

PRISM AWARDS 2018

CATEGORY : PRACTICES
INTERNAL OR EMPLOYEE
COMMUNICATON

CAMPAIGN: #NINETYNINE

CLIENT: DStv (A DIVISION OF
MULTICHOICE)

ENTERED BY: LOGICAL TRUTH (PTY) LTD

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STATEMENT OF OPPORTUNITY (100 words)

#ninetynine was designed to support a meaningful, measurable and tangible shift towards customer centricity. After identifying areas of concern within the customer experience, DStv (Africa's largest digital TV service provider) needed a campaign targeted at the 3600 customer-facing employees across SA, to ensure continuous improvement in customer service. This campaign identified 99 common complaints, with an execution to encourage employees to tackle individual challenges. Unlike campaigns whereby ideas are submitted, employees had to come up with a solution, fix the issue and supply proof thereof. In the one-year project period, the impact was enormous, with results far exceeding client expectation.

RESEARCH CONDUCTED (138 words)

General research and data mining by the customer services team in early 2016, indicated concerns around customer service. This research included direct conversations with customers, focus groups with employees and an in-depth analysis of customer feedback through online platforms and social media. The findings indicated a strong need to improve service levels, reduce high complaint volumes, and improve the overall efficiency of customer service delivery.

While there was a need to refine operational and system aspects of how customer concerns were addressed, there was a greater need to drive a shift in cultural mindset among customer-facing employees, based on deep insight and understanding of who our customers are and what's important to them.

Addressing this need presented an opportunity to significantly reduce operational costs, implement more self-service options for customers, and in doing so, grow the customer base.

PLANNING THE CAMPAIGN (323 words)

The target audience for this initiative was the 3 600 customer-facing employees within DStv nationwide (45% of the total 8 000 DStv employee group), including the relevant executives and managers. Employees are primarily based at DStv's head office in Johannesburg, with a lesser number based in regional hubs elsewhere in the country (Cape Town, Durban, Port Elizabeth, East London, George)

Primary: 3 180 Employees

- 20-35 age group (average age 24)
- Found in call centres, stores and service centres
- They have varying levels of education – all with secondary school qualifications, and a limited number with some form of tertiary education or training.
- While backgrounds vary widely, the communication language of the business is English.
- All these employees have basic customer service and computer literacy training, and are online for the full working day.
- They are enthusiastic and eager to make an impression on the business

Secondary: ± 400 Managers

- Of varying seniority, in charge of customer services teams

- Responsible for team management, service escalations and service quality assurance
- These managers are key influencers in driving customer-centricity, and their buy-in was critical to the success of the campaign.

Tertiary: 20 Executives

- 35-50 age group
- Relatively young, popular leaders who are known for their energetic and innovative leadership.
- Visible leadership and leading by example have always been key to how this team leads the business, and their active participation in employee campaigns has historically proven a success factor.

The gender split across the total group is 55% men, 45% women.

The overarching goal of #ninety-nine was to create a deep shift in organisational consciousness from ‘how we’ve always done things’ to ‘what works best for our customers’. It aimed to entrench a consistent understanding of what ‘customer centric’ means and what the behaviours are that support this. In short, our goal was to improve the overall customer service experience.

Success was measured according to the following objectives:

OBJECTIVES (outputs)	Target
1. Identify the top 100 most common customer complaints (‘challenges’) and resolve them within one year (beginning March 2016).	To resolve at least 80% of identified complaints within the year.
2. Not all staff would be able to actively participate in resolving challenges, but could provide support to those who do. To ensure the maximum number of employees who actively participated in the challenges, we encouraged them to work in groups.	25% of staff to be actively involved in resolving a challenge (requiring an average of 8 people per challenge).
OBJECTIVES (outcomes)	Target
3. Maintain or improve current service centre turnaround of 87% (percentage of customer queries resolved within five minutes)	87% or higher*
4. Increase the percentage of service centre calls that are answered within 20 seconds (from the current level of 80%).	To 85%*
5. Reduce the service centre call volumes and associated costs year-on-year.	By 5%*
6. Reduce formal customer complaints (currently 3 per 10 000 customers).	By 10%
7. Reduce client churn, and the associated revenue loss.	By ZAR 20 million (US\$ 1 661 000 € 1 356 837)
8. Improve customer satisfaction across the organisation from the current 75% (measures are a weighted average across 21 touch points, rated by customers on a 1-5 scale).	To 80%
9. Reduce the number of escalated customer complaints.	By 25%
10. Increase customers’ Net Promoter Score (willingness to recommend a company’s service or products to others) and as a result grow the subscriber base.	By 5%* (250 000 new customers)
11. Increase the number of unique users of DStv’s online customer self-service platform.	By 50%

The key messages, focused on changing ways of thinking:

FROM	TO
Being instruction focused – telling employees to be more customer centric.	Being action focused – defining clear actions that will improve the customer experience.
Vague direction – a general request to ‘make things better’.	Clear direction – here are the 99 things we need to fix.
Hard-to-see improvements - changes often happen in specialised areas that are invisible to the broader business.	Easy-to-see and track improvements – one dashboard where everyone can see and track progress.
Ideas driven – focused on identifying how to improve.	Implementation driven – Ideas don’t count, action does!
In-the-box thinking – encourages employees to make improvements in their area.	No-box thinking – anyone in the business can affect change anywhere in the business.

EXECUTION (433 words)

The creative concept centred on the catch phrase #ninetynine, referring to a list of the top 99 customer service challenges that employees were tasked with resolving themselves. We created the list and defined specific close-out criteria. Using a microsite to display the challenges to all employees, enabled them to select the ones they wanted to tackle – individually/in teams. Once selected, the employee/team had to explain how they intended to address the challenge, which the administrator accepted/declined (for feasibility reasons). Once a team/individual felt their challenge was resolved, they logged on to the microsite, submitted the details of the challenge solution, and the proof. The administrator then signed off the challenge, or kicked it back if it did not meet the criteria. As soon as a challenge was resolved, it was taken off the list and that specific challenge closed.

No large prizes or rewards were offered at the start of the campaign, but random surprises and gifts were awarded throughout the campaign, to ensure that employees acted for the right reasons - out of a genuine desire to improve customer service.

Roll-out:

- i) Development and Training**
 - Microsite development
 - Core team training on back-end site management
- ii) Executive Briefing and Activation**
 - Brief executives
 - Ask CEO to complete one of the challenges
- iii) Launch**
 - The campaign launched on 13 March 2016 with a Head Office event, kicking off with the CEO resolving the first challenge.
 - We also conducted launches at the various call centres in the regional hubs.
- iv) Regional Roadshows**
 - Each region was visited twice during the campaign
- v) Ongoing Communications, Activations and Promotions**
 - *Promotional mailers and reminders* to sustain awareness.
 - *Surprise parties* and celebrations each time a challenge was resolved.
 - *One-on-one meetings* with key influencers.
 - Regular *engagement sessions* were held with employees to get them ‘over the line’ and prevent drop out.
 - *Environmental and ambient media* were used throughout the business locations.

Challenges:

- 1. Getting people to change from a suggestion box mentality to an implementation mentality.** Because the traditional way of approaching service is “you suggest what you think we should do and maybe we’ll do it”, and our solution was “we don’t mind how you

solve the problem but we're looking for an implemented solution and not just an idea", it took a while to embed this thinking.

2. **Getting people 'over the line'**. Like all campaigns of this nature, there's always a high take-up, but an almost as high drop-off rate. To tackle this, we built communities of Resolvers, offered executive support and sponsorship, celebrated milestones and communicated frequently to get as many of them over the line as possible.

MEASUREMENT (159/150 words)

Resources:

DStv provided one full time resource working on #ninetynine, with a number of external supporting resources (including video production team, website developers, and two campaign execution specialists from Logical Truth).

Budget:

Budget breakdown:

R 300 000	Strategy and concept development
R 600 000	Environmental branding (electronic screens)
R 800 000	Website design and development
R 700 000	Rewards, prizes and gifts
R 200 000	Print production and environmental branding
R 300 000	Project management and campaign implementation
R2 900 000	TOTAL

Equating to:

R 67.13

Per employee/month (3 600 employees, over 12 months)

Results:

OBJECTIVES (outputs)	Target	Result
1. Identify the top 100 common customer complaints ('challenges') and resolve them within one year (beginning March 2016).	To resolve at least 80% of identified complaints within the year.	By March 2017, DStv employees had resolved all 99 challenges .
2. Not all staff could actively participate in the challenges, but could provide support to those who did. To ensure the maximum number of employees actively participating, we encouraged them to work in groups.	25% of staff to be actively involved in resolving a challenge (requiring an average of 8 people per challenge).	28% (996 people volunteered to take on challenges).
OBJECTIVES (outcomes)	Target	
3. Maintain or improve service centre turnaround of 87% (percentage of queries resolved within five minutes)	87% or higher	89%
4. Increase the percentage of service centre calls that are answered within 20 seconds (from the current 80%).	To 85%.	87.6%
5. Reduce the service centre call volumes and associated costs year-on-year.	By 5%.	6.5% (reduction of 1.5 million calls over 12 months) . With costs to the centre being ZAR 27 per call, this represents a saving of ZAR 40 million (US\$ 3 322 000 €2 711 600).
6. Reduce formal customer complaints (currently 3 per 10 000 customers).	By 10%.	13% (2.6 per 10 000 customers).
7. Reduce client churn, and the associated revenue loss.	By ZAR 20 million (US\$ 1 661 000 €1 355 800).	ZAR 35 million saved (1.8% churn reduction year-on-year) (US\$ 2 906 750 €2 372 650).
8. Improve customer satisfaction from the current 75% (measures are a weighted average across 21 touch points, rated by customers on a 1-5 scale).	To 80%.	80% (275 000 customers say they are more satisfied, following the campaign).
9. Reduce the number of escalated customer complaints.	By 25%.	35% (from 733 in November 2016 to 476 in February 2017).
10. Increase the Net Promoter Score (willingness to recommend a company's service or products to others) and as a result grow the subscriber base.	By 5% (250 000 new customers)	6% (330 000 new customers, following a 3% increase in NPS over the first 9 months of the campaign).
11. Increase the number of unique users of DStv's online customer self-service platform.	By 50%.	90% (from 321 000 users in Feb 2016 to 611 000 in March 2017).

Of the 99 challenges, 50 solved a **direct cause**, and 49 addressed **behavioural issues** – directly contributing to the **desired shift in employee mindset and culture**.

In addition, a few smart and unique problems were solved in interesting ways, including:

- A simple icon was added to the TV guide so that hard-of-hearing customers could tell which programmes have subtitles.
- DStv is now the first PayTV operator in the world that can move a customers' programme recording from an old device to a new device.
- A simple contact card sent directly to a customers' mobile phone with relevant contacts is saving thousands of calls each month.

Each of these unique solutions were created, developed and implemented by employees, purely because they were given the opportunity to do so.

[Total: 1176 words]