Vision, Mission & Strategy - Contact Centers & the Customer Journey

Expert Class

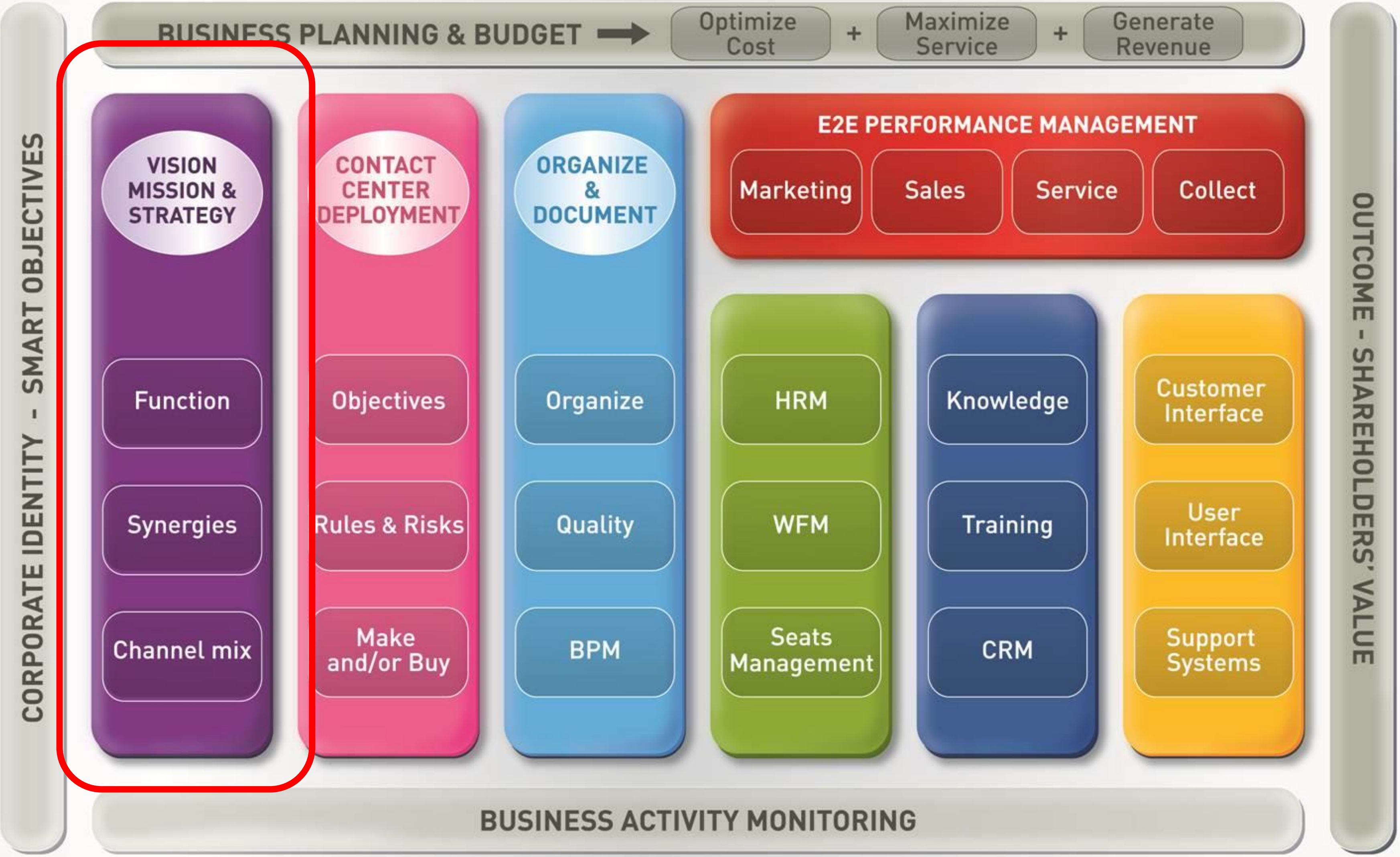
Contact Center Management

23-24/02/2018

CONTACT CENTER OPERATING MODEL©

To get the most value out of your contact center

LEVEL 4 CONTACT CENTER
www.thocc.com



BUSINESS PLANNING & BUDGET → Optimize Cost + Maximize Service + Generate Revenue

CORPORATE IDENTITY - SMART OBJECTIVES

VISION MISSION & STRATEGY
- Function
- Synergies
- Channel mix

CONTACT CENTER DEPLOYMENT
- Objectives
- Rules & Risks
- Make and/or Buy

ORGANIZE & DOCUMENT
- Organize
- Quality
- BPM

E2E PERFORMANCE MANAGEMENT
- Marketing
- Sales
- Service
- Collect

- HRM
- WFM
- Seats Management

- Knowledge
- Training
- CRM

- Customer Interface
- User Interface
- Support Systems

OUTCOME - SHAREHOLDERS' VALUE

BUSINESS ACTIVITY MONITORING

www.thocc.com

ANDERSEN
CONSULTING

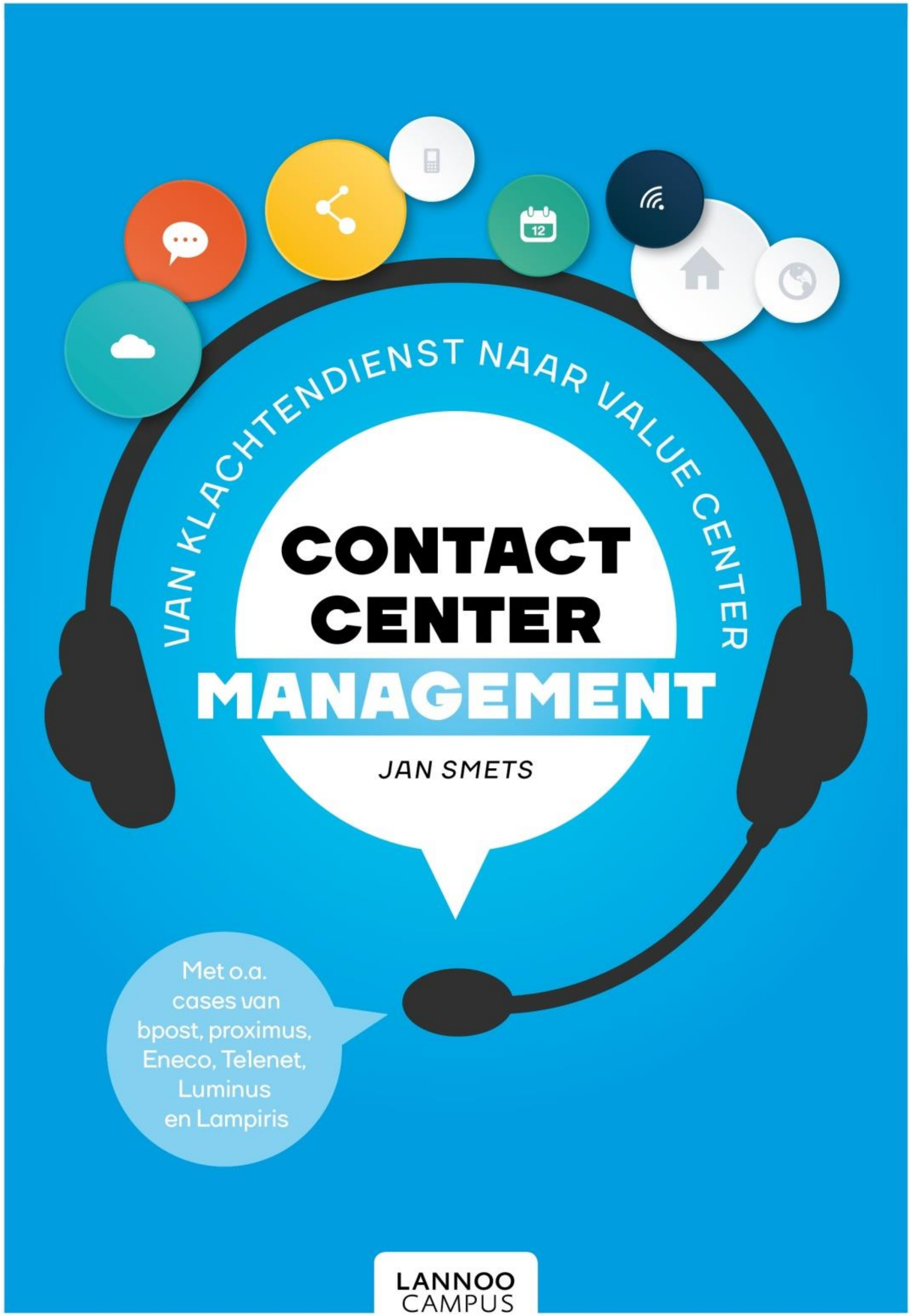
belgacom

bpost

Disclaimer :

“Just because I work for them,

does not mean I speak on their behalf”



VAN KLACHTENDIENST NAAR VALUE CENTER

CONTACT
CENTER
MANAGEMENT

JAN SMETS

Met o.a.
cases van
bpost, proximus,
Eneco, Telenet,
Luminus
en Lampiris

LANNOO
CAMPUS

Proudly presenting …

Disclaimer 2

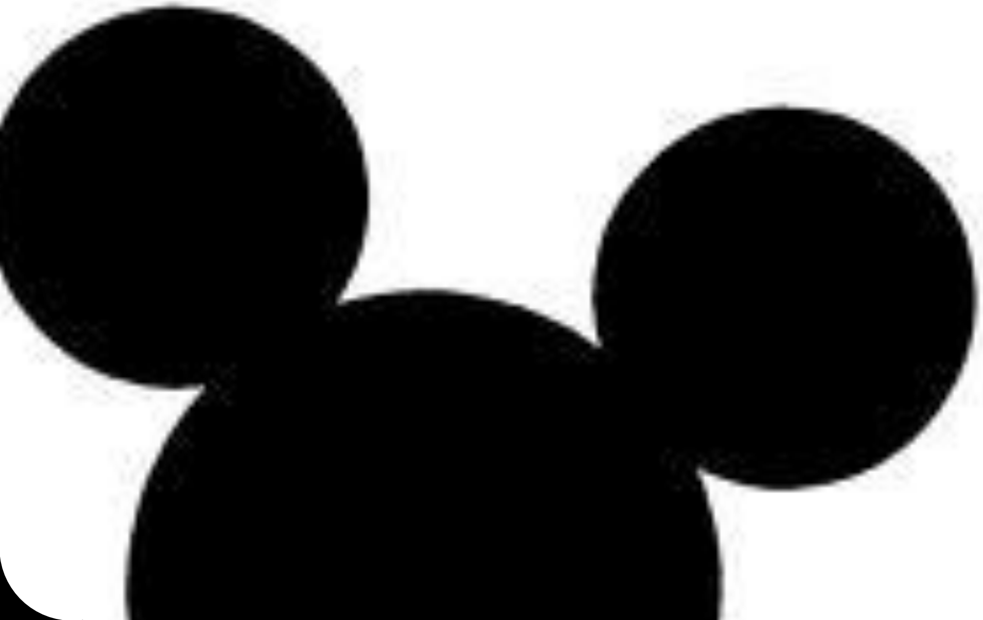
One size does not fit all

1

Context

“Customer Service is not a department”

(Lee Cockerell)



Service (s)

What customers come and pay you for

Customer service

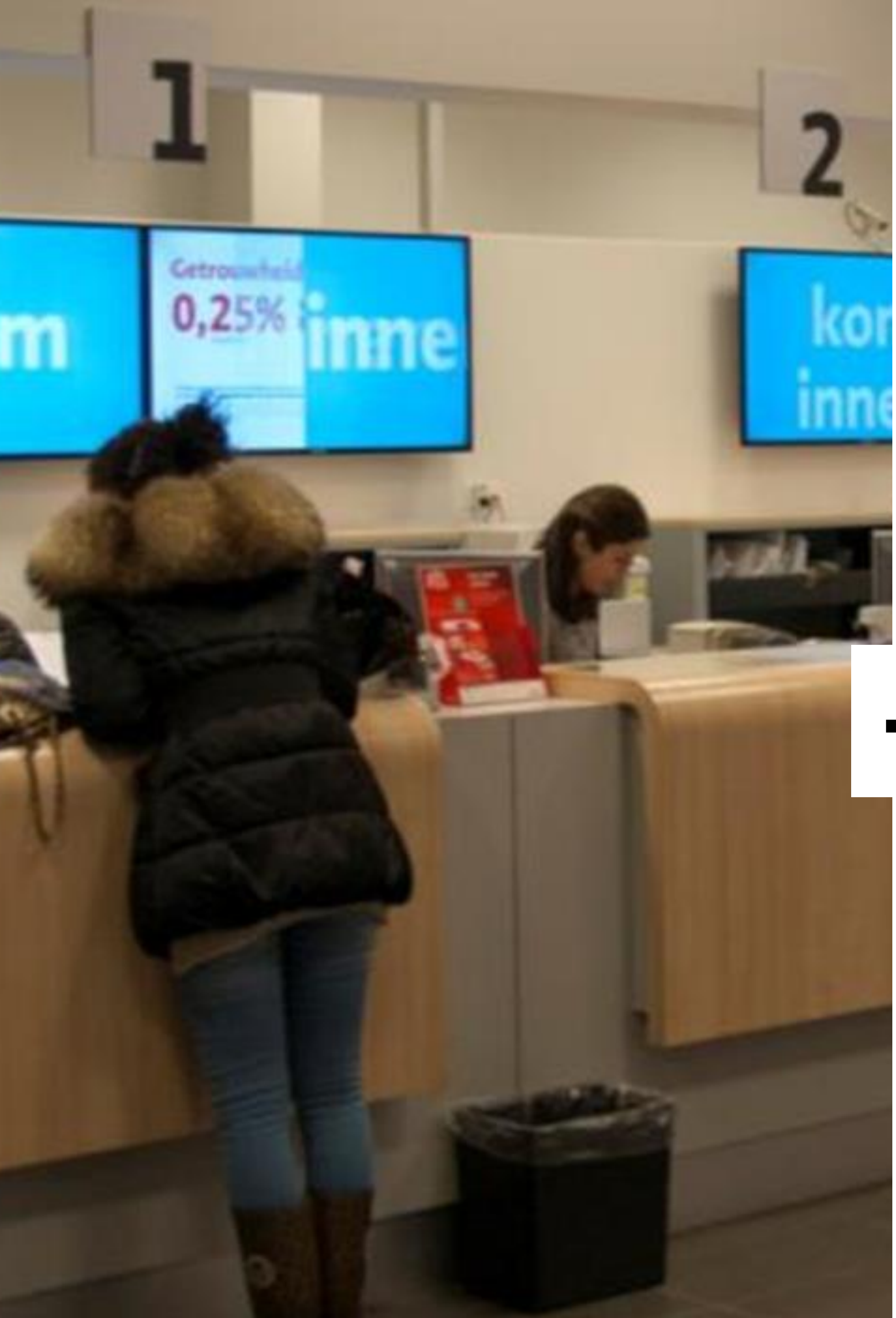
Encorporates the entire experience

Brings the human factor into the transaction

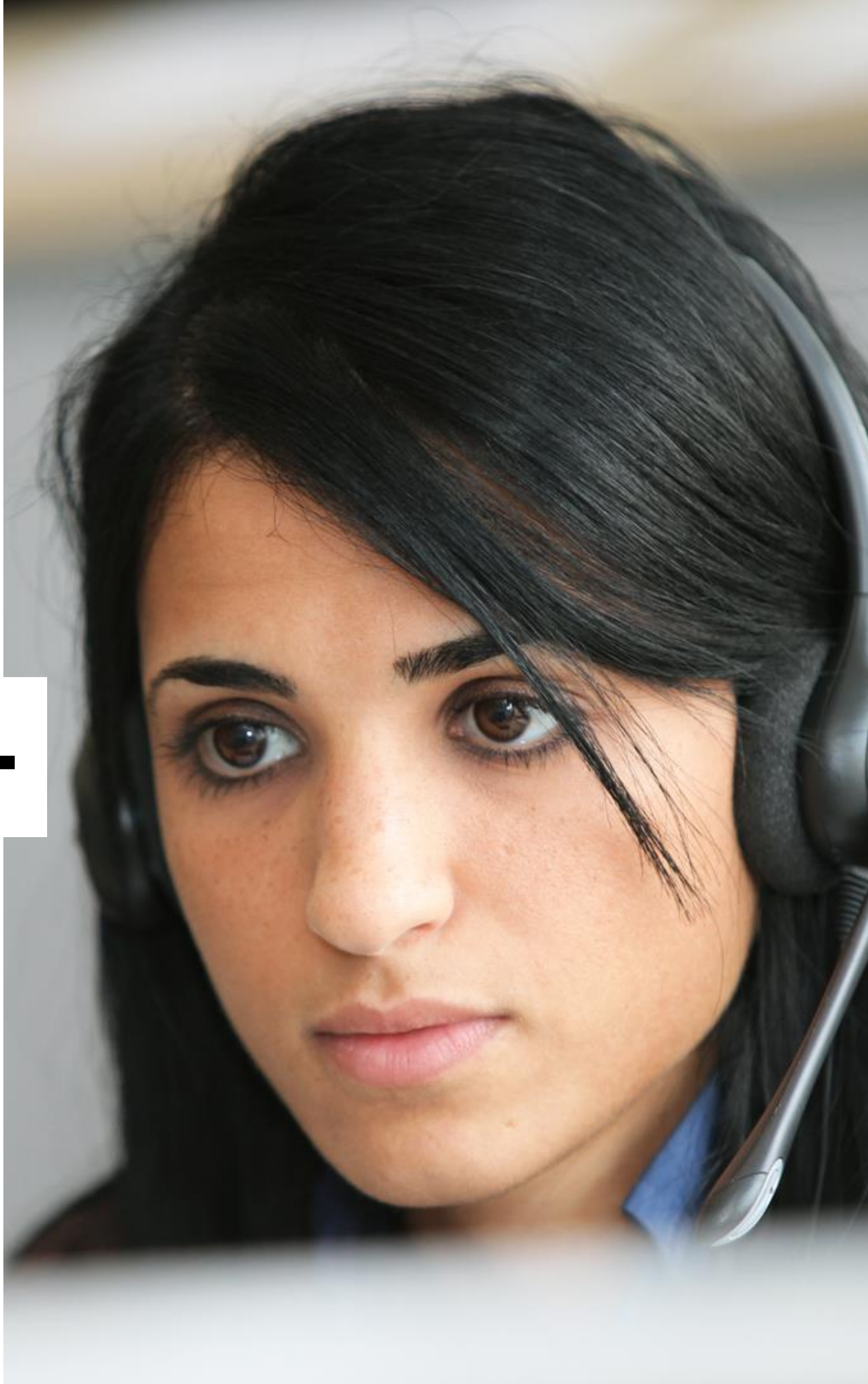
Service is

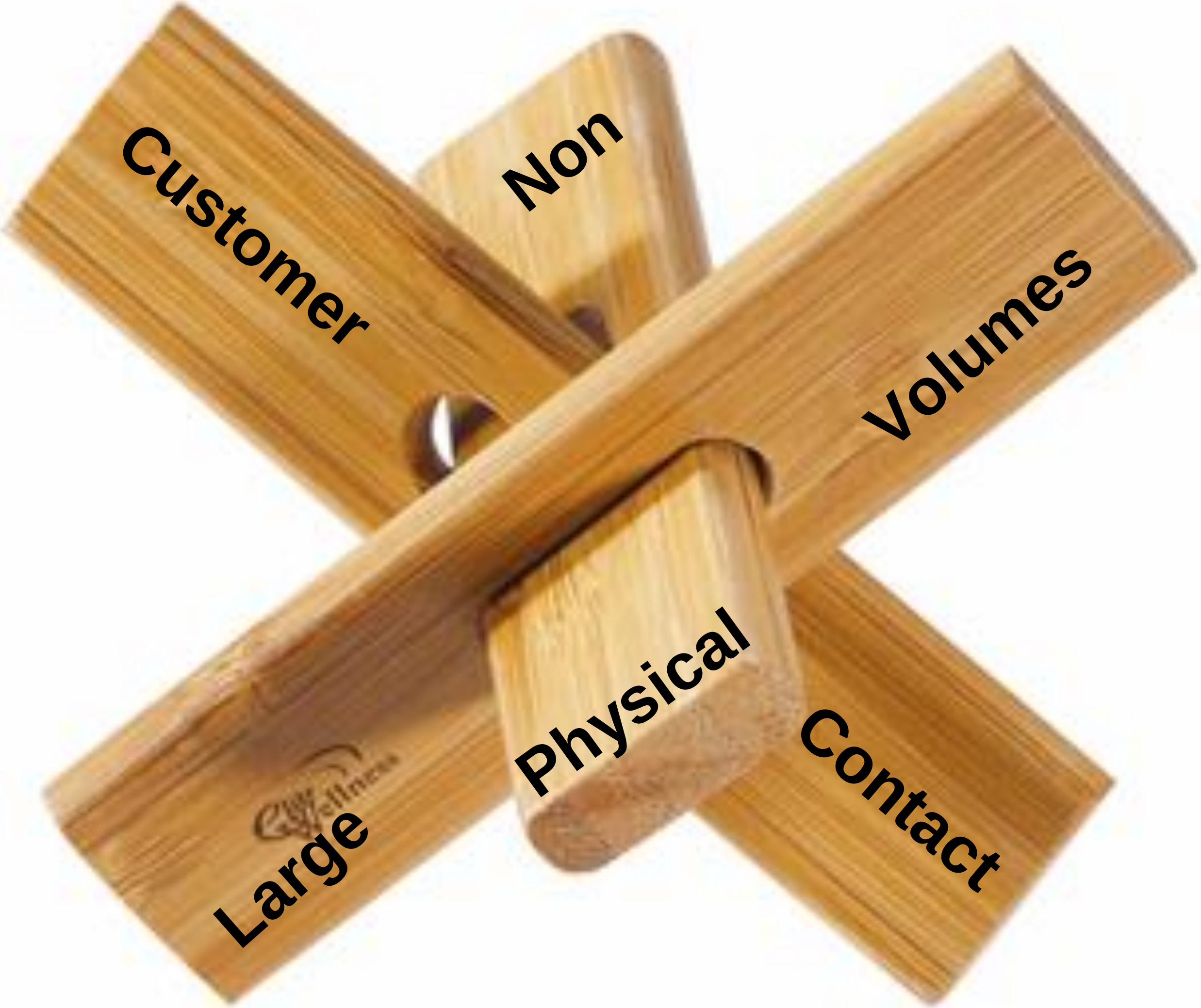
not

your exclusivity


1
2
Getrouwheid
0,25%
inne
kor
inne

+




Customer
Non
Volumes
Physical
Contact
Large

Consequences

Volumes

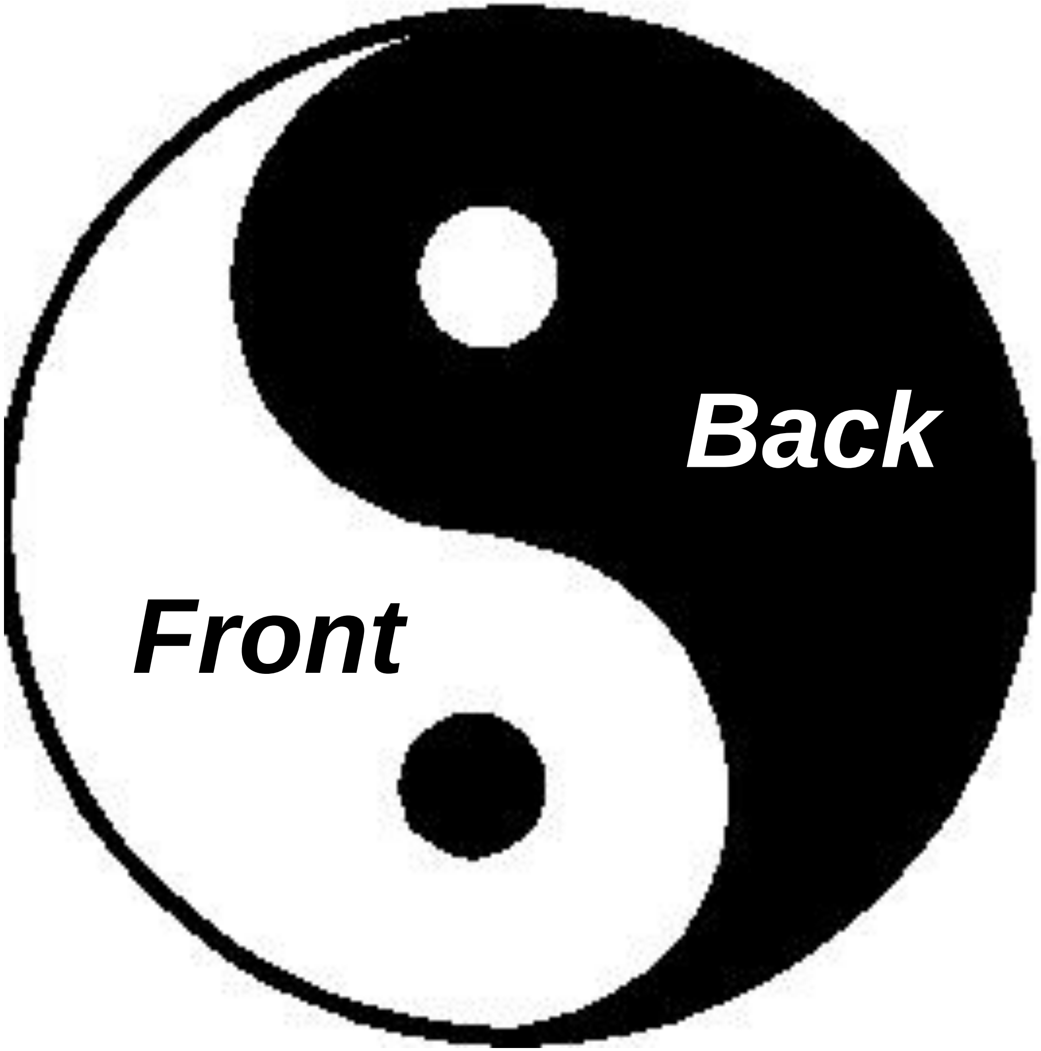
Customer Contact

Non-physical

Solutions from a distance

Customer convenience

Efficiency


Back
Front

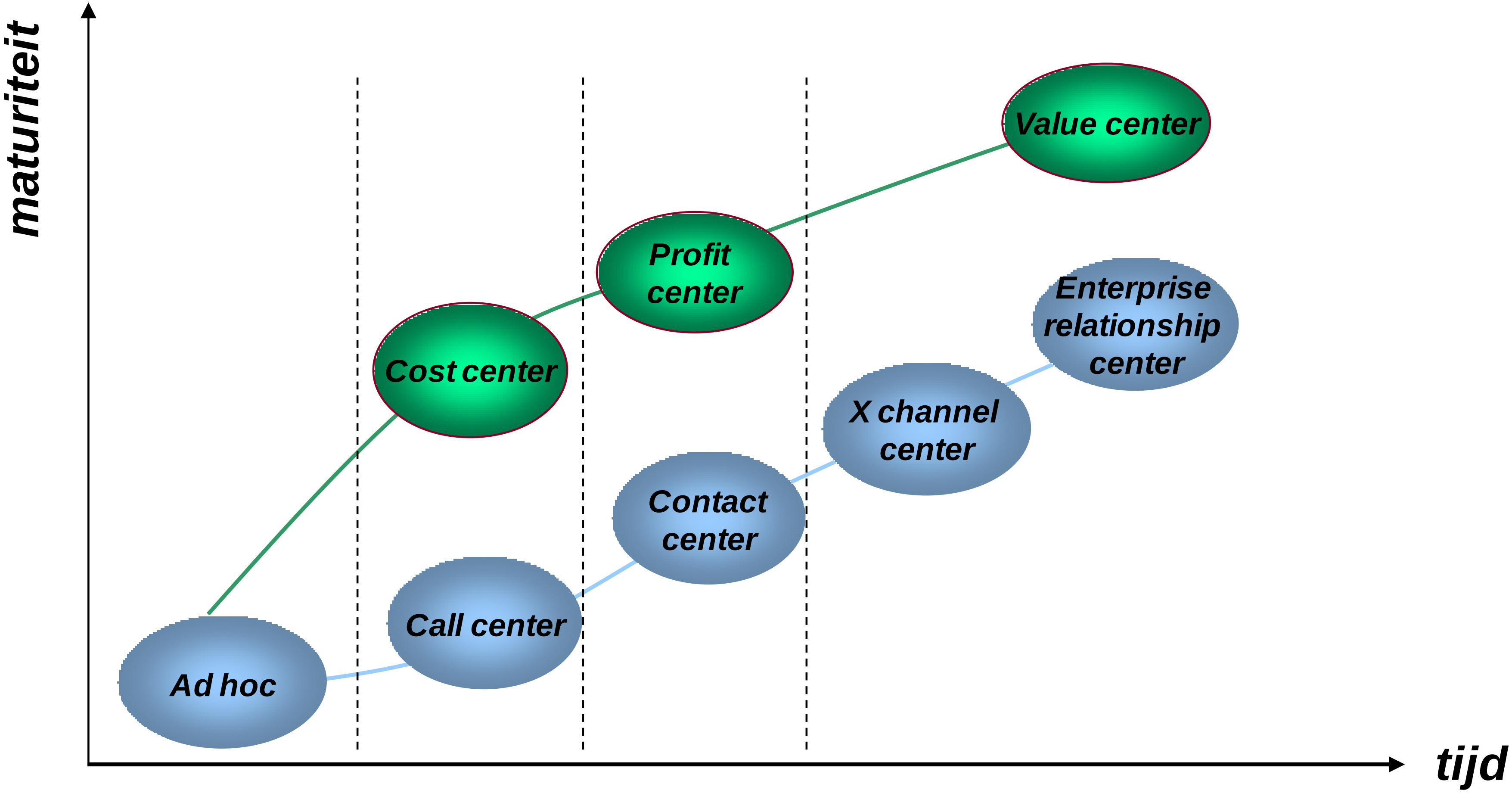
Key function(s) of the contact center

2

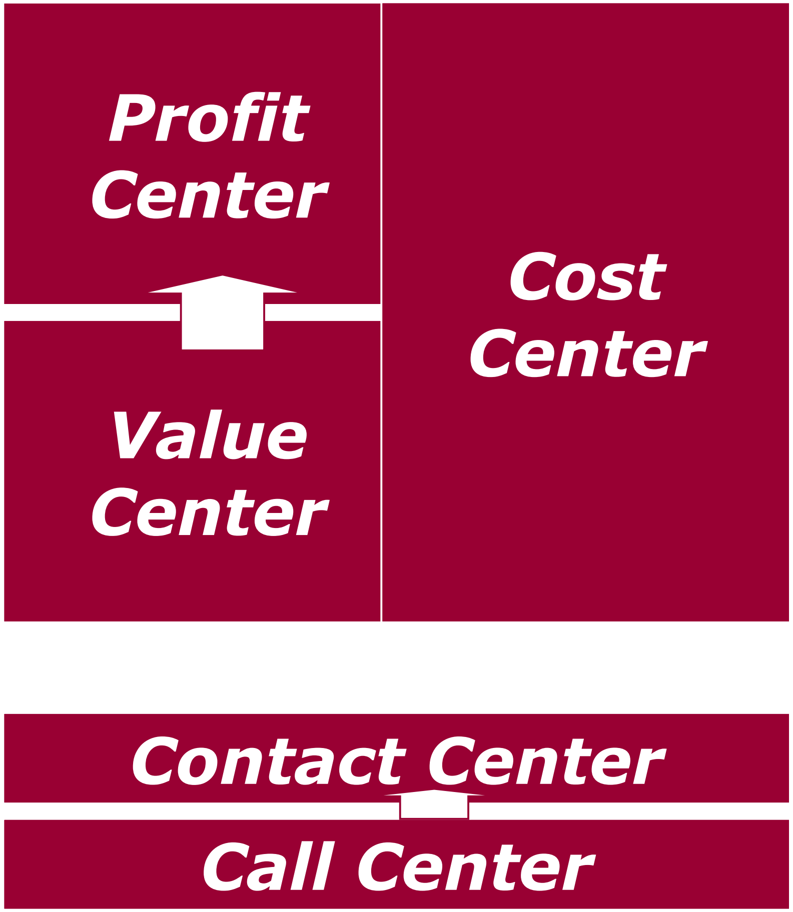
Life’s not fair…

Perceived pressure

Evolution schemes


maturiteit
Value center
Profit center
Enterprise relationship center
Cost center
X channel center
Contact center
Call center
Ad hoc
tijd

© Copyright Tote-m® Business architects



Profit Center

Value Center

Cost Center

Contact Center

Call Center

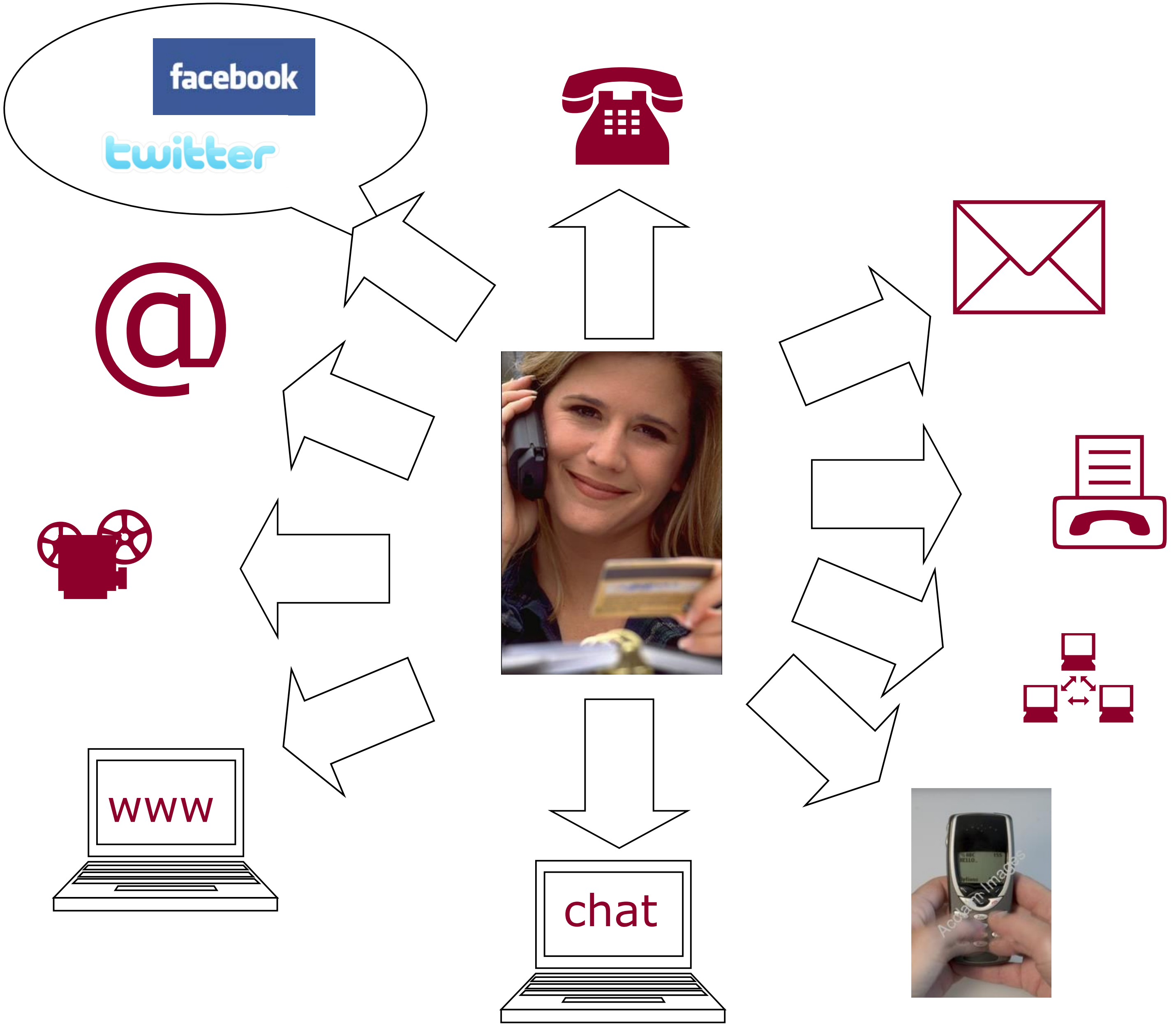
From call to contact center

Contact Center

Call Center

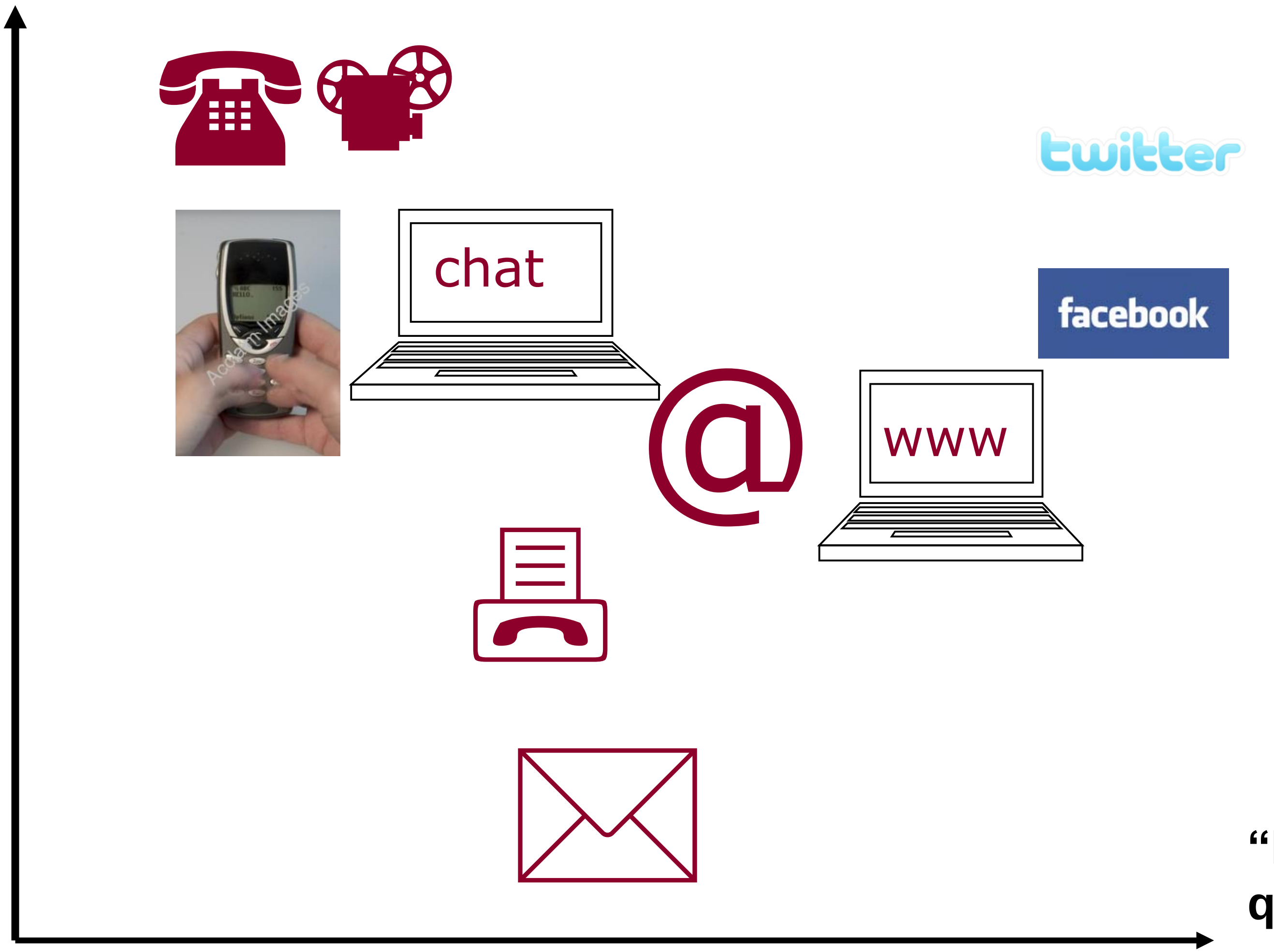
From POTS to PANS

From call to contact


facebook
twitter
@
www
chat

Beware the communication challenge

Expected speed of answer

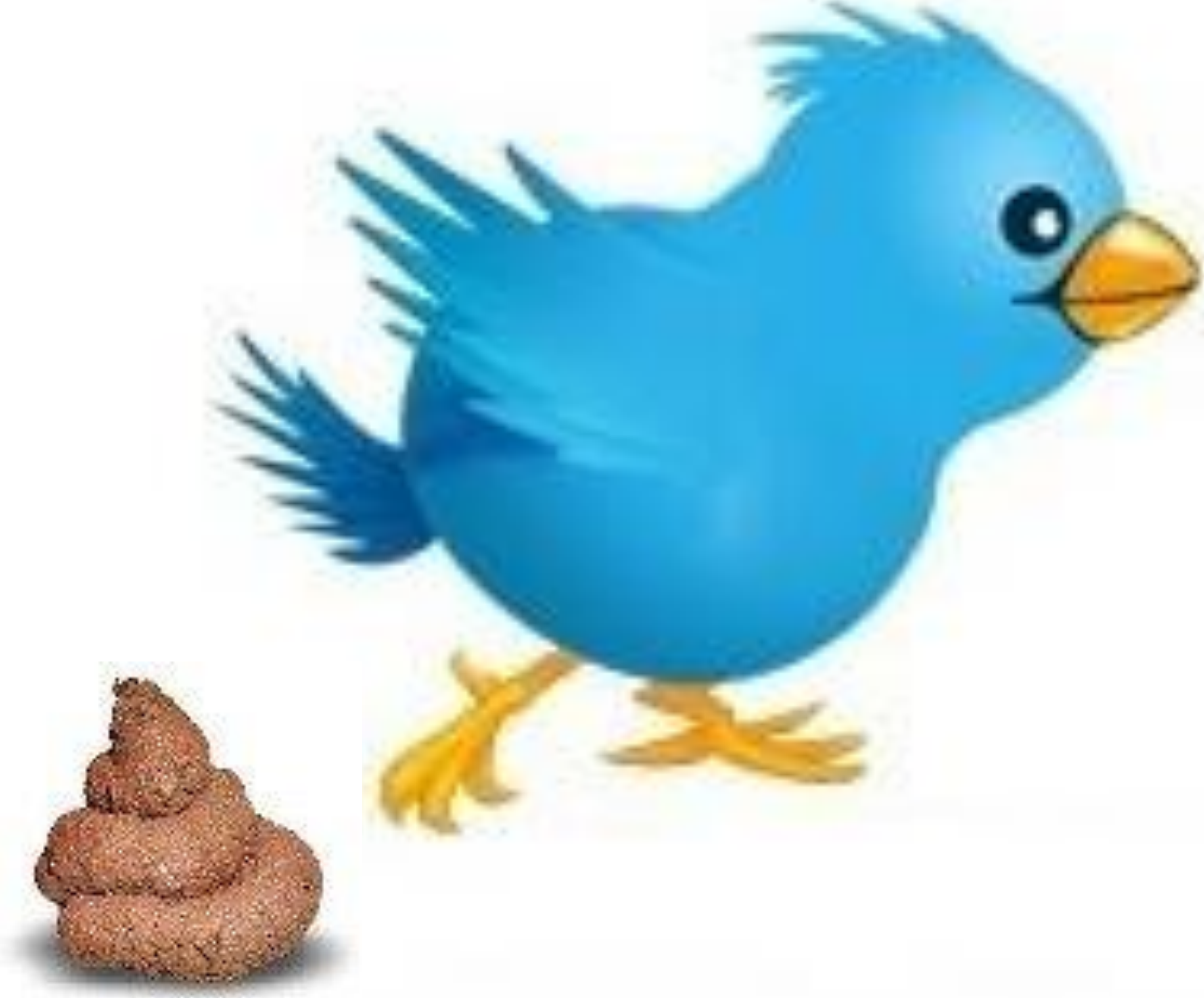

chat
@
www
twitter
facebook

“Formal”/public quality

Phone is not dead …

With Crisis lasting, money will talk.

Efficiency will prevail.



Of course it is a hype …

a hype ?

Definition of hype

noun [mass noun]

extravagant or intensive publicity or promotion

(Oxford Dictionary On line)

Nicola Millard
(BT)

United
Breaks
Guitars

(° 2009)

14.592.942

KLM Sucks…

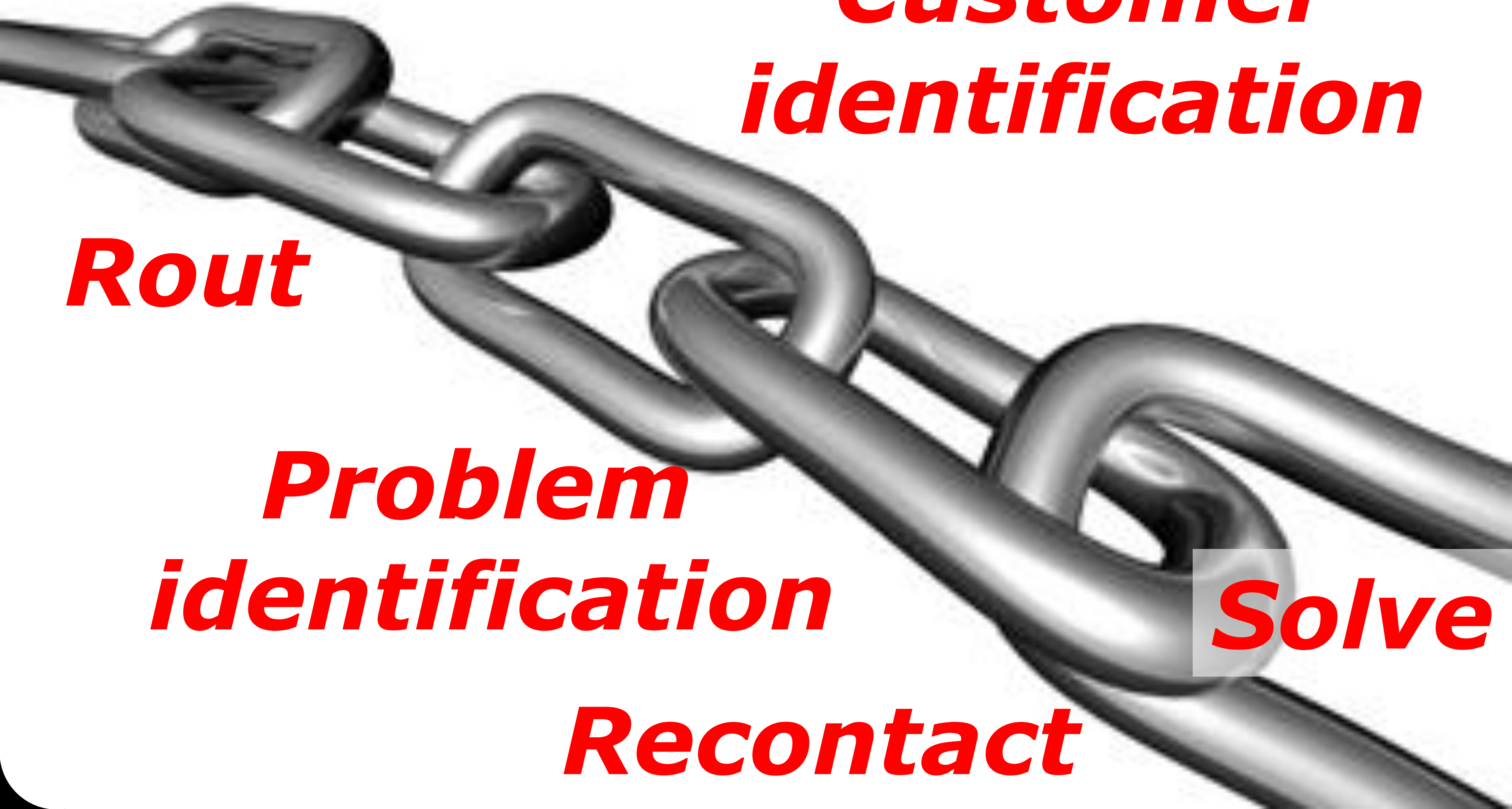
(M. Te Booy; Gforce 2012)

Show me a social media customer care success story

We'll be back soon.

..and I might just show you a failure story about the classic channel

Make sure you tackle the right problem ……



Capture

Customer identification

Rout

Problem identification

Solve

Recontact

policies

thinking
THE
BOX

Exploit before you explore

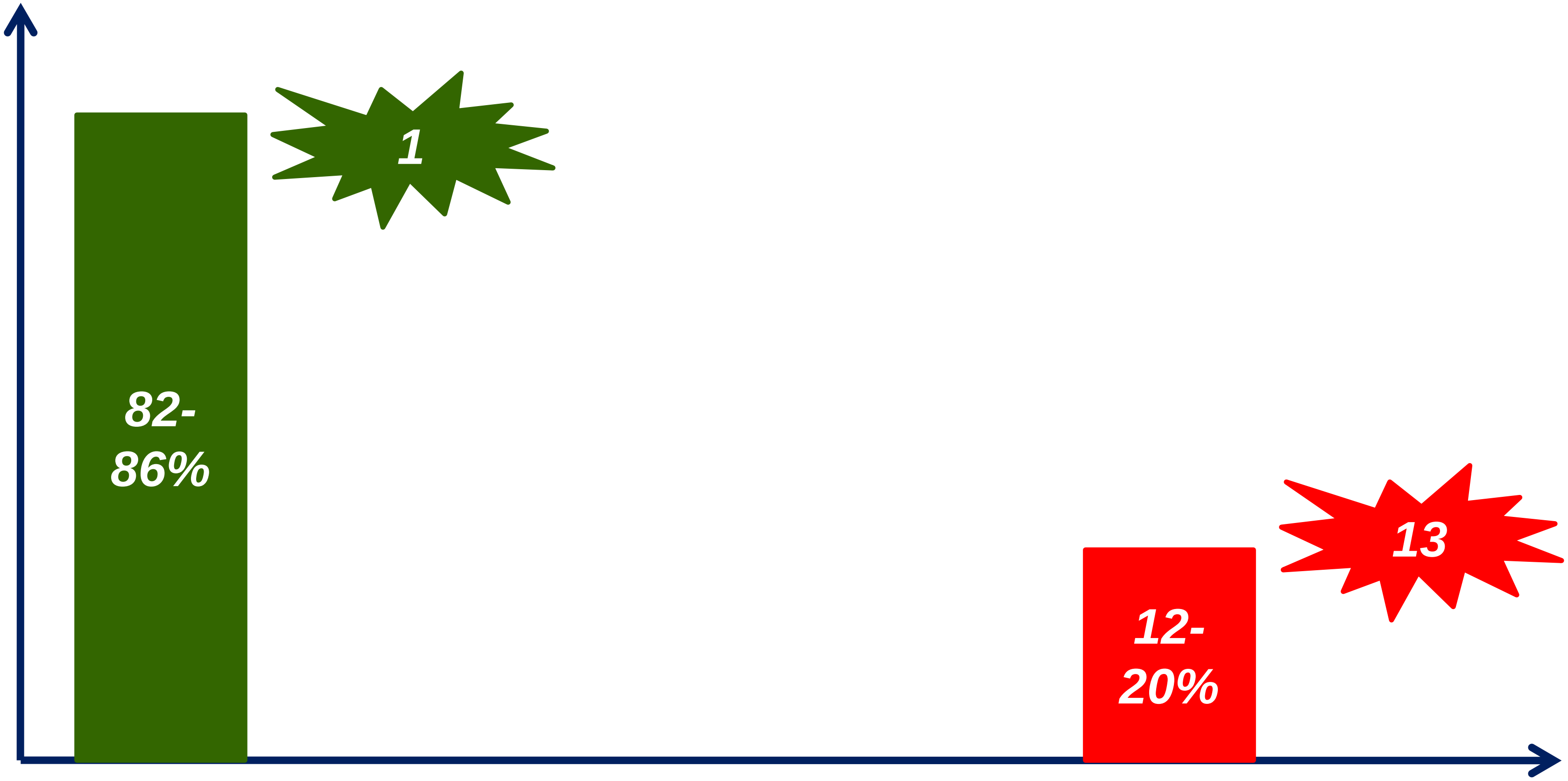
Look what the chat dragged in ….

2,7

Picture : Andrew Holbrook

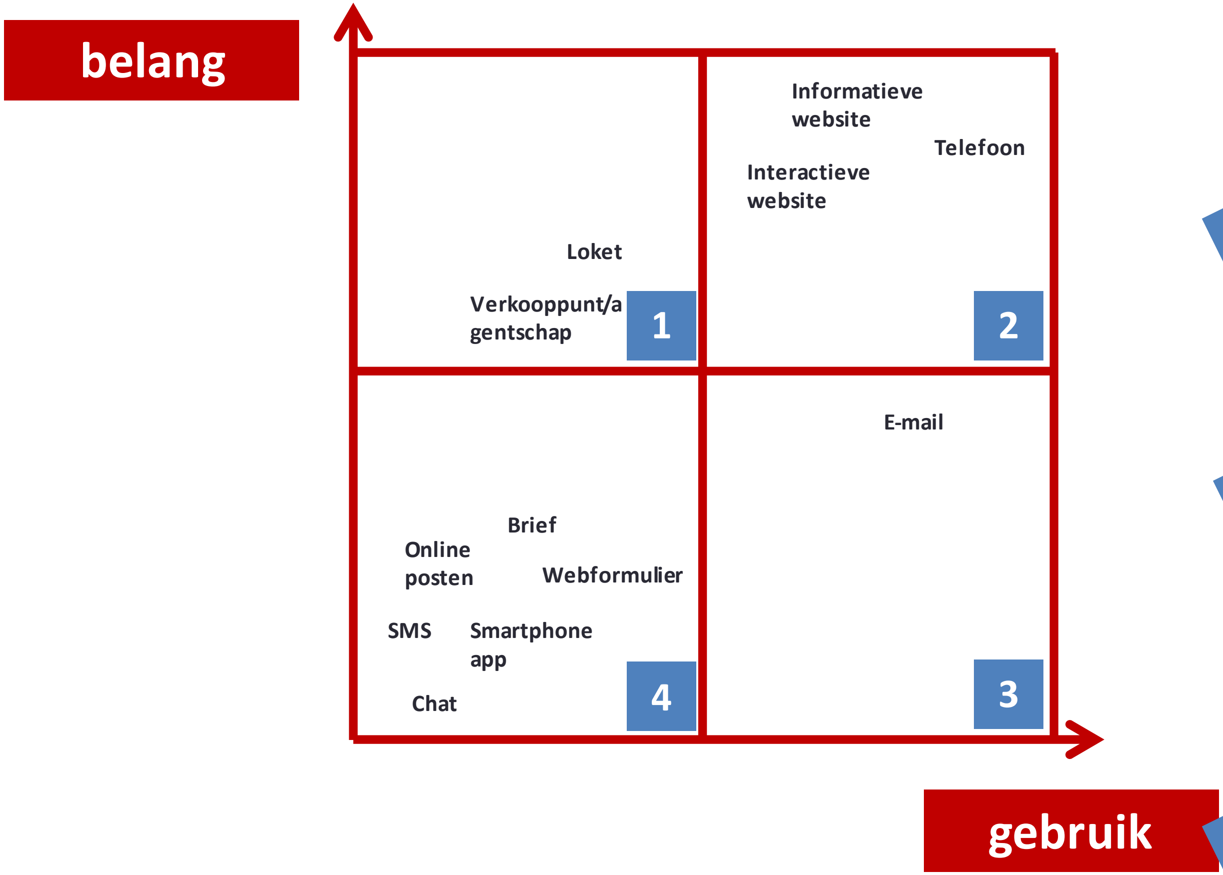
Phone is not dead …

“which channels do you expect to use in the future to contact organisations ?”



The Autonomous Customer report, BT/Avaya, 2012

2013 channel preference (CCLA/THoCC)



1

Minder gebruikte maar wel belangrijke kanalen:
loket en verkooppunt/agentschap

2

Veel gebruikte en belangrijke kanalen:
websites en telefoon

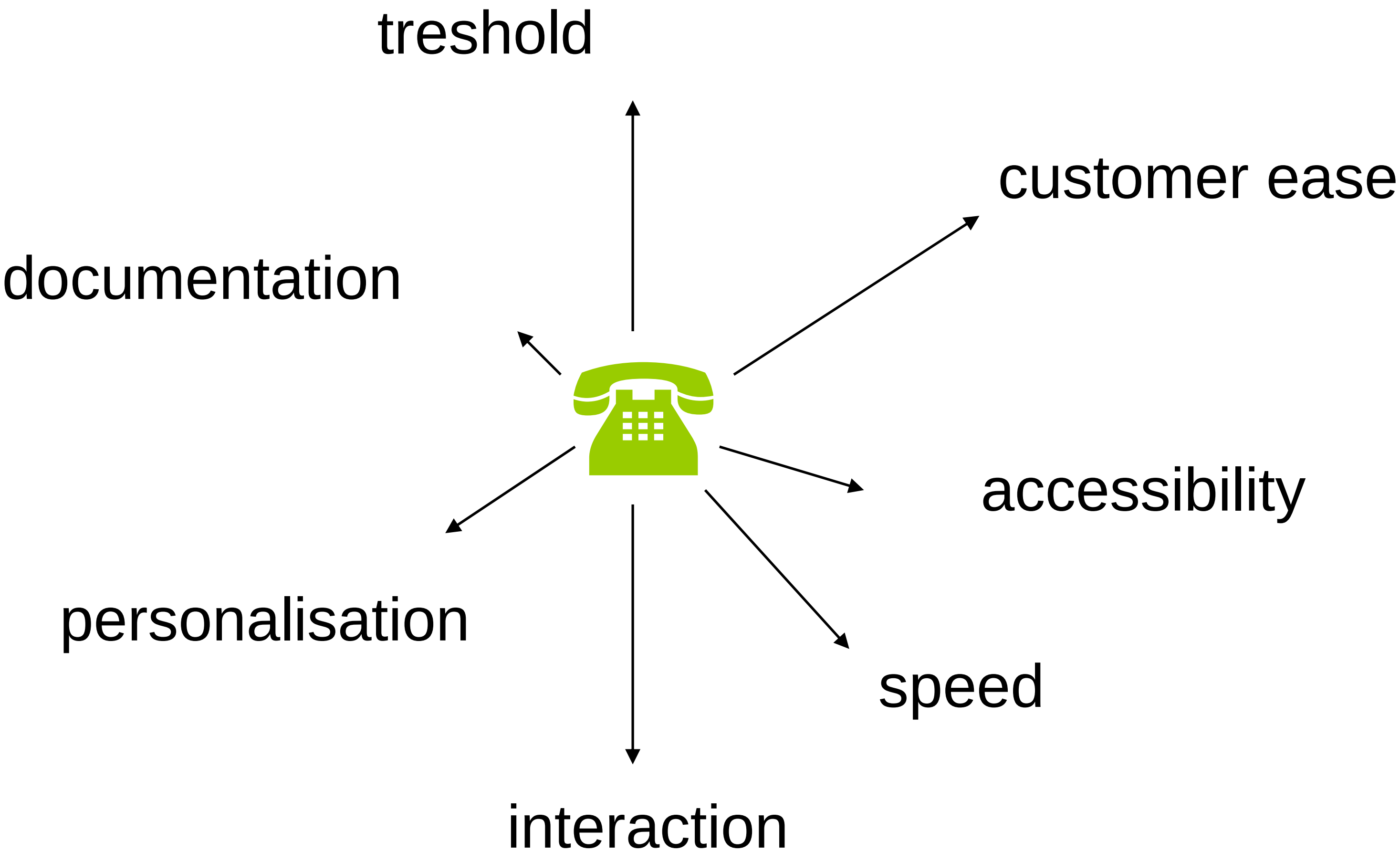
3

Veel gebruikt maar minder belangrijk kanaal:
e-mail

4

Weinig gebruikte en minder belangrijke kanalen:
SMS, chat, app, online posten, webformulier en brief

Phone is not dead



treshold

customer ease

documentation

accessibility

personalisation

speed

interaction

Human Value add

Engaging Complex

Tailored Authentic

Personal Commercial

Dialogue Consultative

Emotional

Meet the real Conversation Manager

… but it will be a Smartphone

Self service opportunities galore…

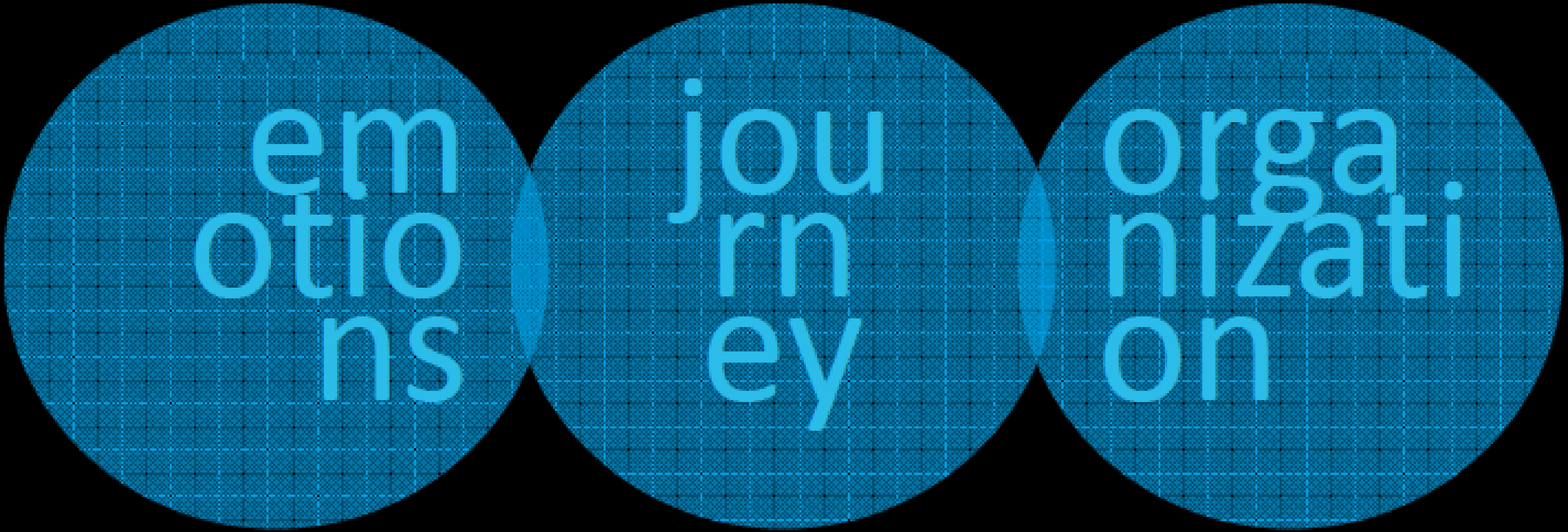
Complexity

Value Center

Contact Center

Call Center

A customer experience is



emotions

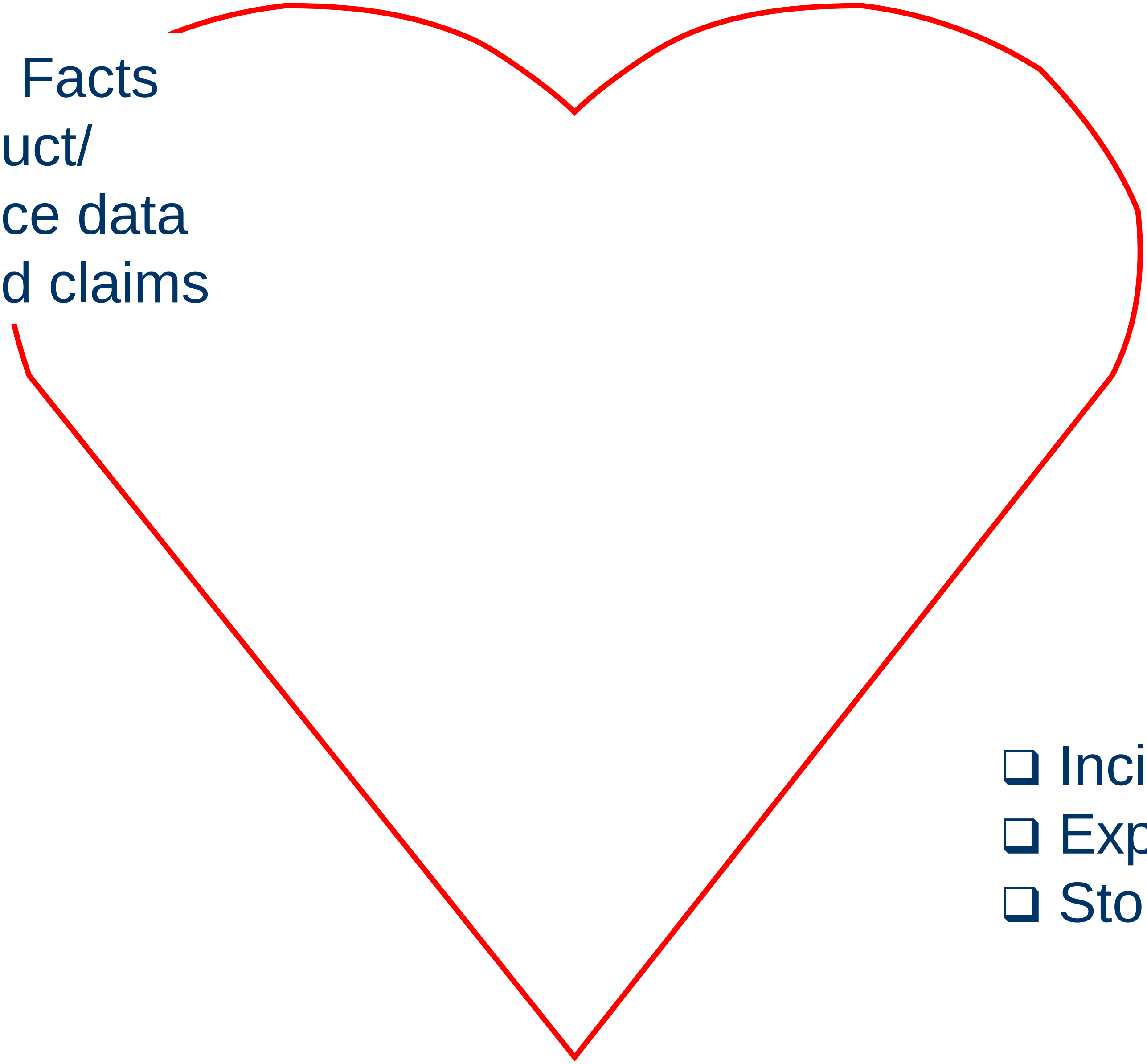
journey

organization

How a customer
feels and remembers

a journey of
interactions

with and about
an organization



- Hard Facts
- Product/ service data
- Brand claims

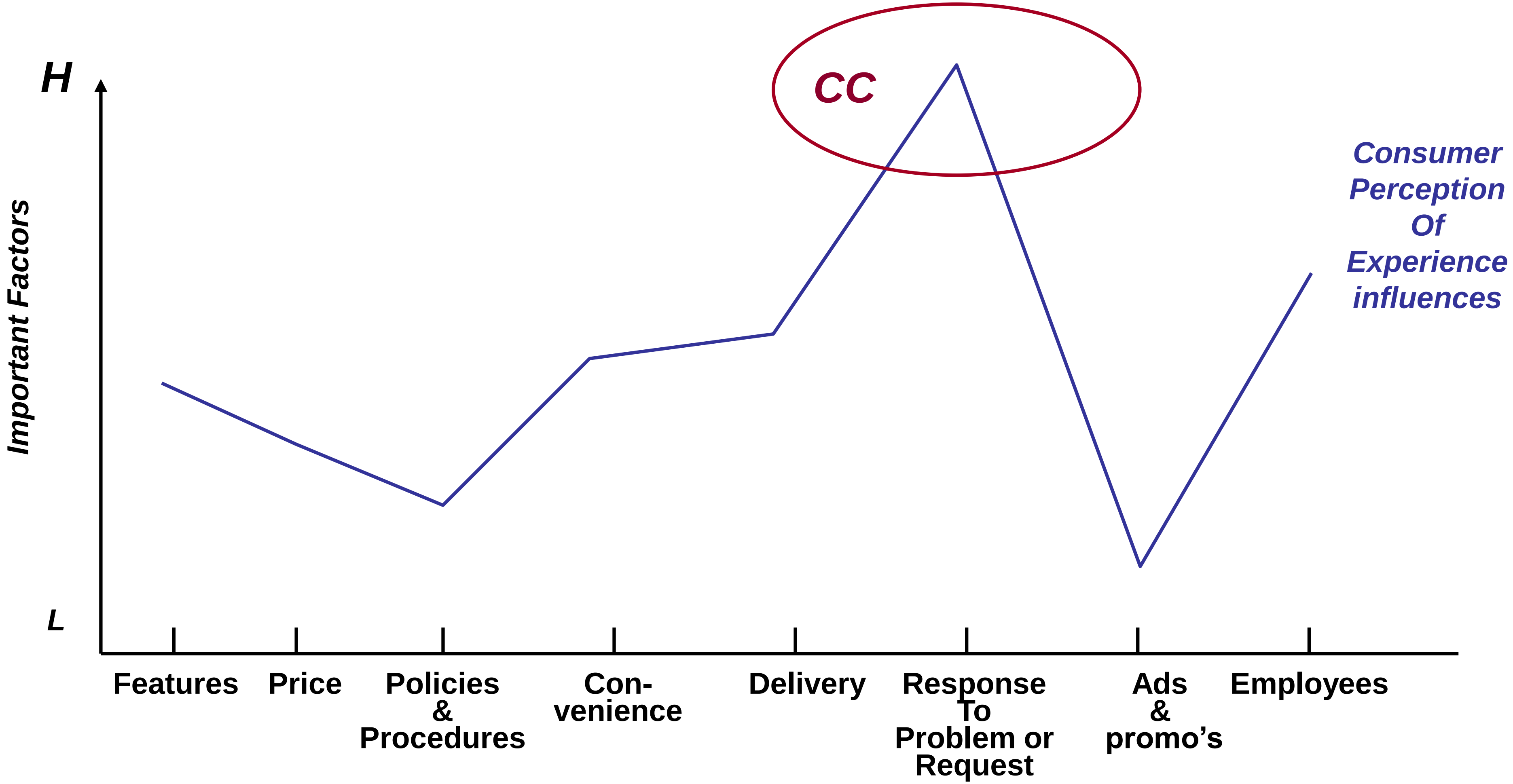
- Incidents
- Experience
- Stories

It's the emotional tail wagging the rational dog

> “SAS is created 50 million times a year, 15 seconds at a time.
> These 50 million “moments of truth” are the moments that ultimately determine whether SAS will succeed or fail as a company”

Jan Carlzon

Your Contact Center attracts Moments of Truth



Taken from whitepaper "Customer experience happens in the contact center"
Attributed to Forum Corporation, 2002

Contact center can support every phase in cycle

“Value”
company ifo
“efficiency”
(cost) ?

“Value”
customer?

“Value”
“revenu”
(profit) ?

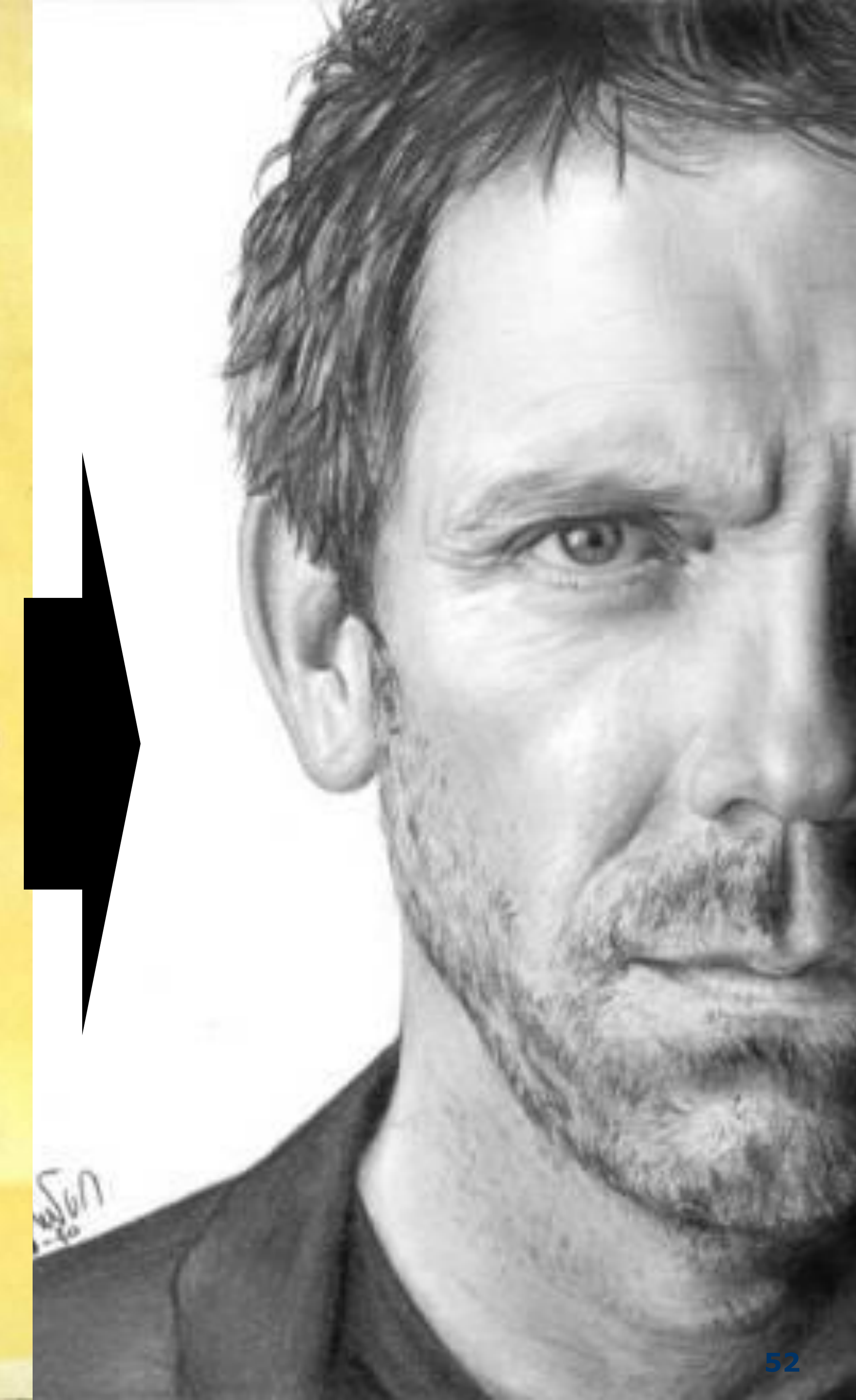
Circle of (customer) life

Inform	✓	✓	
Advise	✓	✓	✓
Sell	✓	✓	✓
Pay		✓	✓
Deliver	✓	✓	✓
After sales	✓		✓
Cancel	✓		

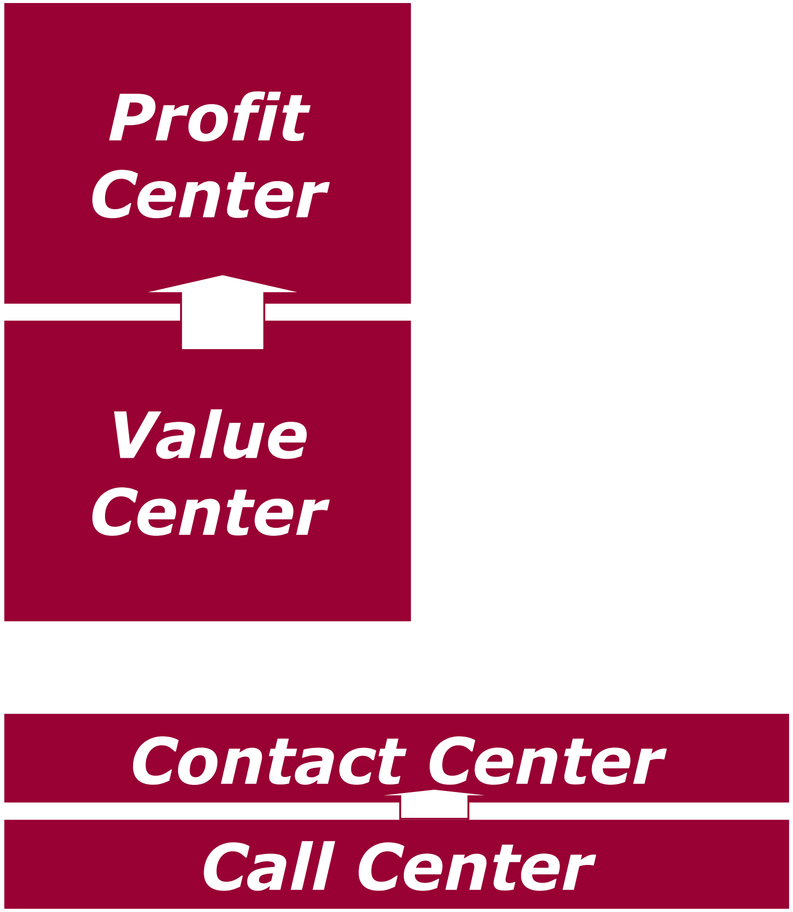
When you’re sitting on oil, drill !

BIG data

little exploitation



WFM ❤❤ **Data analysis**



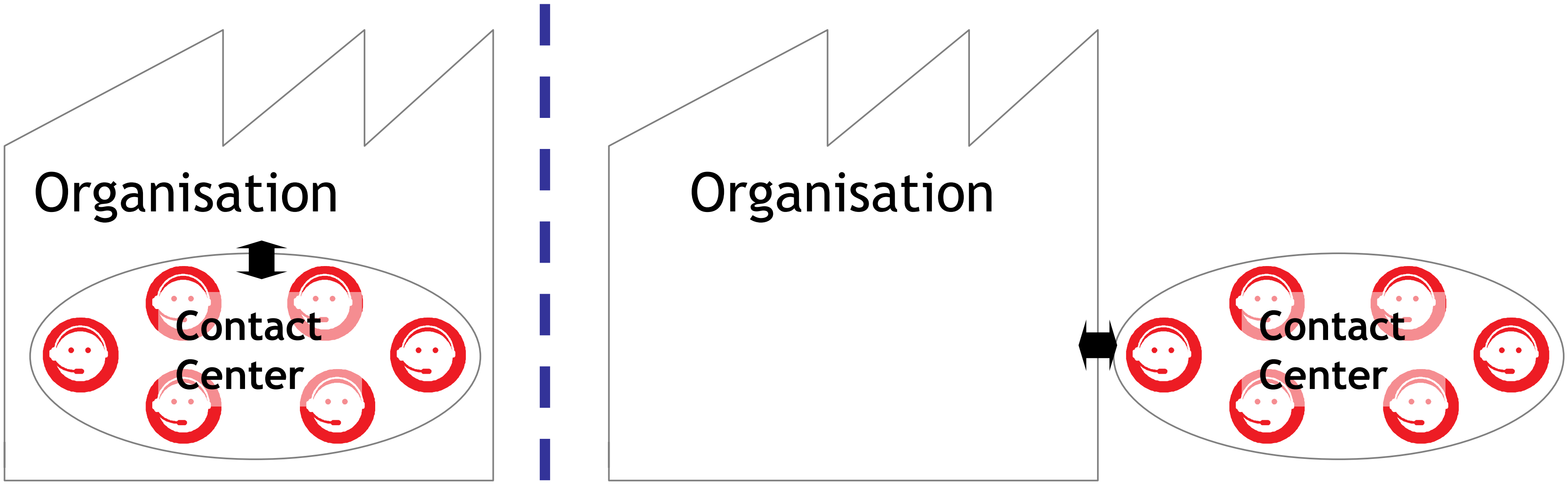
Profit Center

Value Center

Contact Center

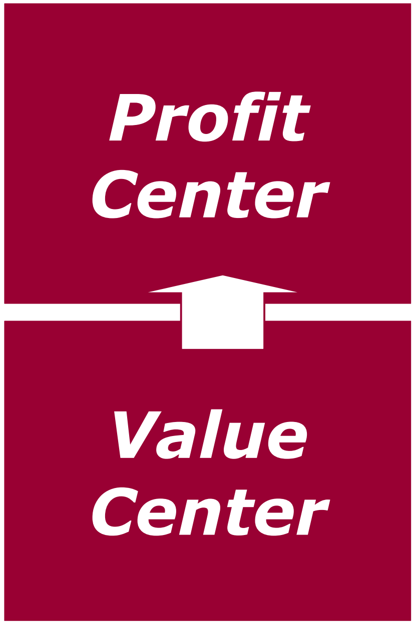
Call Center

So what about your own P&L ?


Organisation
Contact Center
Organisation
Contact Center

Whose profit is it anyway ?

Sales Is Service


Profit Center
Value Center

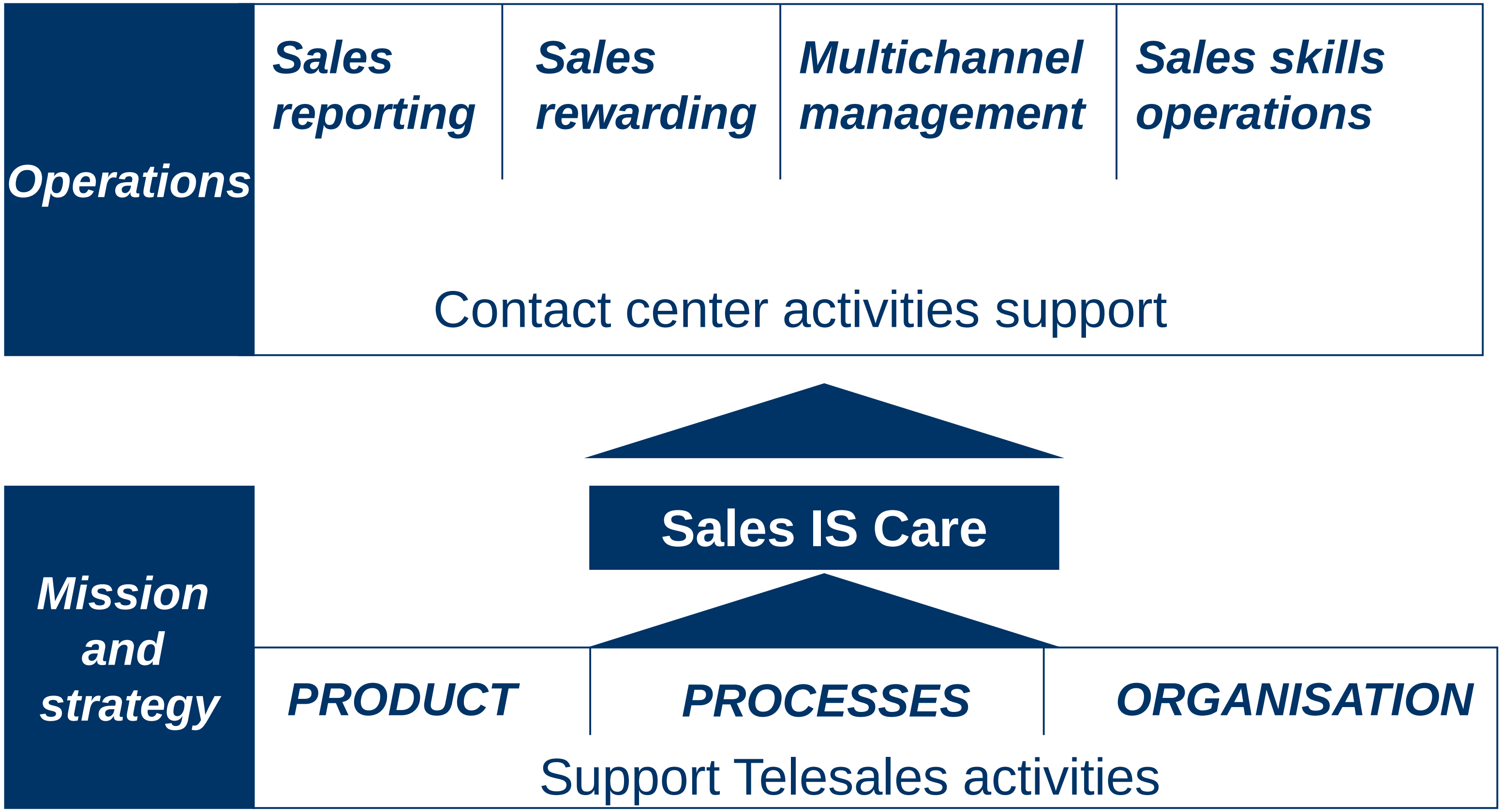
“Sales = Service”

- Only 3 situations in which “selling” is not part of “good service”:
  - No alternative
  - No slack
  - No point

From “Delivering knock your socks off service”

From Value to Profit center

Not an “easy” statement



Operations

Sales reporting

Sales rewarding

Multichannel management

Sales skills operations

Contact center activities support

Sales IS Care

Mission and strategy

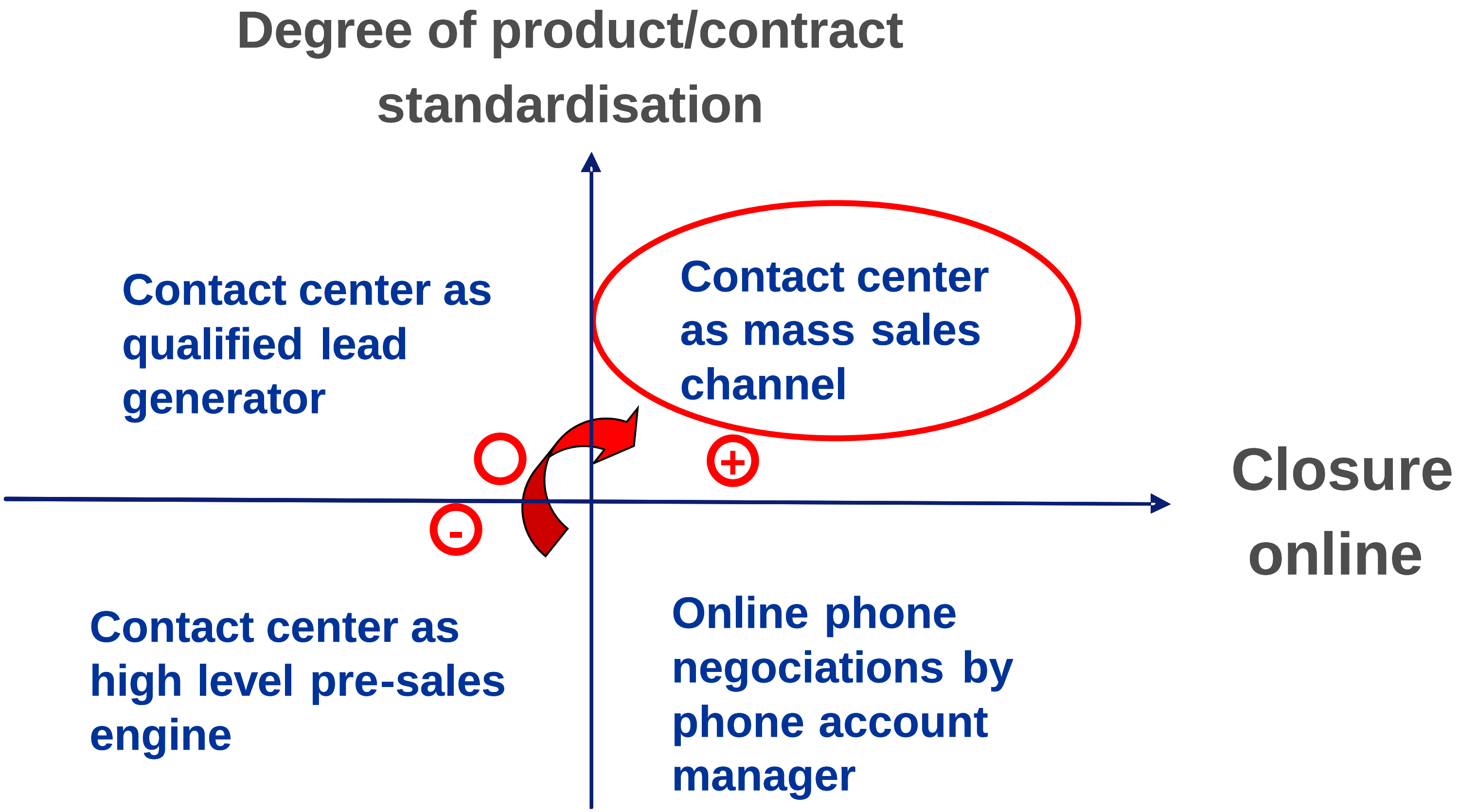
PRODUCT

PROCESSES

ORGANISATION

Support Telesales activities

From Value to Profit center



Degree of product/contract standardisation

Contact center as qualified lead generator

Contact center as mass sales channel

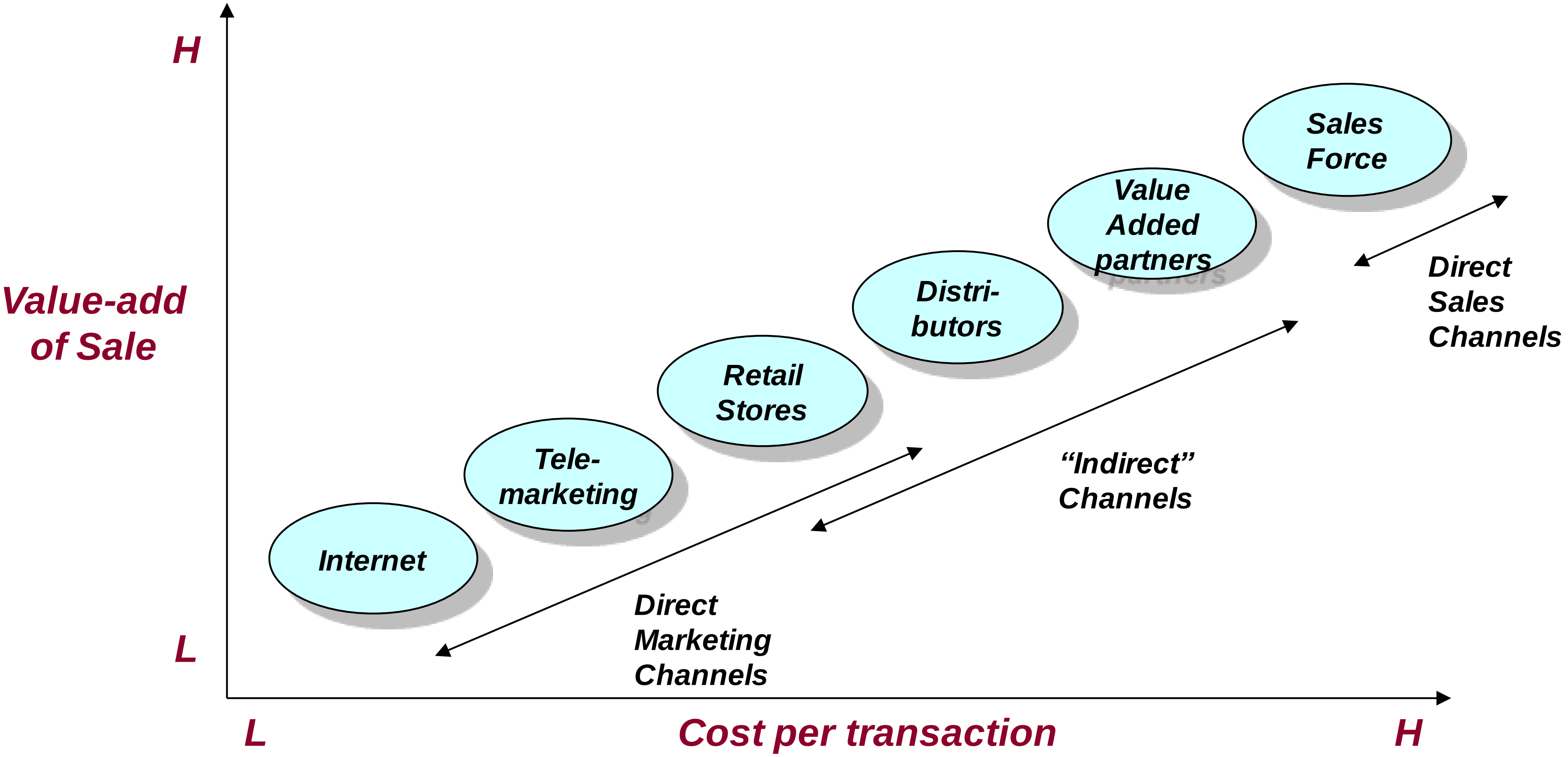
Closure online

Contact center as high level pre-sales engine

Online phone negociations by phone account manager

False economics

Multichannel approach



H

Value-add of Sale

L

Internet

Tele-marketing

Retail Stores

Distri-butors

Value Added partners

Sales Force

Direct Marketing Channels

“Indirect” Channels

Direct Sales Channels

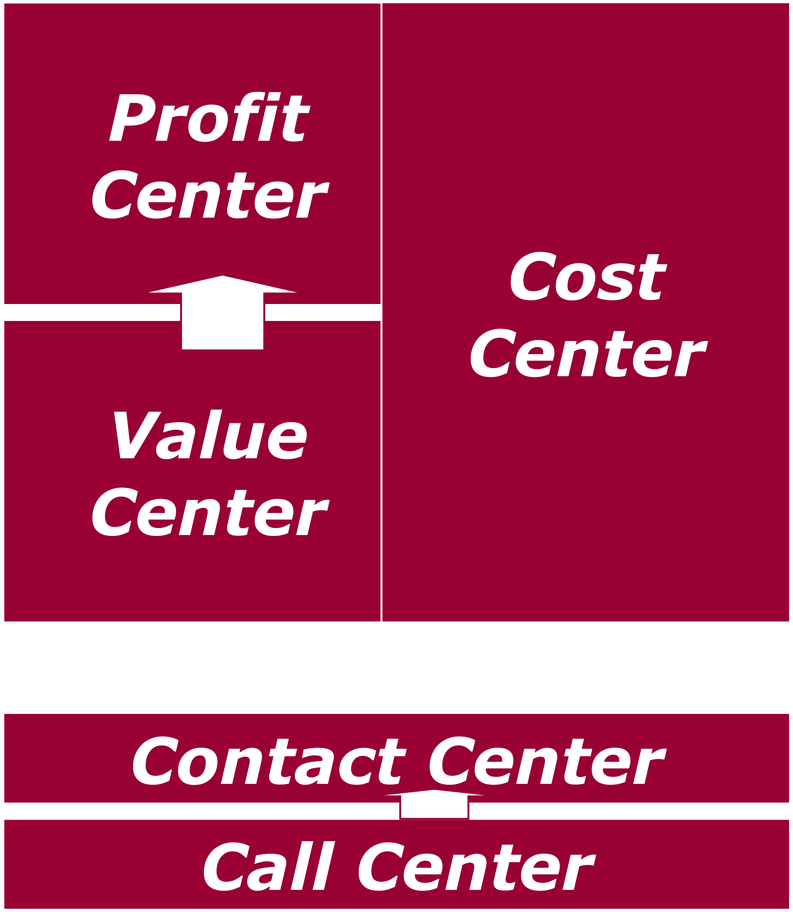
L

Cost per transaction

H

From “The Channel Advantage”

Generating value



Profit Center

Value Center

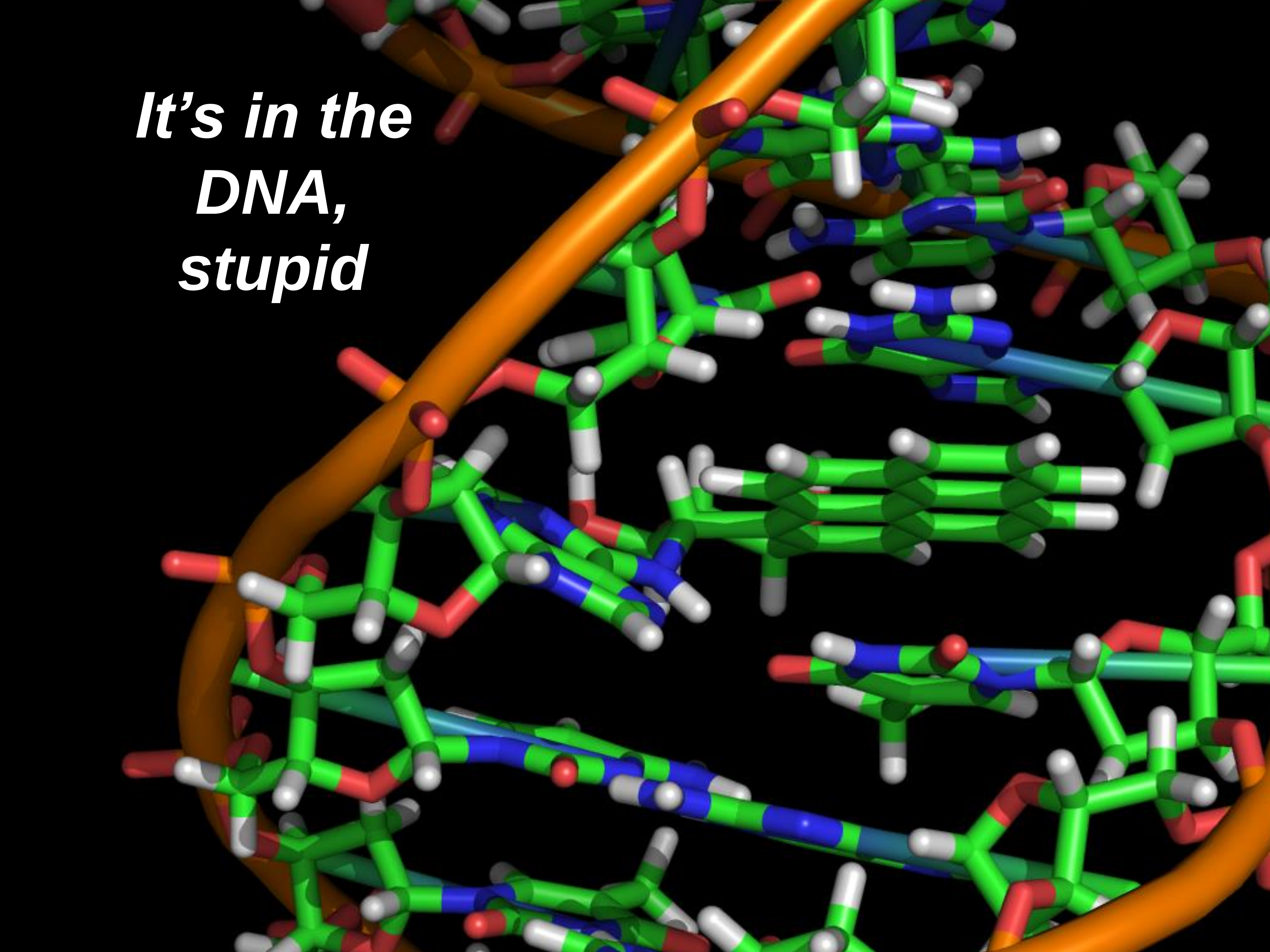
Cost Center

Contact Center

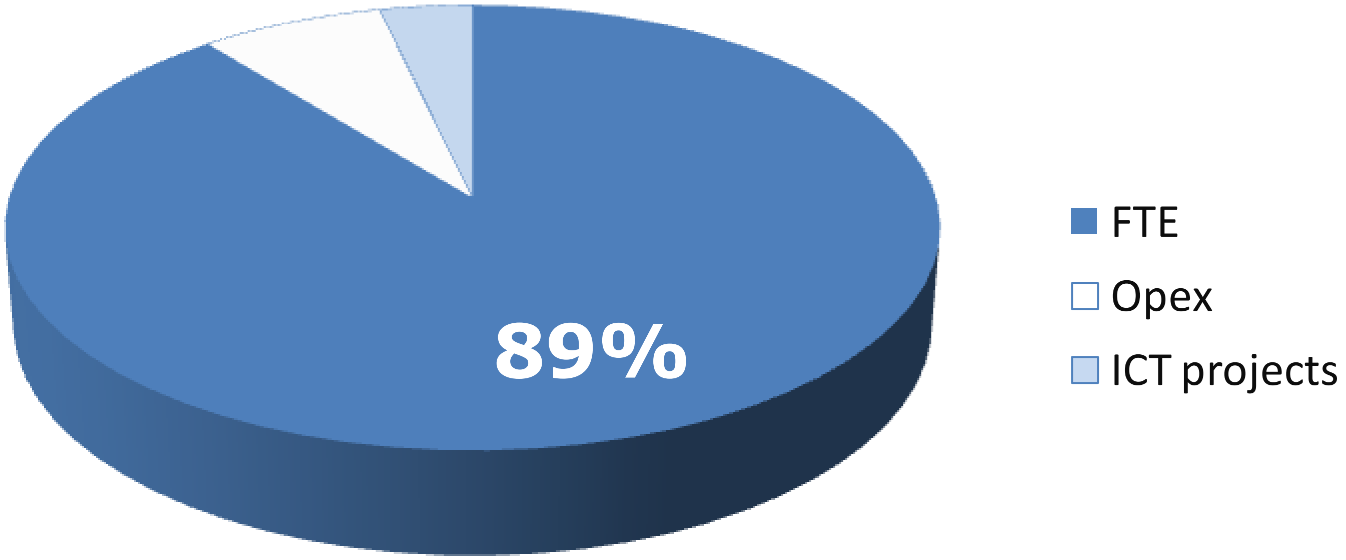
Call Center

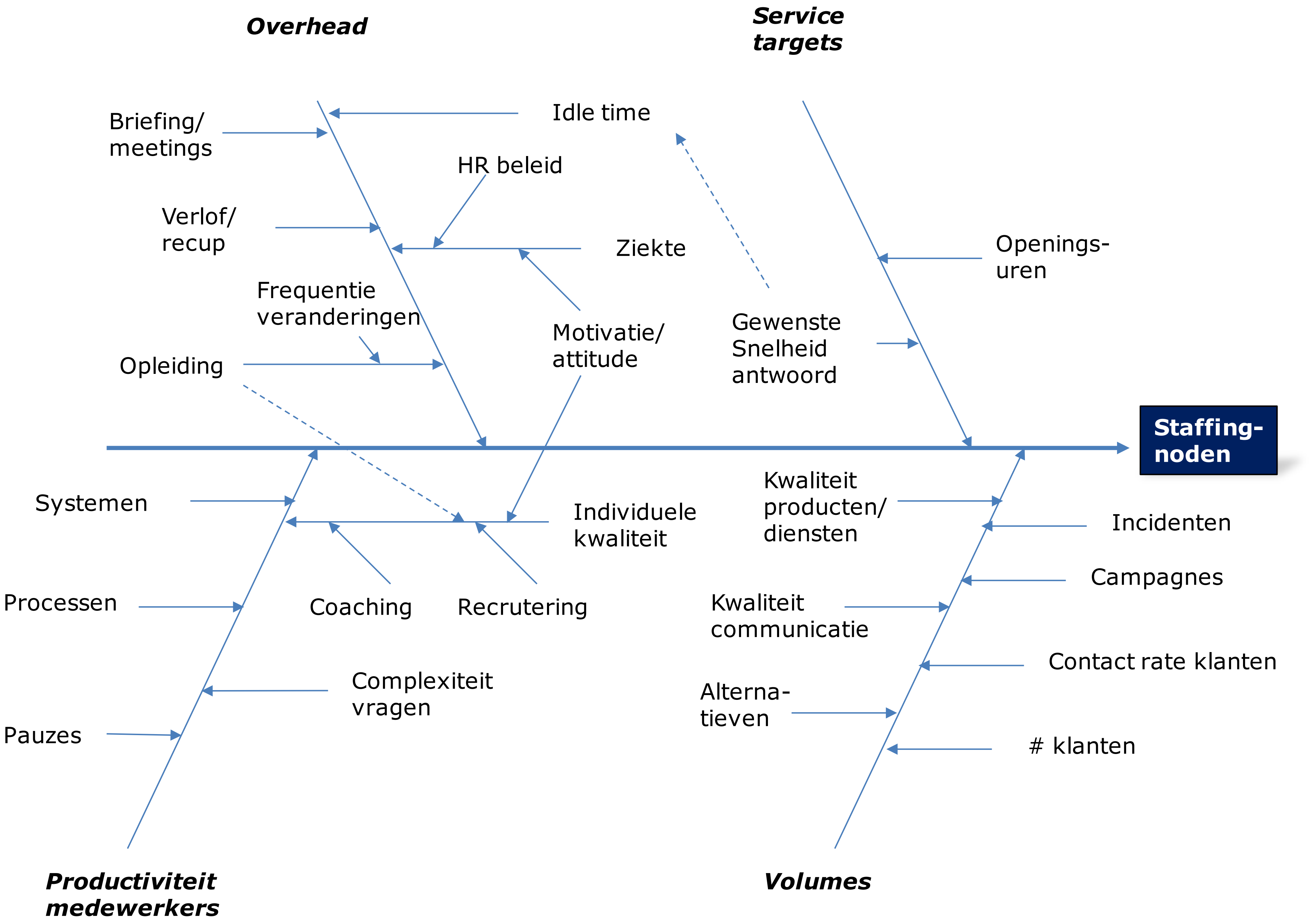
ALWAYS a Cost Center

It’s in the DNA, stupid



Natural focus points from cost perspective





Overhead

Service targets

Briefing/ meetings

Idle time

HR beleid

Verlof/ recup

Ziekte

Openings-uren

Frequentie veranderingen

Motivatie/ attitude

Gewenste Snelheid antwoord

Opleiding

Staffing-noden

Systemen

Individuele kwaliteit

Kwaliteit producten/ diensten

Incidenten

Processen

Coaching

Recrutering

Campagnes

Kwaliteit communicatie

Complexiteit vragen

Contact rate klanten

Alterna-tieven

Pauzes

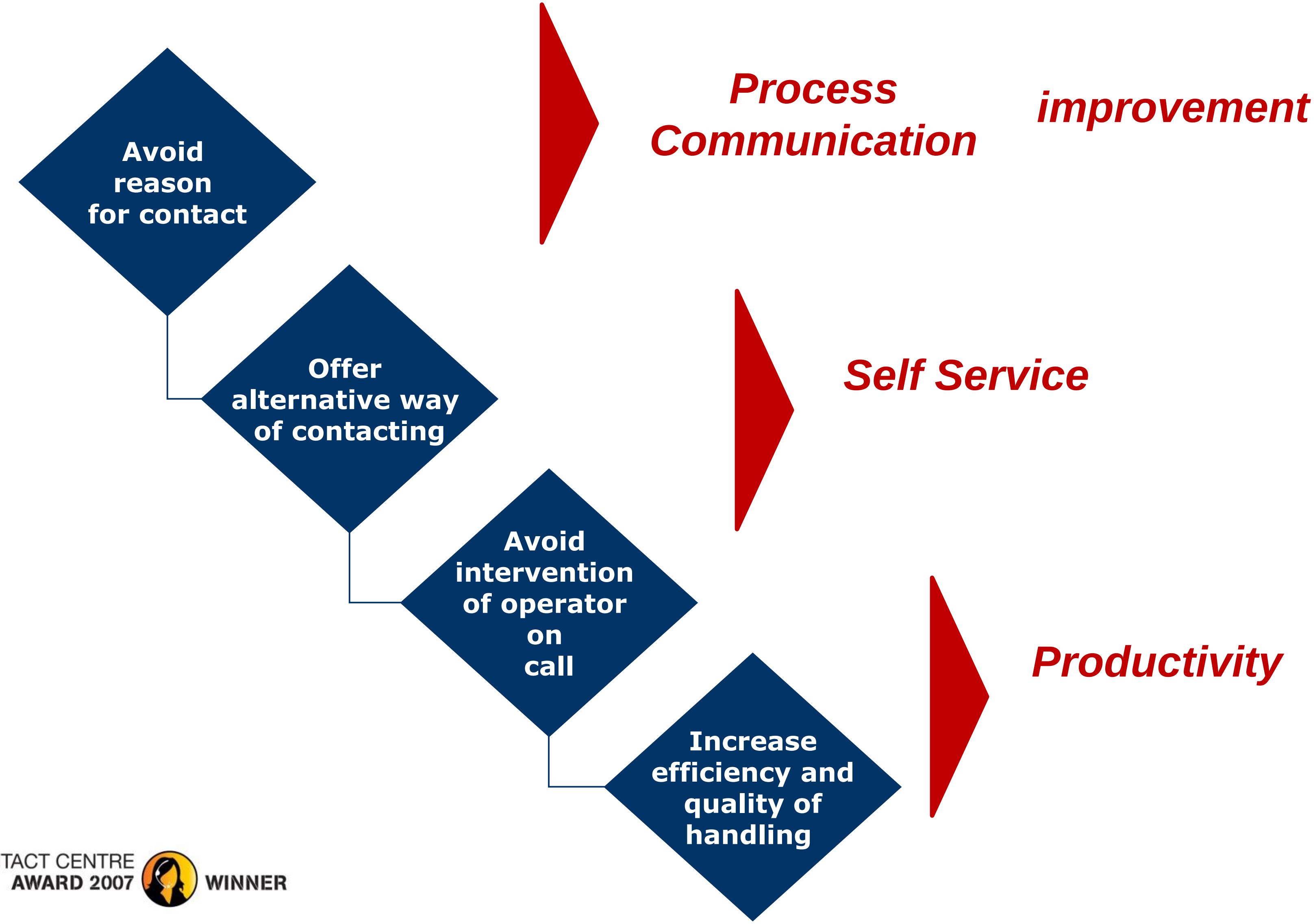
# klanten

Productiviteit medewerkers

Volumes

belgacom

Always a Cost Center



Avoid reason for contact

Offer alternative way of contacting

Avoid intervention of operator on call

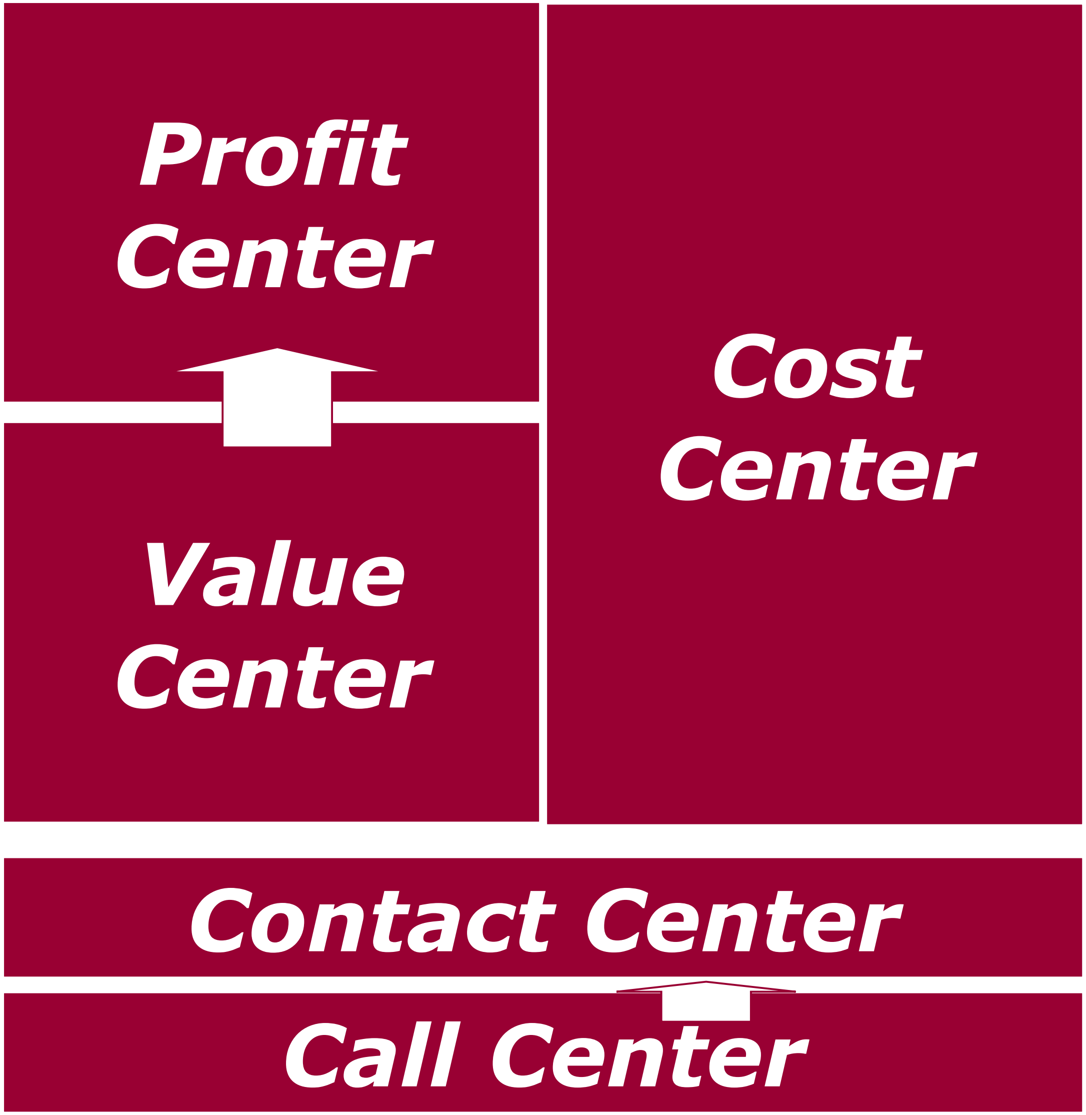
Increase efficiency and quality of handling

Process improvement
Communication

Self Service

Productivity

BELGIAN CONTACT CENTRE
AWARD 2007 WINNER
belgacom



Profit Center

Value Center

Cost Center

Contact Center

Call Center

Why not /
what now ?

3

The commercial opportunity

Special Offer For ECCD participants

Name: ________________ ***Id:*** _____

Address: ________________

____

Color: ☐ ***Navy Blue*** ☐ ***Arctic Blue***

Size: ☐ ***S*** ☐ ***M*** ☐ ***L*** ☐ ***XL***

0800 - David

HOCC
Zoutwerf
2800 Mechelen

Return voucher with 5 € and receive collectors' item T-shirt !

Generating Value

welcome to the real world

The commercial nightmare

Front office Frustrations

- ☐ *Huh ? What action ?*
- ☐ *"What color is that" ?*
- ☐ *"What about XS and XXL ? Are this big/small sizes ?"*
- ☐ *"Did you receive my order ?"*
- ☐ *WIMtS ?*

Back office Frustrations

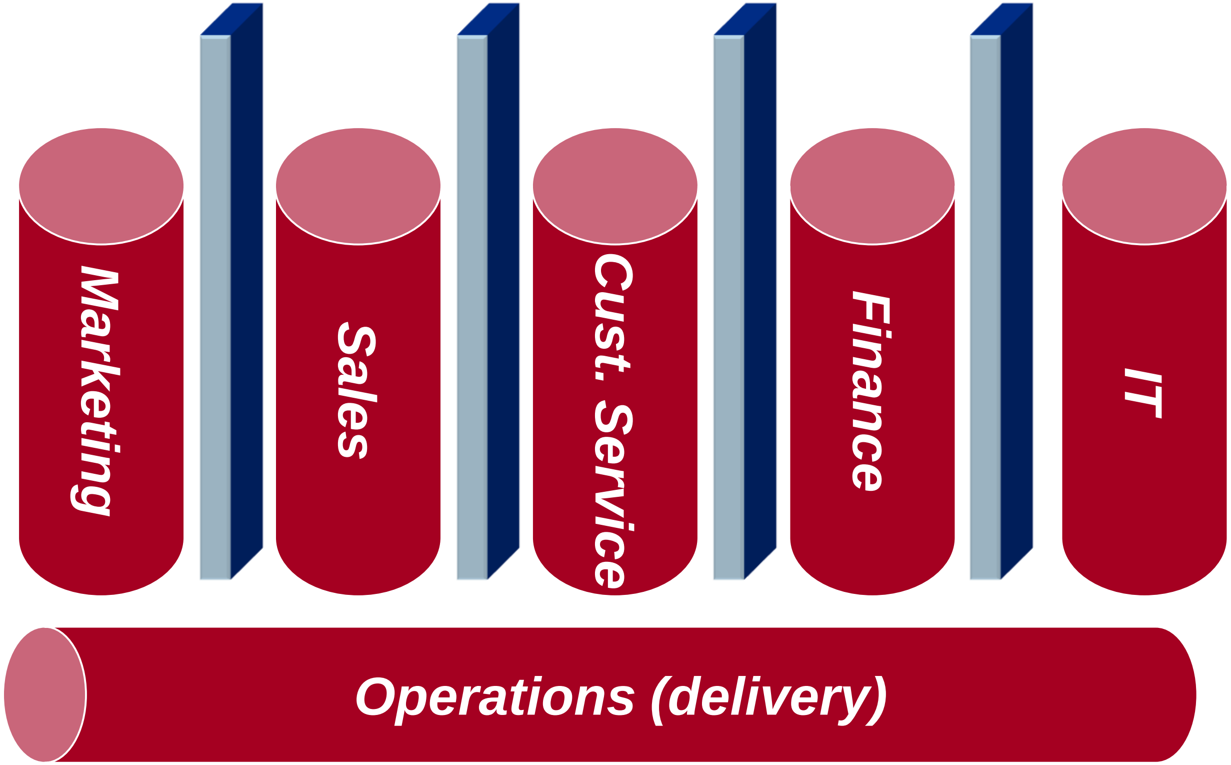
- ☐ *A copy of the voucher ?*
- ☐ *Multiple orders/payments*
- ☐ *Missing data*
- ☐ *Stock outs*
- ☐ *Id check ?*
- ☐ *Incorrect payments*

Customer Frustrations

Marketing Frustrations

Where did we go wrong ?

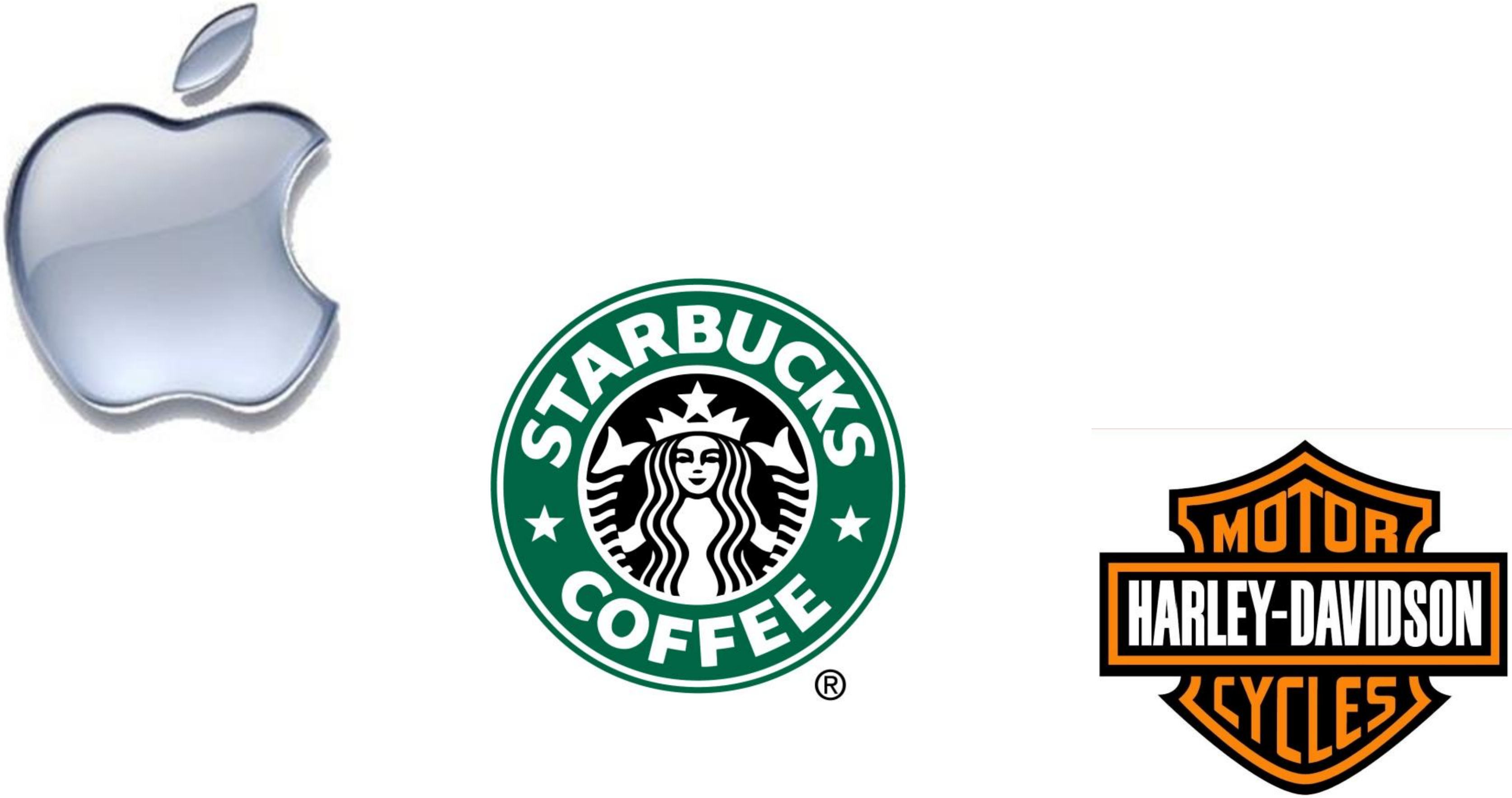
Organisation


Marketing
Sales
Cust. Service
Finance
IT
Operations (delivery)

What did the contact center ever do for us ?

Marketing vs Contact Center

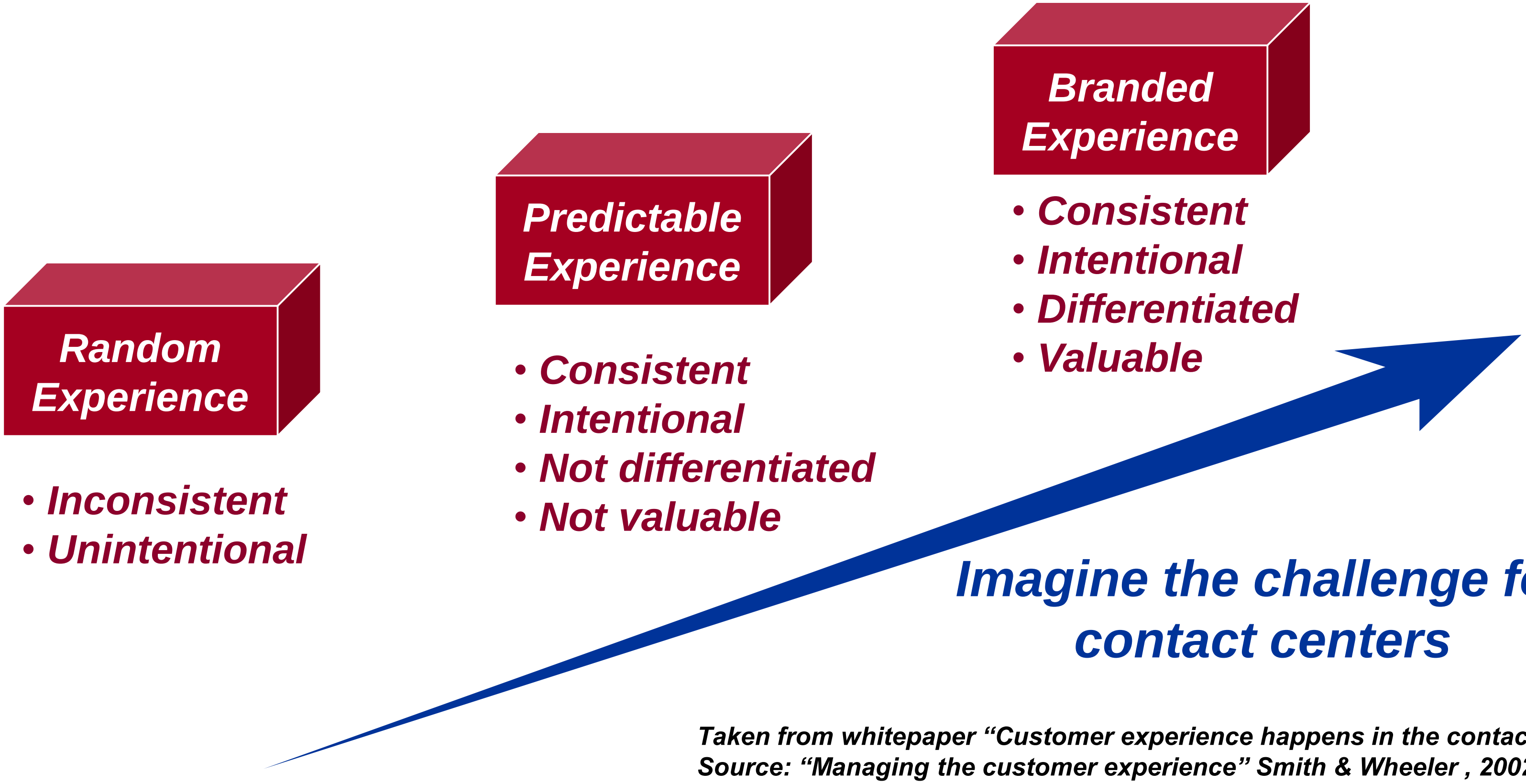
Building the Brand


STARBUCKS
COFFEE
®
MOTOR
HARLEY-DAVIDSON
CYCLES

Marketing vs Contact Center

Building the Brand

Characteristics of branded customer experience



Random Experience

- ***Inconsistent***
- ***Unintentional***

Predictable Experience

- ***Consistent***
- ***Intentional***
- ***Not differentiated***
- ***Not valuable***

Branded Experience

- ***Consistent***
- ***Intentional***
- ***Differentiated***
- ***Valuable***

Imagine the challenge for contact centers

Taken from whitepaper "Customer experience happens in the contact center"
Source: "Managing the customer experience" Smith & Wheeler , 2002

A traditional black box ?

Volumes

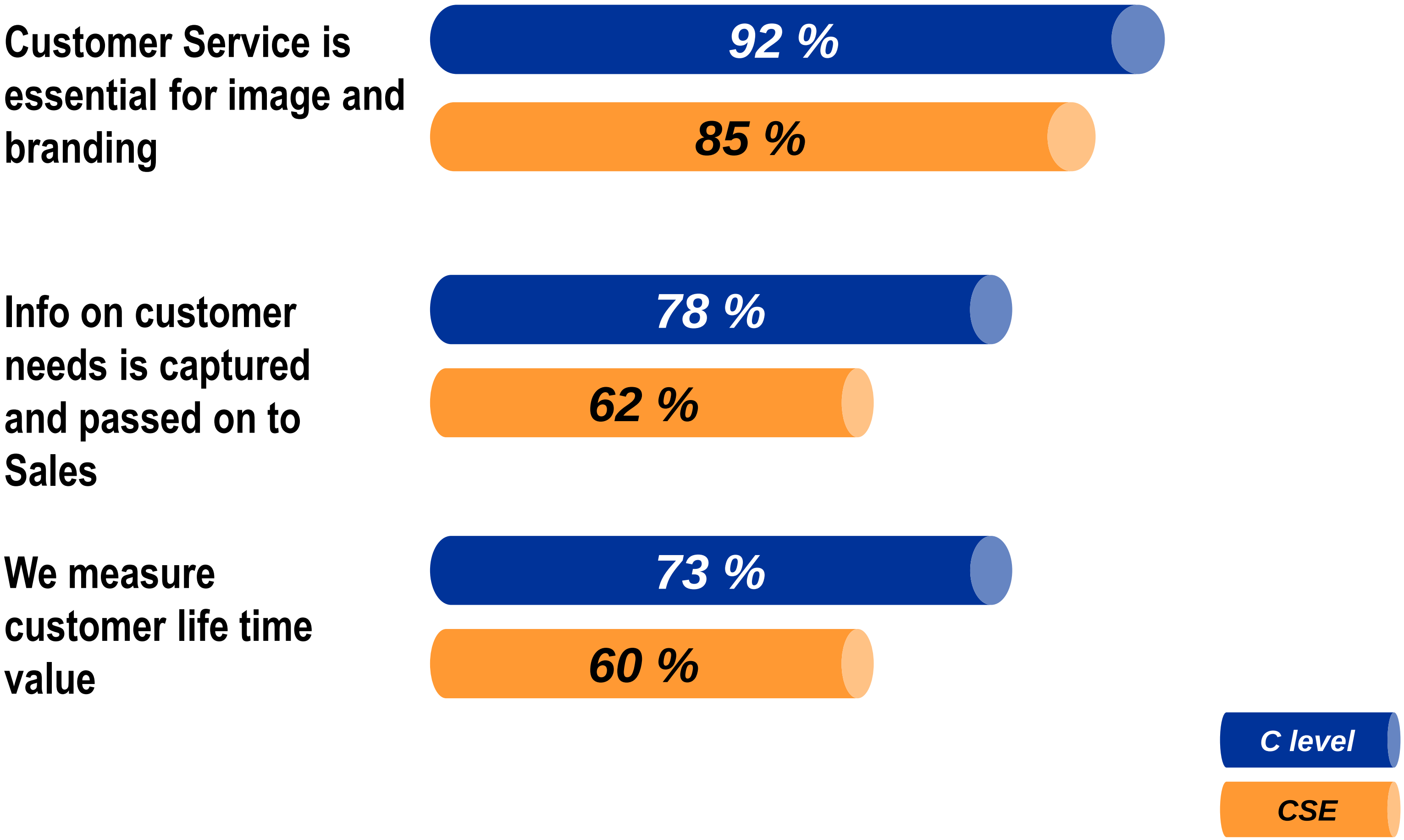
Issues

Hard core Operational performance

L’enfer c’est les autres

The inevitable consequence

High Expectations

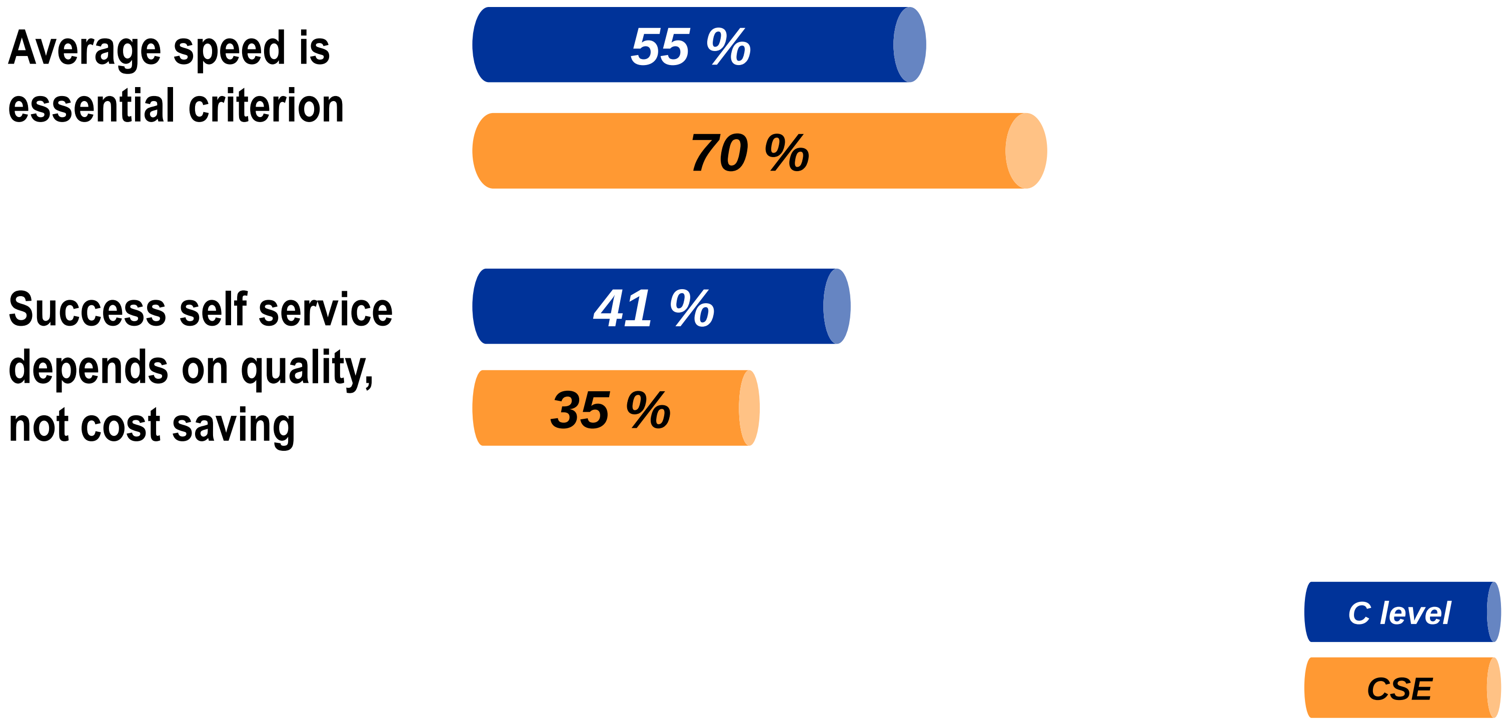


Based on Genesys research “The Executive Disconnect”
As published in CCMA nr 3, 2008

L’enfer c’est les autres

The inevitable consequence

High expectations



Based on Genesys research “The Executive Disconnect”
As published in CCMA nr 3, 2008

L'enfer c'est les autres

The inevitable consequence

High expectations

Contact center plays strategic role

🟦 *20 %*

🟧 *20 %*

> ***Customer service as an appendix. Without any other function than keeping customers away from that part of the organisation, which is busy creating revenu, profit and prosperity.***
> ***Nearly like (…) office cleaning***
> ***(N. Kjellerup)***

🟦 *C level*

🟧 *CSE*

Based on Genesys research "The Executive Disconnect"
As published in CCMA nr 3, 2008

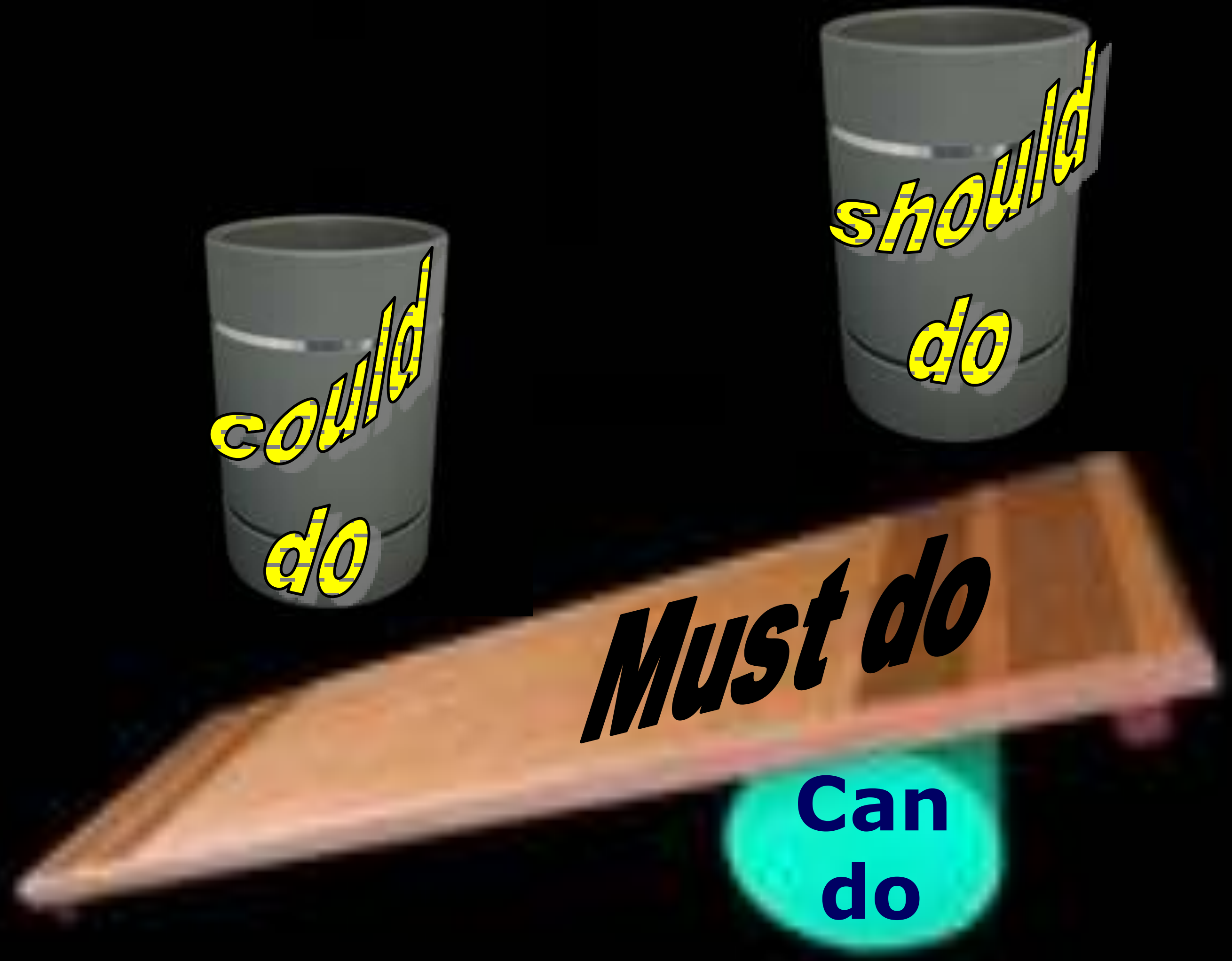
4

When the going gets tough …

Can we fix it ?

Never forget to get your basics right

Get the Basics Right



could do

should do

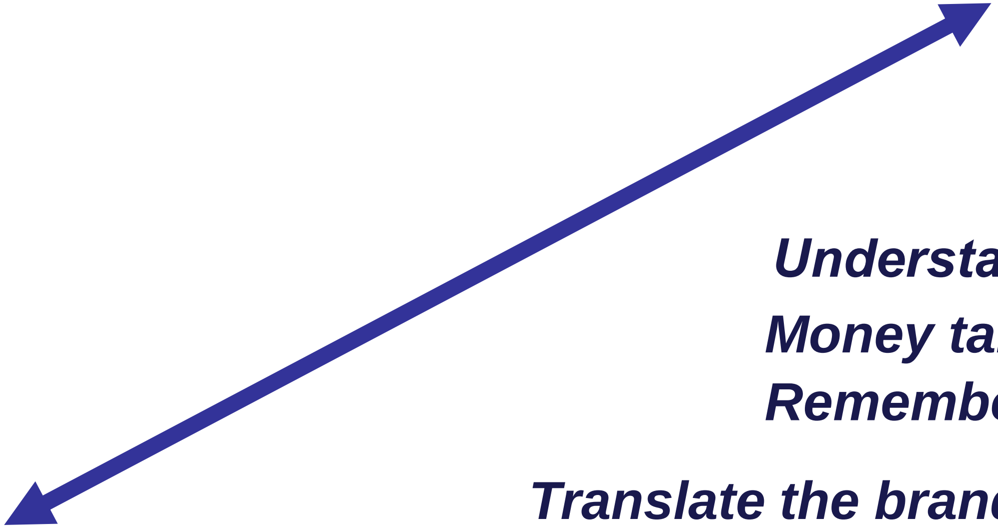
Must do

Can do

“Demonstrate you add value to the business model, and you’ll be a hero”

(Niels Kjellerup)

Be the Change



Understand the “there”

Money talks

Remember the purpose

Translate the brand

Walk the talk, step up to the plate

Provide feed-back: “customer is king”

Reporting: forget the contact center

Invite others to live the “here”

Know what you are capable of

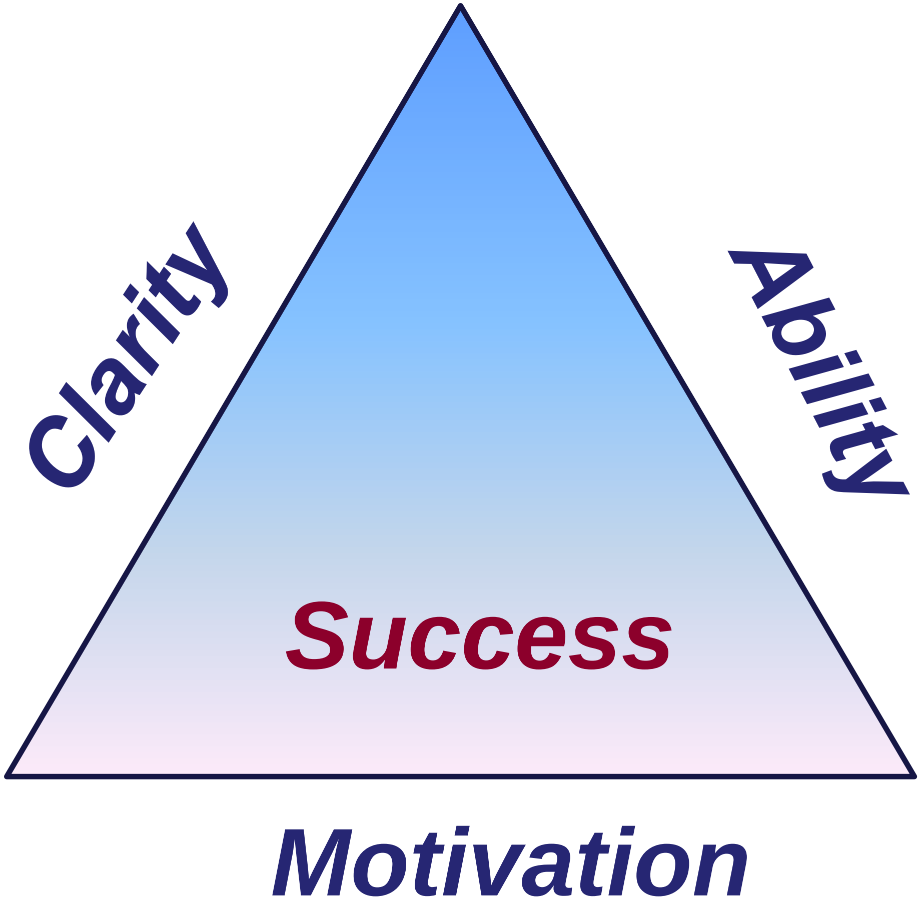
Get your basics right

Get Help

Being a Sales channel changes position

But adds expectations

Success triangle ™



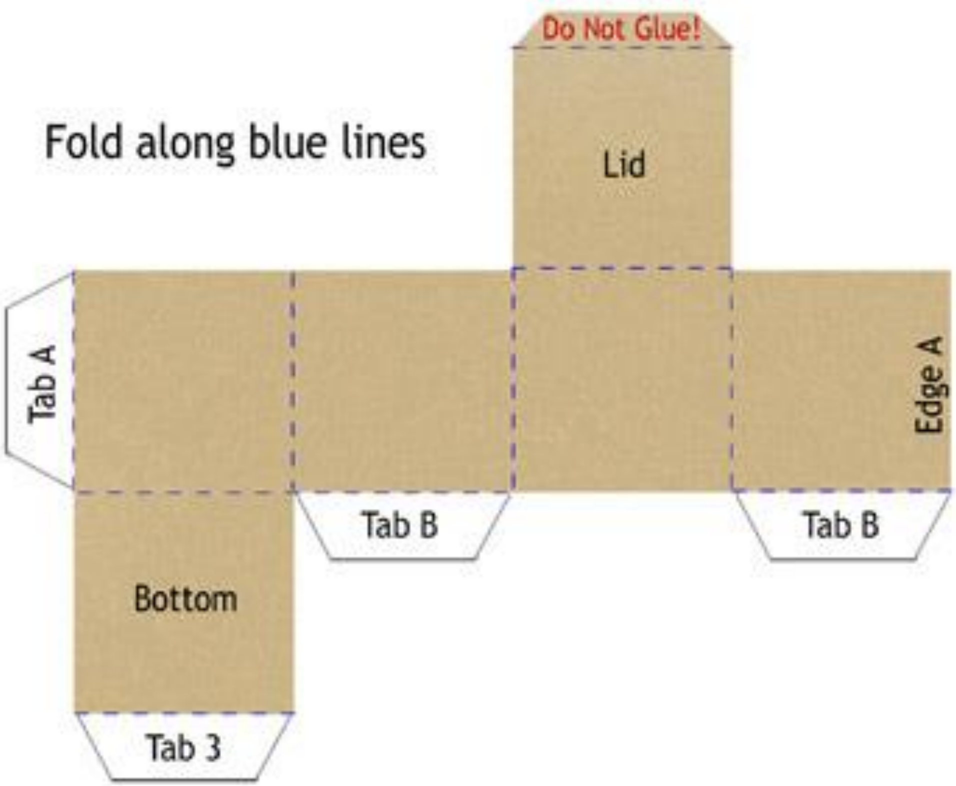
Clarity

Ability

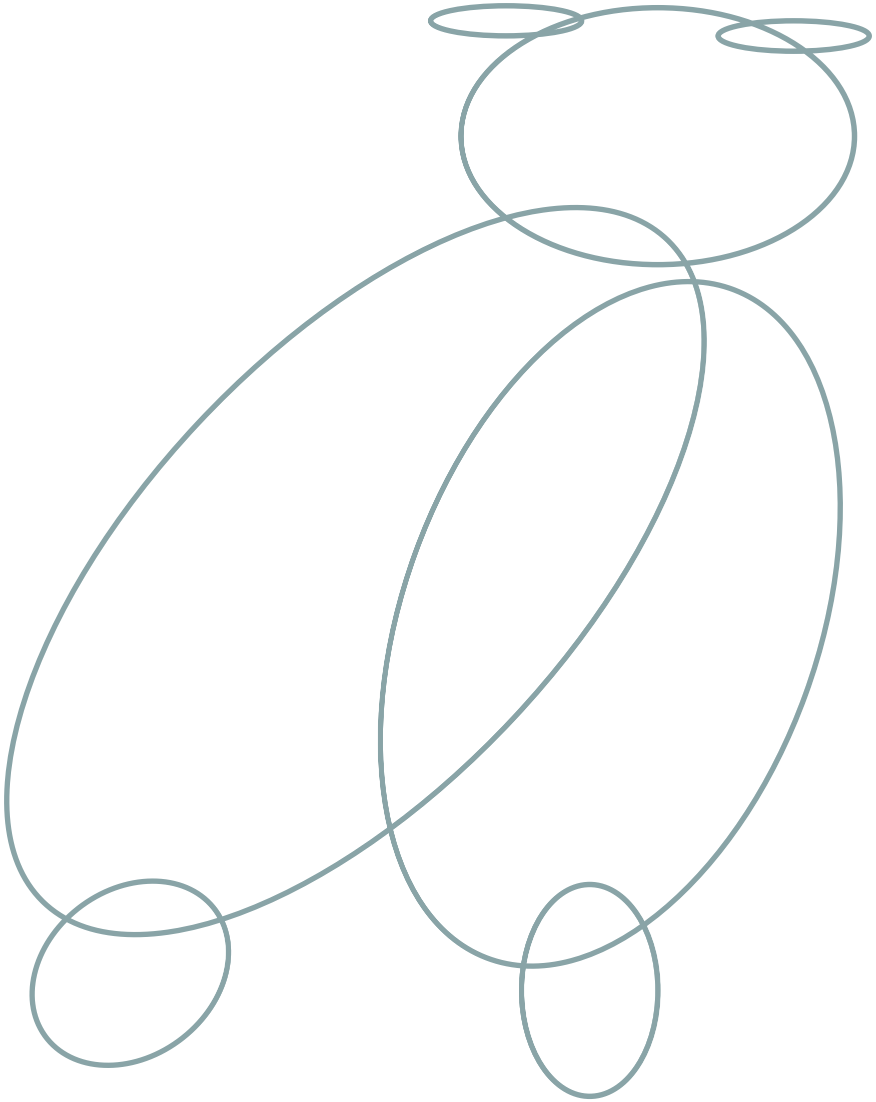
Success

Motivation

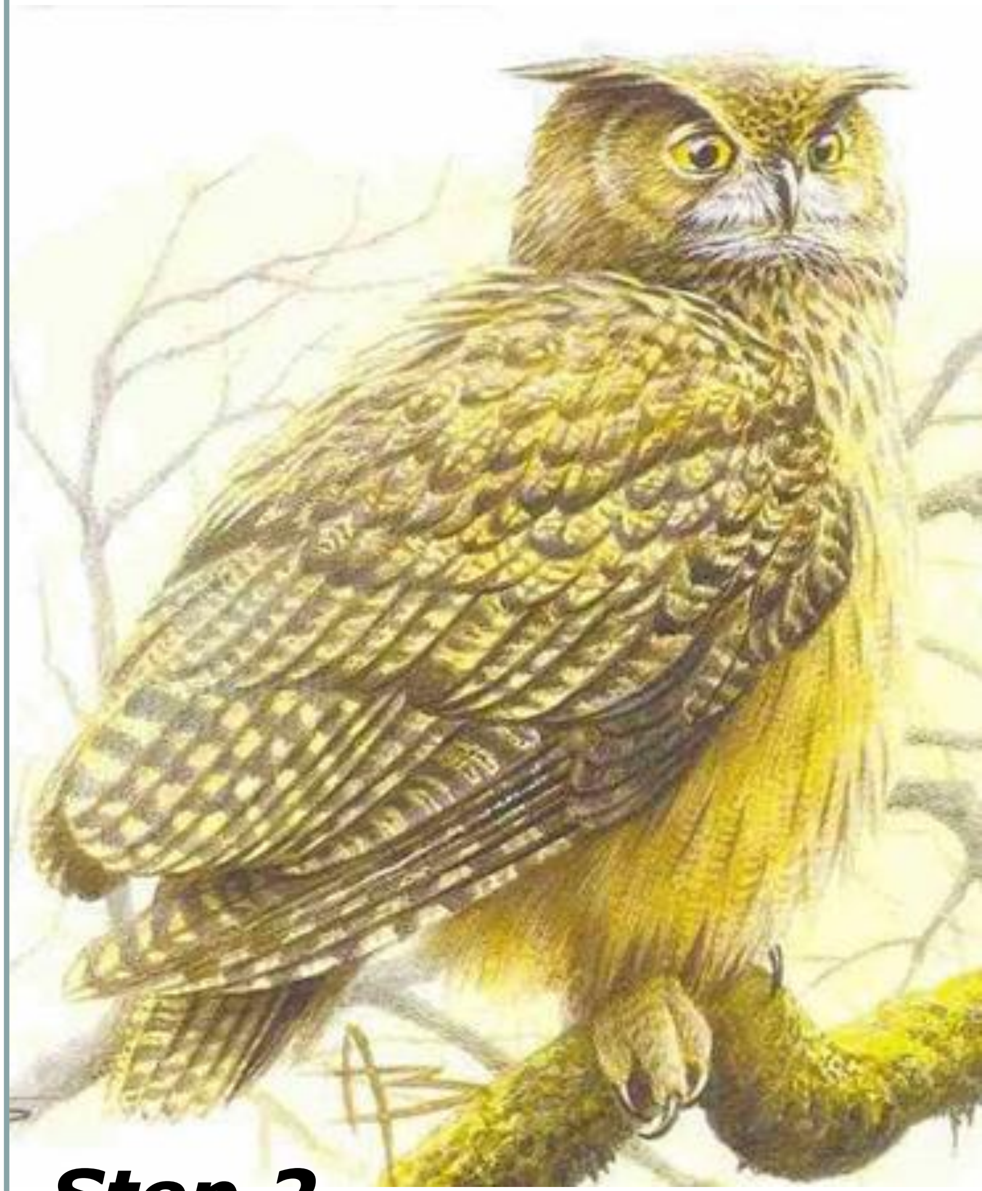
Clarity = new boxes


Fold along blue lines
Do Not Glue!
Lid
Tab A
Edge A
Tab B
Tab B
Bottom
Tab 3

How to draw an owl in 2 steps



Step 1



Step 2

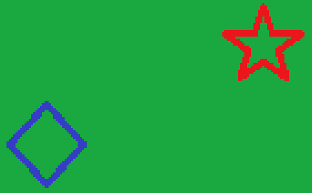
Roleplay = Training Set Pieces

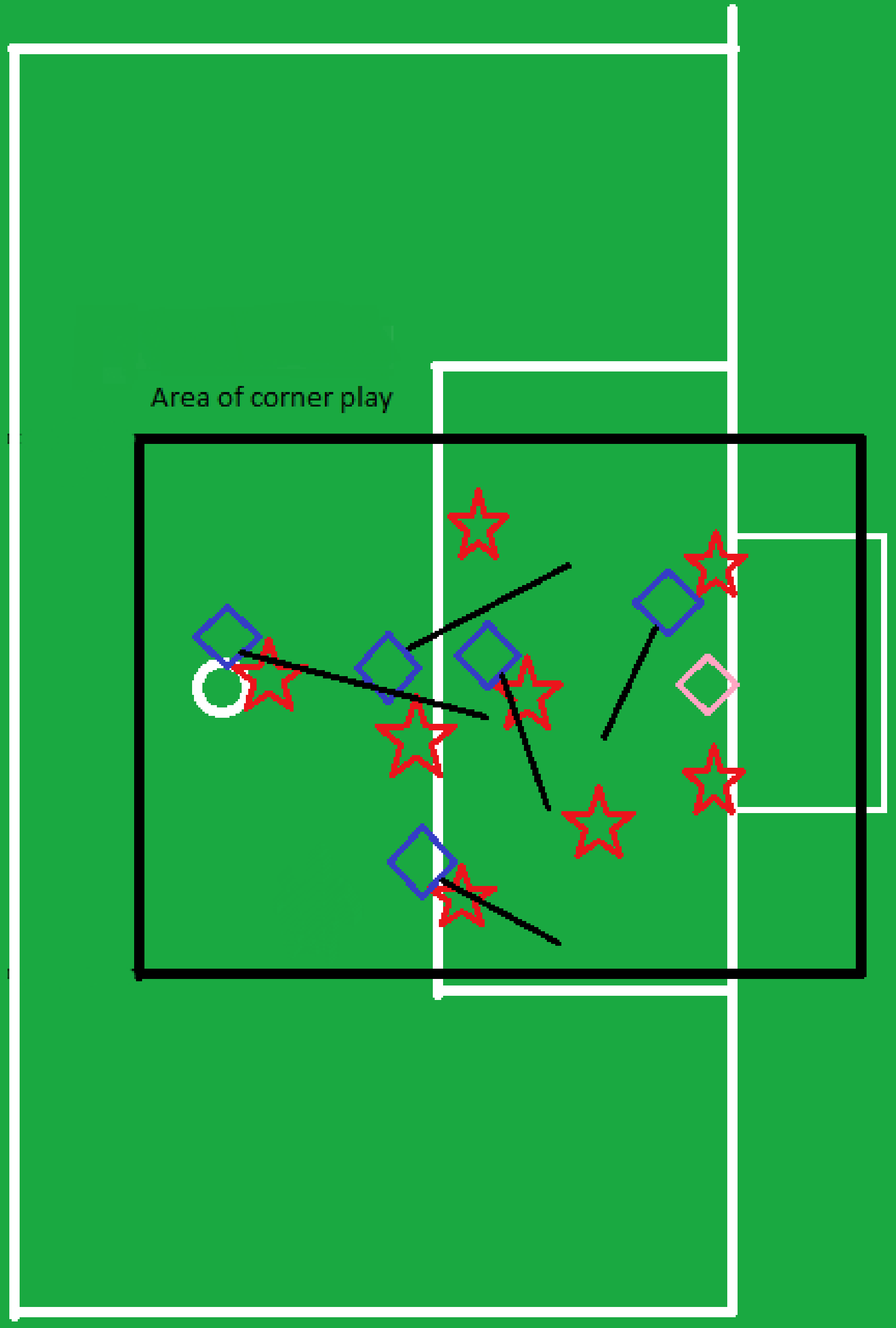
☆ Defenders

◇ Attackers

◇ Goalkeeper

╲ Potential direction of attacking runs.




Area of corner play

So ?

Conclusion

There is no conclusion

Only next steps

“ There is a difference between knowing the path, and walking the path “

bpost
bpost
60

A journey, not a destination…

jan.smets@bpost.be

Bibliograhpy

Literature

- 20:20 CRM
  Morrell & Philonenko, Genesys Telecommunications, 2001
- Defying the Limits volume 6: Delivering the Branded Customer Experience
  Montgomery Research – Accenture , 2006
- Delivering Knock Your Socks off Service
  Anderson & Zemke, AMACOM, 1991
- The Channel Advantage
  Friedman & Furey, Butterworth-Heinemann, 2004
- Strategische Sourcing van Customer Care
  Annemiek van Moorst, 2004
- Call Center Management on Fast Forward
  Cleveland, Mayben; Call Center Press, 1997
- Empathie is het toverwoord
  Vincent van Vliet – Jan Rozendaal, Customer Contact Magazine 7/ 2009
- Change to Strange
  Daniel M. Cable, Pearson, Education, 2007
- The Customer Rules
  Lee Cockerell ; Profile Books, 2013

Other

- Seminar “Key Performance Indicators in Customer Service”
  TOTE-M, Niels Kjellerup and Annemiek van Moorst, 2008
- The Big Nothing – Monty Python’s Meaning of Life (movie)
- Return on Customer, Martha Rogers, pegamento seminar 2009

Just Google it:

- Whitepaper “Marketing en het Contact center”
  Coniche, Gerard van Vliet en Ernst Kruize , 2005
- Whitepaper “Customer experience happens in the contact center”
  Cincom, Shaun Smith, 2006
- Whitepaper “The Science of Service”,
  Sykes Enterprises, D.L. Hernandez, 2007
- Whitepaper “The Dynamic Contact Center”
  Genesys, 2007
- Whitepaper “How Contact Centers can drive a higher Net Promotor Score”
  Genesys, 2007
- www.CRMProject.com
- www.brw.nl/onderzoek