TURN YOUR CONTACT CENTER FROM COST CENTER TO REVENUE GENERATOR

JULY, 2014

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Contact Center & Customer Experience Management

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OMER MINKARA

Research Director,
Contact Center &
Customer Experience
Management

- **Author of the '*Next-Generation Customer Experience Management'* benchmark report**

- **Benchmarked thousands of organizations regarding their CEM strategies**

- **Distinguished thought-leader in transformational CEM and Contact Center strategies**

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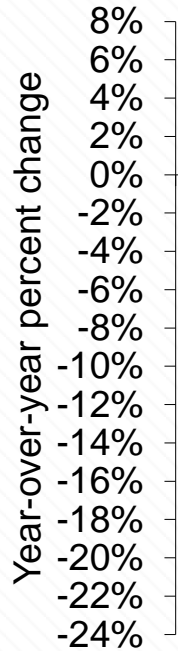A HARTE HANKS COMPANY

TODAY'S AGENDA:

1. **The State of the Market in Contact Centers**

2. **Omni-Channel Contact Center**

    1. **Why?**

    2. **How?**

3. **Steps to Maximize the Customer Experience**

4. **Q&A**

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THE BUSINESS VALUE OF OMNI-CHANNEL CEM PROGRAMS

■ Companies with omni-channel CEM programs ■ All Others

Year-over-year percent change

8%
6%
4%
2%
0%
-2%
-4%
-6%
-8%
-10%
-12%
-14%
-16%
-18%
-20%
-22%
-24%

n=305

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*<u>Omni-channel CEM</u> refers to organizations' use of **multiple channels** and **devices** to interact with customers in a **context-aware** manner.*

# Net Financial Impact of Best Practices in Establishing an Omni-Channel Contact Center

$5.4 million

KEY LEARNINGS

- ***Customer empowerment*** *means that every contact center activity directly impacts revenue*

- *Omni-channel CEM programs require timely view of the entire* **customer journey**

- ***Agent empowerment*** *drives better customer interactions*

- ***Analytics*** *facilitates personalized interactions*

- *Optimizing* **data flow processes** *across enterprise systems is crucial to establish a unified view of customer data*

UNDERSTANDING WHAT IT TAKES TO ACHIEVE SUCCESS

| P | A | C | E |

Best-in-Class
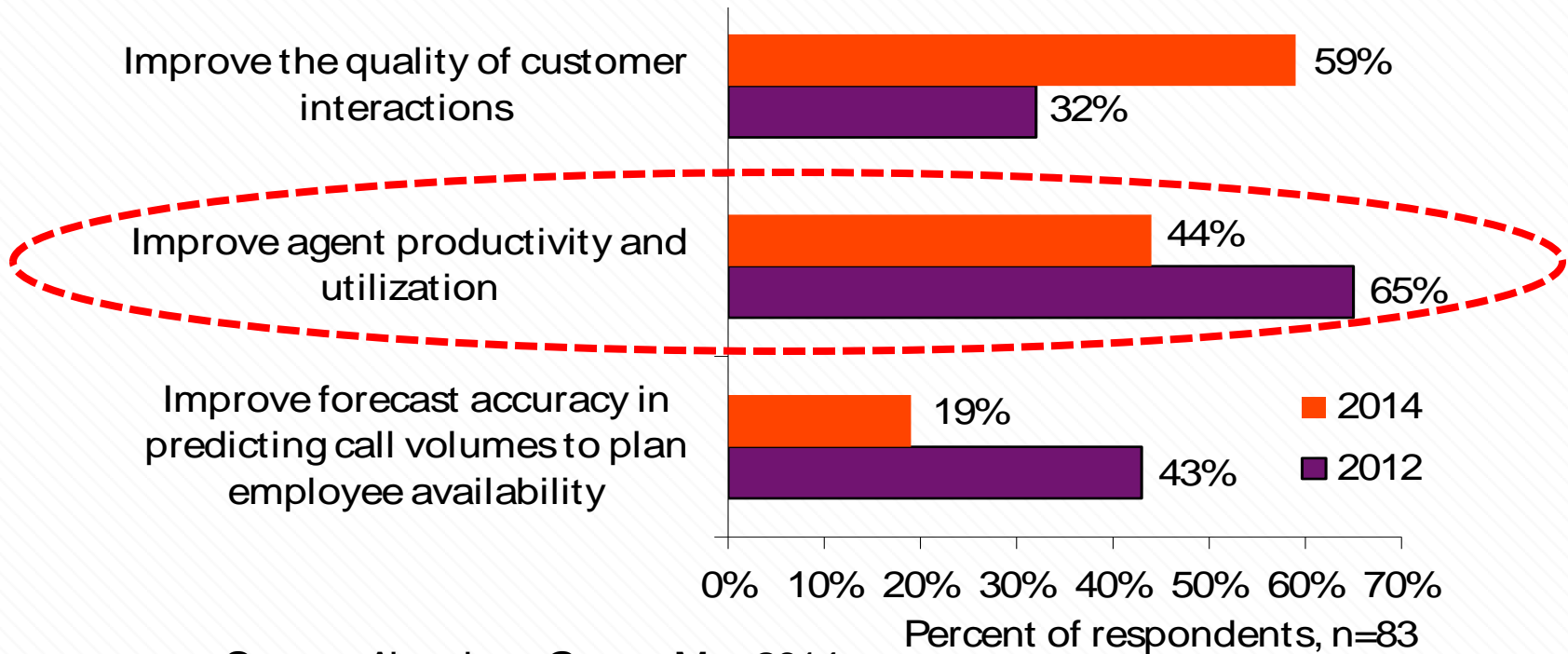
Industry Average

Laggard
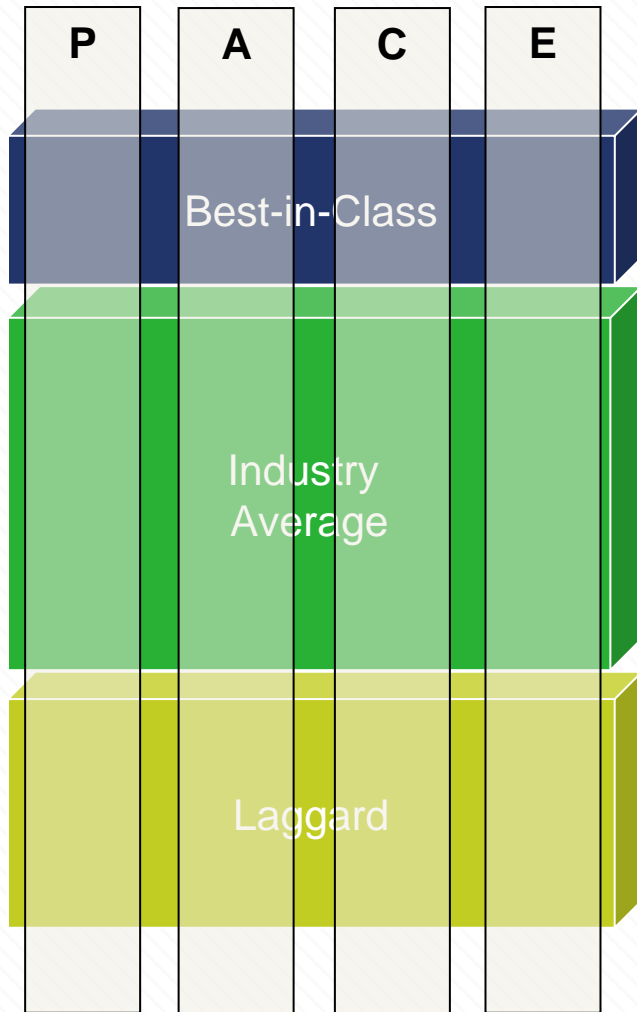
What you need to do to become Best-in-Class:

- What processes you should have in place
- What you need to measure
- Organizational changes you might want to make
- Data / Knowledge management considerations
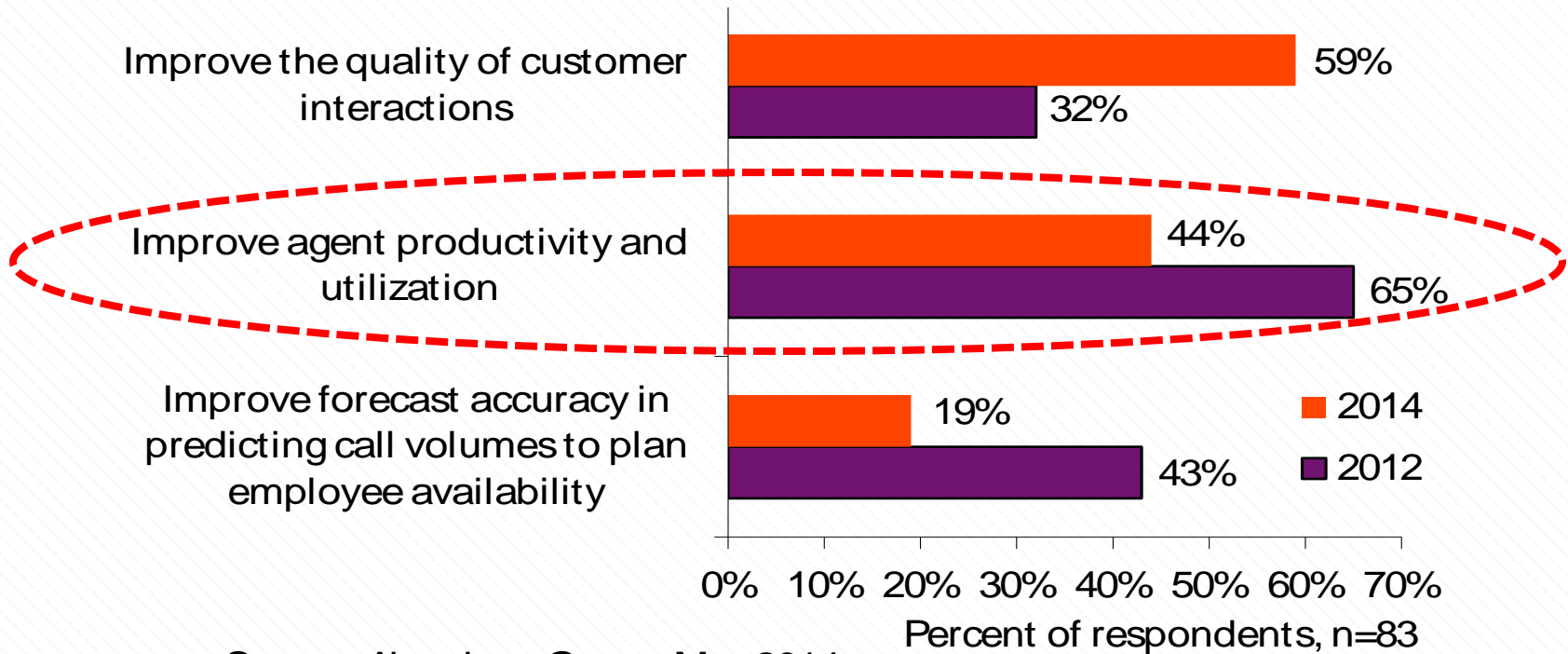- Technologies you should evaluate

THE STATE OF THE MARKET

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WHAT DRIVES CONTACT CENTER WFO PROGRAMS?

Improve the quality of customer interactions — 59% (2014), 32% (2012)

Improve agent productivity and utilization — 44% (2014), 65% (2012)

Improve forecast accuracy in predicting call volumes to plan employee availability — 19% (2014), 43% (2012)

Legend: 2014, 2012

Percent of respondents, n=83

Source: Aberdeen Group. May 2014

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WHAT DRIVES CONTACT CENTER WFO PROGRAMS?

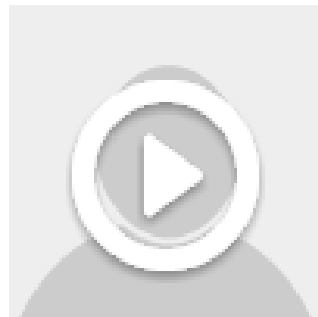Source: Aberdeen Group. May 2014

THE NEW NORMAL

Ryan Block @ryan · Jul 14

Okay, here's the tail end of our Comcast disconnection call last week. Tell me I'm not crazy? soundcloud.com/ryan-block-10/... (Background at link.)

SoundCloud

1.7K   886   ...

View more photos and video:

Retweeted by Ryan Block

Comcast @comcast · Jul 15

.@Ryan we are sorry & embarrassed by what happened. We're determined to be better. We clearly have more work to do. bit.ly/1ro91jn

↩   ⇄ 196   ★ 164   •••   View summary

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WHAT KEEPS CONTACT CENTER EXECUTIVES UP AT NIGHT?

Top Goals (n=305)	B2B Companies	B2C Companies
Improve customer satisfaction	92%	89%
Retain existing customers	90%	88%
Increase top-line revenue	83%	82%
Increase brand awareness and loyalty	73%	75%
Increase number of net-new customers	72%	68%
Improve employee efficiency in customer interactions	71%	77%
Lower cost of customer turnover	59%	71%

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THE BUSINESS VALUE OF OMNI-CHANNEL CONTACT CENTERS

WHY?

HOW?

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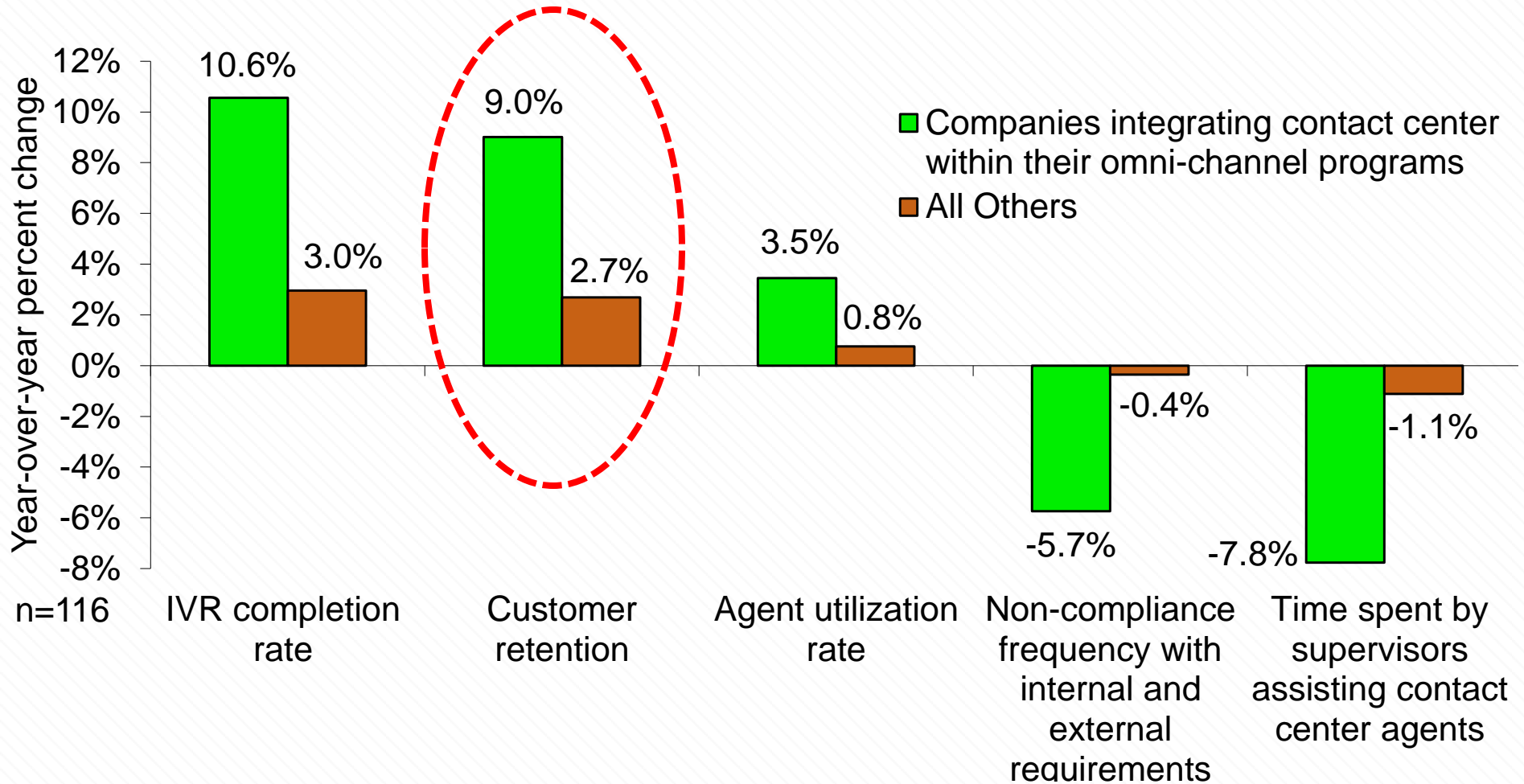
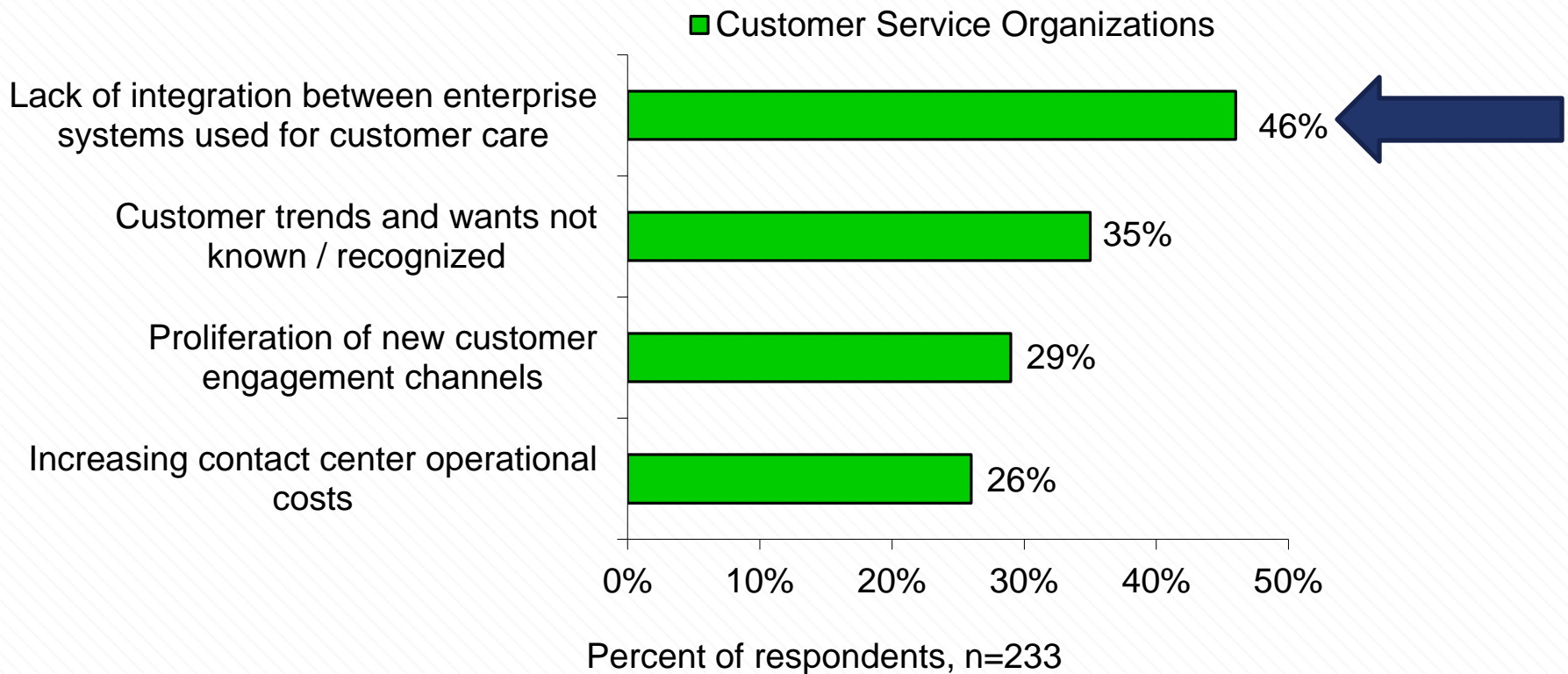# WHO ARE THE BEST-IN-CLASS?
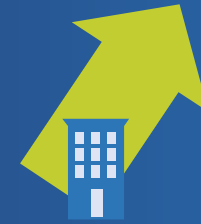
	Best-in-Class	All Others
Customer retention rate	89%	33%
Annual change in company revenue	9.5%	3.4%
Annual change in first contact resolution rates	8.5%	1.6%
Annual change in average cost per customer contact	7.5%	0.2%

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TOP CHALLENGES IMPACTING CUSTOMER SERVICE PROGRAMS

Percent of respondents, n=233

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SHOW ME THE ROI

Best-in-Class

All Others

- **Revenue Gain**   9.5%   3.4%

If annual revenue= $100 million

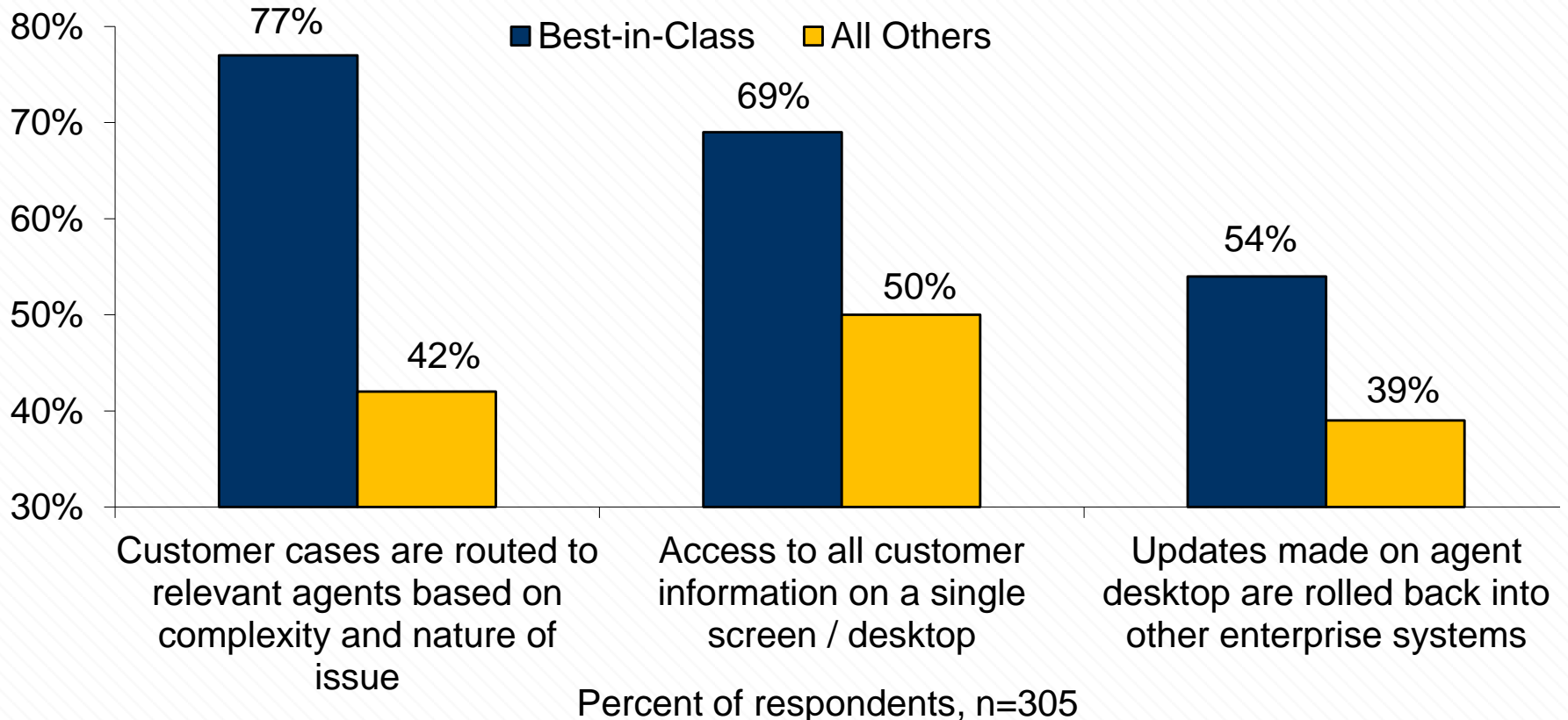***Revenue Impact: $6.1 million***

- **Cost Reduction**   7.5%   0.2%

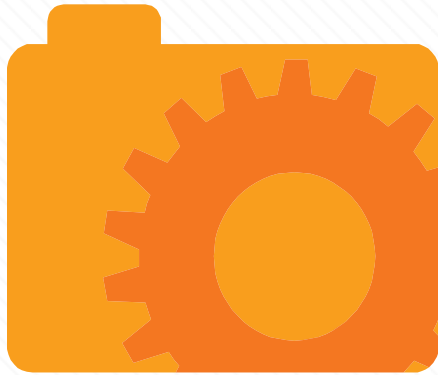*If annual service costs= $10 million*

Cost Impact: $0.7 million

STEPS FOR SEAMLESS INTEGRATION

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EMPOWER AGENTS WITH RELEVANT KNOWLEDGE

Bar chart comparing Best-in-Class and All Others percentages:

- Customer cases are routed to relevant agents based on complexity and nature of issue: Best-in-Class 77%, All Others 42%
- Access to all customer information on a single screen / desktop: Best-in-Class 69%, All Others 50%
- Updates made on agent desktop are rolled back into other enterprise systems: Best-in-Class 54%, All Others 39%

Percent of respondents, n=305

4

Agents Need Easier and More Timely Access to Data

Number of applications agents needs to manage during a typical interaction

- On average, agents spend 13% of their time navigating through four different systems to find and access relevant insights to serve customers.

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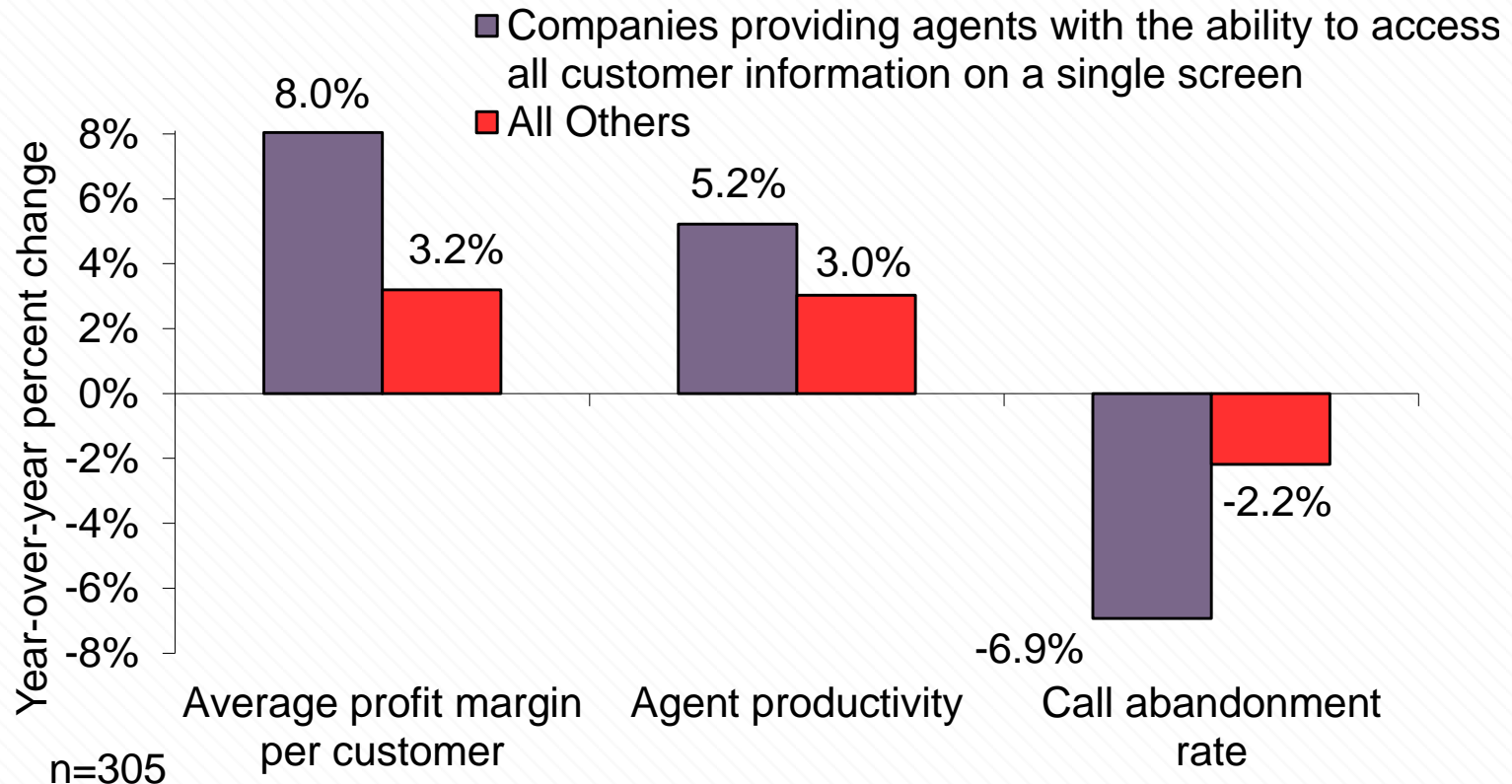A HARTE HANKS COMPANY

Cost of Unproductive Agent Time
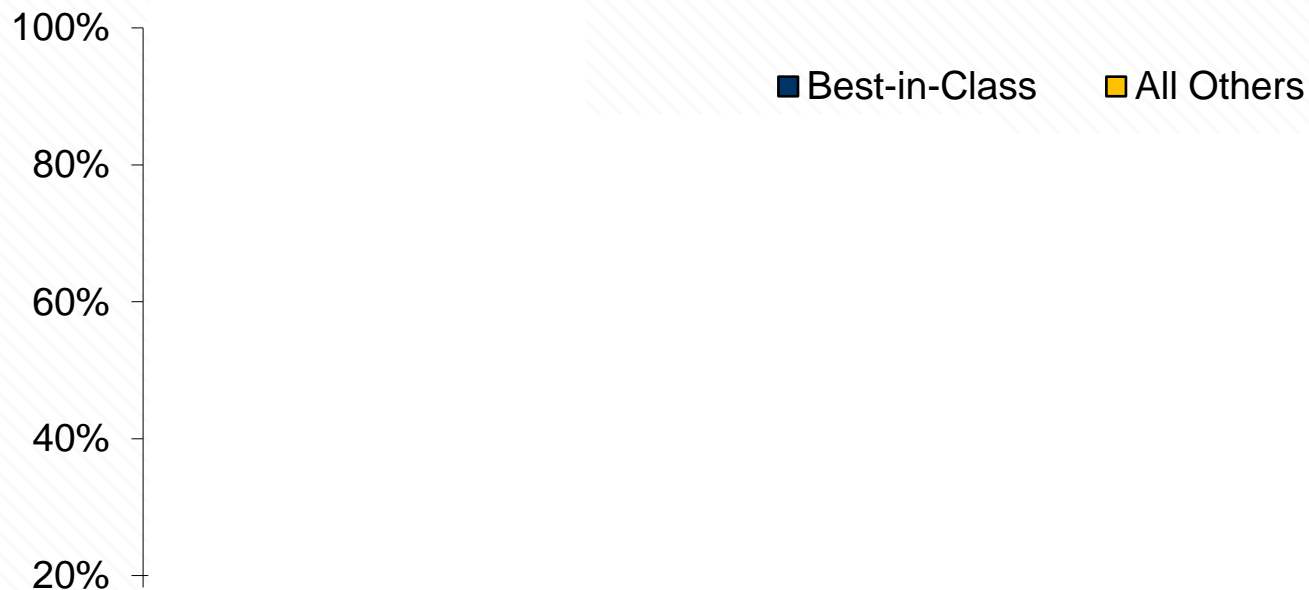
Cost of Poor Agent Desktop Optimization Efforts

$1.56 million

- Assuming an average annual cost of $40,000 per agent, this means that **a contact center with 300 agents incurs an average of $1.56 million in unnecessary costs** due to unproductive agent time.

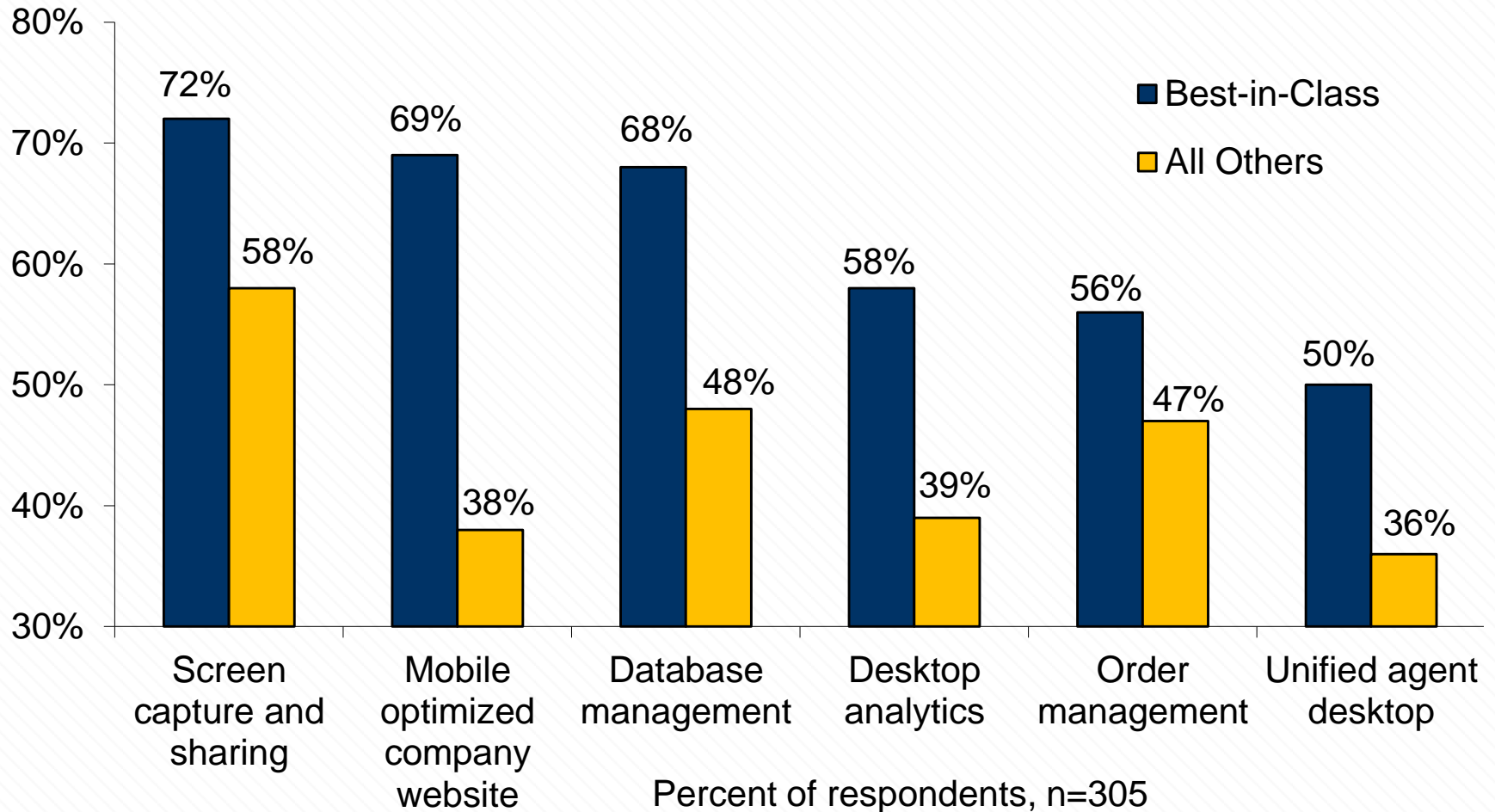# BETTER AGENT EXPERIENCE = BETTER CUSTOMER EXPERIENCE

ESTABLISH VISIBILITY ON THE CUSTOMER JOURNEY FOR
BETTER PERSONALIZATION

■ Best-in-Class   ■ All Others

100%

80%

60%

40%

20%

activities   Percent of respondents, n=305

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KEY TECHNOLOGY ENABLERS

Percent of respondents, n=305

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Net Financial Impact of Best Practices in Establishing an Omni-Channel Contact Center

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KEY LEARNINGS

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IBM's Call Center solution provides a single commerce touch point for both B2B and B2C customer service teams

- Out of the box integration to web, store, and point of sale

- Single view of orders in progress, carts, and past orders

- Single view of all supply and demand to save the sale and increase revenues

- More relevant cross-sell/up-sell offerings for customers

- Special order modifications such as price matches and discounts

- User-defined scripts to direct the call center agent

- An easy to use, intuitive, WYSIWYG workbench for faster extensions and integrations
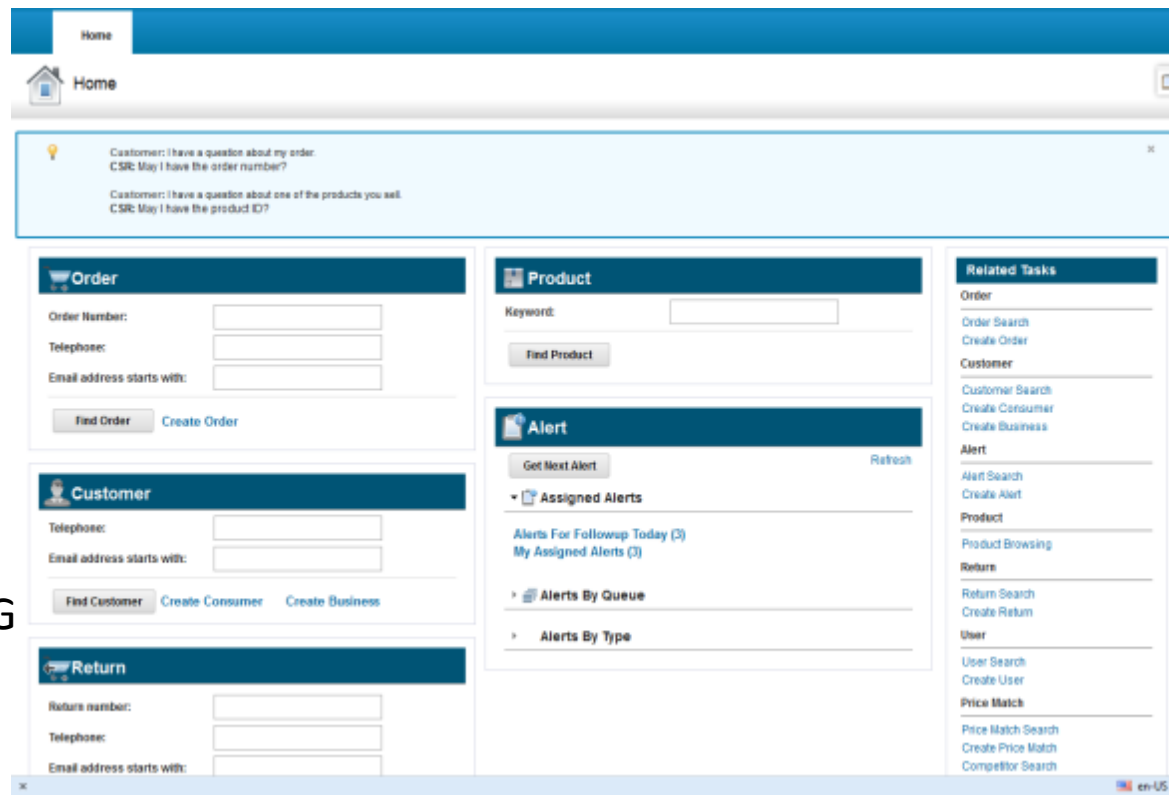
IBM enables our customers to deliver a unified customer experience across all touch-points

Omni-channel foundation provides visibility and automated processes that help enable the utilization of multiple fulfillment strategies such as buy on-line and pick-up in store

Single source of customer order, cart, and inventory visibility helps ensure a seamless experience across channels for customers, partners, and suppliers

Web based technology improves productivity and efficiency with intuitive, easy to use UI's and an easy to deploy solution

Part of a complete Commerce solution that enables a highly personalized buying experience from initial customer interaction through order capture and fulfillment
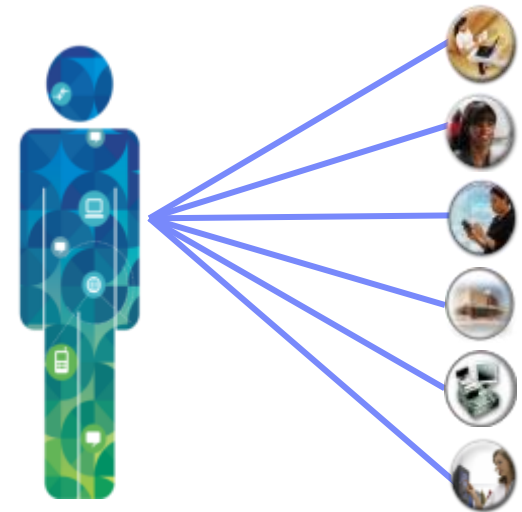
For More Information visit: www.ibm.com/b2bcommerce

THANK YOU

For more information on this and other topics, please visit aberdeen.com

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Q & A

Please use the Q&A box on your screen to submit questions.

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