

F R O S T & S U L L I V A N



# 2022 COMPANY OF THE YEAR

*THAILAND  
CUSTOMER EXPERIENCE  
OUTSOURCING 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. One to One Contacts excels in many of the criteria in the customer experience outsourcing services space.

AWARD CRITERIA	
<i>Visionary Innovation &amp; Performance</i>	<i>Customer Impact</i>
Addressing Unmet Needs	Price/Performance Value
Visionary Scenarios Through Mega Trends	Customer Purchase Experience
Implementation of Best Practices	Customer Ownership Experience
Leadership Focus	Customer Service Experience
Financial Performance	Brand Equity

### **Digitalization Drives Renewed Growth in the Customer Experience Outsourcing Market**

Brands use customer experience (CX) outsourcing as a competitive strategy to gain multiple benefits, such as the use of best-in-class technology, business flexibility, cost savings, access to skilled talent, and a blend of locations and delivery models. Moving away from a task-based focus, outsourcing providers collaborate closely with clients to understand their business challenges, offering solutions and services that help them achieve their business goals and drive top-line outcomes. Furthermore, outsourcing helps reduce businesses’ costs and risk exposure and allows organizations to become more agile in responding to political uncertainties and changing economic and market conditions. Brands face challenges in meeting increasing customer expectations. Customer interaction is shifting rapidly from traditional channels to a multichannel experience; thus, brands must invest in omnichannel infrastructure to enable personalized and engaging services on demand and over any touchpoint (such as email, webchat, and social media).

As consumers embrace the convenience that digital channels offer, brands are managing an increasing volume of interactions. Thus, artificial intelligence (AI)-powered chatbots are becoming more popular because they eliminate the contact center industry’s heavy dependence on human labor. Moreover, analytics programs enable contact centers to build real-time dashboards with statistics, which support agents and managers through real-time insights about customers and help them to elevate customer experiences by suggesting the best next steps. Notably, COVID-19 severely disrupted the outsourcing industry, forcing agents to work remotely; therefore, customer service had to quickly adapt to hybrid

delivery models, offering voice and non-voice services in the work-at-home environment. Non-voice services became a strategic priority because of the rapid uptake of digital channels. (Many consumers used digital channels for the first time as it was the only viable option.)

Thailand's contact center industry primarily caters to its domestic market. The surge in outsourcing demand from global and domestic markets coupled with the increasing awareness and adoption of outsourcing for a rising number of businesses has fueled growth. Frost & Sullivan expects the Thailand customer experience outsourcing services market to expand at a compound annual growth rate of 6.8% from 2020 to 2027, from \$158.3 million in total revenue (2020) to achieve \$250.6 million in 2027.<sup>1</sup>

### ***Visionary Innovation and Customer Impact of One to One Contacts***

Founded in 2000 and headquartered in Nonthaburi, Thailand, One to One Contacts (OTO) is a leading provider of customer experience outsourcing services. The company leverages cutting-edge technology to help clients increase efficiency and optimize costs through its digital-enabled solutions. Its comprehensive portfolio serves both state-owned and private organizations through three major service centers in Thailand and Cambodia, extending tailored outsourced contact center management services across more than 16 industry verticals, including healthcare, retail, banking, and insurance.

In 2021, Frost & Sullivan recognized OTO for its innovative omnichannel customer engagement solutions, improving customer loyalty, enhancing agent performance and experience, and increasing employee satisfaction. The company continues to impress its clients and industry observers with its innovation and sustained leadership.

### ***Demonstrated Leadership through Continuous Innovation***

OTO creates innovative service offerings by gauging and understanding customers' preferences and

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***- Krishna Baidya,  
Director: Information and Communication  
Technologies, Asia-Pacific***

habits. The government, for example, required more agents to provide COVID-19 hotline support, while corporate clients in specific sectors (such as airlines and online shopping) express the need for live agents as the country reopens. Moreover, clients request advanced performance analysis reports to understand and enhance the end-user experience. OTO recognized that current customer relations management software fails to support Thai organizations' changing business processes; therefore, the company refined its focus on digital customer management solutions that enable

personalized, proactive, and efficient engagements. Its premium CX services are faster and more convenient, available across multiple channels, and offer frictionless data protection measures.

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<sup>1</sup> Asia-Pacific Customer Experience Outsourcing Services Market, Growth Forecast to 2027, (Frost & Sullivan, November 2021)

The company's integrated digital platform enhances every touch point to help brands surpass customer expectations. OTO perfected its approach by developing these processes over time, tailoring them to current needs. Hence, its optimized solutions allow clients to reach their business targets and contribute to stakeholder success by supporting the objectives of employees and partners.

OTO offers the most comprehensive solution suite in the market, spanning robust features. Highlights include sophisticated data analytics tools combined with outsourced Big Data capabilities to enhance clients' reports, helping them understand and predict end-user behavior to create advanced services. The company also launched its in-house customer relations management system, Contact One Plus V.1.0, to support 360-degree CX with end-to-end client business processes. Furthermore, data loss prevention technology masks sensitive data during operations and protects data export or screen capture to avoid data leaks. It deployed robotic process automation (RPA), and its visual interactive voice response feature facilitates end users' ticket reservations to protect personal data from live agents.

OTO's executive team closely monitors emerging market trends and evolving customer demands, then responds with novel solutions. In response to the rapid uptake of self-service technology, the company launched its highly successful FAST and FLEXIBLE solution strategy, which resulted in increased capacity. Hence, OTO scaled its public sector, insurance, and online shopping services and even topped its capacity when the airline and tourism segment started to recover in December 2021. Most importantly, these seats were operational within 3 weeks since OTO received the order.

As companies revised budgets to manage the impact of the pandemic and rethink outsourcing strategies to ensure business continuity, OTO also implemented a GIVE MORE approach to support clients and employees through additional benefits. Management believes employee engagement is the bedrock of superb customer experience delivery. Its recent initiatives around employee well-being are a testimony of its employee focus. With the employee turnover rate rocketing after the country re-opened, creating more choices and new experiences for agents, the company paid bonuses two times a year. It introduced more engagement activities, rewards, and incentives. It also enhanced its health packages and expanded its work-from-home options (into a work-from-anywhere policy) to improve the staff's work-life balance and well-being. Clients received more services at the same price, such as extra in-depth analysis reports and additional agents during prime service time.

With this leadership focus, Frost & Sullivan expects OTO to sustain its leadership in the customer experience outsourcing services industry.

### ***Building Trust through a Customer-centric Approach***

OTO's approach goes beyond its extensive expertise and best-in-class capabilities, with customer value as a strategic imperative. Through the years, the company has earned a sterling reputation owing to its customized client-centric service model that offers digital-first experiences for end-users that successfully deliver the required business impact.

Unlike competitors, OTO builds its flexible one-stop service by collaborating closely with a range of partners to evolve alongside market needs and trends. Key strategic partners strengthen OTO's offering by pioneering modern technology and maximizing its service capability. Examples are digital platforms (Google), omnichannel and cloud technology (Genesys), quality management (Nice), voice biometrics,

speech-to-text technology, voice bot, voice AI (Nuance), image processing, analytics, cloud telephony system (AWS), CCTV security (Dahua), RPA (Laiye), chatbot, line connect (LINE), and more.

OTO's purchase experience is outstanding, starting with a site client visit where the company demonstrates how it will deliver quality matching the specific brand. OTO focuses on understanding the client's rationale for outsourcing services and expectations, aligning the offering accordingly. By paying attention to these objectives and carefully crafting a solution before proposing a price, OTO positions itself as a long-term strategic partner for clients. After implementation, OTO closely monitors the service for quality and process enhancement. The company conducts a 360-degree client satisfaction survey annually

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**- Riana Barnard,  
Best Practices Research Analyst**

to cover every perspective (e.g., system quality and corporate image) to evaluate its service and ensure that it exceeds client expectations. Quarterly workshops where all concerned departments participate in forum discussions are integral to OTO's continuous realignment with clients' business goals to improve sales performance.

Moreover, monthly performance meetings provide an opportunity to discuss end-user behavior and make recommendations. Lastly, the company's client loyalty program paves the way for former clients to reconnect with OTO. In this case, the company offers a pre-operation price discount, complemented by other benefits, for example, additional end-user survey

services and a shortened implementation period. For existing clients, OTO provides the same price when renewing the contract. The company's 98%+ client retention rate is a testimony to its customer-centric culture, helping it to differentiate itself in the market. From a growth perspective, the company also reported a double-digit rise in projects. With a 224% increase in net profit from the previous year, OTO can make the necessary investments to venture into new sectors (such as fintech, e-sport, and telemedicine). Hence, Frost & Sullivan believes the company is well-positioned to drive the customer experience outsourcing services space into its next growth phase, capturing market share and sustaining its leadership in the coming years.

## Conclusion

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As the customer experience outsourcing services demand increased in the aftermath of the COVID-19 pandemic, public sector and private clients in Thailand expressed the need for more live agents, advanced analytics, and technology that aligns with their ever-evolving business processes. Furthermore, data protection measures have become paramount. Overall, One to One Contacts (OTO) addresses these unmet needs with a strong leadership focus that incorporates client-centric strategies and exemplifies best practice implementation. In response to the rapid uptake of self-service technology, the company launched its highly successful FAST and FLEXIBLE solution strategy, which resulted in increased capacity. Furthermore, the company collaborates with a comprehensive range of partners to pioneer technologies that deliver on every dimension of customer demand. The company's competitive pricing and outstanding pre-and post-purchase support further strengthen its value proposition. For these reasons and more, OTO remains a trusted partner, earning a reputation for offering the overall best in the customer experience outsourcing services market.

With its strong overall performance, One to One Contacts earns Frost & Sullivan's 2022 Thailand Company of the Year Award in the customer experience outsourcing services industry.

## What You Need to Know about the Company of the Year Recognition

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Frost & Sullivan's Company of the Year Award is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

### Best Practices Award Analysis

For the Company of the Year Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

#### *Visionary Innovation & Performance*

**Addressing Unmet Needs:** Customers' unmet or under-served needs are unearthed and addressed by a robust solution development process

**Visionary Scenarios Through Mega Trends:**

Long-range, macro-level scenarios are incorporated into the innovation strategy through the use of Mega Trends, thereby enabling first-to-market solutions and new growth opportunities

**Leadership Focus:** Company focuses on building a leadership position in core markets and on creating stiff barriers to entry for new competitors

**Best Practices Implementation:** Best-in-class implementation is characterized by processes, tools, or activities that generate a consistent and repeatable level of success

**Financial Performance:** Strong overall business performance is achieved in terms of revenue, revenue growth, operating margin, and other key financial metrics

#### *Customer Impact*

**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 proudly 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 high quality

**Brand Equity:** Customers perceive the brand positively and exhibit high brand loyalty

## About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at <http://www.frost.com>.

## The Growth Pipeline Engine™

Frost & Sullivan’s proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fuelled by the Innovation Generator™.

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### Key Impacts:

- **Growth Pipeline:** Continuous Flow of Growth Opportunities
- **Growth Strategies:** Proven Best Practices
- **Innovation Culture:** Optimized Customer Experience
- **ROI & Margin:** Implementation Excellence
- **Transformational Growth:** Industry Leadership



## The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

### Analytical Perspectives:

- **Mega Trend (MT)**
- **Business Model (BM)**
- **Technology (TE)**
- **Industries (IN)**
- **Customer (CU)**
- **Geographies (GE)**

