



Transform your Contact Centre to an Experience Hub

Table of Contents

Introduction.....	1
Pillars of Experience Excellence.....	2
The Current State of Omnichannel Contact Centre.....	3
System Convergence for Digital Efficiencies.....	4
360° view of Customer's Journey.....	6
Key Components of an Omnichannel Contact Centre.....	8
The Shift from Cost Centre to Opportunity Centre.....	10
Deriving ROI.....	11
Investment Cost.....	12
References.....	13
What Next.....	14

Introduction

In today's hyper-competitive and customer-centric world, those who care the most about their customers and take advantage of this knowledge are the ones who have experienced the greatest success.

Customer service organisations have always struggled to adapt to ever-changing consumer expectations. No other industry had to evolve and adjust more rapidly to the new age of empowered customers, the increasing number of contact platforms and the demands of the modern millennial worker. And the contact centre, with its unique place, positioned at the crossroads of consumers, channel and employees, has been leading the customer service evolution for decades.

The ongoing digital revolution and the unprecedented growth of the commercial Internet over the last decade have changed conventional business models and empowered consumers to connect, at their convenience, with organisations with which they communicate and transact through multiple channels. Today, they can browse on-the-go product and service options (mobile search), engage with a live agent (chat/video), address issues by self-service (chatbots), collaborate with peers to compare choices (social media), negotiate and make purchases (e-commerce/m-commerce) and deliver products directly to their doorstep. While businesses have embraced digital (online, mobile and social) and asset-light (cloud-enabled) services with enthusiasm, the next frontier is to transform this into an **Experience Hub**.

Successful transformation requires not only new technology but also a new approach to customer service: it must be direct, honest and immediately actionable. The aim is to respond to your customers on any channel or device — PC, tablet or mobile, voice or text, or even in person — and to provide a clear, consistent and contextual experience.



An omnichannel contact centre will make it easier for you to stay connected to your customers through digital channels, even if they are physically in your stores or other places of business. Using geo-location, for example, marketers can send promotional deals or view product recommendations in real time on a customer's mobile device, helping them find what they are looking for and, perhaps, what they didn't realise they needed.

Pillars of Experience Excellence

PERSONALIZATION

Using individualized attention to improve the emotional bond.

Personalization is an essential aspect of most experiences. It involves demonstrating that you understand the unique circumstances of the consumer and tailor the experience accordingly. Usage of name, individual focus, awareness of interests and past interactions all contribute to an experience that feels unique.

INTEGRITY

Being trustworthy and giving rise to trust.

Integrity derives from positive organisational behaviour that reflects trustworthiness. There are trust-building events in which organisations need to respond publicly to a problematic situation, and trust-building moments in which individual actions by staff add up to create trust in the organisation as a whole.

EXPECTATIONS

Managing, meeting and exceeding customer expectations.

Customers have expectations of how their needs will be met, and they are increasingly being identified by the best brands they have ever met. Successful organisations recognize, execute and – where necessary – exceed expectations. Some can make statements of clear intent that set expectations, while others set expectations precisely and then delight the customer when they exceed it.

RESOLUTION

Converting the bad experience into a great one.

Customer recovery is extremely critical. Even with the best processes and procedures, things can go wrong. Great businesses have a process that not only puts the customer back in the place they would have been in as quickly as possible, but also helps the customer feel exceptionally good about the experience. Sincere apologies and immediate action are two primary components of a successful resolution.

TIME AND EFFORT

Minimizing customer effort and building frictionless processes.

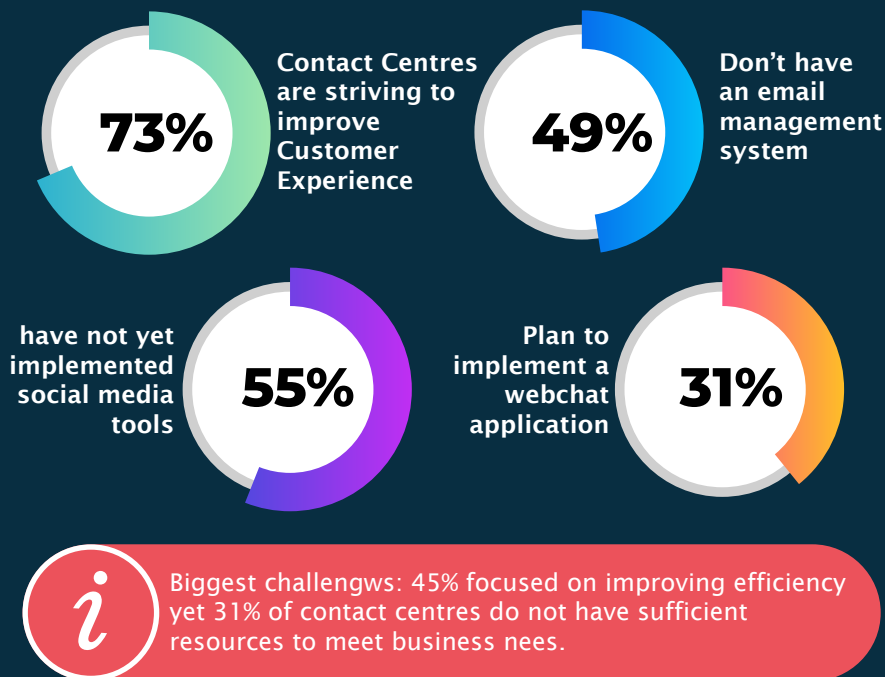
Customers are time-poor and constantly seeking immediate gratification. Removing unnecessary barriers, impediments and red tape to allow the consumer to achieve their goals quickly and easily has been shown to increase loyalty. Several businesses are learning how time can be used as a source of competitive advantage.

EMPATHY

Achieving an understanding of the customer's circumstances to drive deep rapport.

Empathy is the cognitive capacity to demonstrate that you understand someone else's experience. Empathy-creating behaviours are central to maintaining positive bonding. They include communicating back to the consumer that you know how they feel, and going that extra mile since you understand how they feel.

The Current State of Omnichannel Contact Centre



Source: Fifth Quadrant, Australian Contact Centre Benchmark Report

According to research conducted by Frost & Sullivan, there is no factor that has had more impact on the business environment than mobility. Nowadays, staff and customers must be able to connect with the companies they do business at any moment, from anywhere and on any device - be it a smartphone, a tablet, a PC, a piece of wearable technology, a landline phone or even an in-store kiosk or an associate. Just behind this big change in mobility is social media, which is changing not just the medium people use to interact with businesses, but their expectations for those interactions.

Today's customers often expect a fully customized experience based on their personal preferences, behaviours and history with the company. No matter how they interact with a business—via phone, chat, mobile or web—customers want the responding agent (or expert) to know everything about them and their relationship with the organisation. This includes basic details, such as account numbers and payment history, as well as qualitative data, including their purchasing history, previous experience with the business (including any trouble spots), their wider needs and preferences obtained, perhaps, from non-traditional public sources, and even the impact of life-changing events on their buyer status.

Below industry perspectives should shed light on how contact centres in Australia are designed to meet existing consumer needs. It clearly indicates that the channels lack cohesion and there is a strong need for an integrated omnichannel solution.

System Convergence for Digital Efficiencies

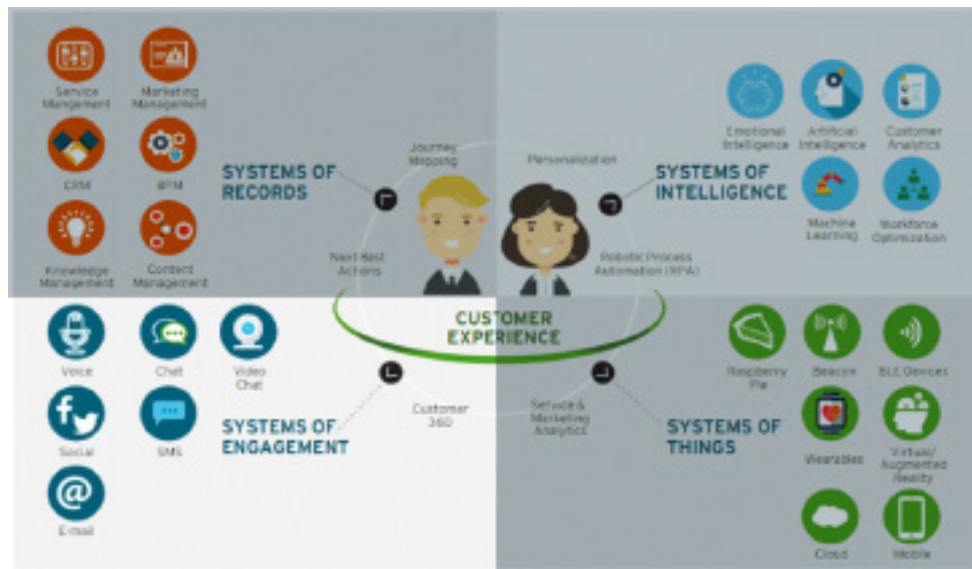
CX and improved customer interaction are today's popular industry buzzwords. Virtually every organisation is considering CX as a crucial criterion for business transformation. One of CX 's main investment areas for all sectors is the technology that offers a seamless digital solution that cuts through the consumer life cycle.

Although many CXOs are investing heavily in digital enabling ventures, others are not. Ironically, research has shown that:

- A total of 78% of IT projects fail due to a lack of coordination with business goals and requirement.
- Of these projects, 45% are not based on business objectives.

It shows us that there is no cohesion among various operational and strategic components within the organisation. Each of them operates independently – resulting in technology silos. As enterprises become more customer-centric and strive to remain close to their consumers, technological convergence (bringing together systems that engage, document and intelligently analyze data from different sources) is becoming increasingly important. We agree that making systems and related processes more inclusive (as with any IT-related initiative) involves removing organisational and technology silos and investing in technologies that prepare the company for a seamless CX.

Synchronizing Systems Around the Customer



Source: Cognizant 20-20 Insights

SYSTEMS OF ENGAGEMENT

In the digital age, omnichannel engagement and contextual interactions are key to creating and sustaining customer loyalty. Systems of engagement (SoE) support these channels by enabling two-way communication with customers over the life of the partnership.

Systems of engagement include conventional platforms, such as voice, e-mail, SMS, and fax, along with “modern era” digital touchpoints – chat, video chat, social, co-browsing, as well as messaging apps such as WhatsApp, FB messenger, Skype – with the goal of delivering consistent, reliable, satisfying, unified and seamless customer experience.

Each customer contact is routed automatically to and managed by the appropriate channel/agent. This includes the analysis of complex data such as individual characteristics, demographic information, psychographic details, history of interaction, and other transactional data.

Customer interactions are mapped across channels to maximize information flow and ensure that customers’ experiences align with the company’s strategies, and at every encounter. It also helps to personalize the customer journey.

360° view of Customer's Journey

The omnichannel contact centre provides a unified view of the customer across all touchpoints, interactions and timelines. Customers can reach the company through their preferred choice of channel—and these channels are closely integrated with each other and with any related enterprise applications—agents, experts and resources to provide a 360-degree view of the customers. It offers all the necessary information for the whole customer journey.

An omnichannel contact centre should include a variety of channels and capabilities, including:



- **CHAT** is not a new technology, but it is becoming increasingly important for businesses that want to ensure that they do not lose customers who do not find what they need through self-service applications. Through enriching chat experiences with other media, such as video and screen sharing, businesses are assured that consumers access the details they need at that time—without risking the customer quitting or abandoning the engagement. This richer framework can also deliver collaboration, predictive analytics, proactive engagement and personalization for a truly customized experience. And today, businesses that use chatbots can deliver an outstanding experience thanks to natural language technology that easily passes the Turing test. Consumers feel like they are talking to a live person, while businesses can easily right-size the contact centre as required.

- **PERSISTENT CHAT** collects the information shared in any customer interaction and then shows this information to the agent when the customer contacts the company again. Think of it as personalized CTI: Organisations know who you are, each time and every time, enabling them to interact with each other in a personalized way and to create an endearing relationship with each contact. This kind of contextual record is vital for letting the customer know that the company really does know her and value her business, with the ability to treat her as a unique person with different interests, preferences and history of purchase, irrespective of how or when she interacts with the organisation.

- **SOCIAL MEDIA** is one of the most likely ways for your customers to share their experience with your company, whether it's on Twitter, Facebook, Instagram, LinkedIn or even Snapchat. However, only a few businesses use it as a valid platform for consumer interaction. By engaging with consumers on social networks, businesses can provide instant help, transforming negative experiences into positive ones right in front of the public's eye. Organisations may also make use of social media to improve brand awareness, create strong communities, and deliver and track new campaigns, products, and services. Best of all, analyses are gathered to define trends and unique consumer desires and patterns of purchase; findings can then be used to inform and influence anything from pricing to product development.

- **MOBILE CUSTOMER CARE** is table stakes for any business that wishes to succeed in today's 24/7 world and must be part of every omnichannel solution. Apps designed specifically for mobile environments will utilize smartphone technologies such as speech recognition, instant video, geo-location, SMS, and QR codes to deliver the unique user experience. The aim is to incorporate these interactions with the broader contact centre, ensuring that all mobile communications are captured, recorded, evaluated, analyzed and enforced both now and in the future.

- **TEXT ANALYTICS** allows the study of new forms of customer data, many of which obey non-traditional rules with different linguistic attributes. For example, if a customer tweets "2day I scored a nice new pair of kicks from XX," you need an analytical tool that can "translate" the language into standard English, place it into context and integrate it with other customer data. But not all text is fair when it comes to customer contact. A modern system should not only identify patterns and language unique to text-based speech in mobile and social environments in order to react appropriately at the moment but should also be able to classify, index, tag, evaluate, analyze and leverage this information in future instances.

Key Components of an Omnichannel Contact Centre

Omnichannel contact centres must include conventional voice, IVR, chat, outbound communication and web self-service, but they must also be expanded to newer platforms, most notably social and mobile. Beyond these main features, you should also be searching for a solution that provides the following:

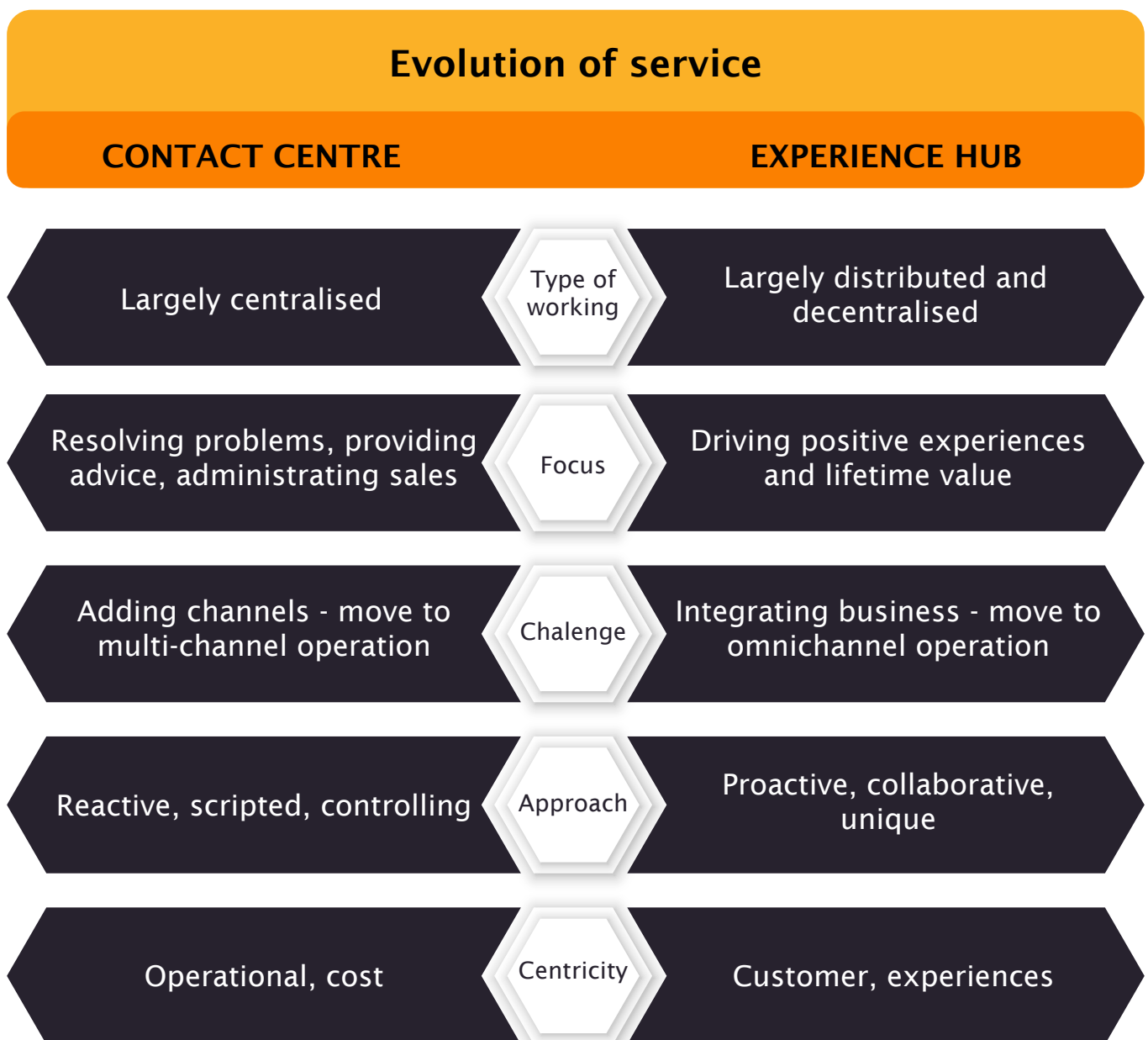
- **End-to-end, software-based platform.** All-in-one deployments allow companies to activate new capabilities as soon as they are ready to do so, with no obligation to take on too much at once. Integrated systems also have streamlined administration and management, analytics and reporting, making it easier to incorporate new channels into the broader contact centre in order to achieve a simple, integrated view of the customer's journey.
- **Big data analytics.** Applying analytics to a wide variety of data accessible from all communication channels - and then combining it with other organisational information, such as product specifics, supply chain data, personnel resources, and so on - ensures that businesses get the most comprehensive and up-to-date picture of their customers at both individual and aggregate levels. This will provide managers with valuable insight into the needs and desires of prospects and customers and allow genuinely personalized customer interactions. By capturing minutest of details from every channel the consumer touches, businesses may also communicate proactively with consumers who could be in danger of leaving for the competition. These data can be used to help influence strategic planning, product creation and process improvements throughout the organisation.

- **Application integration.** The convergence of all consumer communication channels is key to success. This will include a centralized data repository that collects and preserves all data from various systems and applications within and outside the contact centre (including back-office applications such as CRM and marketing automation tools); a single agent desktop; centralized management and reporting tools; and web services that make it easy to connect new technologies as they are applied to your environment.
- **Leveraging employees throughout the enterprise will improve outcomes.** One of the best ways to enhance customer engagement is to include employees outside the contact centre to help answer difficult questions and provide outstanding support on a some-on-one basis. Such employees know more about the products and services under consideration and can, therefore, answer questions much more easily as a result. Through leveraging tools like presence and advanced routing rules—and by integrating all subsequent interactions into the contact centre platform for later review, assessment and training—companies will make it simple and cost-effective to empower every employee to put the customer first.



The Shift from Cost Centre to Opportunity Centre

In the past, contact centres have been seen as a 'necessary evil' to do business – a burden that needs to be handled and reduced. But now, the contact centre is evolving into an Experience Hub and it will be viewed within the context of overall business goals. Significant, this would mean that the opportunities provided to the business – both soft and hard benefits – will far outweigh the cost of providing the experience hub. The experience hub will, therefore, no longer be seen as a business cost but will eventually have completed its transition into being a profit and opportunity centre



Source: Telesperience 2016

Deriving ROI

Screen Pop	13 seconds saved on 80% of the calls = 10 seconds saved per call. If AHT is 200 seconds, you've found 10/200 = 5% efficiency
Consolidation	Can save from 3% to 15% depending on the size of the agent groups being joined. Higher percents apply to smaller groups.
Self-Service	A big money maker. Every 1% of the call volume that can be completed in the IVR saves 1% of staffing.
Adherence	A client with no insight into adherence might be losing 45 minutes. per agent per day. Recover 20 minutes of this and you'll gain 6%.
Caller History	Could caller history delivered with the call raise First Call Resolution? Increasing FCR from 75% to 80% raises efficiency by 5%.
Predictive Dialing	Replace 90 seconds of manual dialing with 10 seconds between predictive calls and raise efficiency 36%
Email Management	Eliminate 45 seconds of email selection time from a 9 minute average handle time and raise efficiency by 8%
Intelligent Routing	Caller segmentation and agent skills design reduces transfers from 15% to 5%, reducing workload by 3%
Reporting	Identify poor customer experiences and reach out to them or treat them better next time, reduce defections by XXXX%
Quality Monitoring	For each 65 problematic "short calls" per day eliminated, save the work of X agent
Match Rate	If Primaries are "10% better," a shift from 50-50 to 70-30 in Match Rate saves 4% in labour 1.9% in talk time and 2.4% in higher FCR
Virtual Agent	Self-service applications handle simple outbound transactions. Each 1% self-served saves 0.9% in labour if only 10% opt to agent.
Blended Agent	Inbound agents with 75% occupancy add 7outbound calls per day, a contribution worth 6.5% of an outbound agent "for free."

Investment Cost

	Perpetual	Subscription
ACD with Skill-based routing including agent interface, voice interactions and reporting	\$3000 per agent	\$80-\$100 per agent
IVR with integration to back end database and speech-enabled capabilities	\$2500 per port	\$20-\$40 per port sometimes included in voice capabilities
Outbound calling including campaigns and reporting	\$1500 per port	\$30-\$50 per port
Omnichannel which includes email, chat, social media, chatbot including reporting	\$2000 per agent	\$50-\$80 per agent
Call recording	\$800 per agent	\$30 per agent mostly included in voice capability
Screen / interaction recording	\$600 per agent	\$20 per agent mostly included in Omnichannel capability
Workforce Management	\$1000 per agent	\$30-\$60 per agent
CRM or backend Integration	Usually, no separate charges for this but would be professional services and scope dependent this could vary a lot	
Implementation services	Ranges from \$2000 to \$1,000,000 or above depending on scale and complexity	

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- *NICE - Contact Centre 2025*
- *Fifth Quadrant - Australian Contact Centre Benchmark Report*
- *Telesperience 2016*
- *Avaya - How to become a SuperServe organisation (Australia) 5 Strategies for Superior Customer Service*



What Next

If you are considering transforming your contact centre to an Experience Hub and would like to learn about what steps to take or how to implement, then we would be happy to assist.

About VIS

At VIS, we are committed to delivering outcomes for our clients in the areas of Collaboration, customer Experience, and Automation through our offerings in Consulting, Project Delivery, and Managed Services. With a footprint spanning 7 countries and investments into Innovation Labs & Software development Centres, we are just the right size that allows us to be agile and yet have a matured process on the back end.

Focused on helping our customers in navigating the Digital Transformation journey in Contact Centre & BPO industry, VIS Global promises to transform the customer experience, empower employees, and enhance business process efficiency and accelerate revenue generation.




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