

Expert Class

# Contact Center Management

EXPERT CLASS

# CONTACT CENTER MANAGEMENT

A COMPLETE CONTACT CENTER LEADERSHIP TRAINING



# Vision, Mission & Strategy

**François Rossillion**

**2017, June 26**

X 2



X 1



X 3

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**Francois Rossillion**  
Senior Expert Distribution at KBC Group  
KBC Group • Universiteit Antwerpen  
Antwerp Area, Belgium • 330 in

Profile Strength: **Advanced**

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**Experience**

- Senior Expert Distribution**  
KBC Group  
Jan 2015 - Present • 4 yrs 8 mos  
Brussels  
Now being a member of the Strategy, Organisation, Mergers and Acquisitions department (SOMAL), I concentrate on strategic distribution topics and innovative business modeling.
- Senior Expert Distribution**  
KBC Group  
May 2008 - Present • 11 yrs 2 mos  
Brussels  
Within the marketing unit my core competencies are 'place' and 'price' in financial distribution. More specific multichannel distribution with a strong focus on digital channels and value based pricing.
- Call Centre Manager**  
KBC Bank & Insurance  
May 1999 - Oct 2005 • 6 yrs 5 mos
- Project Manager Virtual Branch**  
KBC Bank & Insurance  
Jun 1995 - Apr 1997 • 1 yr 11 mos
- Head of Credit Product Department**  
KBC Bank & Insurance  
Oct 1990 - May 1995 • 1 yr 6 mos
- Project Manager Credit Scoring**  
KBC Bank & Insurance  
May 1990 - Sep 1995 • 5 yrs 5 mos
- Retail Branch Manager**  
KBC Bank & Insurance  
Apr 1990 - May 1990 • 10 yrs 2 mos

**People Also Viewed**

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X 4(0)  
SOON

# CONTACT CENTER OPERATING MODEL<sup>©</sup>

To get the most value out of your contact center



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

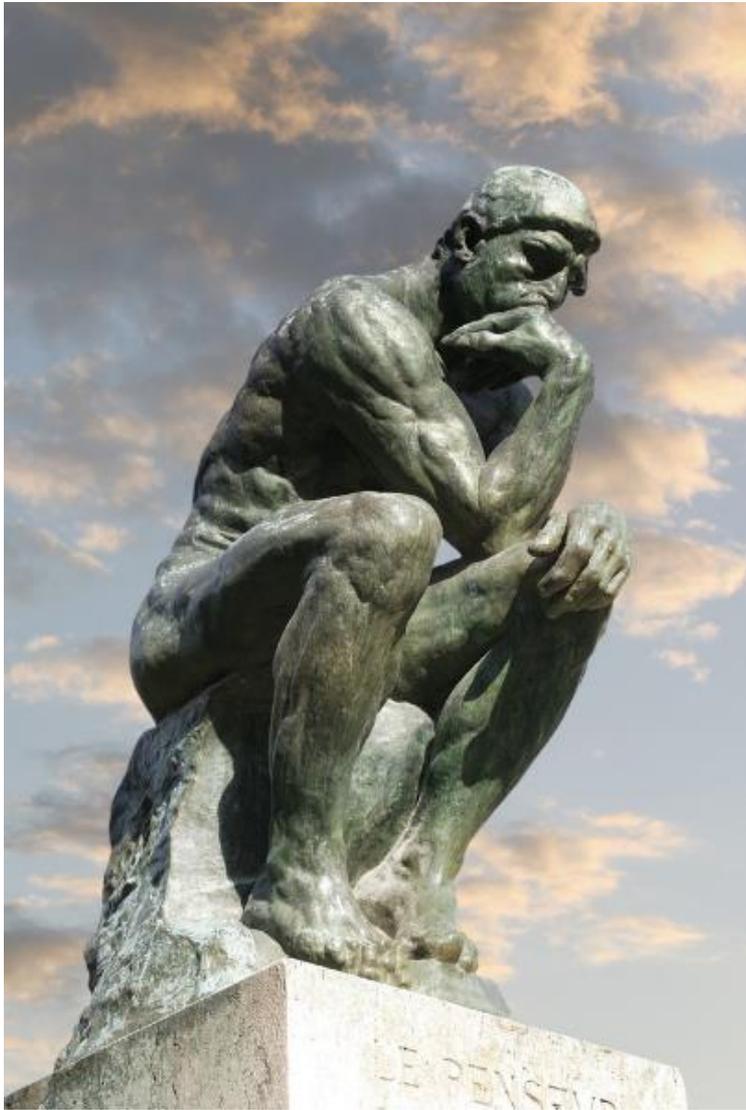
Customer Interface

User Interface

Support Systems

OUTCOME - SHAREHOLDERS' VALUE

BUSINESS ACTIVITY MONITORING







# STRATEGO

ORIGINAL



# The D-Day

"D-Day" is a day when a certain military operation starts. The most famous of the D-Days is 6th June 1944, when Allies invaded Normandy.

## PHASE 1: Airborne drop Midnight - 2 A.M.

Over 13,000 paratroopers were dropped behind enemy lines, and managed to accomplish many objectives.

## PHASE 2: Art of deceit 1 A.M. - 4 A.M.

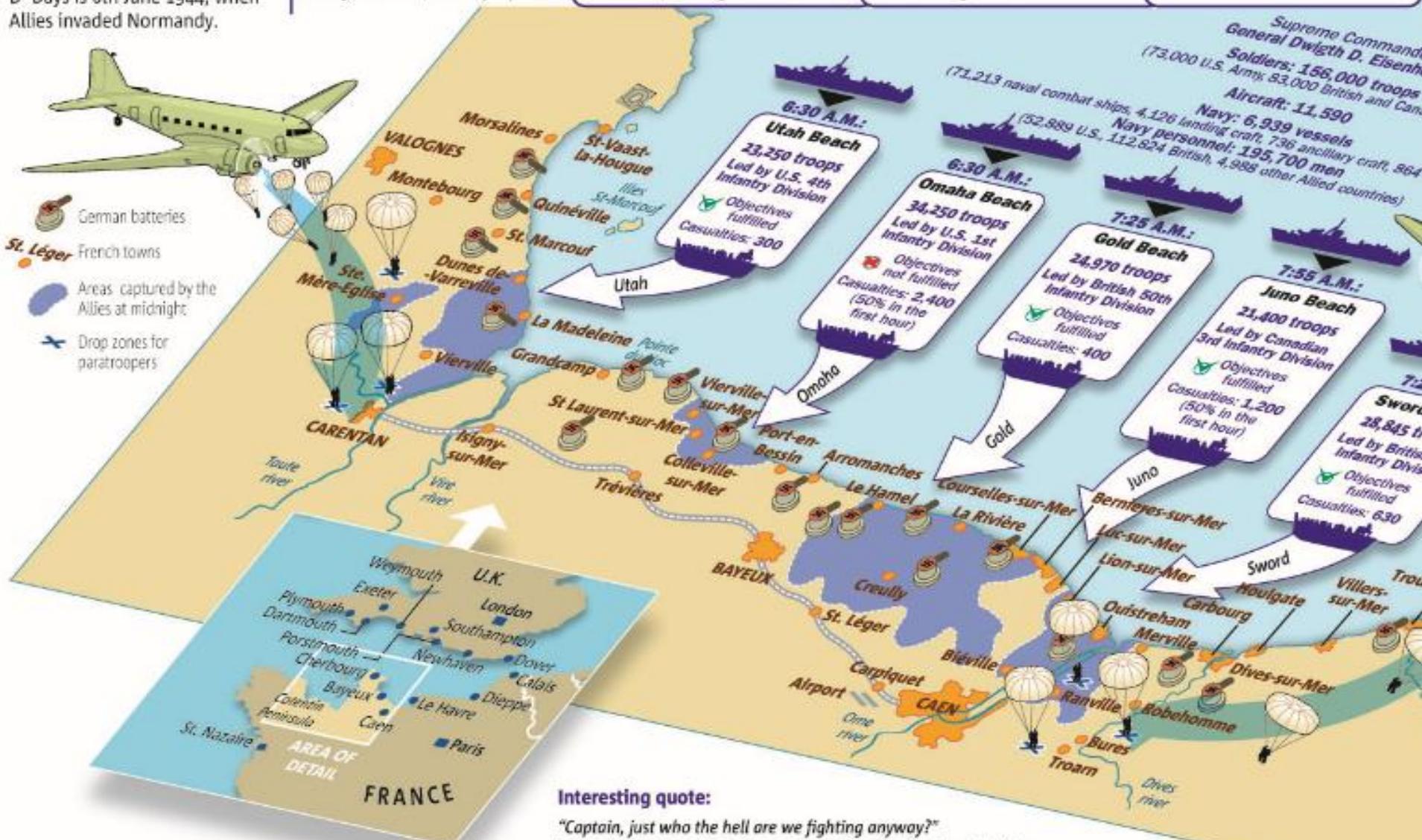
To distract the enemy, the Allies faked that another invasion was taking place in the most expected region - Pas de Calais.

## PHASE 3: Aerial attack 3 A.M.

300 planes dropped 13,000 bombs on German defenses in the landing sector.

## PHASE 4: Naval attack 5 A.M.

Naval bombardment preceded the invasion.



### Interesting quote:

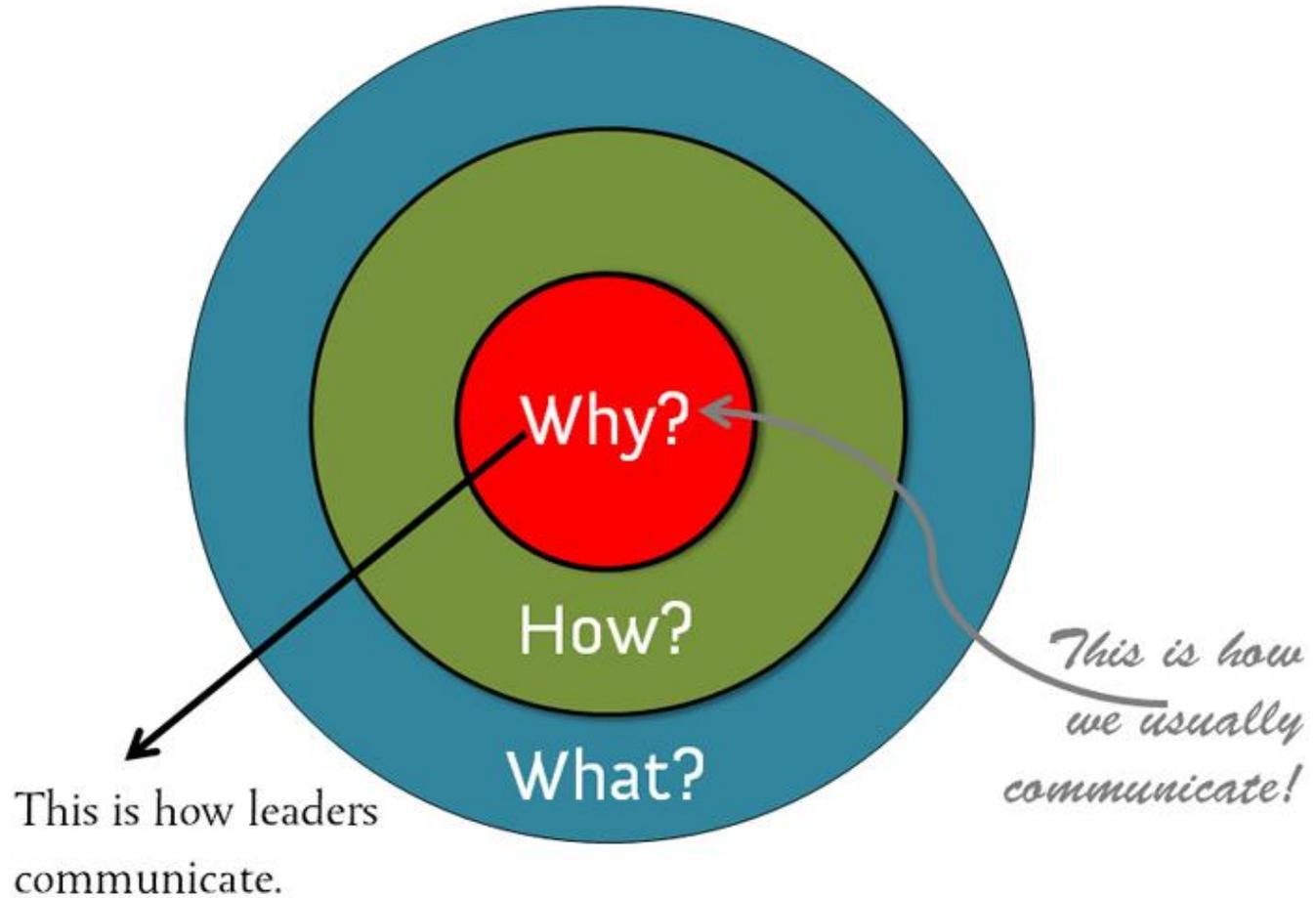
"Captain, just who the hell are we fighting anyway?"

Unknown GI, after it turned out that there were Russian, Ukrainian and various Asian collaborators fighting for the Germans...

# Origin of the concept 'strategy'

- **Alexander the Great**
- **Napoleon**
- **Mao Tse Tung**
- **Sun Tzu** "The art of war" (500 v.C., 1963)
- **Nicollo Machiavelli** "Il Principe" (1513)
- **Carl von Clausewitz** "Vom Kriege" (1835)

# Simon Sinek





*He who has  
a why to live  
can bear  
almost  
any how*

*Friedrich Nietzsche*

# A perspective on strategic leadership

- Why do leaders need strategy?

A:?

- Why do leaders throughout the organisation need strategy?

A:?

- When does strategy become real?

A:?

- How does strategy complement intuition and vision?

A:?

- What is the essence of strategy?

A:?



# A perspective on strategic leadership

- Why do leaders need strategy?

Because leaders must help their team/organisation to continue to win

- Why do leaders throughout the organisation need strategy?

Because strategic change manifests itself first at the front line

- When does strategy become real?

When consequential action is taken (or not taken)

- How does strategy complement intuition and vision?

Learning is the basis of strategic thinking

- What is the essence of strategy?

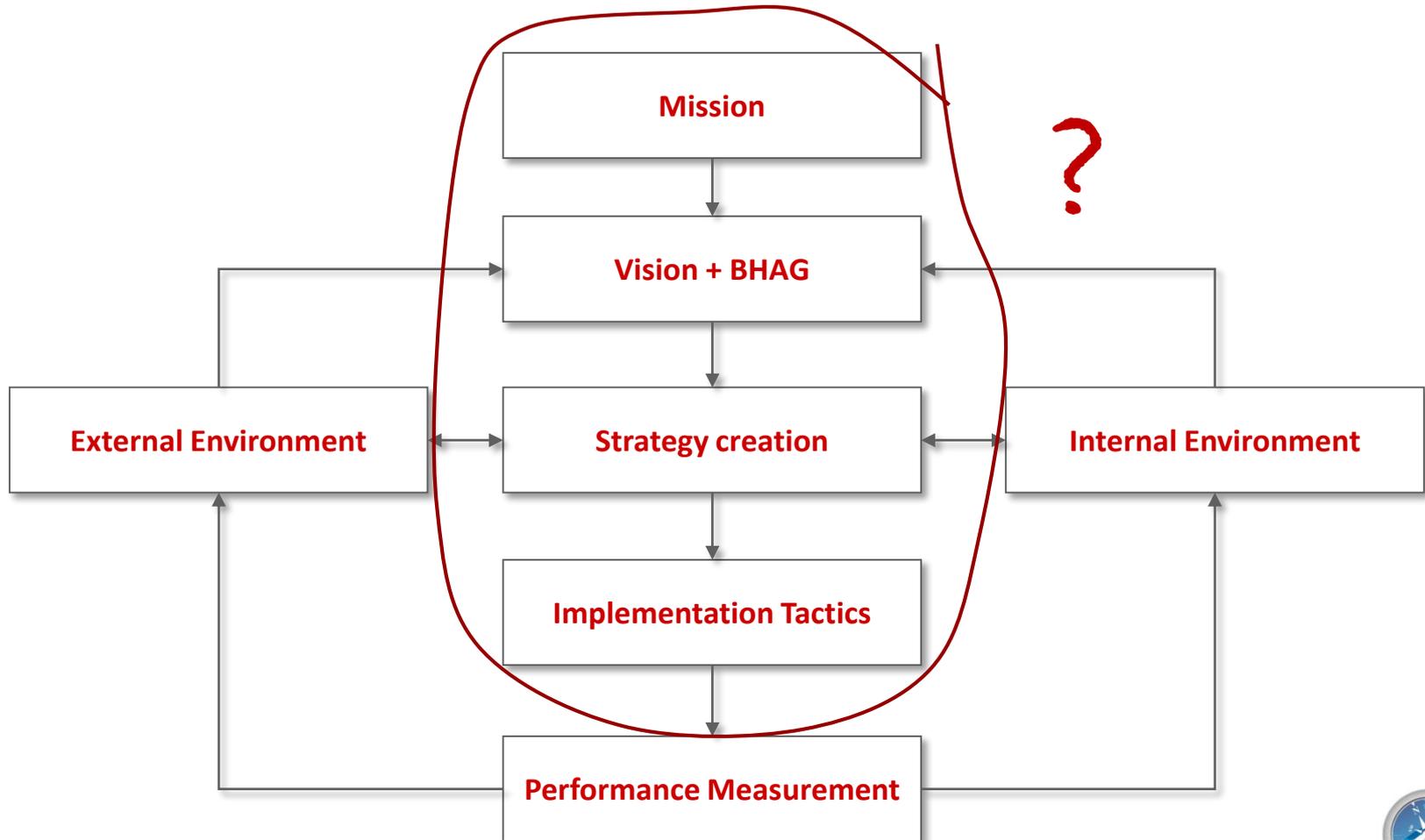
Gaining and maintaining control and destiny

Identifying the forces that affect destiny/dependence/influence

Changing and/or using the forces to create degrees of freedom to act



# Strategy Creation Process



# What is ...

- **Vision?**
- **Mission?**
- **Strategy?**



# Mission & Vision

- **Mission:** reason for being in business
- **Vision:** a dream to be realised

# Vision

- Google: Organize the world's information and make it universally accessible and useful
- Amazon: Every book, ever printed, in any language, all available in less than 60 seconds
- Microsoft: A computer on every desk and in every home
- Apple: To democratize technology by providing products everyone will want to use
- Ford: Democratise the automobile

What's your  
BHAG?



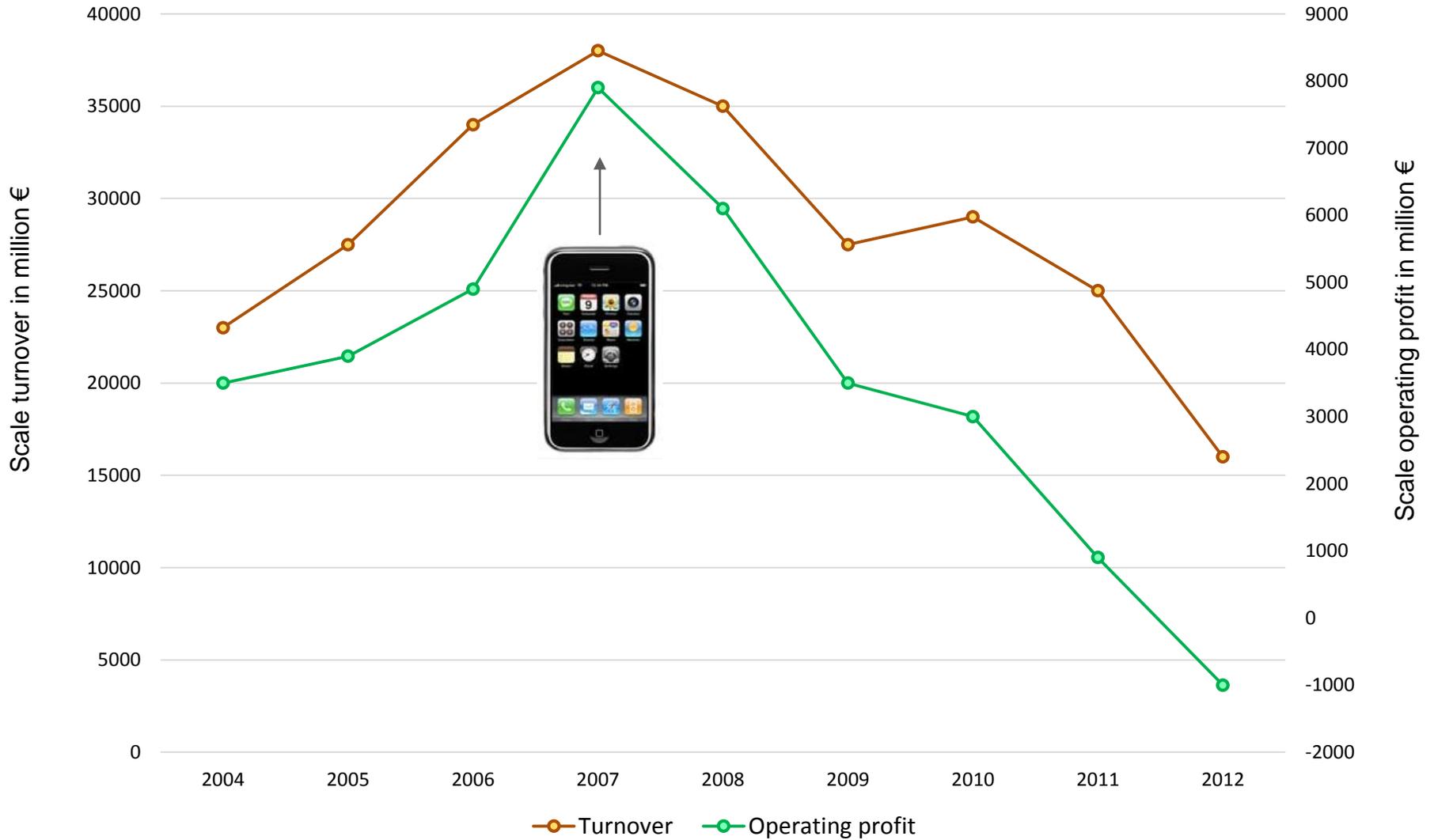
Big. Hairy. Audacious. Goal.

*Sorry, We're*

**CLOSED**

**FOR EVER!**

# NOKIA's mobile phone business

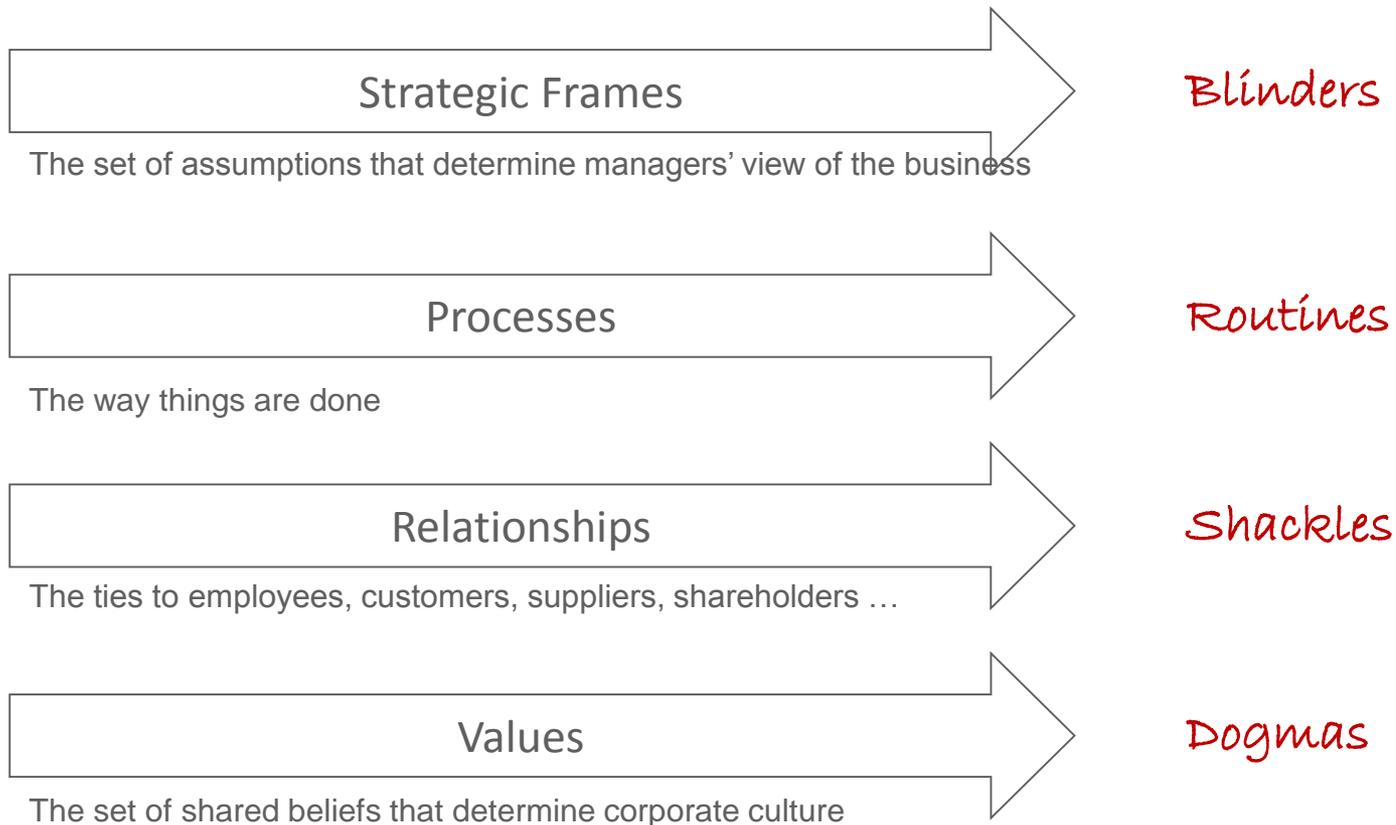


50 years ago the life expectancy  
of a firm in the Fortune 500  
was around **75** years.

Today, it's less than **15** years  
**and declining all the time.**

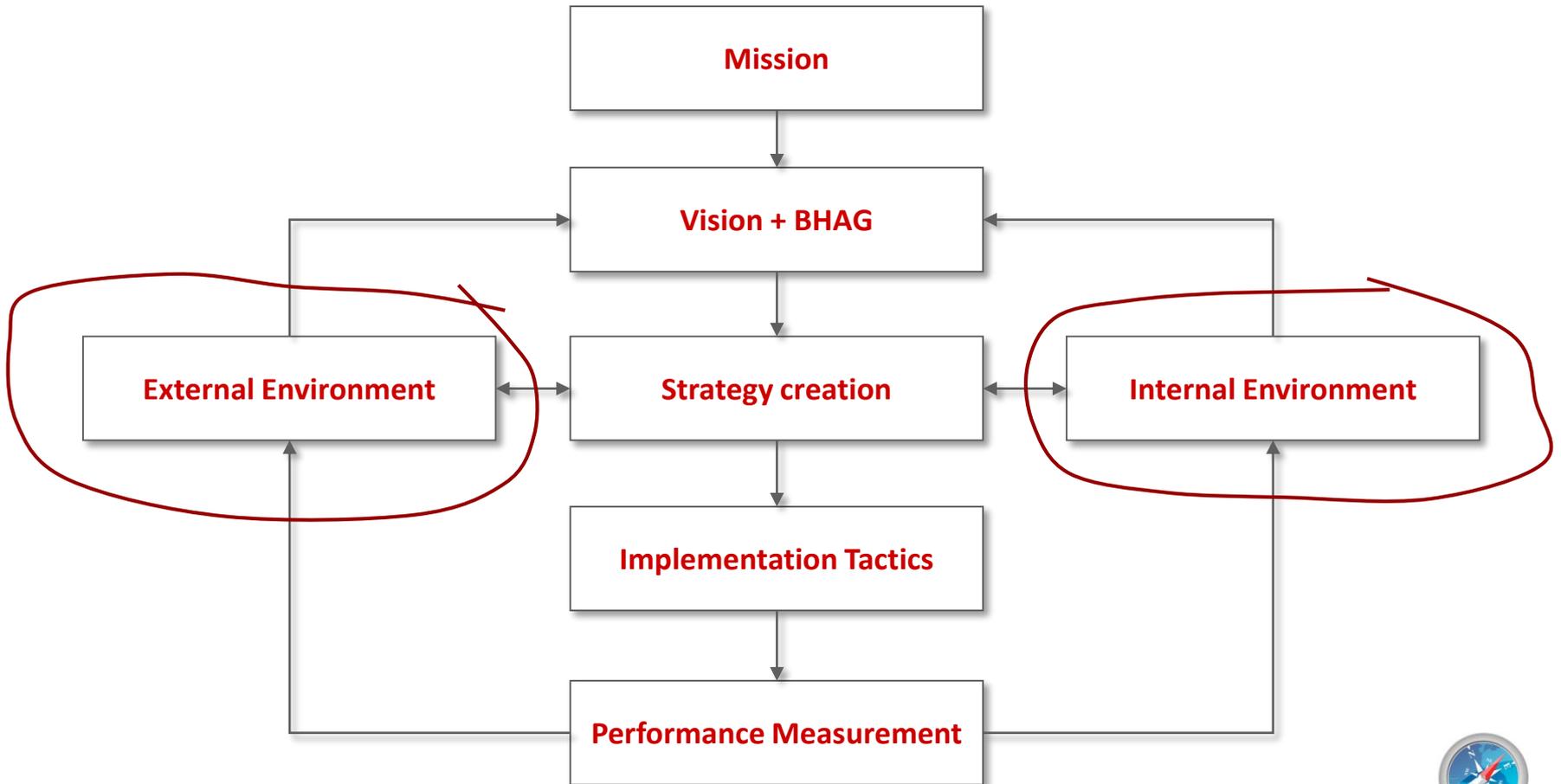
# Active Inertia (the dynamic of failure)

Leading companies become stuck in the modus of thinking and working that brought success



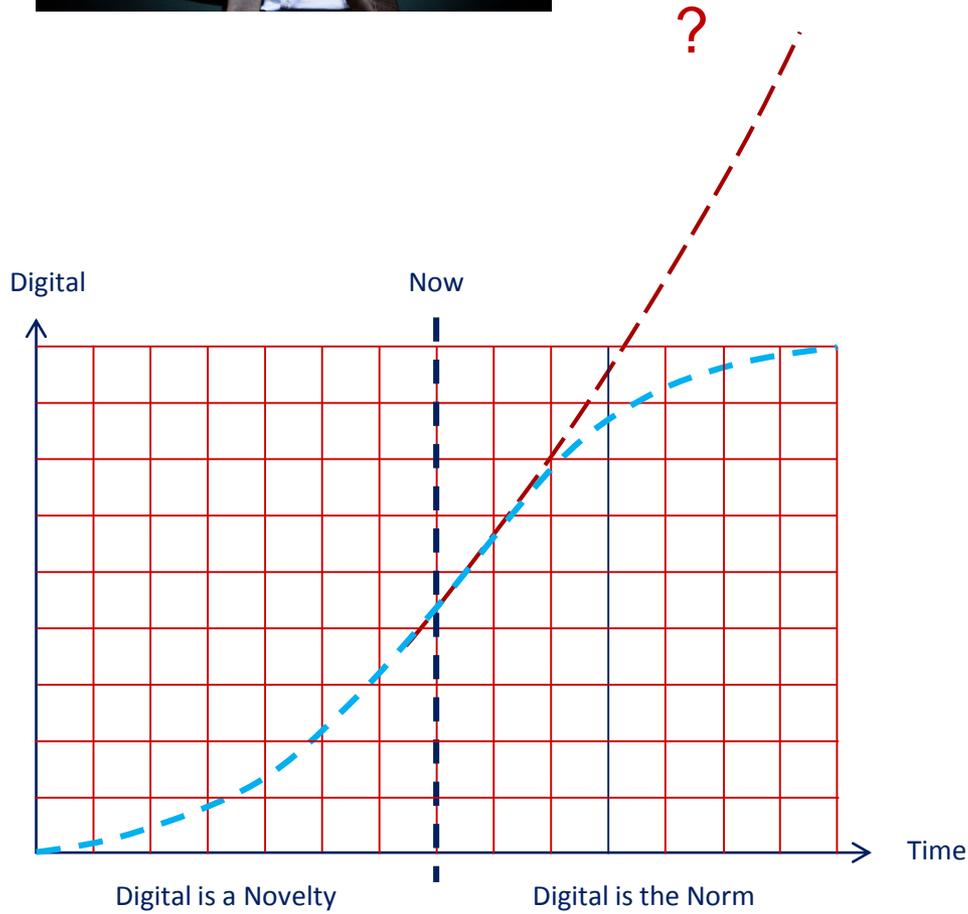


# Strategy Creation Process



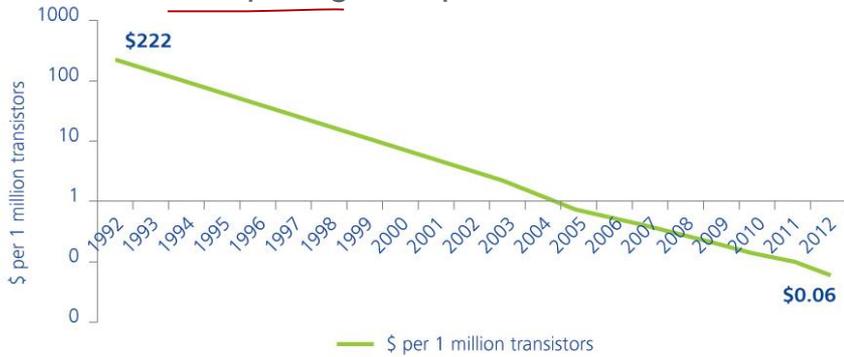


Peter Hinssen  
“The New Normal”

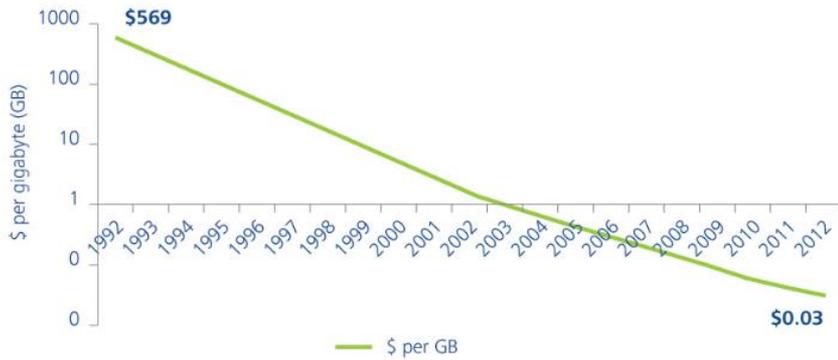


*There is no immediate return  
to a 'New Normal'*

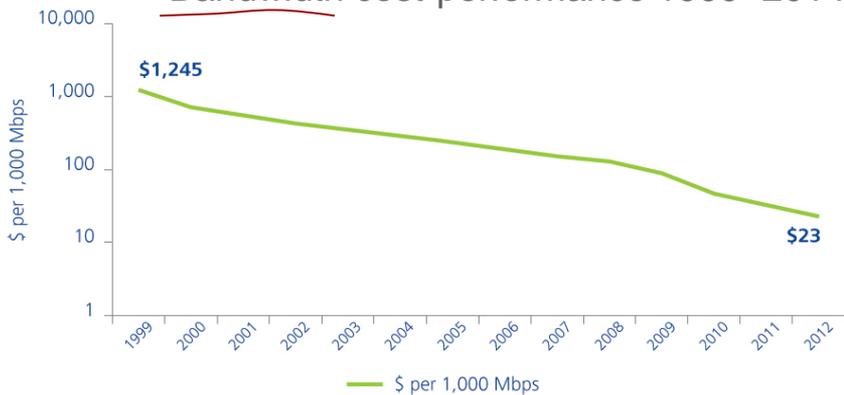
Computing cost-performance 1992- 2012



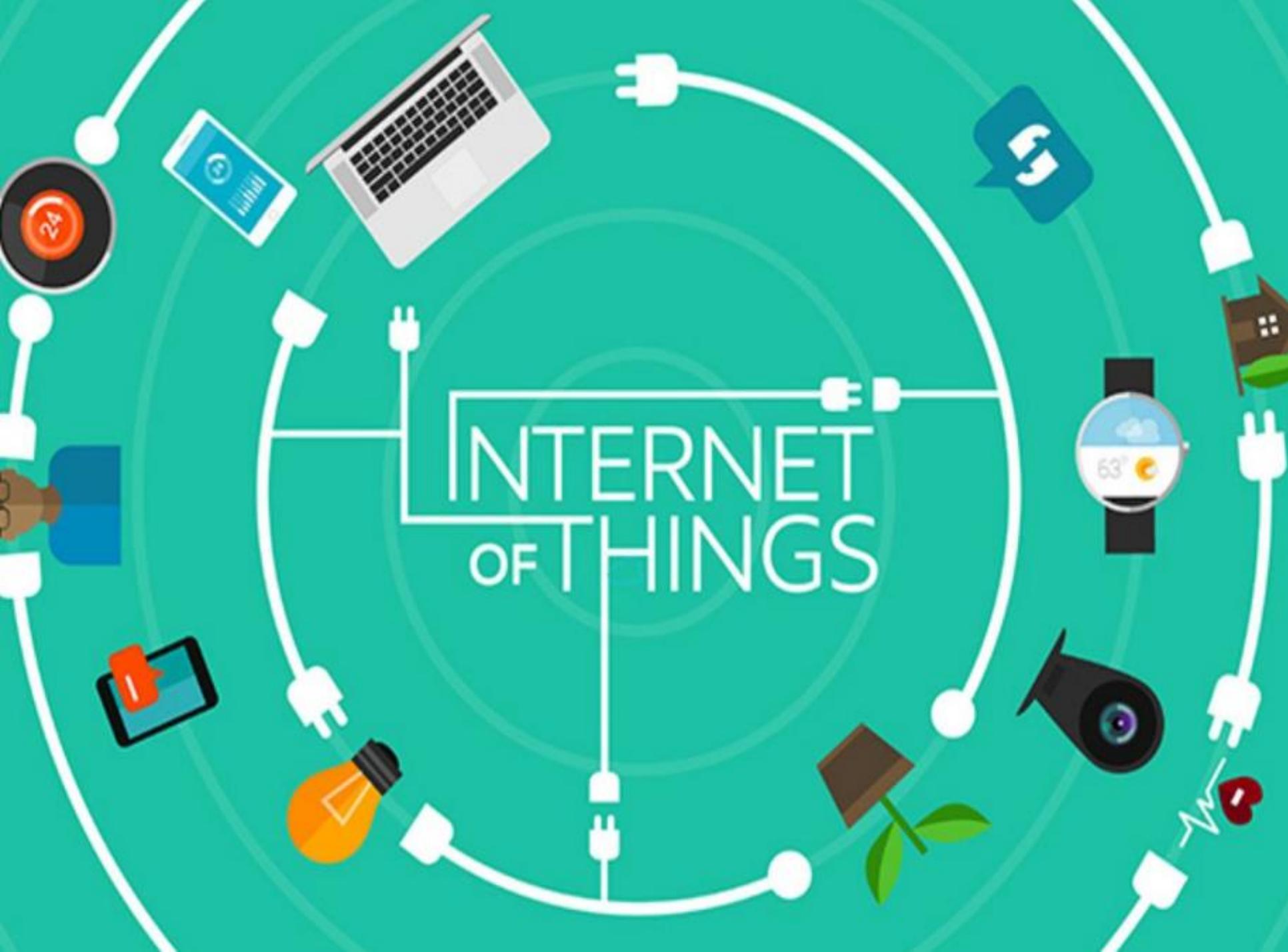
Storage cost-performance 1992- 2012



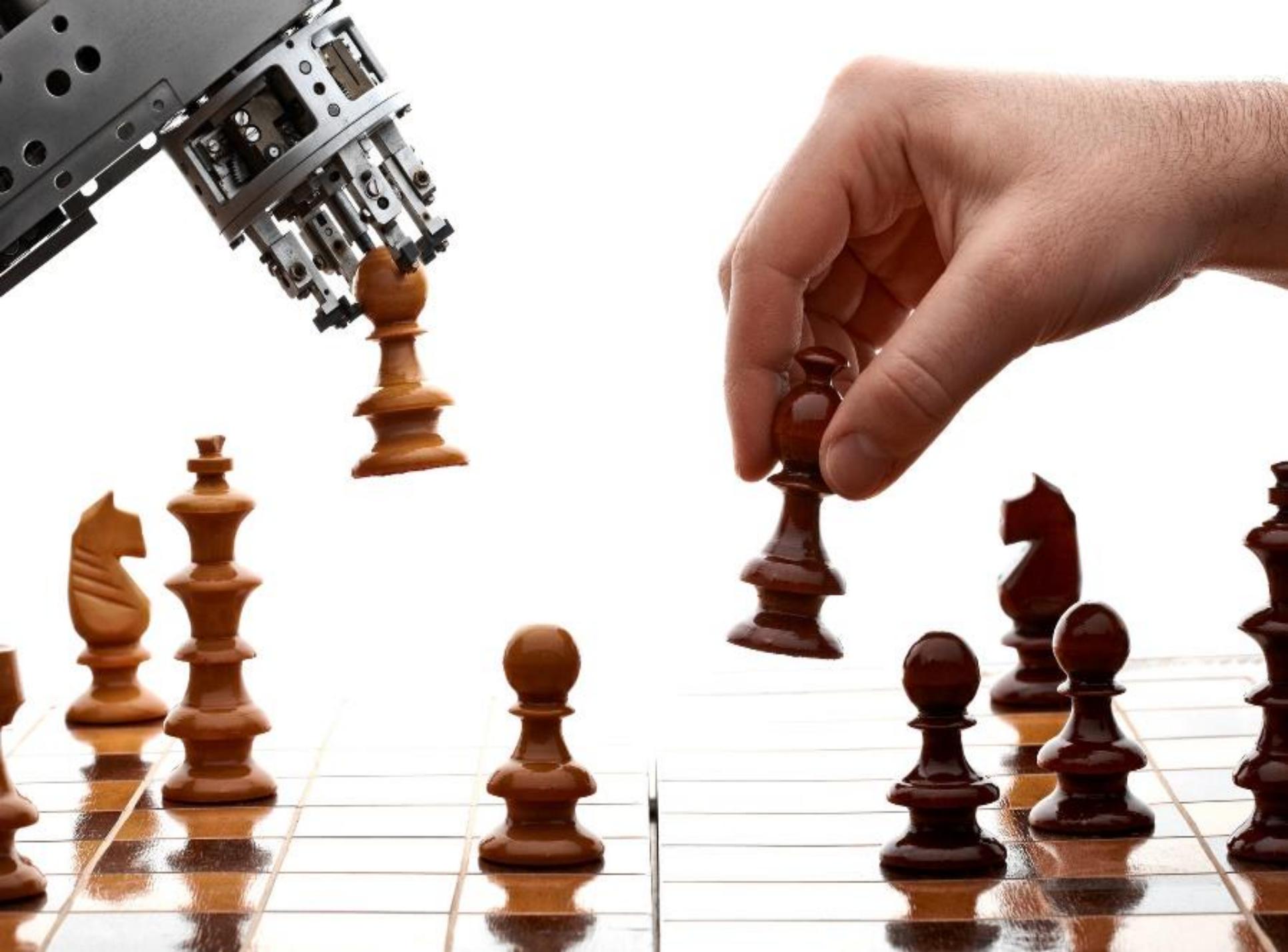
Bandwidth cost-performance 1999- 2014



*Exponential growth function*

A circular diagram on a teal background illustrating the Internet of Things (IoT). The central text "INTERNET OF THINGS" is enclosed in a white rectangular frame with a power plug icon at its top-right corner. This frame is connected to a circular network of white lines and nodes. Various IoT devices are placed around the circle, including a laptop, a smartphone, a smartwatch displaying "63°" and a sun icon, a camera, a potted plant, a lightbulb, a tablet with a red notification, a person's head, a smart thermostat showing "24", a speech bubble with a double 'F', a house, and a heart with a pulse line. The overall theme is the connectivity of diverse physical objects to the internet.

# INTERNET OF THINGS





ELECTRONIC  
CURRENCIES

BUY  
SERVICES

SECURITY  
MINING  
PROFITABILITY

MONEY

ORGANIZATION

ONLINE  
MARKET

EXPERTISE  
PROFIT

TRADING  
BIT

CRYPTO

PEER  
COIN

TRADE  
BUSINESS

CURRENCY

LITE COINS  
EXCHANGE

BANKING

DIGITAL COIN

TRANSACTIONS  
MARKET

TRANSACTION

WWW TRADE

MONEY

UNIT & MONEY

CASH COIN

NET COIN

**Product Insurance**  
(15 Companies)

**P2P Insurance**  
(24 Companies)

**Consumer Platforms**  
(23 Companies)

**User Acquisition**  
(28 Companies)

**Insurance Investors**  
(21 Companies)

**Reinsurance**  
(12 Companies)

**Insurance Comparison/Marketplace**  
(137 Companies)

# Insurance Technology

Contact  
[info@venturescanner.com](mailto:info@venturescanner.com)  
to see all 535 companies

**Insurance Infrastructure/Backend**  
(108 Companies)

**Auto Insurance**  
(76 Companies)

**Health Insurance**  
(63 Companies)

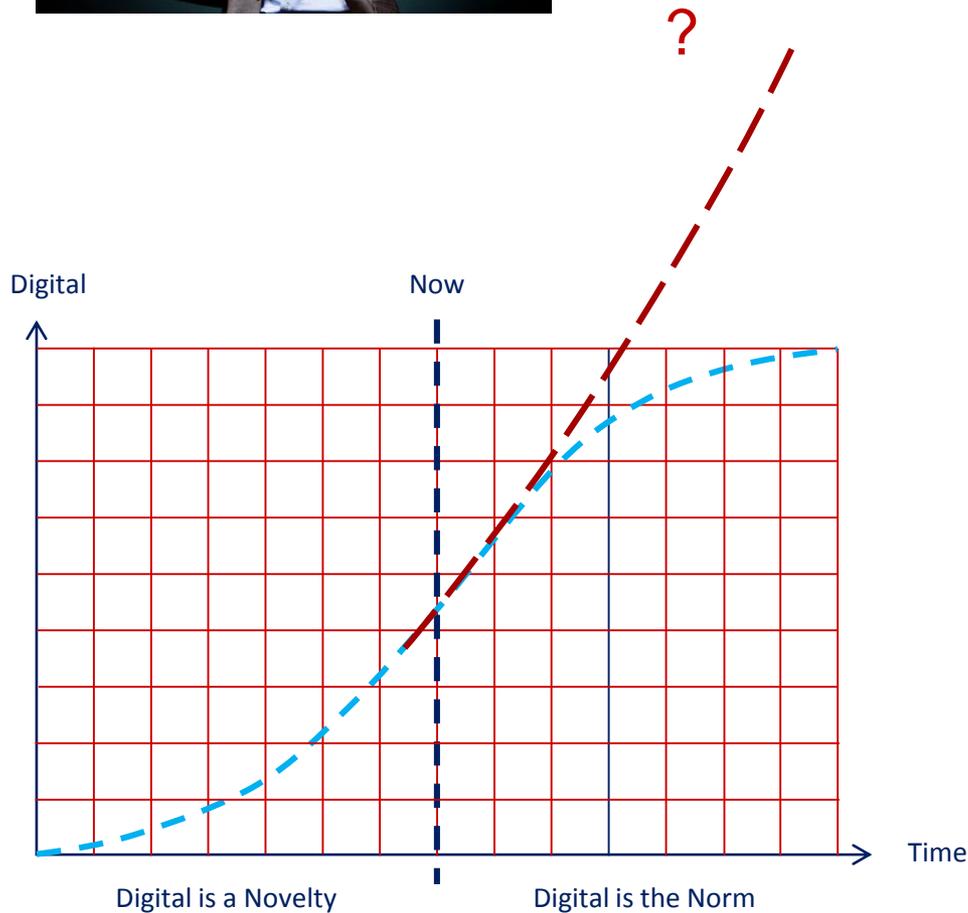
**Enterprise Insurance**  
(50 Companies)

**Life, Home Insurance**  
(39 Companies)

**Insurance Data**  
(51 Companies)



Peter Hinssen  
“The ~~New Normal~~”



Re-invention = innovative, pioneering, fundamental redefinition of products, services and processes, making optimal use of continuous evolving technology and the new environment it creates (e.g. sensors, wearables, ecosystems, robots, ...)

Substitution

= using digital to create an alternative, a replacement for a service the company already performs.

Digitising the legacy leads to digital conservatism.



- 85 million miles driven less per year
- good for over 8 million fewer gallons of fuel used.
- idle time of engines reduced by 10 million minutes
- carbon emission reduced by more than 6,500 metric tons.



Strong controlling



CODELCO: Strong orchestration increases degree of freedom





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LASIK MD

In 2009, newly appointed CEO JP Remy decided Pages Jaunes (now Solocal) needed a groundbreaking vision:

*“Pages Jaunes is not in the business of producing heavy yellow books - it never has been - but in the business of connecting SMEs to local customers.*

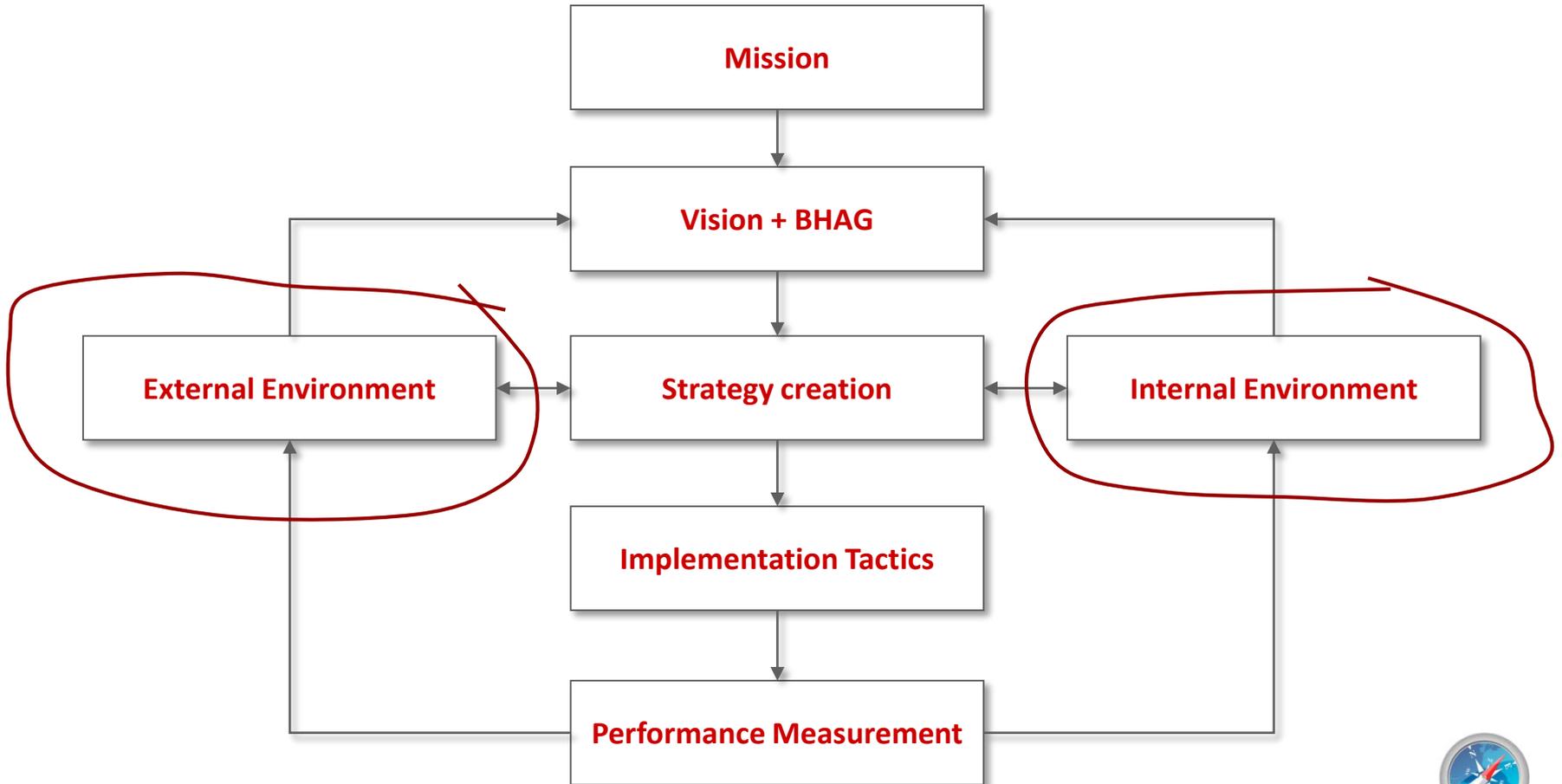
*Books are just an outdated technology and must shift to digital”.*



When CEO Angela Ahrendts took the helm at Burberry in 2006, she asked “Where are the trench coats?” Burberry’s external focus on the competitive luxury clothing and leather goods had led it to neglect the company’s core product strength.

“Instead of targeting ‘ladies who lunch’ and baby boomers, which all peers do, Burberry will zoom on Millennials and emerging economies where high net worth individuals are typically 15 years younger. To engage and communicate effectively with these customers, Burberry will use these segments mother tongue: digital.”

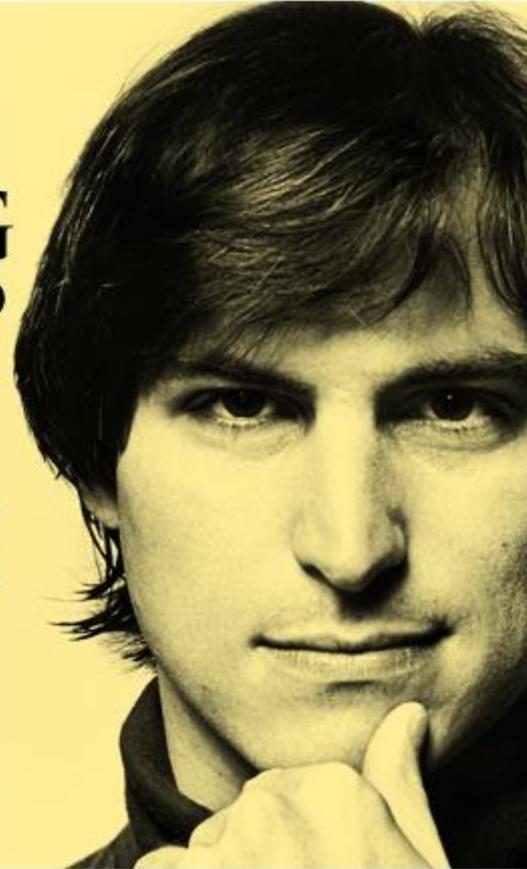
# Strategy Creation Process



DECIDING  
WHAT NOT TO DO  
IS AS IMPORTANT  
AS DECIDING  
WHAT TO DO.

STEVE JOBS

Inspirational  
**Quotes**.Gallery

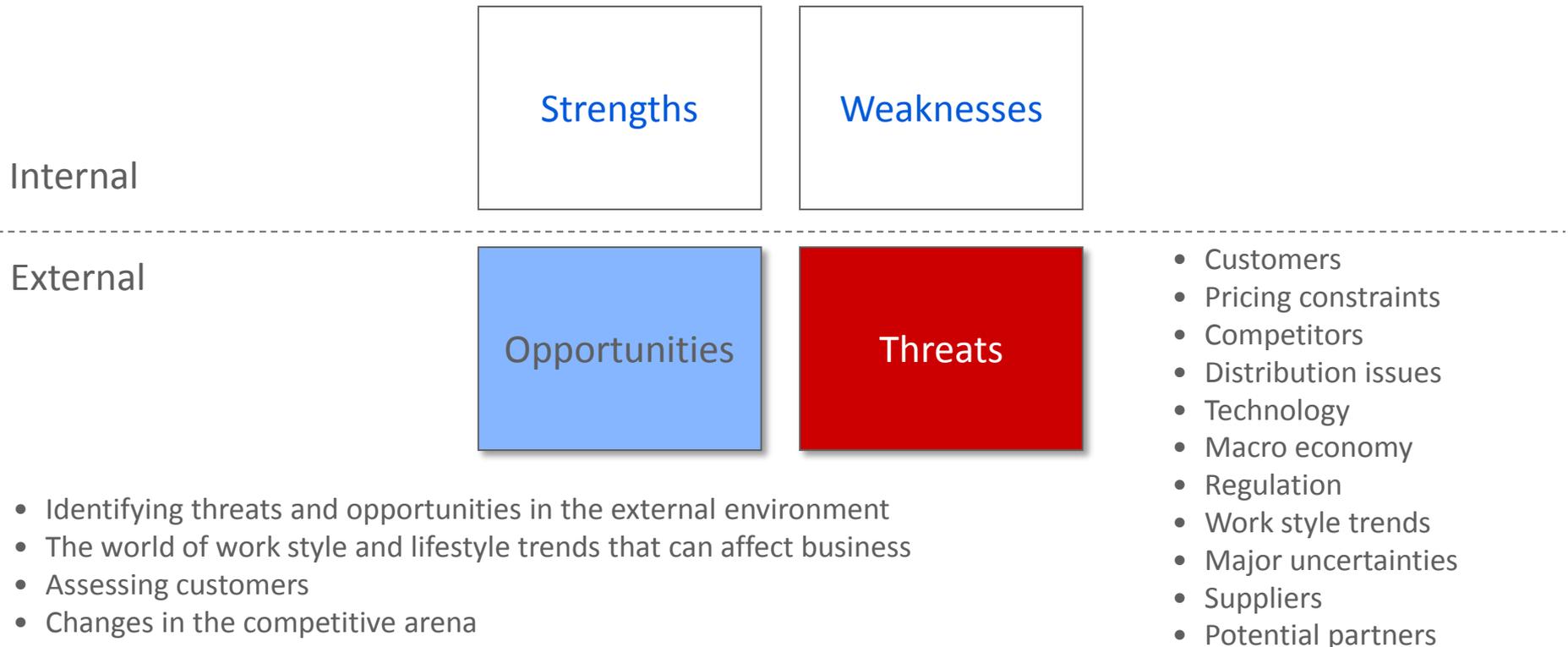


# SWOT



# SWOT: Opportunities & Threats

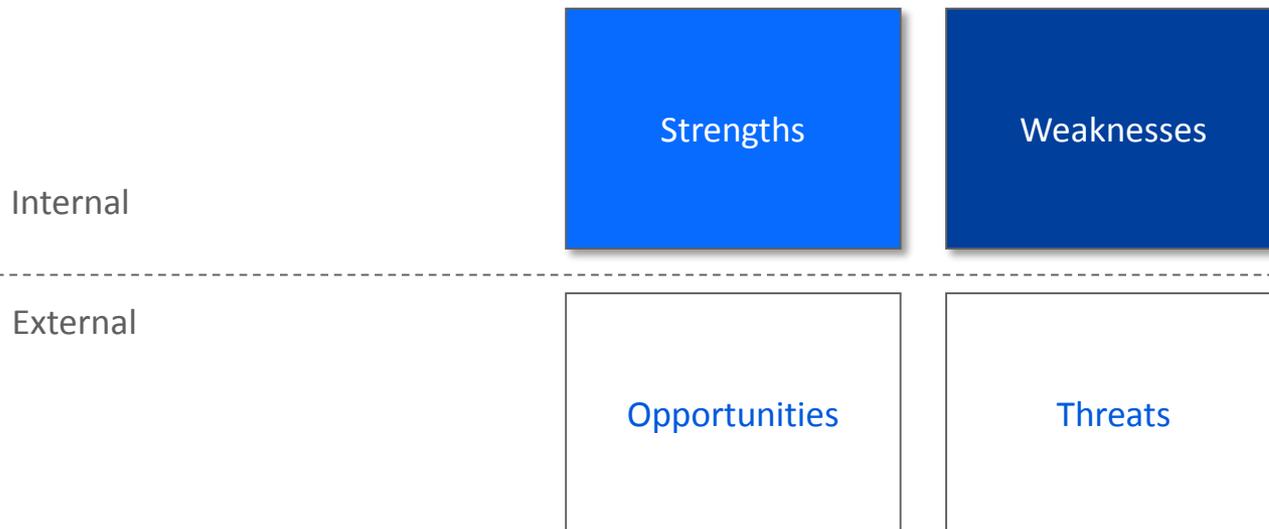
Looking outside for threats and opportunities



# SWOT: Strengths & Weaknesses

- Identifying and assessing core competencies
- Understanding your financial capacity for undertaking a new strategy
- Evaluating management and organisational culture in terms of change-readiness

- Current performance
- Brand power
- Cost structure
- Product portfolio
- R&D pipeline
- Technical mastery
- Employee skills
- Company culture
- ...



Looking inside for strengths and weaknesses

# SWOT: Strengths & Weaknesses

Is your 'core competency' a sound basis for an effective strategy?

- Inimitability: hard to copy
- Durability: continuing value of the competitive resource
- Appropriability: who captures the value created?
- Sustainability: can it be trumped by a substitute?
- Competitive superiority: is it really superior to competitors?

# A method to assess S & W

Step	Action
1	Select a credible colleague to facilitate the analysis
2	Create a SWOT team of knowledgeable staff from different functions within the company
3	Brainstorm the company and unit's strengths
4	List all suggestions with post-its on a brown paper
5	Consolidate ideas. Cluster post-its on the brown paper
6	Clarify ideas
7	Identify the top three strengths
8	Summarise company strengths
9	Repeat steps 2 through 6 for company or unique weaknesses





# Make a SWOT

1. Chose a company and its CC
2. Identify Strengths and Weaknesses
3. Identify Opportunities and Threats
4. List them on the table
5. Come back and present them



# TOWS

Defining strategic challenges

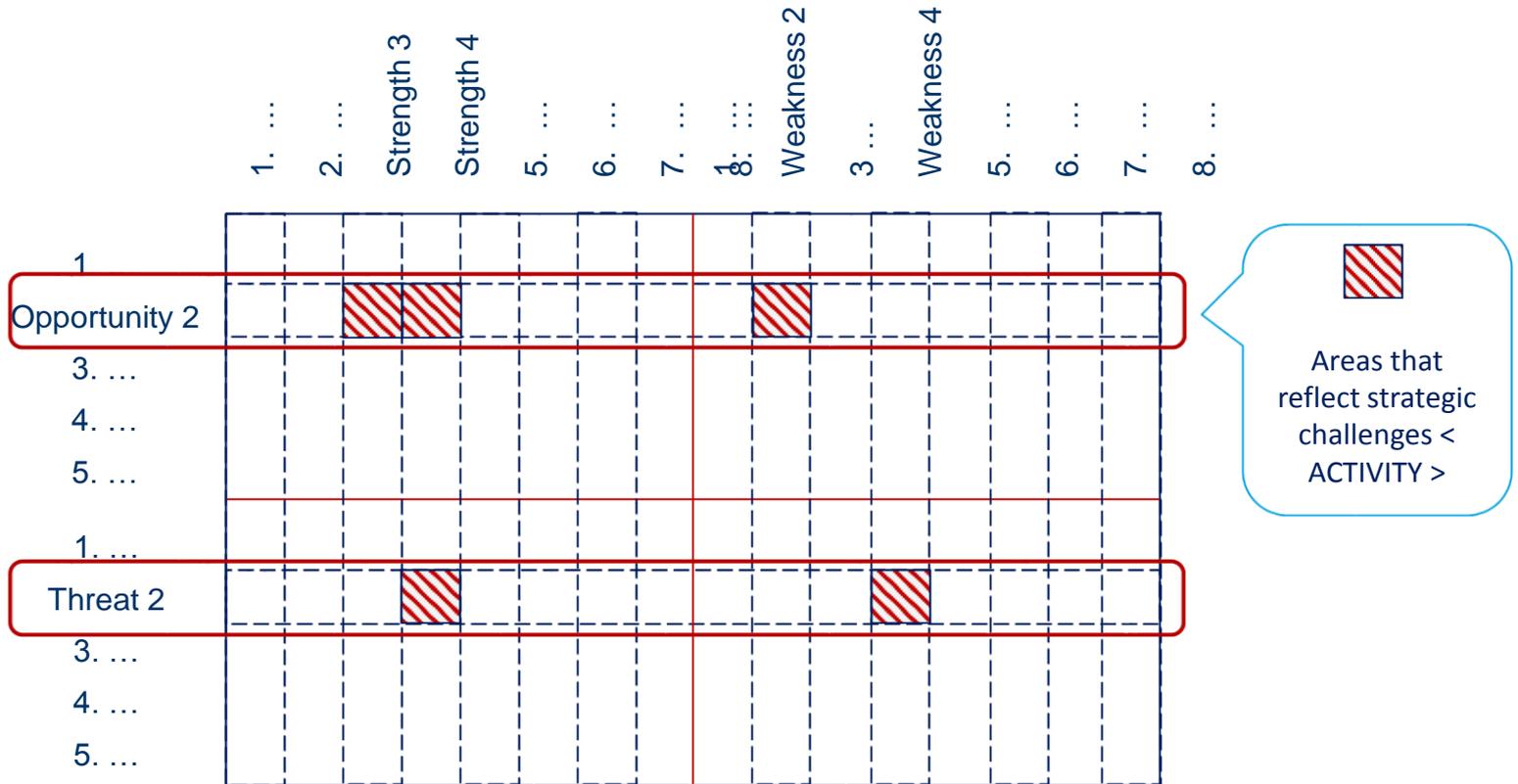
## TOWS Analysis

INTERNAL FACTORS			
EXTERNAL FACTORS		Strengths (S)	Weaknesses (W)
	1 Opportunities (O)	2 Strengths/ Opportunities (SO)	3 Weaknesses/ Opportunities (WO)
	Threats (T)	Strengths/ Threats (ST)	Weaknesses/ Threats (WT)



**build on strengths; resolve weaknesses; exploit opportunities and avoid threats**

e.g. for each of the **opportunities**, find at least one **strength** that the firm may use to take advantage of the **opportunity**. Also find a **weakness** that may stand in the way of doing so



e.g. for each of the **threats**, find at least one **strength** that should be used or further improved to protect against the **threat** and maybe even turn the **threat** into an **opportunity**. Also look for a **weakness** that must be improved or covered up to avoid being affected by the **threat**.



# TOWS Example

**Strength**  
We have the budget to invest

**Weakness**  
Our technology is outdated

## *Opportunity*

There are many young people with a technical degree in our country

## *Threat*

Competition is hiring skilled people

Strategic challenge:

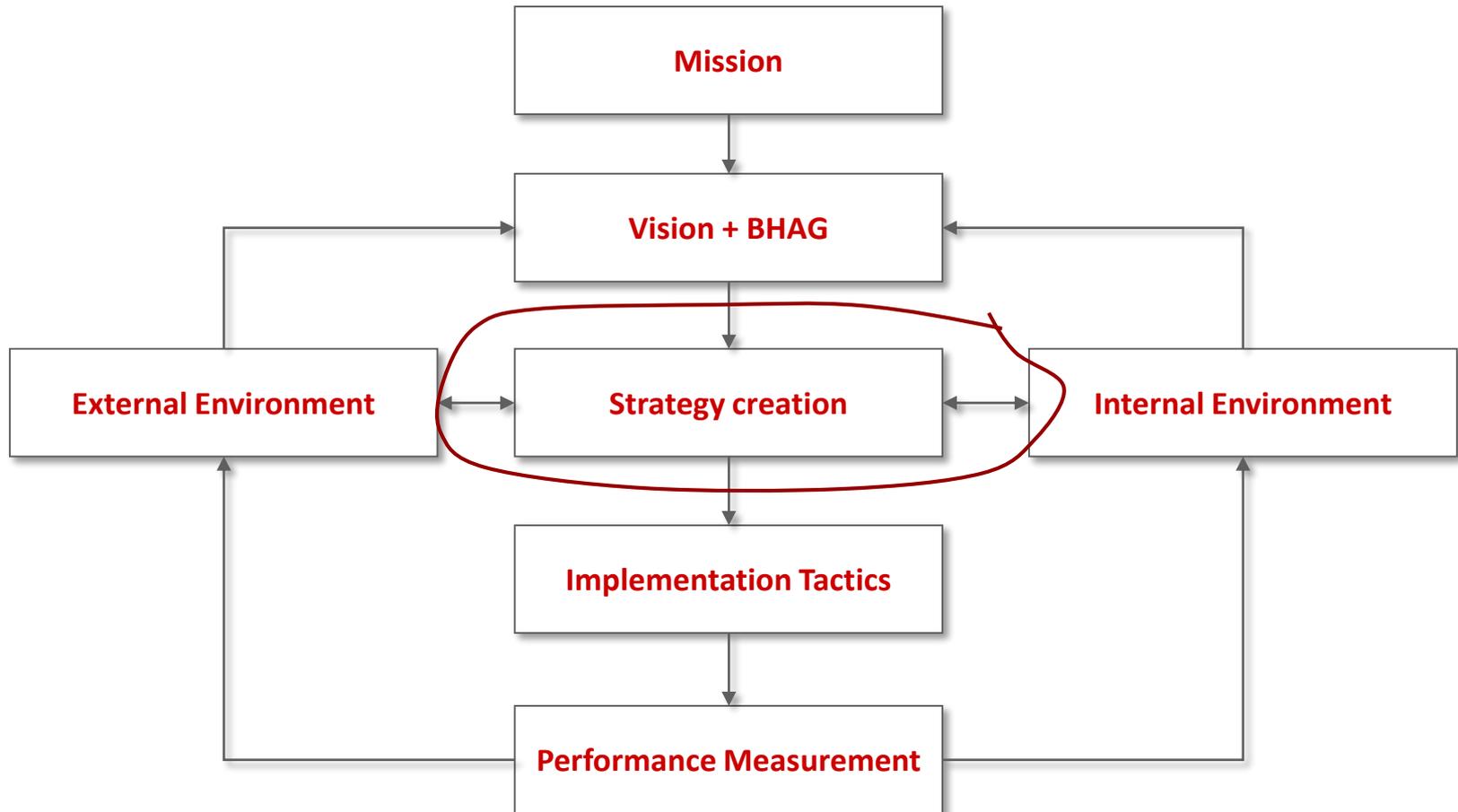
To recruit timely people with the right skills to modernise technology legacy

# Make a TOWS

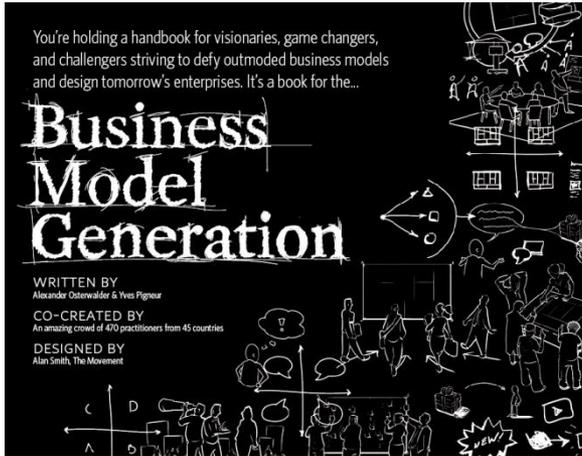
1. Start from SWOT
2. Link Opportunities with Strengths and Weaknesses
3. Link Threats with Strengths and Weaknesses
4. List relevant Strategic Challenges
5. Come back and present them



# Strategy Creation Process

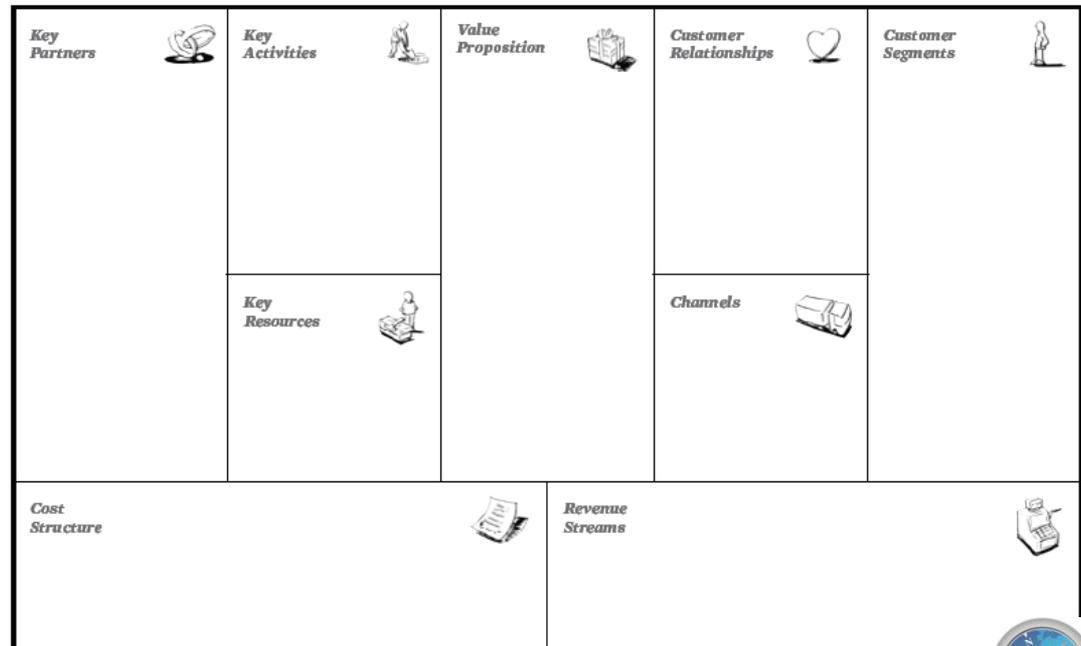


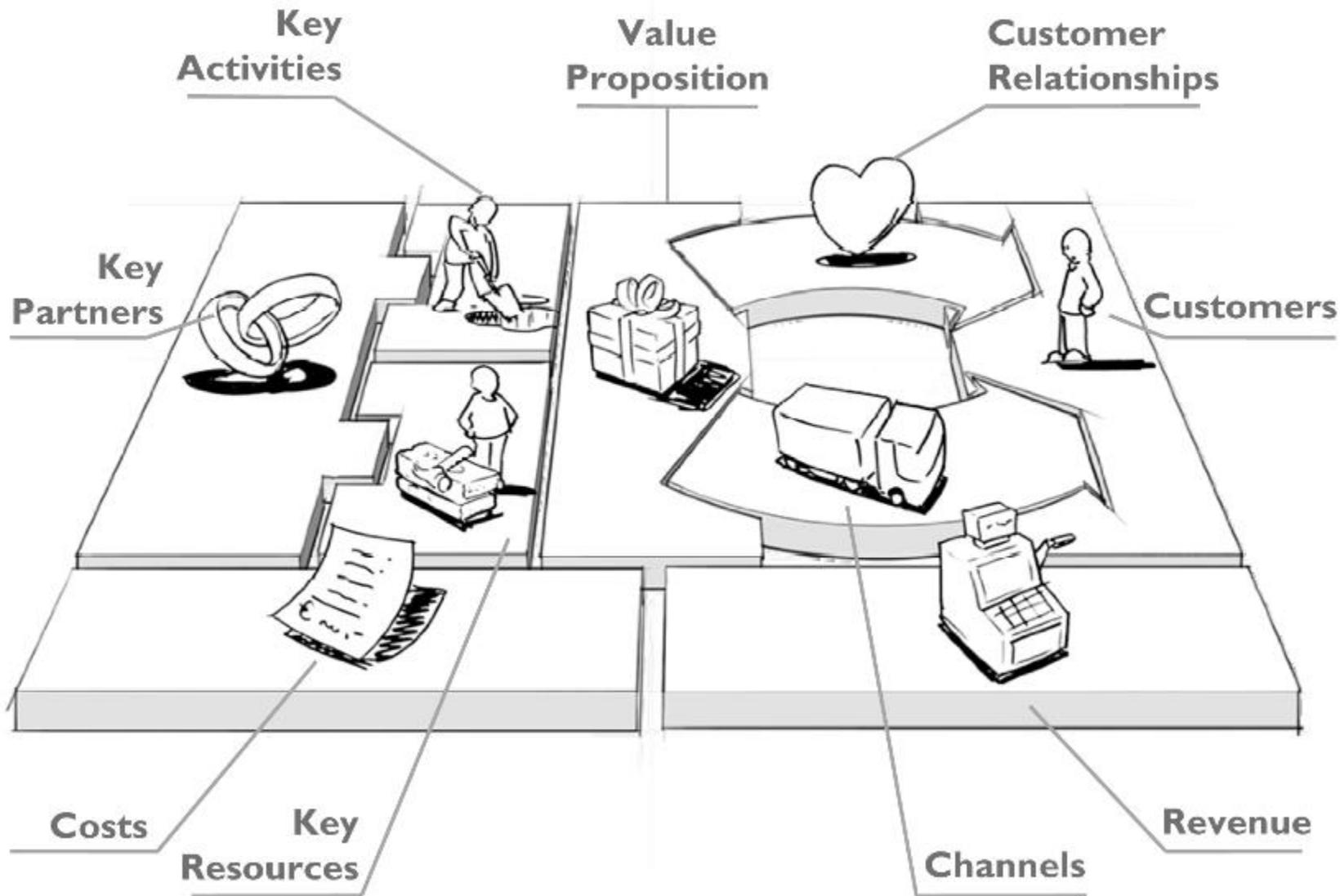
# Business Model Generation



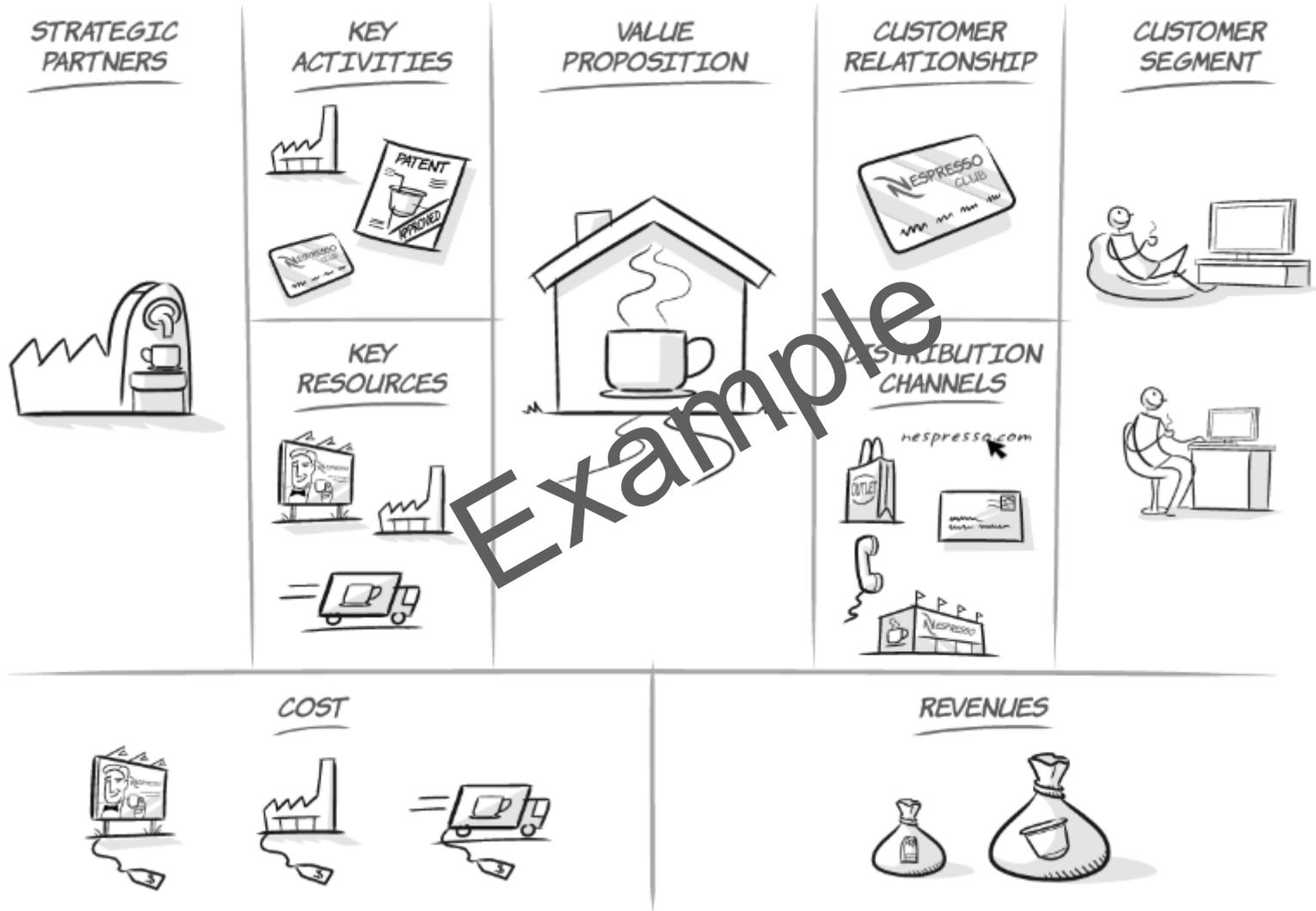
A business model describes the rationale of how an organisation creates, delivers and captures value.

*The Business Model Canvas*

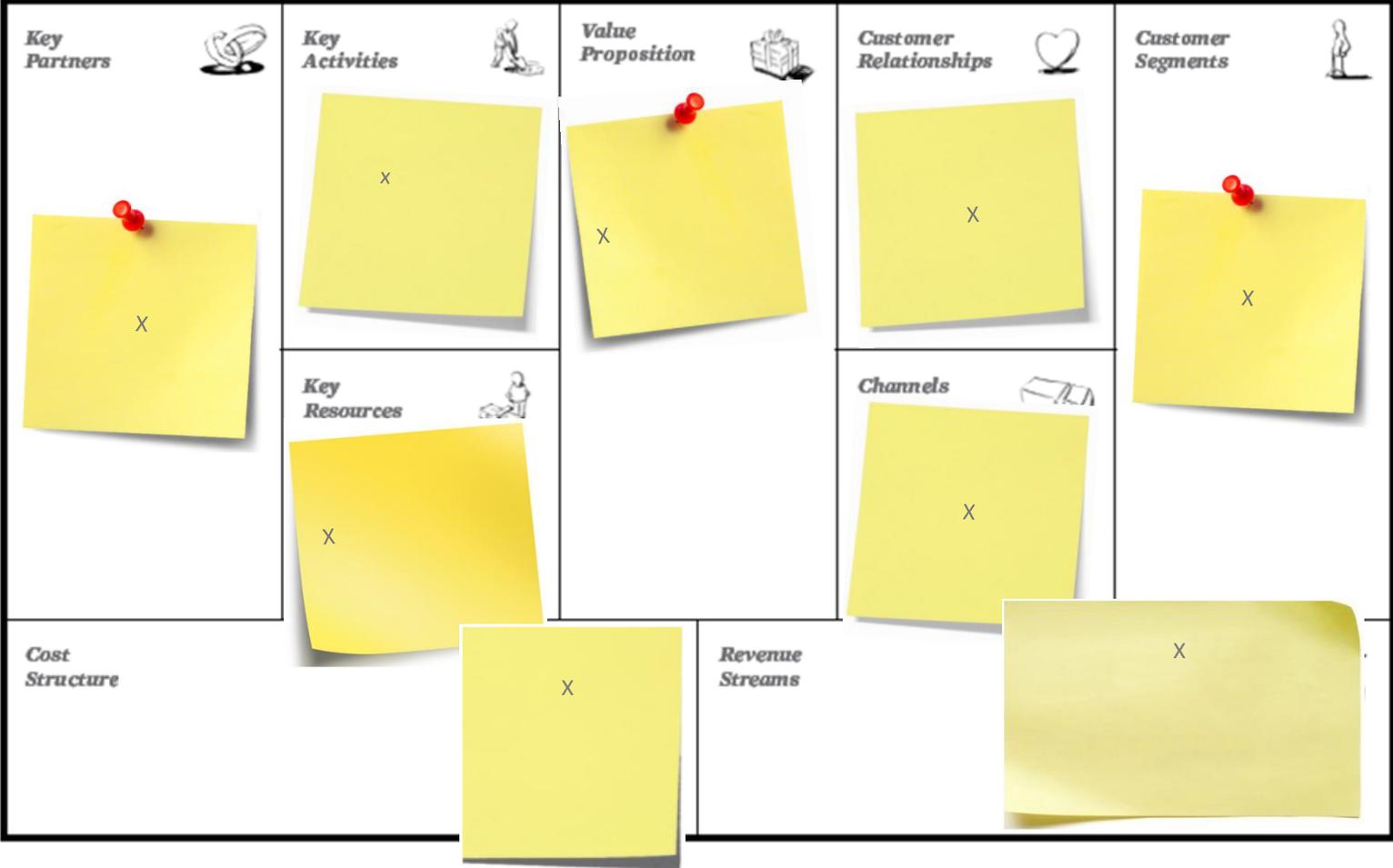




drawings by JAM



**The Business Model Canvas**



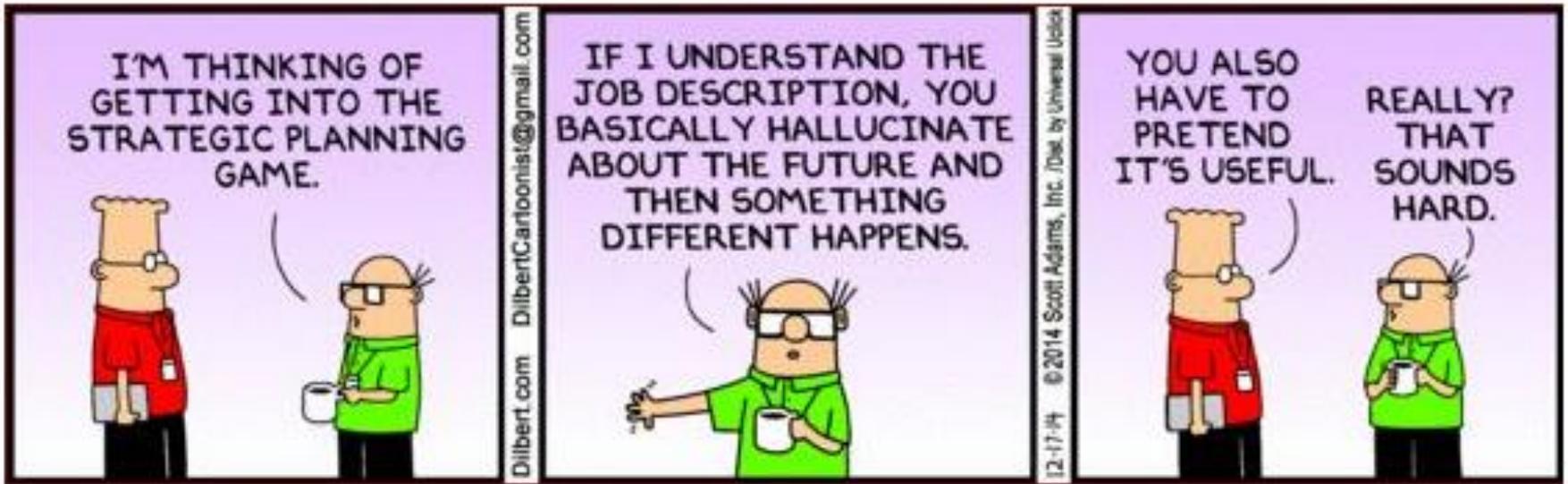




# Developing possible solutions

1. Describe the current business canvas
2. Post-it possibilities for change
3. Translate possibilities into solutions
4. List all the solutions
5. Come back and present them





# Assess options to identify the most attractive

**Suitability** of options: Do they fit? Are they appropriate for the purpose?

**Feasibility** of options: Can we manage? Is it do-able?

**Acceptability** of options: Do they cut cost and/or generate revenues/profit?

# HARVEY BALLS DIAGRAM

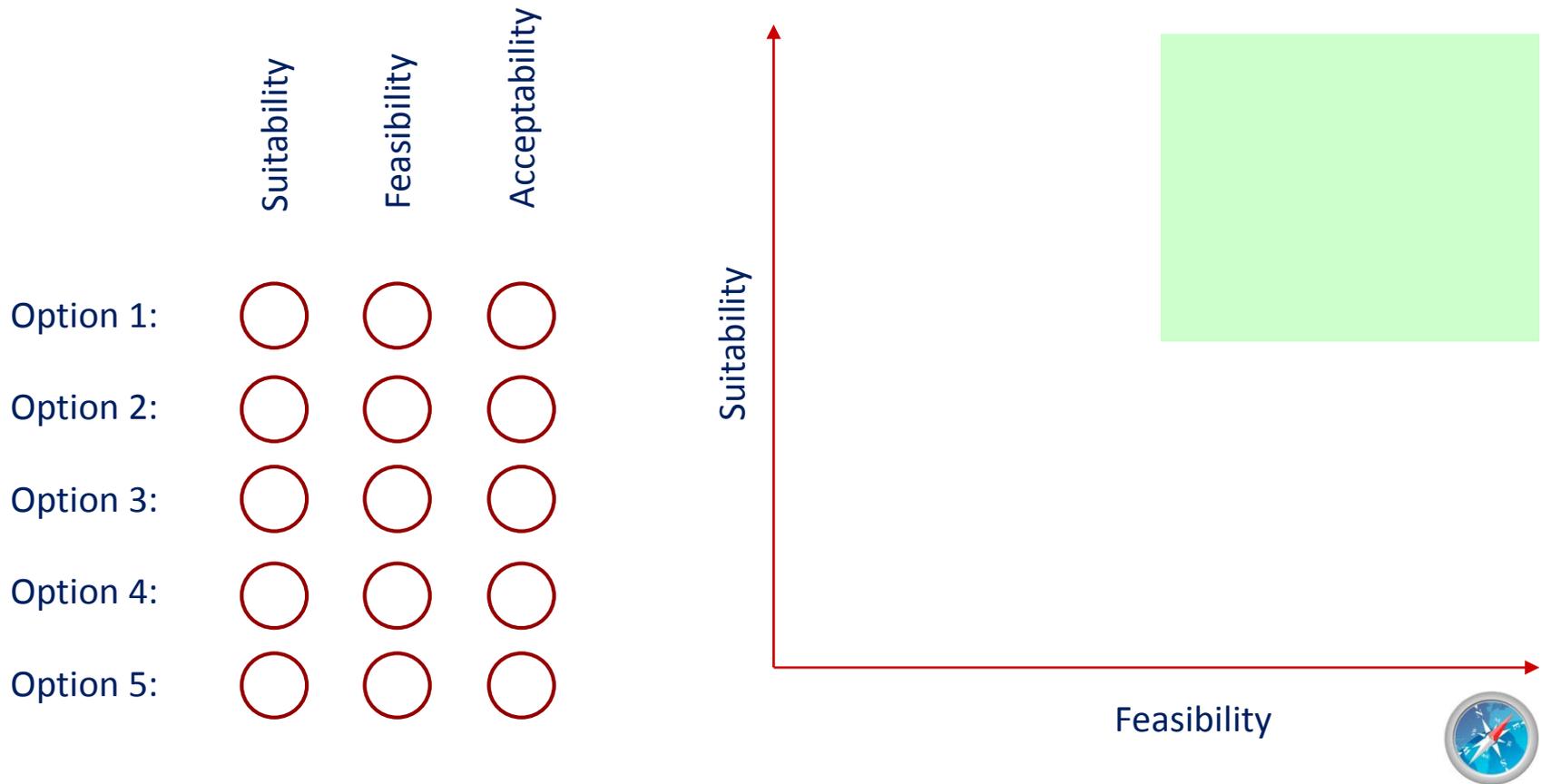
Enter your sub headline here

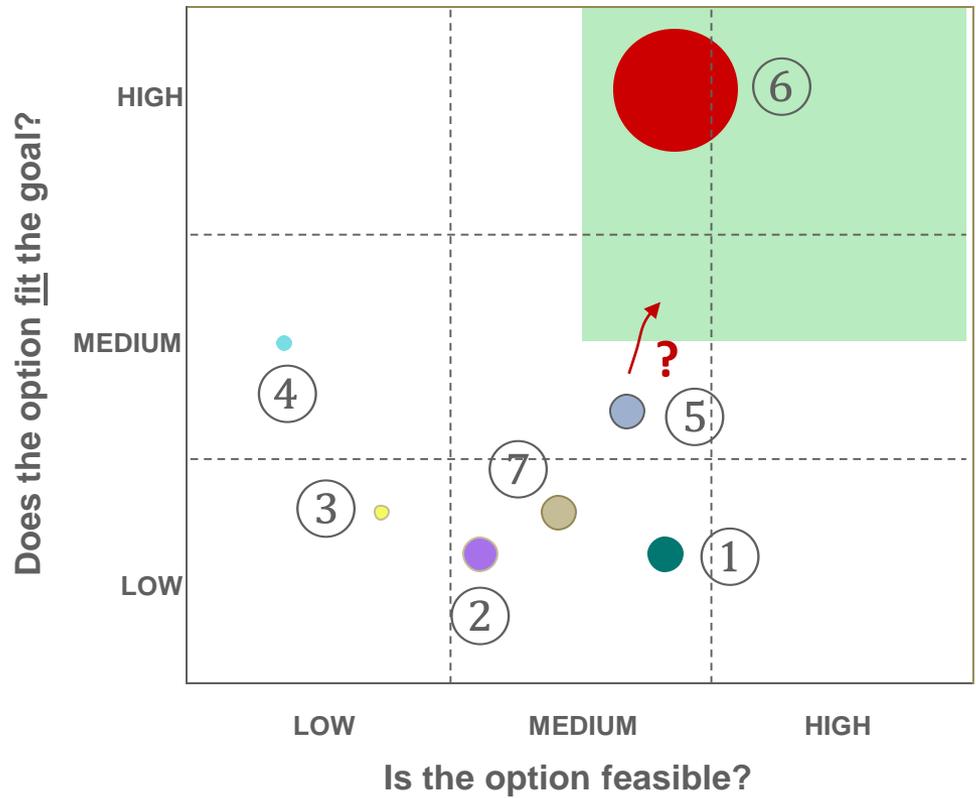
	Text Here				
Product A					
Product B					
Product C					
Product D					
Product E					
Product F					

This is a sample text. This is a sample text.



# SFAA - Template



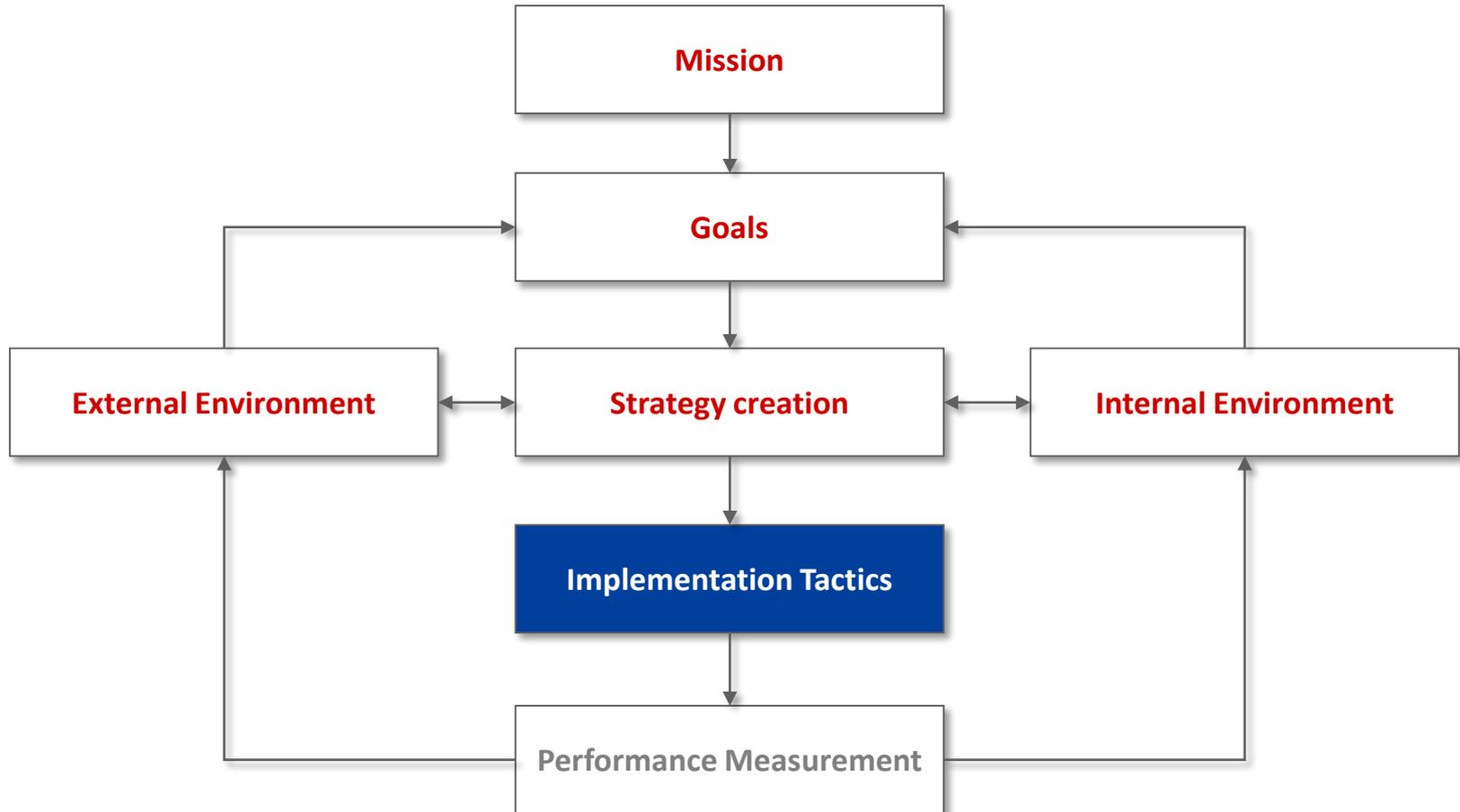


○ Bubble size = Acceptability

■ Zone of most attractive options based on the interplay of suitability (fit), feasibility and acceptability



# Strategy Creation Process



# Creation < > Implementation



# Creation < > Implementation

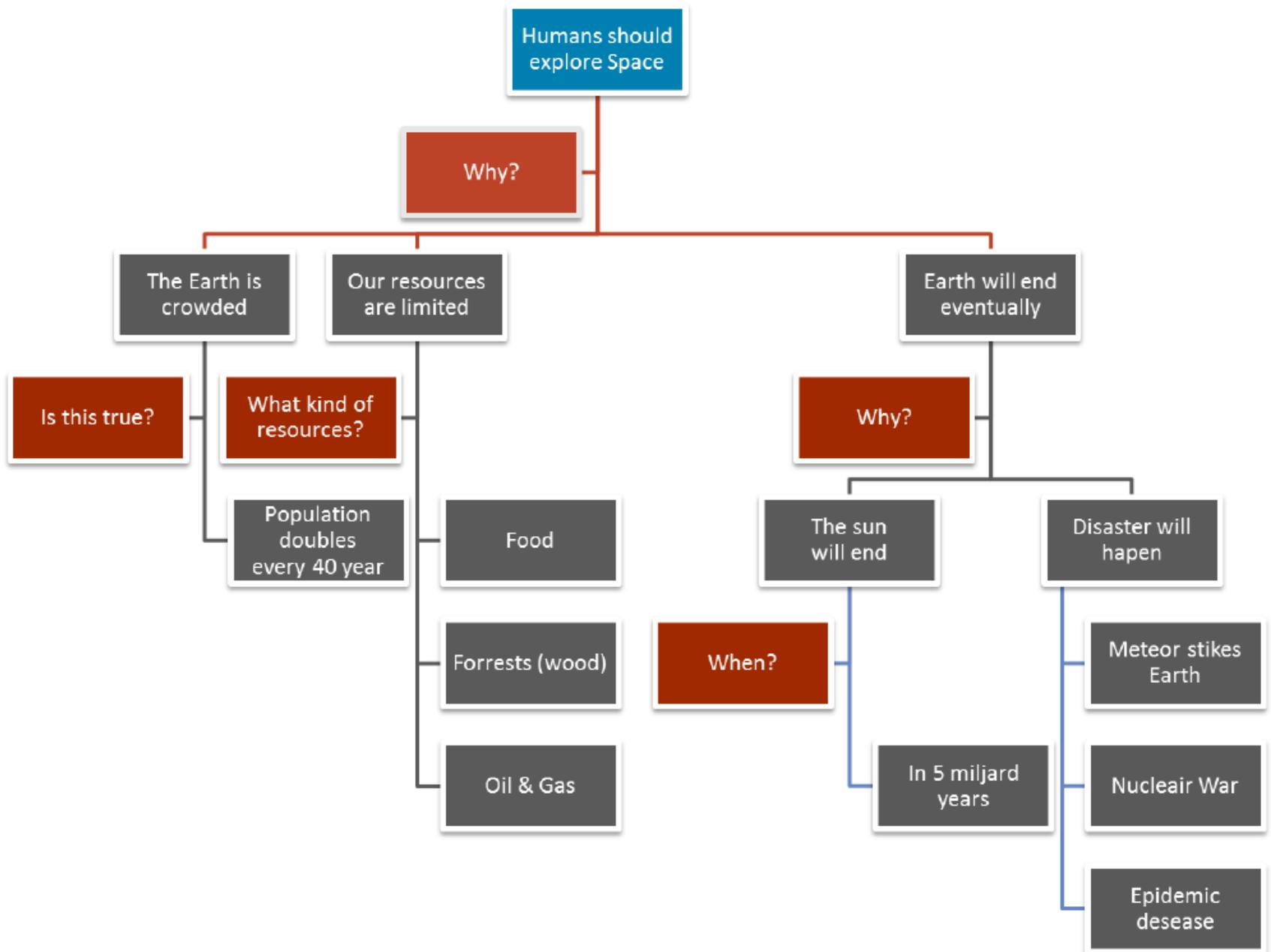
- Creation is about doing the rights things
- Implementation is about doing things right

# The Pyramid Principle

Some facts about people (our customers included):

- People tend not to listen to things they already know.
- Only if it is of interest, people want to find out what they don't know.
- If people hear something they don't know, it raises questions.

Making a statement to your audience that tells them something they don't know, will automatically raise a question in their minds. Why? How? Is this true? Etc. The listener will be focused to hear an answer to this question. A question-answer dialogue like that will ensure the listeners attention.



# Strategy Implementation

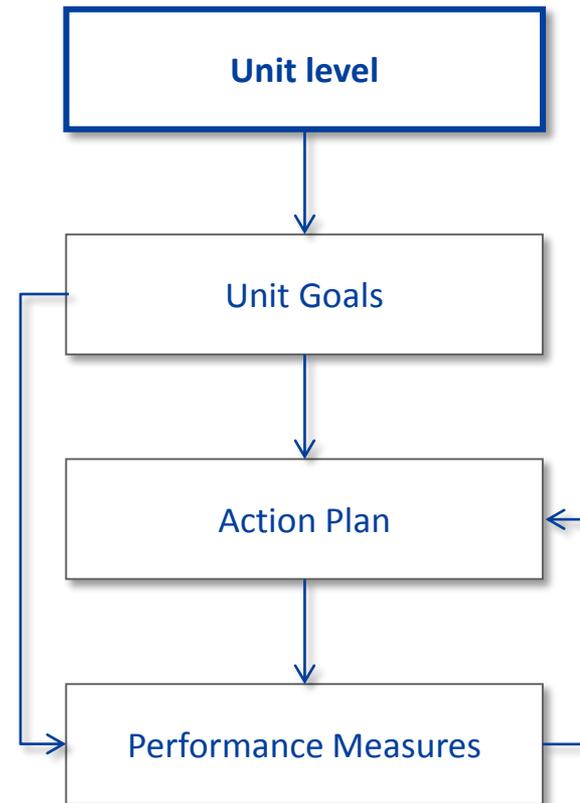
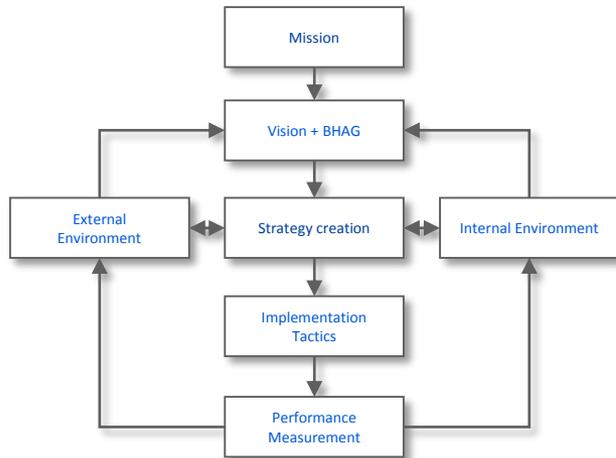
- Strategy is nothing more but **hot air** if little attention is given to the implementation.
- Strategy creation is entrepreneurial and market-oriented
- Strategy implementation is **operations oriented**
- Every employee must be involved in implementation

Strategy creation	Strategy implementation
Analysis and planning	Execution
Thinking	Doing
Initiate	Follow through
At the top	Top-to-bottom
Entrepreneurial	Operational
Goals-setting	Goals achieving

# Mechanisms for Success

- Gaining a market beachhead
- Market entry through process innovation
- Applying Judo Strategy: movement, balance and leverage
- Market entry through product differentiation
- Create and dominate new market
- Buying your way in

# Unit goals, Action plan & Metrics



# Setting Company Goals

Direct mail sporting goods company's strategic goal:

- Gain 15% market share within 3 years = *measurable goal*
- Improve market share over the next years = *not measurable goal*

# Setting Unit Goals



Direct mail sporting goods company's strategic goal:

- Gain 15% market share within 3 years = *measurable goal*
- Improve market share over the next years = *not measurable goal*



Customer Service Department:

Raise customer satisfaction from 73% to 95% within three years



National Sales Department:

Increase average account revenue by 20%



Marketing Department:

Increase customer loyalty by 15% in the following three years.

# Performance Measures



- The metrics of performance must be relevant and clear e.g. “increase market penetration by 10% annually.”
- Performance metrics must be executable.
- KPI’s must be relevant at business unit level e.g. sales-per-employee, profit margin, ROI are useful at enterprise level but not at unit level.
- Applicable metrics are e.g.

Cost	Cost per call, e-mail, chat session,...
Satisfaction	NPS for top segment, Error rate, complaints rate, ...
Efficiency	Idle time, Occupancy,....
...	

**First Call Resolution**

# Why FCR is key



## 1. Reduce operating cost

If you achieve a 68% First Call Resolution (FCR) rating (contact centre industry benchmark average), 32% of customers need to call back because their issue wasn't resolved on their first call. The industry's average is 1.4 calls to resolve a customer's inquiry or problem.

## 2. Improve customer satisfaction

For every 1% improvement in FCR, you get a 1% improvement in customer satisfaction. FCR is the highest correlated metric to customer satisfaction and dissatisfaction of all the contact centre metrics.

## 3. Increase opportunities to sell

When a customer call is resolved the customer cross-selling acceptance rate increases by 20%. Research shows that customers' needs must be resolved before the CSR has earned the right to move on to any sort of sales.

## 4. Improve employee satisfaction

Contact centres with high employee satisfaction also have high FCR and vice versa. The stress is very high on the employee who handles the second and third call from a customer whose issue wasn't resolved the first time.

## 5. Reduce customers at risk

If the customer's inquiry or problem is resolved in the first call, only 1% of those customers are at risk to go to competitors. Conversely, 15% of customers who did not get their inquiry or problem resolved are likely to go to competitors.

# Did you know ...



- 47% of the customers will not call back if they do not get their call resolved
- 15% of the customers who's call was unresolved definitely or probably will not continue to use the organisation's products and services as a result of this
- for the customers who have achieved a great contact centre experience only 2% will definitely or probably not continue to use the organisation's products and services due to this experience
- repeat calls account for 24% of the average annual operating budget of a contact centre
- the percentage of repeat calls for the average contact centre is 30% compared to only 17% for the average world class FCR contact centre
- on average 41% of customers will tell 1.2 people about their good experience calling a contact centre and on average 74% of customers will tell 5.2 people about their bad experience

But most important, did you know that the main source of First Call Resolution defect is ... the contact centre agent himself (44%)? Poor resolution of the problem, incomplete information and poor knowledge of the call centre employee are three of the top five reasons. So it is only right of you to focus on a contact centre staff training program!

# Action Plan



- Keep it simple.
- Create commitment from the people who will need to execute the plan
- Structure the actions plan in achievable milestones
- Specify roles and responsibilities
- Make it flexible

# Alignment check list

People	<p>The required skills are present to make the strategy work</p> <p>Employees support the strategy</p> <p>Staff members attitudes are aligned with the strategy</p> <p>Necessary resources are available</p>
Incentives	<p>The staff reward system is aligned with the strategy</p> <p>Everyone has performance goals aligned with the strategy</p>
Structure	<p>Units are optimally organised to support the strategy</p>
Supportive activities	<p>All we do, customer treatments, pricing, ... is in line with the strategy</p>
Culture	<p>Culture and strategy match</p>



# Contact Centre Main Purpose Model

Call Centre's Main Purpose Model	
<b>Vision</b>	To be a world class FCR and Csat Call Centre.
<b>Mission</b>	To retain customers by resolving their call on the first call and having CSR's that are very satisfied working in the call centre.
<b>The Way we Work</b>	<ul style="list-style-type: none"> <li>➤ Let the customer be the ultimate judge of our service.</li> <li>➤ Make the satisfaction of the customers' needs our primary mission.</li> <li>➤ Have CSR's with the proper skills, knowledge and abilities.</li> <li>➤ Conduct ourselves with the highest standard of integrity and honesty.</li> <li>➤ Ensure that our policies, processes and technology assist us in achieving our mission.</li> <li>➤ Continually quest for improving FCR, Esat and Csat in everything we do.</li> <li>➤ Take ownership for resolving customer calls.</li> </ul>
<b>KPI's</b>	<p>Customers calling the call centre will experience:</p> <ul style="list-style-type: none"> <li>➤ 80% or higher of calls are solved on the first call.</li> <li>➤ 80% or higher of calls customers are very satisfied (Csat top box rating).</li> </ul> <p>Employees working in the call centre will experience:</p> <ul style="list-style-type: none"> <li>➤ 50% or higher overall call centre Esat.</li> </ul>



"Without strategy, change  
is only substitution - not evolution."

*Glenn Llopis, Earning Serendipity*