MultiChoice DStv #ninety-nine
Driving an effortless customer experience

Case Study Snapshot

How do you create a customer service campaign that delivers real, meaningful and measurable results?
By focusing on the real issues and specific behaviours that will make a difference to the customer experience.

The Brief

Conceptualise and develop a service campaign targeted at the 3,500 employees across South Africa; designed to support a meaningful, measurable and tangible shift towards customer centricity.

Strategic Approach

The key differentiator in our strategy was a shift away from general service improvement to focus on specific concrete, tangible and measurable changes in the customer experience.

We wanted to avoid the pitfall of making vague service related statements like ‘put the customer first’ or ‘we put the customer at the centre of our universe’ because, we felt, that employees already know and believe service is important but don’t know how to translate their good intent into action.

Instead, we focused on the specific service frustrations experienced, and we developed a list of the 99 most common hassles that customers complained about.

These 99 service issues formed the basis for the #ninetynine campaign targeted at employees with a very clear call to action:

We have one year to take down the 99. The list is free, fair and up for grabs. You can take on any challenge – it doesn’t have to be in your area or on your KPA. You can tackle anything that you feel you can solve.

The crunch: we weren’t looking for ideas or suggestions of how to fix the issue. Employees had to go out there, actually fix it and bring back proof that the matter had been resolved.
The Big Idea

The creative concept for the campaign was #ninetynine.

#NINETYNINE

This idea kept the focus on the ninety-nine service delivery issues central to the campaign and provided a mechanism to focus on specific challenges. It provided a real-time countdown to give a sense of progress and momentum to the campaign.

Media

The key medium for the campaign was a custom built fully interactive microsite, including a back-end system that allowed real-time updates and a platform for online collaboration across functions. This encouraged employee interaction through social media functions.

Support media included:

- Audio visuals
- Events and activations
- Environmental branding and signage – including digital wall
- Rewards
- High profile executive sponsorship and participation
- Peer-to-peer challenges
- Problem solving hackathons
- Exclusive branded kit only available to Resolvers
- Digital direct mail
Ready to leave your comfort zone?

People love our movies, series, documentaries and lifestyle content, but they don’t always love our service. Let’s prove to them that there’s a lot to love.

We want our customers to have the best experience possible every time they interact with us, and we need your help.

Let’s start by solving #9 of the most common problems our customers have.

Are you up for the challenge?

Latest challenge updates

#27 I can buy electricity on my phone, top-up data on my

#10 I had a credit on my residential account. However I d...

#01 I bought a new Explorer and then I got double billed. #53

So now I missed the return of my favourite series, wne...
#ninetynine custom built microsite
I sent an SMS because I'm interested in Explora but I haven't heard back from anyone. Hello? Anyone out there?

It's the bag when
... everyone who sends an SMS for Prize Link, gets a call within 24 hours.

Challenge kid 😊

Take on this challenge

#ninety-nine custom built microsite
Implementation

We identified the 99 most common complaints – those that account for almost all client complaints, by chatting directly to customers, looking at customer research, speaking to the business (focus groups) and looking at the feedback we received through online platforms and social media.
I stopped my debit order due to DSTV deducting whatever they felt like from my account. End of May I made the mistake of paying them twice. Ever since then I am battling to get a refund from them. If I did not need the money I would leave the credit for the end of June but due to my budget being affected by this I nicely explained to them the situation. Up to today my refund is still not processed although I've sent the requested documents more than once to different people!
MultiChoice Africa / DSTV / Callcenter

Elton coetzee on Jun 17, 2017

I have a grey decoder and waking up this morning the decoder was dead, I then took it to my nearest branch witch is Westgate mall Mitchell’s plain we stood their and half hour to get to the counter to get told the decoder packed up and pay to get anther one, we left unhappy due to not much...

MultiChoice Africa / DSTV / unauthorized debit order

Doraine Jacobs on Jun 16, 2017

Good day, On the 14th of June there was a debit order that was put through our bussiness account: 2017/06/14 - 508, 75 M-CCHOICE 5869632 We are not even a client of Multi-Choice. I have instructed FNB to return the debit order, but I want to know how does that happen? How does a company...
#ninety-nine research
The programme launched on 13 March 2016 and kicked off with #resolver1 – the CEO who had answered the first challenge. This was done to demonstrate executive support and show strong momentum out of the gate. We also launched a roadshow for the call centre agents.
Ongoing Communication and Reminders

Throughout the year, promotional mailers and reminders were used to sustain awareness and draw attention to the momentum and progress of the campaign.

#ninetynine reminder e-card
ARE YOU UP FOR THE CHALLENGE?

5 challenges in the bag:

- Bringing down challenges and taking on new.
- On the hunt to find the best of the best.
- Navigating challenges with confidence.
- Pushing boundaries and breaking new ground.
- Embracing change and embracing new horizons.

Problem #1: "I'm not sure if I can do this, is there a mentor or someone who can help me?"

Solution: Reach out to your team for guidance and support. They are there to help you succeed.

Problem #2: "I feel overwhelmed and don't know where to start."

Solution: Break the challenge into smaller, manageable tasks and tackle them one by one.

Problem #3: "I don't have the right skills or knowledge to complete this."

Solution: Attend relevant training sessions or seek out a mentor to gain the necessary skills.

Problem #4: "I feel isolated and don't have a support network."

Solution: Join a support group or find a accountability partner to keep you motivated.

Problem #5: "I'm not sure if I can keep up."

Solution: Set realistic goals and celebrate small victories along the way.

For more information or support, contact your HR representative or the challenge coordinator.

#ninetynine reminder e-card
Heavy is the head that wears the crown...

...but watch these regains inflate exponentially as a result of management’s heaped praise and the adoring public, as they slay one problem after the next, nulling the efforts of the 50 biggest customer obstacles, frustrations and annoyances.

WHO WILL EMERGE VICTORIOUS THIS MONTH?

#NINETYNINE

OWN THE THRONE.

CHALLENGE #14 AND #35 ARE ABOUT TO BE SLAYED!

This week our Resolve squad, a powerful combination of the Legal team and the GOtv SA team will be taking on two challenges at once!

Going beyond the call of duty to put our customers first, let us wish them good luck and success. Say goodbye to two challenges:

#14 Problem: DStv is getting really expensive and I feel like all I get are the same programmes aired again and again and again.

#35 Problem: I upgraded to watch the Olympics, but there isn’t an automatic downgrade option that converts me back at the end of the month. Such a hassle.

Try and keep up with Chimaro Laleko leading from the front with Aurora Noema, Jason Oiff, Josie Mkhunyane, Njabulo Mazibuko, Nonhlanhla Onweruwa, Prudence Nkina, Siphiwe Sibiya, Tsabino Leboda, Tshogo Phaletga.

#ninetynine reminder e-card
Executives were assigned ‘Resolvers’ to offer executive level support to, and to demonstrate commitment at the most senior level.
DStv execs working in-store to demonstrate support and commitment
Surprise parties and celebrations were held throughout the year each time an issue was resolved. This ensured interest and sustained momentum.
Limited edition branded gifts and rewards were given to ‘Resolvers’ creating prestige and peer recognition.
Each region was visited twice to ensure that the effect of the campaign was as impactful at a regional level as it was at Support Office.

One-on-one meetings were held with key influencers (people who controlled either the budget and/or the implementation) to ensure their support, buy-in and commitment.

To keep #ninetyNine visible and create top-of-mind awareness, environmental and ambient media were used throughout the business.
Impact

2. Call centre service levels (percentage of calls answered in 20 seconds) jumped from 81.6% to 87.6% and we were able to take more calls with fewer agents.
3. Customer satisfaction across the organisation went from 77% to 80% (measures are a weighted average across 21 touch points, rated by customers on a 1 – 5 scale).
4. Service centre turnaround time went from 87% to 89% (percentage of customers’ queries resolved inside of five minutes).
6. Net Performer Score (NPS) jumped by 3% over a period of nine months from Sept 2016 to Jan 2017. NPS is an index measuring the willingness to recommend a company’s products or services to others.
7. Year-on-year call volume dropped by 6.5% from FY 2016 to FY 2017, while still growing the subscriber base by 6%.
   This is a reduction of over 1.5 million calls over 12 months. The cost to the call centre is R27 per call. This represents a cost saving of R40 000 000.
8. The number of complaints per 10 000 customers went from 3.0 to 2.6 – this represents a significant improvement on a base of over 5.5 million customers.
9. Client churn dropped by 1.8%.
10. We reduced the number of dormancy days by 2.6 days.
11. Self-service usage went from 55% to 65%. We doubled the number of unique self-service users – in April 2016, we had 321 000 unique self-service users; in March 2017, we had 611 000, a 90% improvement.
“...The campaign ran for 12 months, ending in March 2017 with our financial year end. With no big upfront prizes to entice participation, and relying only on volunteers, this simple premise translated into a remarkable campaign, delivering exceptional results, both tangible and intangible. The challenges were small and enormous, as were the contributions of our people. We delivered some remarkable cost savings, started offering services no other pay TV provider in the world does and changed behaviours in hundreds of team members, across call centre and the greater business as a whole. #99 has shown we didn’t need a campaign to teach how important customer experience is, we just needed a vehicle to deliver great experiences.

We did, and we will.”

- Simon Camerer, Group General Manager: Customer Group.