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STAR Awards

2023

2023 TSIA STAR Awards
Featured Application

Category: Excellence in Organization Convergence

Pan-Dell, Unified Contact Us Experience

Overview

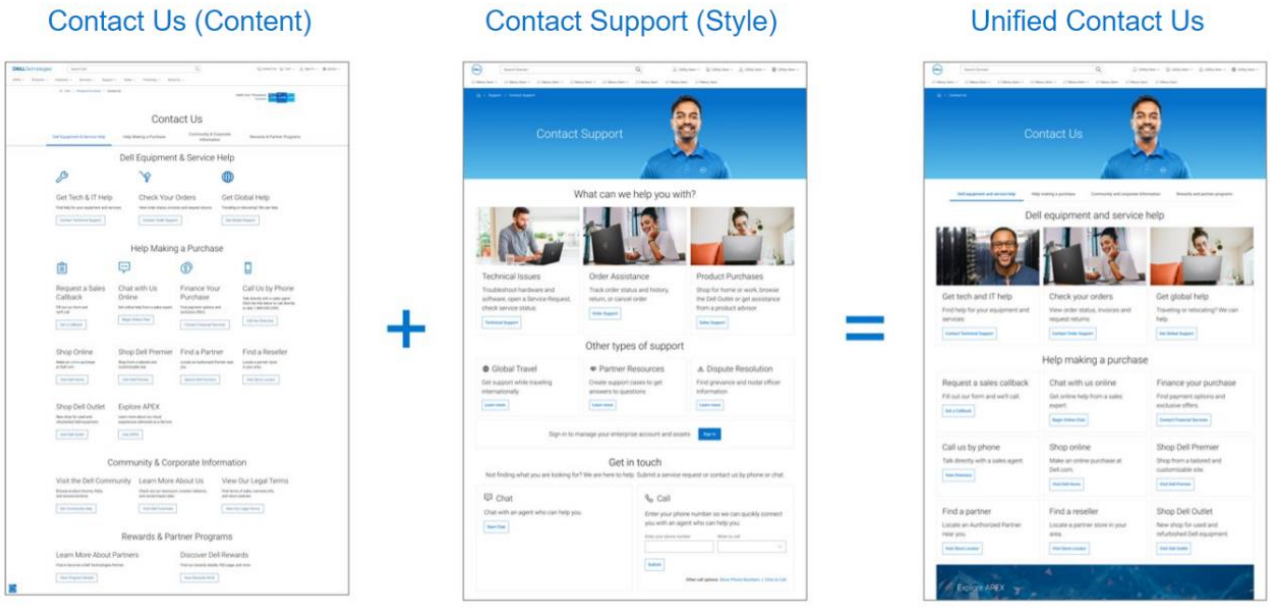
Prior to 2023, Dell's Sales and Marketing, Customer Care, and Technical Support organizations **each had their own Contact Us pages** on the Dell website. Each organization was trying to optimize the journey for its own customers. These pages differed from one another in both content and design, resulting in customer confusion and a disjointed experience. Consequently, **some 20% of customers ended up in the wrong organizational queues**. Customers seeking a technical support solution, for example, sometimes found themselves speaking with a sales agent and vice versa.

There were also numerous misalignments across the various geographic locations we serve. We have 143 country/language-specific Contact Us pages. Many of them were out of alignment, and **we had a very limited ability to make centralized Contact Us decisions** and implement them globally.

In addition, Dell maintains more contact channels than do our competitors in the industry. **We have 14 distinct contact channels, while Lenovo and Apple both have 10, and Hewlett Packard only has seven**. As we are the industry leader in the number of channels offered, the Unified Contact Us Experience has proven to be a tremendous aid in managing that complexity.

By reviewing trend data, we determined that we had issues with both **chat pollution and customer engagement** in our Contact Us experience. We performed a root-cause analysis, determined that we needed a solution that spanned several business units, **created a team to address the journey challenges across business silos**, and pivoted from siloed talent pools to a centralized pool to define and deliver a cross-business solution.

Starting in late 2022, these teams began meeting to determine whether the various pages could be merged into one. We agreed on an approach that would leverage the visual design of the Contact Technical Support page to update the look and feel of the text-heavy, low-volume Contact Us page. We implemented the new design globally in early 2023 to **replace the previous Sales and Marketing pages and eliminated redundant Sales contact pages**. Sales and Marketing and Customer Care then went on to adopt the Contact Technical Support design in their respective customer journey flows.



Partnered across Dell to develop a unified contact page based on Services CX design concepts

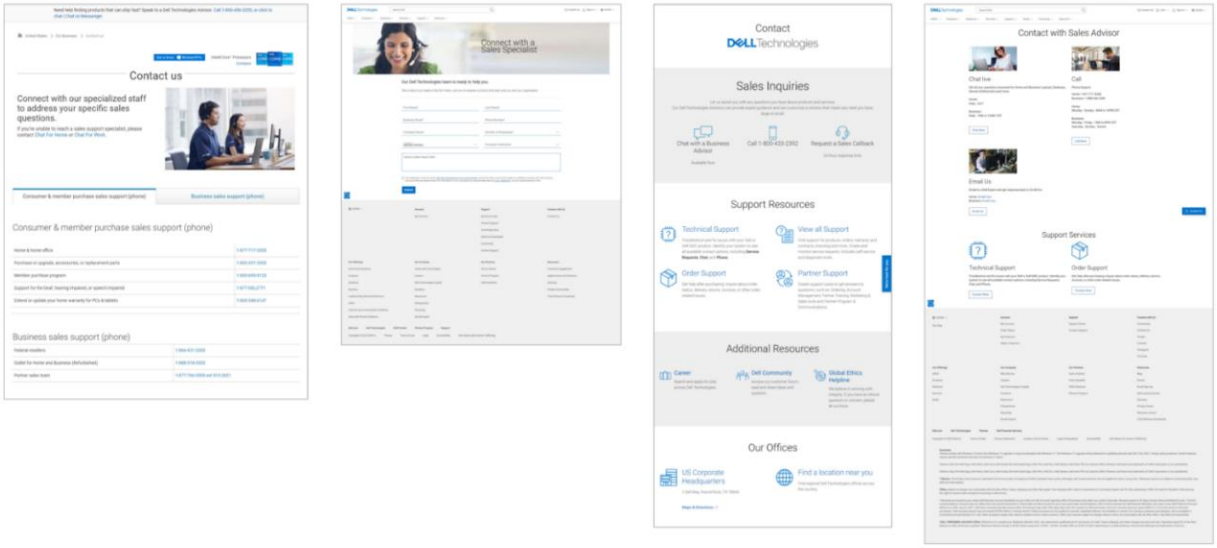
In addition to unifying the approach across Sales, Marketing, Customer Care, and Support, we also used this opportunity to **unify our Contact Us customer journeys across the globe**. We instituted a governance process, and now for the first time in our history, **all 143 country/language-specific Contact Us pages are in alignment**. We also put a template in place that makes updating the Contact Us pages much simpler and more streamlined globally. Because of these two innovations, we are now for the first time able to make centralized decisions on Contact Us content and implement it

worldwide. We have seen a **reduction in chat pollution of 20% globally** that has persisted for the last two quarters and **an increase in engagement on the page links of 65%.** We also have fewer contact pages to maintain and synchronize.

Finally, by **overcoming organizational silos** to create a customer first, Unified Contact Us Experience, the centralized governance team now can leverage best practices across Sales, Marketing, Customer Care, and Support. Whereas we previously were reactive, we now can proactively manage customer touchpoints. In addition, we are also able to incorporate new processes and technologies across all three customer journeys into the future, such as our planned **Digital Human Concierge**, that will further improve the Contact Us experience and impact. Using **cutting-edge artificial intelligence technology**, the Digital Human will encompass the combined knowledge and experience of all of Dell's remote agents to escort customers to the information they need in a comfortable, conversational manner.

Business Impact

- ✓ The main benefit to Dell has been **a reduction in chat pollution of 20% globally** that has persisted for the last two quarters. Chat pollution occurs when customers end up in the wrong chat channel.
- ✓ We have **fewer Contact Us pages to maintain**, and there are fewer chances for an update made on one page to not be reflected on another.
- ✓ Our solution increases the productivity of Dell's remote agents, who no longer need to figure out what is going on and redirect customers into the correct channel. Our solution has **prevented over 16,000 customers annually from being misrouted** to the wrong agent, saving time for all agents. For example, **sales agents now save over 5,000 hours annually**.
- ✓ Our solution also has resulted in a significant increase in job satisfaction for our remote agents.
- ✓ We now can **roll out new Contact Us pages globally from a central location**, enabling better consistency and the ability to keep all pages in sync.



Found and retired all stray contact pages to ensure no contact information loss

Customer Impact

- ✓ The new Unified Contact Us Experience provides **a seamless, unified, and easy to navigate entry point**. Now customers can start at the unified page and proceed with either a Sales and Marketing, Customer Care, or Contact Technical Support journey. Furthermore, each of these journeys has a similar look and feel, creating **a more understandable, cohesive, and seamless customer experience.**
- ✓ Metrics indicating that customers are getting more value out of the new Unified Contact Us Experience than the old flat-content page include:
  - CSAT Surveys originating from these pages saw **a gain of 300 basis points, from 85% to 88% globally** for 80,000 customers annually.
  - **Engagement on the page links increased by 65%,** leading to 500,000 more "visits with engagement" on an annual basis versus customers leaving the page without using a link.
  - Finally, **weekly visits to the page increased by 11%,** leading to an annualized rate of **over 2.5 million page visits globally.**

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