



DIGICEL CASE STUDY

Digicel: Saving \$12m per annum on customer service costs, while maintaining levels of service

VISION

© VISION Consulting 2023

3	Background
3	Challenges and Opportunities
3	What VISION did
6	The results

VISION

FAST. THINKING.

Digicel: a case study

Background

Digicel provides mobile phone network and home entertainment services to almost 14 million customers, and operates in 33 markets across the Caribbean, Latin America, and Oceania.

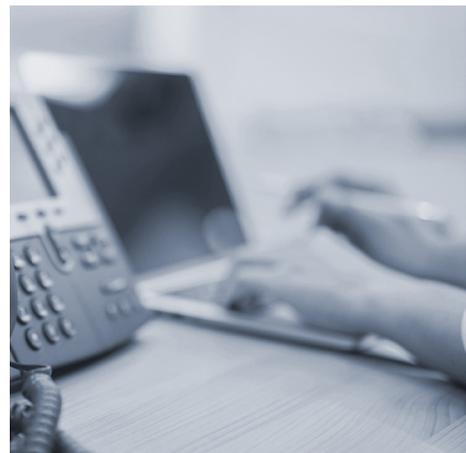
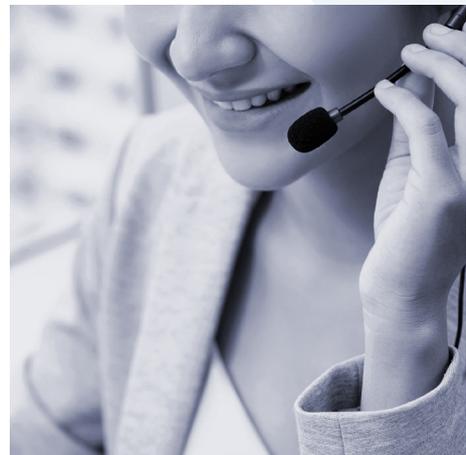
The challenge

Digicel had been experiencing diminishing returns with the development of Wi-Fi communication. To boost profitability and competitiveness, Digicel required a global transformation of its organisation across 33 markets. In 2017, VISION was approached by Digicel to be part of their transformation programme with a specific focus on customer service operations. Customer service agents were fielding more than 19 million calls per annum.

VISION were asked to;

- 1 Reduce customer service cost-to-serve by 50%
- 2 Maintain customer volumes and ensuring the NPS does not deteriorate by more than 10 points.

The majority of the programme needed to be mobilised and to realise benefits before the end of 2017.



What VISION did

As part of understanding customers and their reasons for contacting, we carried out call listening, detailed ticket analysis, interviews with call centre personnel and customer surveys which revealed that customers called for a wide range of reasons. We did not see 'low hanging fruit' issues which, if eliminated, would see a significant reduction in calls. Instead, customers were in the practice of using Digicel customer care as a 'catch all' service for all types of problem resolutions.

We concluded that our only chance of achieving the programme goals was to migrate customers to self-service. As part of our research analysis, we compared notes with VimpelCom (a telco also shifting to self-service) which started a similar process a year earlier, and conducted research at Oracle, Bank of Ireland, and Ryanair. Our findings indicated that achieving the required call reduction would not be achievable within the required timescale without 'forcing' a significant portion of customers to self-serve.

We presented a business case for forced self-service which would reserve the option to speak to an agent, via inbound call, for a portion of high revenue prepaid customers, post-paid customers, and corporate customers. All other customers would be diverted to self-service channels and, if necessary, webchat. We also identified that a significant percentage of customers in these markets did not have smartphones and could not be expected to avail of online self-service functionality. These customers would also have inbound access to agents until additional support could be provided to them via a UMM texting channel.

We designed the end-to-end 'to be' customer conversation, beginning in the IVR and diverting the customer (depending on their issue) to the app, a content management system, social media, or operational systems. Digicel provided various channels for customers to use, but the channels

were distinct and separate with no unifying conversation journey for customers to follow. We unified these channels into a single, seamless conversation that would bring customers in a single journey across channels to where they could best resolve their query.

Identifying and mapping the channels

Our analysis broadly categorised customer queries into 'transactional' and 'information' requests. We identified 35 transactional activities and mapped the channels the service was provided in. Almost half could only be completed successfully with the assistance of an agent. We mapped existing customer journeys for these transaction types, identified which of these could be provided in self-service channels and designed the user digital journey prototypes for the 'to be' self-service process in various channels (IVR, App, UMM and web).

Existing channels were not significantly used by customers for self-service. We created simplified design specifications for the UMM and three new IVRs which would serve post-paid, prepaid high-value, and prepaid low-value customers. Customers would be directed to the appropriate IVR based on an algorithm designed by VISION. We reviewed Digicel's website and concluded it did not provide customers with the content required to satisfy information queries. We partnered with a best-in-class supplier, Zendesk, to create an online content resource from scratch. The structure of the new content resource and user experience design and wireframes was designed by VISION, with content created by Digicel staff, under VISION management.

“VISION unified these channels into a single, seamless conversation that would bring customers in a single journey across channels”

Piloting the new technology

Our technical consultants reviewed and facilitated decision making with Digicel IT and their executive team in deciding the technical solution designs. Once agreed, the new technology was piloted in two markets (Grenada and St. Kitts) where we implemented our 'alpha' designs. We monitored customer reaction daily via outbound surveys and ticket analysis, discovering the following:

- A poor self-service resolution rate was far more closely associated with churn than low Net Promotor Score (NPS).
- Successful resolution depended on menus of fewer than five items and which required no more than eight seconds per item.
- The adoption of change generally took three months, and high-profit prepaid customers adopted most quickly.
- Perhaps surprisingly, customers of all classifications (highly profitable prepaid, low profitability prepaid, and post-paid customers) used the older UMM texting option.
- Webchat traffic increased with force migration but more in response to marketing than due to the individual's inability to get to agents. The model showed that a simple IVR and simple texting system would provide the best self-service experience with the least churn.

We took these learnings and implemented a refined 'beta' design of the technology across the remaining 30 countries. The savings were realised by consolidating call centres based around language. We reduced the number of call centres from 10 to 6. VISION designed a new operating model for each call centre resulting in a 40% cost to serve saving. This consolidation of centres was done in parallel to the development and implementation of the self-service technologies.



Tracking and measuring data

Throughout the implementation, we tracked inbound calls, escalations, webchats and foot traffic in stores from all markets. As part of our agreed reporting framework, we captured the data in a financial model which measured the effect of the new technology and allowed us to track and forecast monthly headcount reduction per market.

We surveyed customers in each market daily, identified self-service problems, and set up a two-week continuous improvement cycle for problem identification, solution design, and deployment. We focused on usability (the rate at which customers resolved their issues on self-service) and NPS. In the six months following initial implementation, improvements to self-service channels and growing understanding by customers of the new channels had raised first time resolution from 40% in the initial markets to 60%. Subsequently, none of the other markets performed at less than 50%.

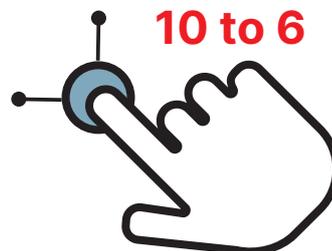
VISION designed a new operating model for each call centre based around language

Cost to serve Savings

40%

Reduced the number of call centres from

10 to 6

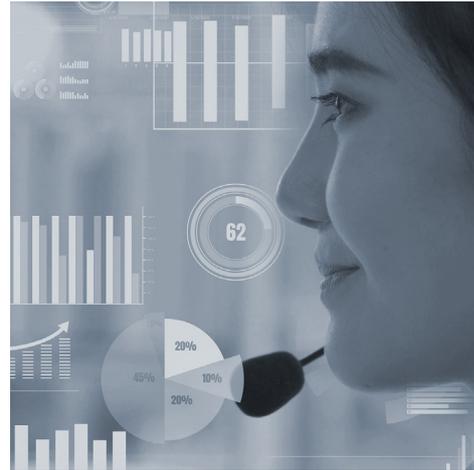


The results

The consolidation programme was highly successful and met the target of transformation within 2017. Within the first year, VISION delivered:

- Savings of \$12 million per annum
- A reduction of 7.5 million calls.
- An NPS score that reduced in some markets by less than ten points and, surprisingly, improved in some markets. There was little evidence of service-related customer churn in any market.

The programme surpassed initial expectations in a highly dynamic environment. We helped to transform Digicel's operation into a much leaner, customer-centric, high-performing organisation in world breaking timeframes.

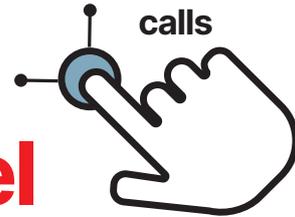


Within the first year VISION delivered:

Savings of
\$12 million
per annum

Reduction of
7.5 million
calls

Digicel



For nearly 40 years, VISION consultants have helped companies like CEMEX, IBM, Warner Brothers, Impellam, and SSE resolve conflicts and transform their industries.

To find out more about VISION's research and how the team is supporting digital transformation, Email: pluff@vision.com

[vision.com](https://www.vision.com)

VISION

DUBLIN | EDINBURGH | LONDON | NEW YORK

Commitment-based Management™ is a trademark of VISION

© VISION Consulting 2023