

Case Study:

Quantifying Value for a \$100B Telecommunications Firm

A large telecommunications firm was investing over \$100M per year in sustainability and community involvement. However, they weren't able to quantify the business value they received from those investments, which was important for key internal constituencies.

They needed to quantitatively measure the business benefits they were creating in a way that those constituencies – including skeptics – would consider credible.

Working together, we designed and executed a multi-stage effort that delivered the credible results they wanted – and additional insight as well. Activities included:

- Surveying 20,000+ customers
- Conducting controlled in-store trials in different regions (including examining 40+ variables to determine which to control for)
- Analyzing key variables across multiple geographic regions to show the connection between sustainability activity and customer preference
- Conducting a longitudinal study of a major intervention in one of the world's best-known cities. We first determined baseline customer loyalty, then executed a campaign to raise awareness of the company's sustainability and community activities. Finally, we measured the resulting effect on customer economics

The results were impressive: sustainability activities had a much larger impact on customer preference than the company had expected – as large as capital investments costing much more. And because sustainability efforts were less costly, their ROI was much higher.