

FROST & SULLIVAN



2022 MARKET LEADER

*SAUDI ARABIAN
CONTACT CENTER
SERVICES INDUSTRY*

Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each award category before determining the final award recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. ccc excels in many of the criteria in the contact center services space.

AWARD CRITERIA	
Growth Strategy Excellence	Technology Leverage
Implementation Excellence	Price/Performance Value
Brand Strength	Customer Purchase Experience
Product Quality	Customer Ownership Experience
Product Differentiation	Customer Service Experience

Growth Strategy Excellence

In 2011, ccc, a strategic joint venture announced between Saudi Telecom Company (stc) and Startek, a US-based global leader in customer experience management, is on a robust trajectory toward positioning itself as a leader in the Business Process Optimization (BPO) and customer experience (CX) industry in Saudi Arabia and the Middle East markets.

“ccc’s three-phase roadmap aims to steer growth excellence over the short and long terms. The company’s growth strategy places it on track to becoming a leader in the BPO and customer experience industry in Saudi Arabia.”

**– Anas Haj Kasem,
Associate Director**

The company’s three-phase roadmap aims to steer its growth excellence over the short and long terms. ccc seeks to achieve operational excellence in the first phase, encompassing business process simplification, digitization, standardization, service design, organizational set-up, people development, and infrastructure rationalization. For the second phase, ccc aims to attain competitive differentiation through continuous service improvements through customer

centricity, talent upskilling, digital capabilities development, and implementation of common application platforms. In the third phase, ccc plans to drive client portfolio and industry diversification, business line and geographical expansion, talent advancement, and value-driven performance management.

To ensure vision alignment to its growth strategy, ccc's leadership team actively engages in the strategy formulation, with each leader having a scorecard to ensure the achievement of strategic goals. Its business plans and initiatives are cascaded from the top down to move those priorities forward. ccc has a well-defined strategy communication plan to ensure that all its employees align with the strategic goals.

This clear growth path has enabled ccc to record tremendous revenue growth, increasing from \$499 million with 5% EBIDTA in 2019 to an estimated \$727 million with 11% EBIDTA in 2021. Frost & Sullivan strongly believes that ccc's growth strategy excellence places it on track to becoming a leader in the BPO and customer experience industry in Saudi Arabia.

Implementation Excellence

ccc is focused on CX and best practices implementation in its business processes and digital technologies to equip its clients with the right tools to expand their customer base and boost competitiveness. ccc leverages state-of-the-art digital technologies, including speech analytics, workforce optimization

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(WFO), chatbots, and robotic process automation (RPA) technologies to increase process efficiencies.

Apart from digital tools, the company is raising the bar further through compliance with Customer Operations Performance Centre (COPC), the most respected standard for CX operations. In 2020, ccc adopted business plan, target setting, and business review approaches to deploy COPC-structured SOPs in all its departments. The company aims to gain COPC certification in 2022 through targeted efforts, including measuring and sustaining improvements across all departments, conducting internal stress test audits, and implementing corrective action on deficiencies.

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Brand Strength

As an emerging leader in Saudi Arabia's BPO and CX industry, ccc pursues various activities to boost its brand equity and brand strength regionally. Firstly, in August 2020, ccc changed its brand identity to ccc by stc to align with its core services and leverage the strengths of its parent company in the Middle East. Secondly, ccc invests in advanced digital solutions to streamline its internal business processes. This, in turn, has significantly impacted its service quality and enhanced customer satisfaction toward its brand by 95%. ccc also regularly engages with its clients through surveys to gain their feedback and improve client interactions. ccc by stc has a stronger brand positioning than its competitors in terms of revenue, the total number of employees, and brand awareness. The company employs targeted brand strategies

to expand its business base and acquire new projects, specifically in digital solutions services and human resources outsourcing, enabling it to achieve revenue growth of more than 20%.

Product Differentiation

As a leading BPO company in Saudi Arabia, ccc capitalizes on opportunities to serve the needs of various clients across multiple industries, including government, retail, telecommunications, sports, and transportation, and geographical areas. Uniquely, ccc is the only BPO company in Saudi Arabia that delivers exceptional customer experiences to clients across eight languages to ensure high-performance results. The company keeps pace with the rapidly evolving BPO industry by implementing innovative foundational digital capabilities to achieve operational efficiency and diversify its offerings. As a leader in the BPO and customer experience segment in the Saudi market, ccc successfully delivered more than 70 million interactions and earned a superior 95% customer satisfaction rating in 2020.

ccc adopts a well-managed customer service approach that traverses the entire customer journey beyond making contact using a few touchpoints. ccc classifies each call into an appropriate category using analytical tools to determine customer behavior, allowing the agents to understand customer sentiments and tendencies (habits) before the conversation starts. Advanced data analytics and business intelligence software provide the client with a 360-degree view over the entire end-to-end customer journey. ccc utilizes its technological know-how to view service interactions through several lenses, ultimately offering its customers highly individualized and pleasing outcomes.

Technology Leverage

The constantly changing business landscape and customer demands pressure BPOs to redefine their customer experience capabilities. ccc responds to these needs through continuous technology investments, especially robotic process automation (RPA). Deploying RPA significantly shortens the time required to identify the callers and view all necessary details associated with them in one screen, improving customer services and reducing the average call duration. ccc's use of emerging technologies, such as interactive voice responses, chatbots, cloud-based technology, business analytics, and social media, is changing the company's operating model for ultimate cost and operational efficiency.

ccc's heavy investment in speech analytics R&D has enabled the company to convert conversations into text and analyze patterns and trends from incoming and outgoing calls. Frost & Sullivan recognizes ccc's visionary efforts, coupled with its in-depth domain knowledge, BPO know-how, and customization-driven digital strategy, and multichannel end-user engagement, as key to its remarkable industry growth.

Customer Service Experience

ccc expertly handles customer interactions for major clients in the region, including the Ministry of Housing, Ministry of Defense, Ministry of Tourism, Saudi Post, and ZARA, to position their customer service experience as a significant competitive advantage. ccc's training module is based on its "train to succeed" mantra, where employees are trained to achieve the goals and values of both the ccc and its clients.

With over a decade's operational experience in Saudi Arabia, ccc has an extensive understanding of the

market environment, including the best practices required to offer superior customer service experiences. One of the company's most critical success factors is its commitment to employing the best talent in the country and maintaining a workforce aligned with the local culture and environment. ccc's ability to provide the best-fit solutions to cater to the particular needs and challenges of the local communities reflects the skills and deep understanding of its employees. ccc measures, monitors, and analyzes the quality of all communications, enabling it to deliver exceptional customer service experiences.

Conclusion

ccc is one of the largest BPO service providers in Saudi Arabia, with a wide range of customer management and BPO services for leading government and private organizations. ccc adapts quickly to the evolving business environment by investing and implementing cutting-edge technologies to drive digital transformation, deliver the best customer experiences, and open new business horizons. These strengths strongly position ccc to continue its robust regional geographical expansion, promote workforce advancement, and offer best-in-class custom services to its clients.

With its strong overall performance, ccc earns Frost & Sullivan's 2022 Saudi Arabian Market Leadership Award in the contact center services industry.

What You Need to Know about the Market Leadership Recognition

Frost & Sullivan's Market Leadership Award recognizes the company that achieved the greatest market share resulting from outstanding performance, products, and services.

Best Practices Award Analysis

For the Market Leadership Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

Growth Strategy Excellence: Company demonstrates an ability to consistently identify, prioritize, and pursue emerging growth opportunities

Implementation Excellence: Company processes support efficient and consistent implementation of tactics designed to support the strategy

Brand Strength: Company is respected, recognized, and remembered

Product Quality: Products or services receive high marks for performance, functionality, and reliability at every stage of the life cycle

Product Differentiation: Products or services carve out a market niche based on price, quality, or uniqueness (or some combination of the three) that other companies cannot easily replicate

Technology Leverage: Company is committed to incorporating leading-edge technologies into product offerings to enhance product performance and value

Price/Performance Value: Products or services provide the best value for the price compared to similar market offerings

Customer Purchase Experience: Quality of the purchase experience assures customers that they are buying the optimal solution for addressing their unique needs and constraints

Customer Ownership Experience: Customers are proud to own the company's product or service, and have a positive experience throughout the life of the product or service

Customer Service Experience: Customer service is accessible, fast, stress-free, and of high quality

