



Self-Service Solutions  
Improved Access, Wider Choice, More Consistency:  
A Better Customer Experience

## The Market: Growing Consumer Demand and Competitive Pressures

The contact centre industry is facing greater challenges than ever before. New technologies, greater competitiveness, and most of all, an increasingly sophisticated customer base who are informed and assertive, have upped the stakes for all contenders in this competitive industry.

Leading the onslaught are our customers, who are placing unprecedented demands on contact centres. And they are merciless when we get it wrong: the consumer backlash against poorly implemented self-service (for example Paul English’s “Get Human” consumer campaign) is a sobering illustration of what happens when the industry implements something poorly. Given that contact centres are more often than not a primary interface into organisations for customers, creating an effective service across this channel is a critical business imperative.

From our extensive industry experience, we know that this is easier said than done. As the complexity of the environment escalates, cost pressures remain and competitive pressures rise. The continuing proliferation of channels continues to heap pressure on contact centres to offer service across an ever-increasing number of channels, including telephone (agent-based and self-service), instant messaging, fax and web. What is becoming evident from our interaction with the market is that offering these multiple channels is not a differentiator (although doing it effectively might be), but a rather a hygiene factor that consumers expect as a baseline offering.

## Key market trends and perceptions – and our perspectives:

Trend	Reality	Our Perspective
<b>Increasing Immediacy</b> <i>(see Figure 1)</i>	<ul style="list-style-type: none"> <li>▲ Consumers have unprecedented access to channels that offer almost immediate fulfilment in their everyday lives</li> </ul>	<ul style="list-style-type: none"> <li>▲ It is an imperative for contact centres to be able to meet this trend; consumers’ expectations have been set</li> </ul>
<b>Personalisation</b>	<ul style="list-style-type: none"> <li>▲ Consumers demand to be treated as individuals</li> <li>▲ Organisations aspire to segment customers to enable treatment appropriate to their value or potential</li> </ul>	<ul style="list-style-type: none"> <li>▲ Personalisation is pervasive for example, personalised ringtones, engraved iPods, downloaded mobile phone wallpapers</li> <li>▲ Contact centres must get better at managing segmentation to more effectively offer callers appropriate and relevant levels of service</li> </ul>
<b>Multiple Channels</b>	<ul style="list-style-type: none"> <li>▲ Customers demand the ability to use their choice of channel to make contact and are resistant to having limitations placed on them – it’s all about choice for example, in Financial Services customers can choose branch, web, call centre, or self-service</li> </ul>	<ul style="list-style-type: none"> <li>▲ Contact centres have to improve their integration of the channels through which their customers choose to do business with them to offer a consistent level of service</li> </ul>
<b>Cross-Industry Competition and Expectation Setting</b>	<ul style="list-style-type: none"> <li>▲ Consumers are experiencing innovation across industries; levels of service they enjoy in other industry sectors rapidly become requirements in yours</li> </ul>	<ul style="list-style-type: none"> <li>▲ Being as good as or better than your immediate competitor is not enough. Customers have their expectations set from interactions across industry segments</li> </ul>

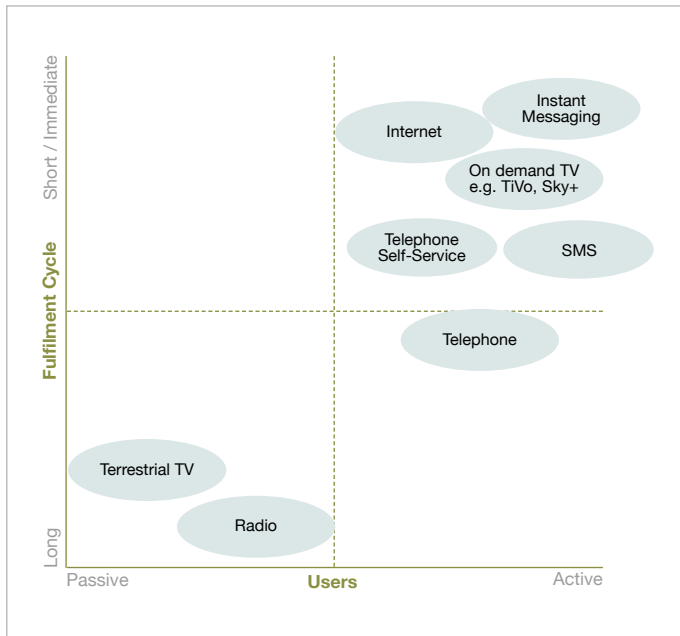


Figure 1 - Shortening Fulfillment Cycles

## The Challenge: Multiple Priorities

Contact centre directors are increasingly being asked how they are planning to address the changing requirements of consumers. Typical questions that contact centres need to address include how to:

- ▲ Balance delivering cost-effective customer service with delivering high levels of customer satisfaction
- ▲ Optimally integrate the contact centre with the overall business
- ▲ Continue improvements generated through operational improvement strategies for example, call recording, workforce optimisation, outsourcing, off-shoring
- ▲ More effectively integrate the multiple channels currently handled in the contact centre
- ▲ Brand contact centre channels (interactive voice response (IVR), speech self-service, internet, etc.) so that they offer a consistent branded experience to customers
- ▲ Recover customer experience, degraded through poorly implemented touchtone (or DTMF) IVR

## The Prescription: Self-Service

As a response to these challenges, contact centres are increasingly looking to self-service channels as key strategy to increase capacity, improve customer experience and drive operational efficiencies.

Our priority is to remain pragmatic and understand that the answers that self-service can provide to these questions need to be addressed within the reality of the contact centre's complex operational environment. Top of mind in answering these are the following:

- ▲ Will customers use self-service?
- ▲ What is the business case?
- ▲ What deployment options exist for example, on site, hosted, managed service?
- ▲ What applications should and can be automated?
- ▲ In what order should automation be implemented?
- ▲ What technology platforms are appropriate for my solution?
- ▲ What existing technology investments can I leverage?
- ▲ What self-service channels are most appropriate for my customers – web, telephone, IVR, speech self service?

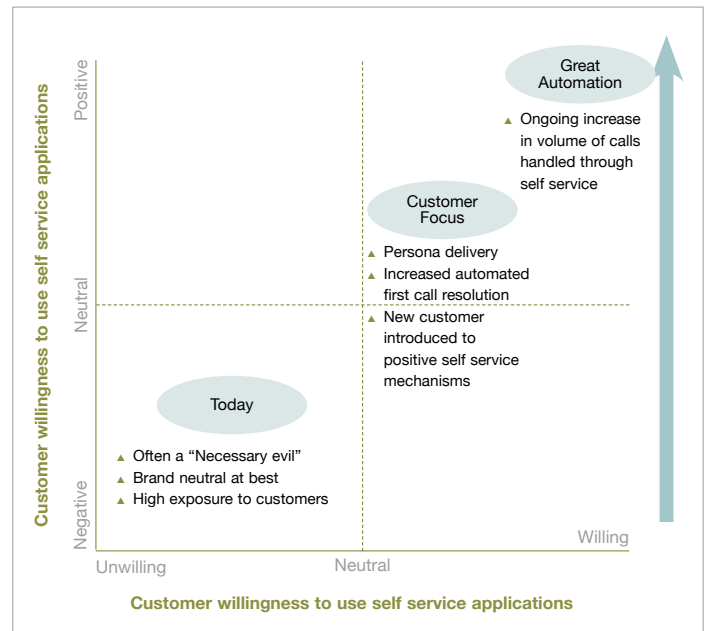


Figure 2 - Developing Customer Acceptance of Self-Service

## Dimension Data's Approach: Accelerating Self-Service

Working with a partner that can help you accelerate answering these critical self-service questions, as well as the timeframe in which the benefits of self-service can be achieved, is a major advantage for organisations looking for the way forward most appropriate to them and their customers.

Dimension Data's self-service experts have created a tried and tested approach designed to accelerate customer acceptance of self-service by providing an incremental roadmap to deploying self-service that applies to all self-service channels.

### Our approach enables organisations to

#### 1. Take stock of the status quo

- a. Identify business drivers for automation
- b. Analyse existing contact centre interactions
- c. Analyse current calls to agents in the contact centre
- d. Analyse current self-service interactions across all channels web, IVR, speech self-service)
- e. Gather customer perspectives about their experiences with the contact centre
- f. Review any existing self-service applications already deployed

#### 2. Assess the case for change

- a. Identify applications relevant for automation
- b. Determine the return on investment (ROI) case based on customer analysis and estimated completion rates
- c. Assess technical implications of existing infrastructure

#### 3. Deliver short-term benefit

- a. Address customer experience through 'persona implementation' – branding the channels
- b. Improve navigation of existing self service applications across all channels

#### 4. Deploy successful applications

- a. Through customer-centric design
- b. Through the re-use of IP developed on other successful projects
- c. Through partnerships with best-of-breed partners

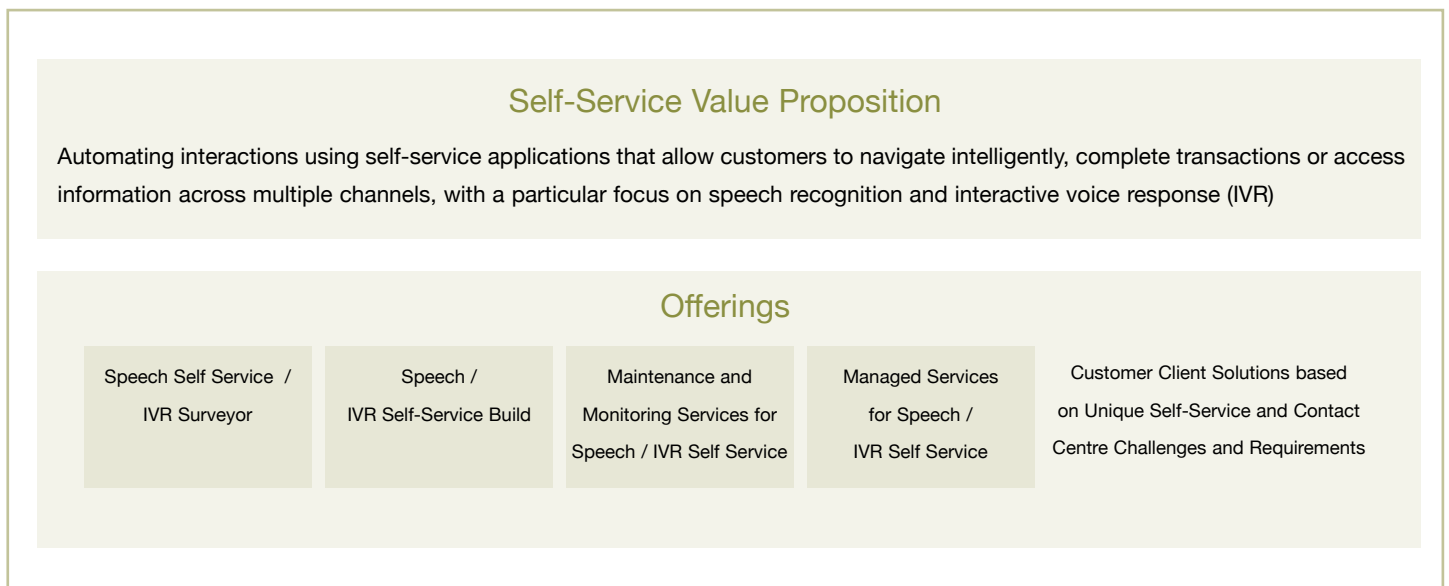


Figure 3 – Dimension Data's Self-Service Approach

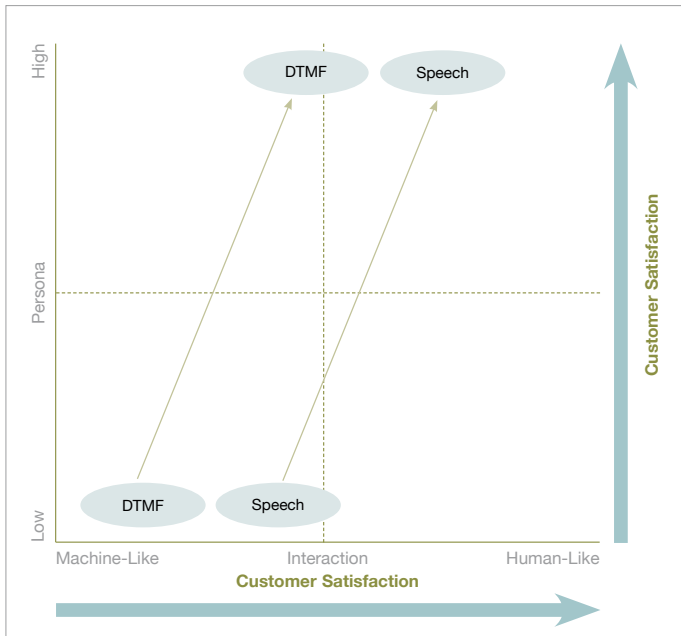


Figure 4 - Effect of Persona

## Persona: Driving Customer Adoption

Investing in persona development is not a soft, 'nice-to-have' element of deploying self-service applications. It focuses on user experience and is the central pillar of the user-centred design, required to deliver successful applications that customers will be happy to use.

As illustrated in Figure 4 – Effect of Persona, deploying persona and moving the quality of either a DTMF or a speech-automated interaction towards being more human-like has a positive impact on customer satisfaction. This is a valuable result in itself, but its value is heightened by the positive contribution it makes to delivering the business case, as increased customer satisfaction results in greater automated call completion rates - which in turn lead to commercial benefit.

## Customer Success Stories: Dispelling Self-Service Myths

	Challenge:	Solution:	Results:
<b>Self-service is only for low value customers – Financial Services</b>	Increase the volume of transfers for a Belgian bank's high net worth individuals	Dimension Data developed a voice verification solution to securely identify high net worth individuals and transfer them to specifically trained call centre agents	<ul style="list-style-type: none"> <li>▲ The bank's volume of transfers increased by 30%</li> <li>▲ Payback within two months</li> </ul>
<b>Self-service only works for short interactions – Telecommunications and Service Provider</b>	Reduce the cost to serve of pre-paid registration calls currently being handled by agents	Dimension Data developed an automated pre-paid registration application that resulted in successful call completion over a call duration of six minutes	<ul style="list-style-type: none"> <li>▲ 60% of prepaid calls fully automated</li> <li>▲ Average handle times on partially completed calls significantly reduced</li> <li>▲ Payback within 11 months</li> <li>▲ Customer deployed solution in other opco following initial success</li> </ul>
<b>You have to deploy applications one at a time – Telecommunications and Service Provider</b>	Accelerate the delivery of a lower cost customer service model in response to prior investment in self-service capability by key competitor	Dimension Data developed and deployed a natural language call steering application, leading to 9 self-service applications and fully integrated to distributed call centres	<ul style="list-style-type: none"> <li>▲ successfully in production since 1st October 2006</li> <li>▲ Usability and call completion rates have surpassed customer's business case projections</li> </ul>
<b>...but you could never automate a contract – Telecommunications and Service Provider</b>	Enable customers to complete a contract while on the phone to an agent, thereby cutting out the requirement to wait on a hard copy and speeding up the sales cycle	Dimension Data deployed a speech recognition and voice recording solution that enables the customer to complete a legally binding contract while on the phone with the agent	<ul style="list-style-type: none"> <li>▲ Usability and call completion rates have surpassed customer's business case projections</li> </ul>



## The Business Case: Self-Service Delivers Benefits

Some of the key benefits of successfully deploying self service applications were illustrated in the customer success stories above. These include:

- ▲ **Reducing cost:** e.g. Reducing the number of interactions agents are required to perform
- ▲ **Increasing efficiency:** e.g. Call steering to route calls to the most appropriate agents for incoming call
- ▲ **Increasing service levels:** e.g. ability to deliver 24x7 service to callers
- ▲ **Increasing customer advocacy:** e.g. Deploying persona to create a branded interaction

### Direct Benefits

- ▲ 70% of a typical contact centre's costs are spent on hiring, training, compensating and retraining agents
- ▲ Typical live-agent-handled calls are five times more expensive than Self Service calls
- ▲ Speech Solution promote first call resolution, decreased total call time and decreased costs.

### Other Benefits

- ▲ Increased levels of Customer Satisfaction
- ▲ Increased levels of Staff Satisfaction
- ▲ Extended service availability after hours
- ▲ Optimize agent utilisation
- ▲ More effective call routing and first call resolution statistics will affect customer perception of the brand

Figure 5 – Direct and Indirect Benefits of Self-Service

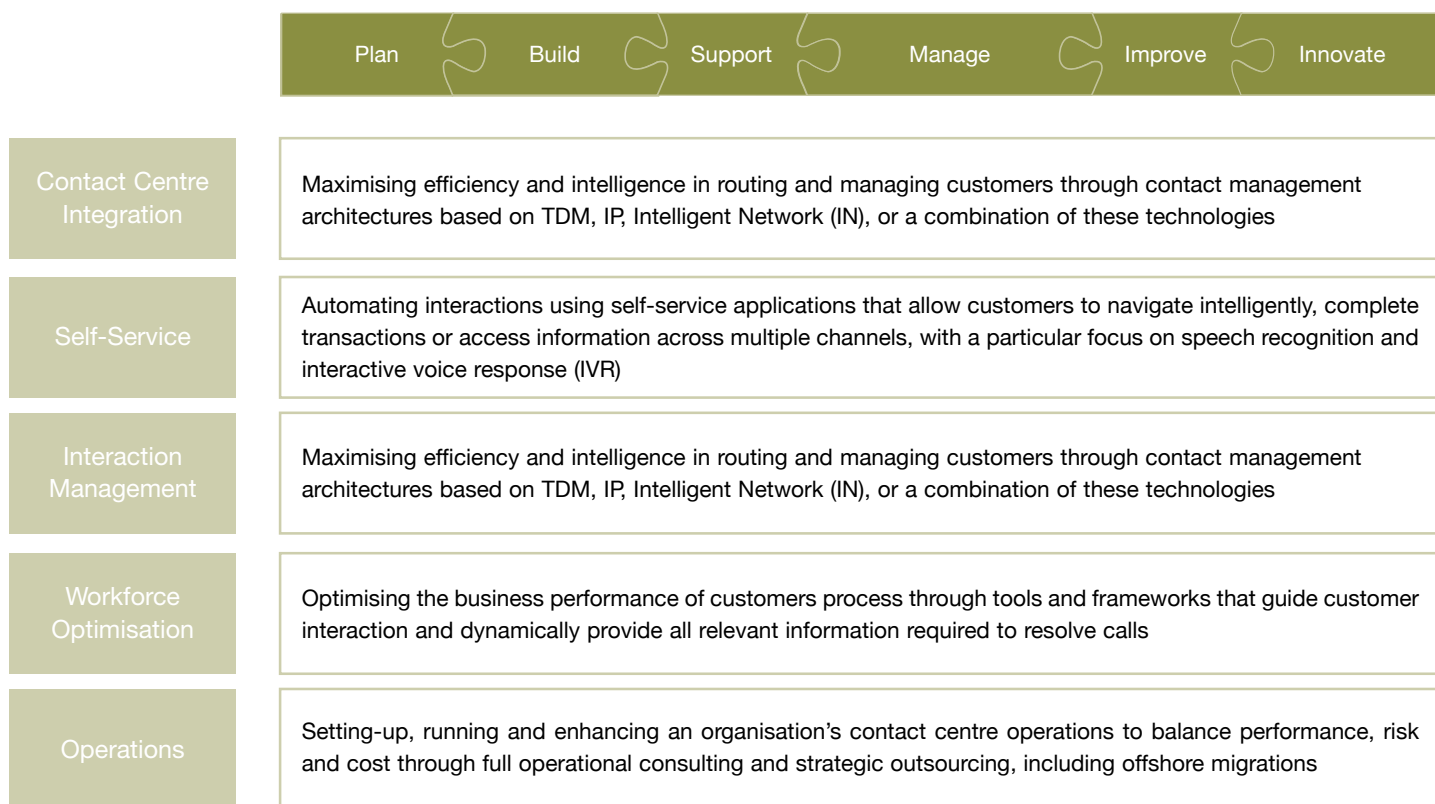


Figure 6 – Customer Interactive Solutions End-to-End Services

## Why Dimension Data?

With over twenty years of experience, Dimension Data is a recognised global leader in the customer interactive space. We touch over six billion customers in interactions every year via contact centres and self-service channels we've consulted on, planned, designed, implemented, integrated, built, run and managed on behalf of our customers.

Dimension Data's self-service specialists have worked with customers globally to deliver award-winning applications, define strategies to identify and deliver success, and improve existing operational self-service deployment. We have deployed some of the most sophisticated and demanding applications in the industry today: delivering ROI, delighting customers and exposing the market to self-service applications that work.

Our geographic presence across 36 countries and our strategic relationships with vendors ensure successful delivery at every level of the self-service "stack", from platform to tooling. Our delivery expertise in designing, developing, supporting and improving self applications has put us firmly at the forefront of the industry.



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