

## Commercialbank

**Industry**

Financial Services

**Country**

United Kingdom

**Challenge**

Commercialbank's Contact Centre, which has recently experienced high growth, deemed it essential to introduce a strategy to improve people process and technology

**Solution**

Customer Interactive Solutions

**Results**

- ▲ The Contact Centre Development Model methodology was able to clearly identify where in the four development stages the Commercialbank Contact Centre was positioned in twelve key areas i.e. the "As Is". It also identified where the Commercialbank Contact Centre wanted to go in terms of objectives and enabled the development of the roadmap.
- ▲ The roadmap was crucial in outlining the steps required to move to optimise the entire operation and could be used as a fixed point of reference for all the future projects.
- ▲ A further benefit of the roadmap is that it provides clearly defined business objectives and a business case for each project or initiative, which in turn allows prioritisation and planned investment with known returns.

## Commercialbank Deploys Contact Centre Development Model to Provide Road Map for Contact Centre

**Client Overview**

Commercialbank was established in 1975 as the first private-sector bank in Qatar with total assets (June 2006) over GBP3.6 billion (at QR6.89 –GBP1). Commercialbank's sustained track record of profitable operations for 31 years has been supported by a diversified revenue structure, good asset quality, diversified funding sources and strong capital base.

**Business Challenge**

Commercialbank's Contact centre had been operating as a department for a period of some 6-7 years. However, recent high growth had significantly increased the amount of customer demands on the contact centre, causing high number of abandoned contacts, and agent attrition. It was clear that to support predicted growth and provide continued high customer service, a strategy to improve people process and technology would be essential.

**Solution Provided**

Dimension Data knows that each contact centre is unique and as such has developed a tool to map customers' operational and strategic requirements into a model that creates a personalised roadmap for change. The Contact Centre Development Model works by collecting and aggregating information on the contact centre's environment, business objectives, people and processes, to ensure that solutions are the best possible match for our customers' requirements.

Following over 100 engagements with clients, Dimension Data has refined this framework as such, that they are able to completely map a customers' contact centres' current state of development and planned future direction. By using the Contact Centre Development Model at the start of the Commercialbank project, Dimension Data ensured that initiatives in the people, process and technology areas were founded on the correct strategic context, were prioritised correctly, and worked together to deliver the performance which was expected by Commercialbank of their contact centre.

Dimension Data also publish the annual Global Contact Centre Benchmark Report and were able to use this information to define the Commercialbank's current contact centre capability benchmarked against industry and sector best practice.

The scope of work for Commercialbank initially included two workshops undertaking an operational as well as strategic review with deliverables that included findings, recommendations and a road map for change.

Dimension Data facilitated meetings and workshops with the contact Centre and IT teams, Marketing, HR, Retail, credit cards, High Net Worth (Sadara), process management and change management teams, to understand the "As Is" situation for their operations. They also examined the functionality offered by the existing technology and explored the operational environment.

Dimension Data then conducted workshops with IT, contact centre operations and business management to understand the “To Be” requirements.

Dimension Data captured the high-level business objectives for Commercialbank departments and the contact centre, the strategic goals and the metrics that would be used to measure the success of the project over the next few years. Dimension Data synthesised the information gathered during the workshop session and produced a roadmap and work plan to cover the short, medium and long term activities.

Dimension Data’s Contact Centre Development Model ascertained that Contacts were not being intelligently routed to the best resource to meet their needs, agents did not have key customer information at their fingertips, training was taking too long and the agents “churn rate” was too high.



investment would achieve business objectives now and in the future.”

### Value Derived

The Contact Centre Development Model methodology was able to clearly identify where in the four development stages the Commercialbank Contact Centre was positioned in twelve key areas i.e. the “As Is”. It also identified where the Commercialbank

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Maisam Kamal Hashisho, Head of Customer Contact Centres at Commercialbank

It became clear that the Contact Centre operations were working at a sub-optimal state and that they needed to be enhanced to meet Commercialbank’s business objectives, which then formed the basis for the plan for the development and optimisation of the contact centre.

Dimension Data developed both a long term two year roadmap and a plan for a number of “Quick Wins” for implementation of which the Commercialbank Contact Centre has implemented around 80% of Dimension Data’s recommendations.

These have included changes to;

- Clarification of team leader duties and their development plan
- Agent and Team Leader Key Performance Indicators
- Process Improvements
- Training and Monitoring

Following their implementation, changes were soon seen in the increase in service levels and customer satisfaction. Dimension Data prescribed nine further projects to take Commercialbank to where they wanted to be that would be implemented over a period of approximately two years.

Maisam Kamal Hashisho, Commercialbank’s Head of Customer Contact Centres said “Dimension Data’s Contact Centre Development Model was precisely the analytical approach we required to ensure that our

Contact Centre wanted to go in terms of objectives and enabled the development of the roadmap.

The roadmap was crucial in outlining the steps required to move to optimise the entire operation and could be used as a fixed point of reference for all the future projects. The key areas for improvement were clearly identified including projects to enable the enhancements, such as, contact centre telephony and CTI, contact management, quality management and workforce management.

A further benefit of the roadmap is that it provides clearly defined business objectives and a business case for each project or initiative, which in turns allows prioritisation and planned investment with known returns.

The work undertaken by Dimension Data was recognised by the Commercialbank management in relation to their Contact Centre development and strategy and Maisam Kamal Hashisho concluded “Dimension Data’s guidance and consultancy was a must for our Contact Centre, we’re looking forward to the developments and to offering our valued customers the best banking experience.”