accelerator sessions brought everyone onto the same page for where the gaps were + getting focused on what to do to get the greatest impact on performance.

The outcome. from the Accelerator, the PPQ team identified 115 actions to improve their overall customer experience, advocacy + retention. Additionally, it sparked new cross-functional discussions + most importantly, shared ownership for the ultimate reason PPQ existed – it’s customer.



“OMG...
We meet so regularly but never have we done anything like this to **get us on the same page**”

#3



REVEAL THE HIDDEN OPPORTUNITIES

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The third step was driven from the collaborative insights from the first two steps. One of the top priorities agreed for PPQ in the Accelerator was to map out the customer journey, compare it to internal processes + find the gaps that bring opportunity. Even though PPQ was being delivered under contract by a global advertising agency, they chose the Dynamic Duo of Customer Frame to develop this important part of their strategy.

In a full day workshop, the CF team guided PPQ team members to **unpack, rethink + map out** their customer journey. The session brought a whole new level of clarity, empathy + opportunity for the whole team – not just the customer-facing teams. The ‘ah-ha’ moments were thick + fast as we reframed their offering from the customer view.

The outcome. A visualisation of the customer journey + the operational gaps. A range of improvements surfaced, from quick wins to longer term game-changers, all focused on levelling up the customer experience of PPQ. Taking it from good, to great.

Secondly, it deepened the awareness that everyone had a part to play in enabling customer success, making it real, easy to understand + tangible **for each team to take action.**



“I never thought about it that way before. **This is so awesome +** has unlocked to many opportunities”

The Result

#smashedgoals



This process set PPQ up for success. By no means a slouchy performer before, PPQ now had a structured approach in place to put the customer at the heart of everything they do. **Customer was now everyone's business.**

Commercially, PPQ blitzed their growth predictions and expectations. Following the work with Customer Frame, PPQ delivered **growth at over twice** the expected level year on year. Impressive result, especially in a market that was considered to be reaching maturity and saturation.

New cost savings were identified and actioned. New initiatives were delivered that **increased the effectiveness** of customer engagement right throughout the customer journey. New sales opportunities were identified. The world was their oyster.

Culturally, 'customer' was no longer just for 'customer services' to own. The whole team, **from boardroom to back office** could see how they each play a critical part in PPQs success – starting with the customer. Testament to the cultural shift, we found in our annual review with PPQ that of the **114 actions identified, over 95%** of these were delivered within 12 months of the completing the initial diagnostic and Customer-led Accelerator.

- ✓ **2.5x growth target**
- ✓ **100+ improvements**
- ✓ **Contract renewed**

Today, PPQ continues to go from strength to strength, with the solid customer strategy foundation in place, but are never standing still, using the framework and their journey map to continue their growth trajectory.

KEY LEARNING

**If you want success -
start with solid customer
foundations to ensure it.**

Want the *Dynamic Duo* on your team?

Download our free
Customer Strategy Starter Kit
+ take the first step



AUTHORS

SPEAKERS

CHANGE MAKERS

CUSTOMER OBSESSED

C U S T O M E R F R A M E

putting the heart back into business