Expert Class
Contact Center
Management

EXPERT CLASS

CONTACT CENTER MANAGEMENT

A COMPLETE CONTACT CENTER LEADERSHIP TRAINING
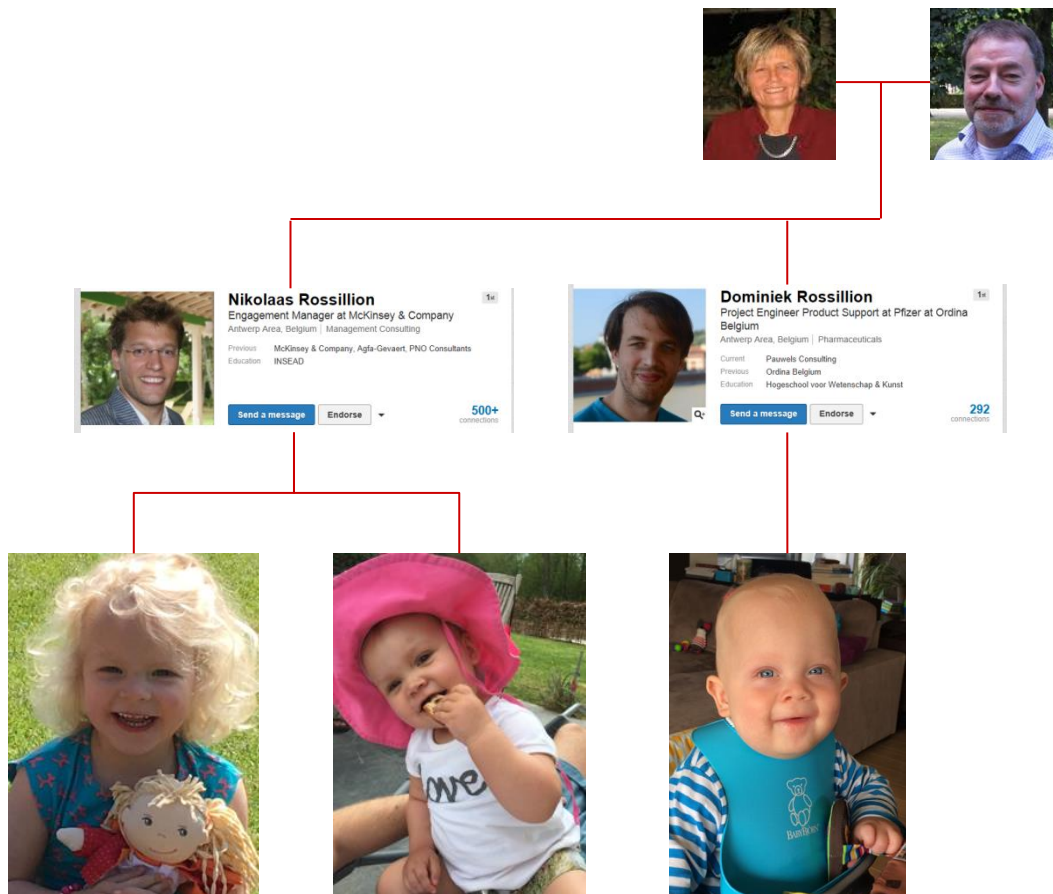
Strategy Exercise
Customer interaction through Remote Channels

François Rossillion

October 17, 2016

Nikolaas Rossillion 1st
Engagement Manager at McKinsey & Company
Antwerp Area, Belgium | Management Consulting

Previous	McKinsey & Company, Agfa-Gevaert, PNO Consultants
Education	INSEAD

Send a message   Endorse ▼   500+ connections

Dominiek Rossillion 1st
Project Engineer Product Support at Pfizer at Ordina
Belgium
Antwerp Area, Belgium | Pharmaceuticals

Current	Pauwels Consulting
Previous	Ordina Belgium
Education	Hogeschool voor Wetenschap & Kunst

Send a message   Endorse ▼   292 connections

Experience

Senior Expert Distribution
KBC Group
January 2013 – Present (3 years 10 months) | Brussels
Now being a member of the Strategy, Organisation, Mergers and Aquisitions department (SOMA), I concentrate on strategic distribution topics and innovative business modeling.

Add Media: Document Photo Link Video Presentation

Senior Expert Distribution
KBC Group
May 2006 – Present (10 years 6 months)
Within the marketing mix 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.
Add Location

Add Media: Document Photo Link Video Presentation

Call Centre Manager
KBC Bank & Insurance
May 1999 – October 2005 (6 years 6 months)
Add Location
Add Description

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Project Manager Virtual Branch
KBC Bank & Insurance
June 1995 – April 1997 (1 year 11 months)
Add Location
Add Description

Add Media: Document Photo Link Video Presentation

Head of Credit Product Department
KBC Bank & Insurance
October 1993 – May 1995 (1 year 8 months)
Add Location
Add Description

Add Media: Document Photo Link Video Presentation

Project Manager Credit Scoring
KBC Bank & Insurance
May 1990 – September 1993 (3 years 5 months)
Add Location
Add Description

Add Media: Document Photo Link Video Presentation

Retail Branch Manager
KBC Bank & Insurance
April 1980 – May 1990 (10 years 2 months)
Add Location
Add Description

Add Media: Document Photo Link Video Presentation

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Strategy Exercise
Customer interaction through Remote Channels

Is your contact center customer centric?

1. **The IVR abyss**: IVR system that is annoying and difficult to navigate can make the customer extremely hostile. Placing the customer to a no man' land after lengthy prompts can irate the customer to the point of hanging up and bringing up the issue to social medias.

2. **Long holding time:** There is nothing more frustrating than putting callers on hold. Customers wish to have the contact center agents' undivided attention, and when he/she is being put on hold, the agent is killing the most valuable commodity-time. Social media channels are swarming with distressed customers venting their frustration with holding time.

3. **Agent has inadequate information to resolve queries:** Why do customers normally call contact centers? To answer queries, resolve issues, ease a complex process, etc. But what if the contact center representative is not equipped with the necessary information to handle such a call?

4. **Unlimited Call transfers:** Shuffling the customers from one rep to another can end up in a very heated situation. And the only thing worse than being bounced around from one agent to another, is asking the customer to do the bouncing themselves. "We are unable to resolve your query. Kindly call X to speak with a representative"

5. **Mechanised agents:** contact centers have entered an uncanny valley of robotised interactions and mechanised contact center services, where there is zero or minimum human interference. The agents follow scripts to handle every kind of customer call, making the call less personable and empathising.

6. **Asked to repeat information:** Customers might contact contact centers for various purposes, and being asked to repeat personal information at every call can get under their nerve. Blame departmental silos for this, but customers couldn't care less for the organizations paucity of integration and infrastructure.

7. **Follow-up calls:** Mistakes happen, and customers call when they are unable to resolve the issue themselves. But if the problem persists, then there is something seriously wrong with the product or the company entirely. Having to call the contact center again and again for the same reason can be a huge aggravation for the customers. *65% of customers* agree that it is the largest flaw of the customer support system.

8. **Being told to head to the website for efficient service:** This is a common routine in most contact centers. While the customer is on hold or in IVR, an automated message is played that directs the caller to visit the website for efficient service. Here, organizations fail to comprehend that the customers must have visited the website prior to call. Or simply prefer calling or have a unique query that cannot be resolved via the FAQ section. Organizations do this to improve traffic in their websites, but ultimately kills customer experience.

9. **Agents promises they will get back to you, but never do:** Not all problems can be resolved in the first call. There will be queries that requires additional information or authority to execute. Customers hang up the call expecting the agents to call back once they are equipped with the tools and information. But, they never do.

10. **Rude Customer Support:** contact center agents' job is to serve customer concerns and complaints, and it might not be their fault if an issue arises or a mix-up happens. But the agents need to remember they are getting paid to manage concerns and complaints, while customers have already paid for the service.

The business Model canvas

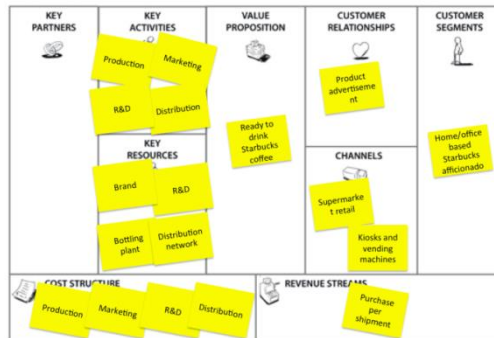| Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
Who are our key partners? Who are our key suppliers? Which key resources are we acquiring from our partners?	What key activities does our value proposition require? Our channels, relationships and revenue streams?	What value do we deliver to the customer? Which one of our customers problems are we trying to solve? What bundles of products / services are we offering? Which needs are we satisfying? At what price?	How do we get, keep and grow customers? Which customer relationships have we established? How?	Who are our customers? For whom are we creating value?
	Key Resources What key resources does our value proposition require? Our channels, relationships and revenue streams?		**Channels** Through which channels do our customers want to be reached? How are they integrated?	

Cost Structure	Revenue Streams
What are the most important costs related to our business model? Which key resources are most expensive?	For what value are our customers willing to pay? What is the revenue model? What are the pricing tactics?

https://www.youtube.com/watch?v=2tdpNKdH7sM

Nespresso Canvas

| STRATEGIC PARTNERS | KEY ACTIVITIES | VALUE PROPOSITION | CUSTOMER RELATIONSHIP | CUSTOMER SEGMENT |

KEY RESOURCES

DISTRIBUTION CHANNELS

nespresso.com

COST

REVENUES

...

The business Model canvas

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
	Key Resources		Channels	

Cost Structure	Revenue Streams

The business Model canvas

Key Partners	**Key Activities**	**Value Proposition**	**Customer Relationships**	**Customer Segments**
Who are our key partners? Who are our key suppliers? Which key resources are we acquiring from our partners?	What key activities does our value proposition require? Our channels, relationships and revenue streams?	What value do we deliver to the customer? Which one of our customers problems are we trying to solve? What bundles of products / services are we offering? Which needs are we satisfying? At what price?	How do we get, keep and grow customers? Which customer relationships have we established? How?	Who are our customers? For whom are we creating value?
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Cost Structure	**Revenue Streams**
What are the most important costs related to our business model? Which key resources are most expensive?	For what value are our customers willing to pay? What is the revenue model? What are the pricing tactics?

19

Plotting complaints on the Business Model canvas

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
		2. Long holding time 5. Robots	1.IVR 3. No information 6. Repeat information 7. Follow up calls 9. Not keeping promises 10. Rude	1.IVR 3. No information
	Key Resources		**Channels** 1.IVR 4. Call transfers 5. Robots 8. Go to website	

Cost Structure	Revenue Streams

Expert Class
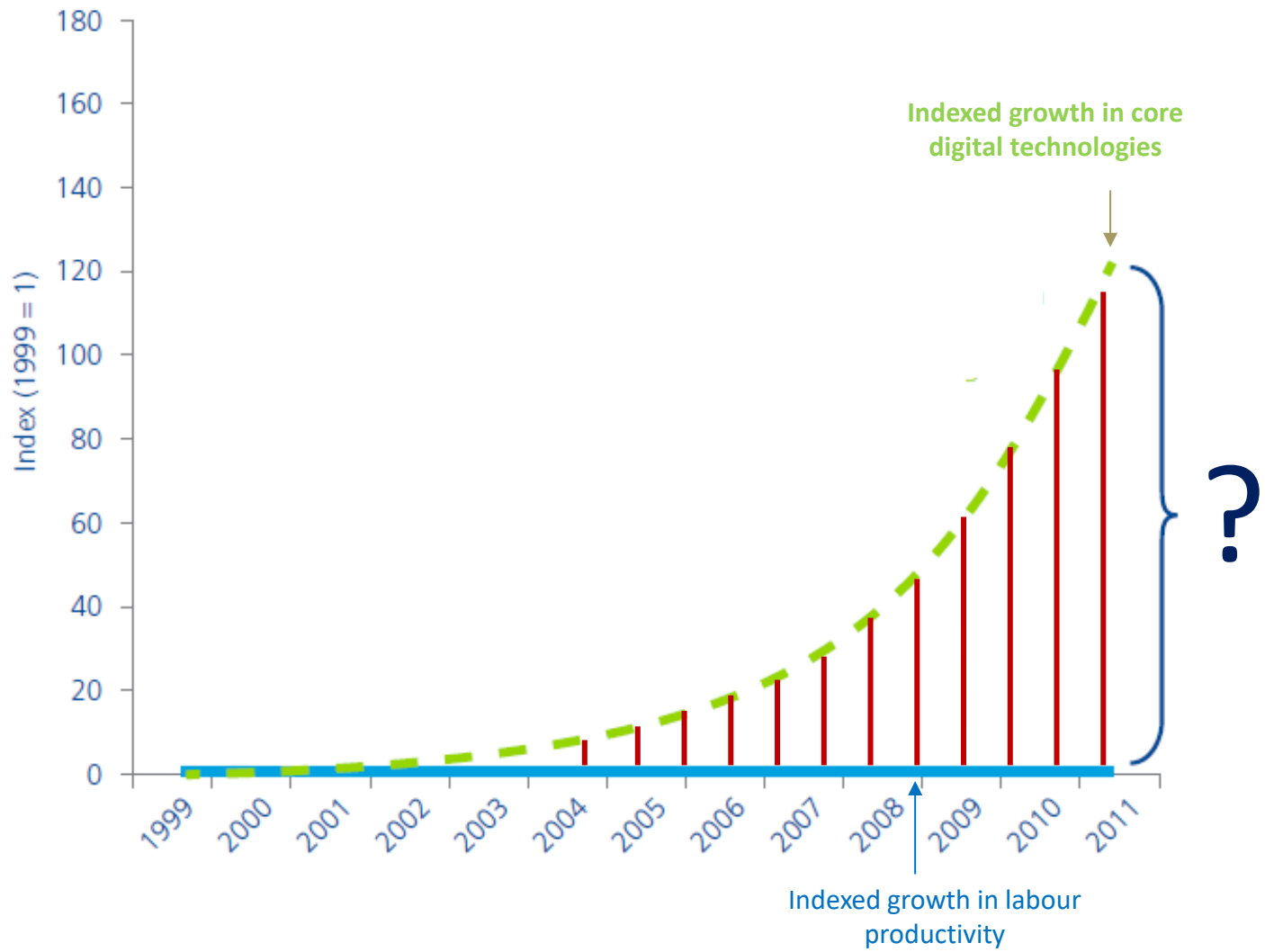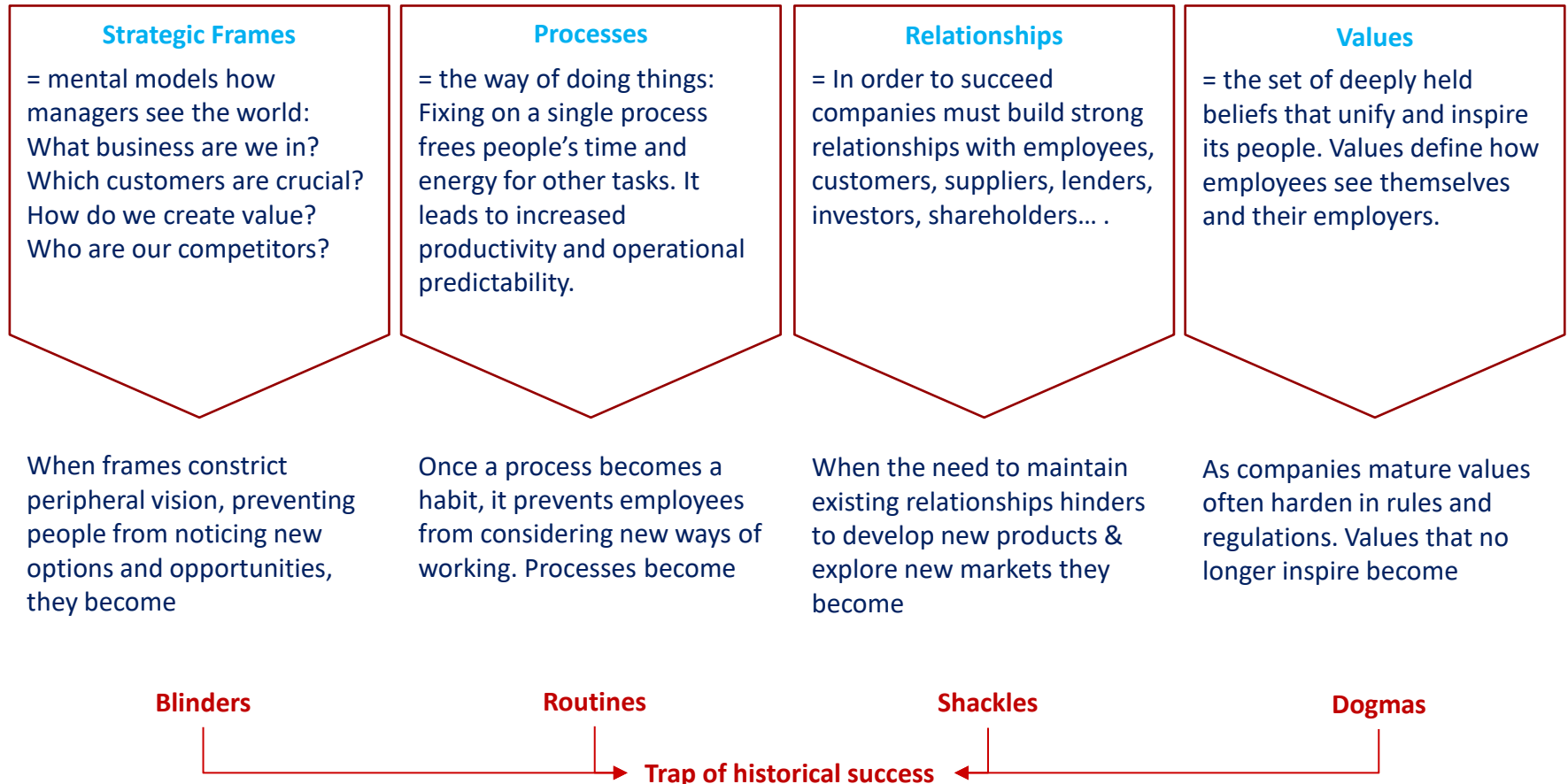**Contact Center**
Management

?

Active Inertia

It is an organisation's tendency to follow established patterns of behaviour even in response to environmental changes.

Because they are stuck in the modus of thinking and working that brought success in the past, leaders perpetuate their tried-and-true activities

The dynamics of failure start from the origins of success

Strategic Frames	**Processes**	**Relationships**	**Values**
= mental models how managers see the world: What business are we in? Which customers are crucial? How do we create value? Who are our competitors?	= the way of doing things: Fixing on a single process frees people's time and energy for other tasks. It leads to increased productivity and operational predictability.	= In order to succeed companies must build strong relationships with employees, customers, suppliers, lenders, investors, shareholders… .	= the set of deeply held beliefs that unify and inspire its people. Values define how employees see themselves and their employers.

When frames constrict peripheral vision, preventing people from noticing new options and opportunities, they become

Once a process becomes a habit, it prevents employees from considering new ways of working. Processes become

When the need to maintain existing relationships hinders to develop new products & explore new markets they become

As companies mature values often harden in rules and regulations. Values that no longer inspire become

Blinders　　　　　**Routines**　　　　　**Shackles**　　　　　**Dogmas**

Trap of historical success

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Internet of Things

The start of the 4rd Industry
GAME CHANGER

1st Industrial Revolution – water and steam powered mechanical manufacturing facilities

2nd Industrial Revolution – manufacturing assembly line and infrastructure of electricity, gas, water, telegraph, roads

3rd Industrial Revolution – electronics, telephones, PLCs, NC machines, PCs, CAM, CIM, spreadsheets, Lean manufacturing

4th Industrial Revolution - mobile, cloud, smart connected devices, cyber physical systems, smart factory, robots, mass customization, product as-service

End of 18th century   Start of 20th century   Late 20th century   Today

THE **EVOLUTION** OF THE SHARING ECONOMY

The Sharing Economy was started by companies seeking to find an easy way to share goods. It's now a multi-faceted industry that touches on nearly every aspect of everyday life. The latest development? **Not simply sharing goods or services, but rather expertise.**
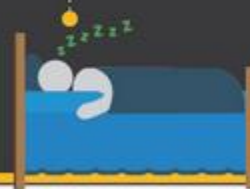
Founded: 1995
Offering: Online classified advertisements for jobs, personals, for sale and wanted items, resumes and discussion forums.[1]
Individual earnings vary.

Founded: 2008
Offering: Rentals of homes and apartments around the world, including 3,000 castles, 2,000 treehouses, 900 islands and 400 lighthouses.[2] Average host makes: $7,530 per year (New York City).[3]

Founded: 2008
Offering: A mobile marketplace that outsources small jobs and tasks to neighboring users.[4] 10% of TaskRabbits use it as a full-time job.[5] The average worker for TaskRabbit runs two to three tasks per day and earns $45.[6]

Founded: 2009
Offering: An application that allows passengers to connect with drivers of vehicles for hire, and then track and pay for their rides, all from their smartphone. Drivers can make: $20-35 an hour.[7]

Founded: 2010
Offering: A global marketplace for learning and teaching online, enabling everyday experts to share their skills with the people who want them. **The average instructor earns $7,000. Some have made more than a million dollars.**

GOODS   SERVICES   **EXPERTISE**

Craigslist   Airbnb   TaskRabbit   Uber   Udemy

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Intro

33

The Industry 4.0 ecosystem

CYBER SECURITY
> Stronger protection for internet based manufacturing
> Technology products with longer life cycle

CLOUD COMPUTING

BIG DATA
> Give sense to complexity
> Creativity
> Collaborative manufacturing

SENSORS
> Zero default / deviation
> Reactivity
> Traceability
> Predictability

ADVANCED MANUFACTURING SYSTEMS
> Cyber Physical Systems (CPS)
> Numerical command
  – Full automation
  – Totally interconnected systems
  – Machine to machine communication

> Customer & marketing intimacy
> Flexibility
> Perfect match with customer's needs with production mass efficiency
> On demand manufacturing

MASS CUSTOMIZATION

CLUSTER OF SUPPLIERS
SUPPLIERS

CLIENTS

LOGISTICS 4.0
> Fully integrated supply chain
> Interconnected systems
> Perfect coordination

3D PRINTING / ADDITIVE MANUFACTURING
> Scrap elimination
> Mass customization
> Rapid prototyping

NANOTECHNOLOGY / ADVANCED MATERIALS
> Smart value added products
> Technical differentiation
> Connectivity

ROBOT
> Real time - Autonomy - Productivity
> Full transparency on data reporting

AUTONOMOUS VEHICLE
> Flow optimization
> Increased security
> Lower costs

PLANT OF THE FUTURE A
PLANT OF THE FUTURE B
CLUSTER OF PLANTS

INTERNET OF THINGS
> Object tagging
> Internet-object communication via low power radio
> Real time data capture
> Optimized stocks
> Reduced wastes

RESOURCES OF THE FUTURE
WIND   ALTERNATIVE / NON CONVENTIONAL   SOLAR   GEOTHERMIC

> Clean and renewable energies everywhere
> Energy Storage
> Alternative raw materials

Bill Gates

BANKING IS NECESSARY.
BANKS ARE NOT.

Smart banks or …   Smart banking services?

Smart cities or …   Smart living services?

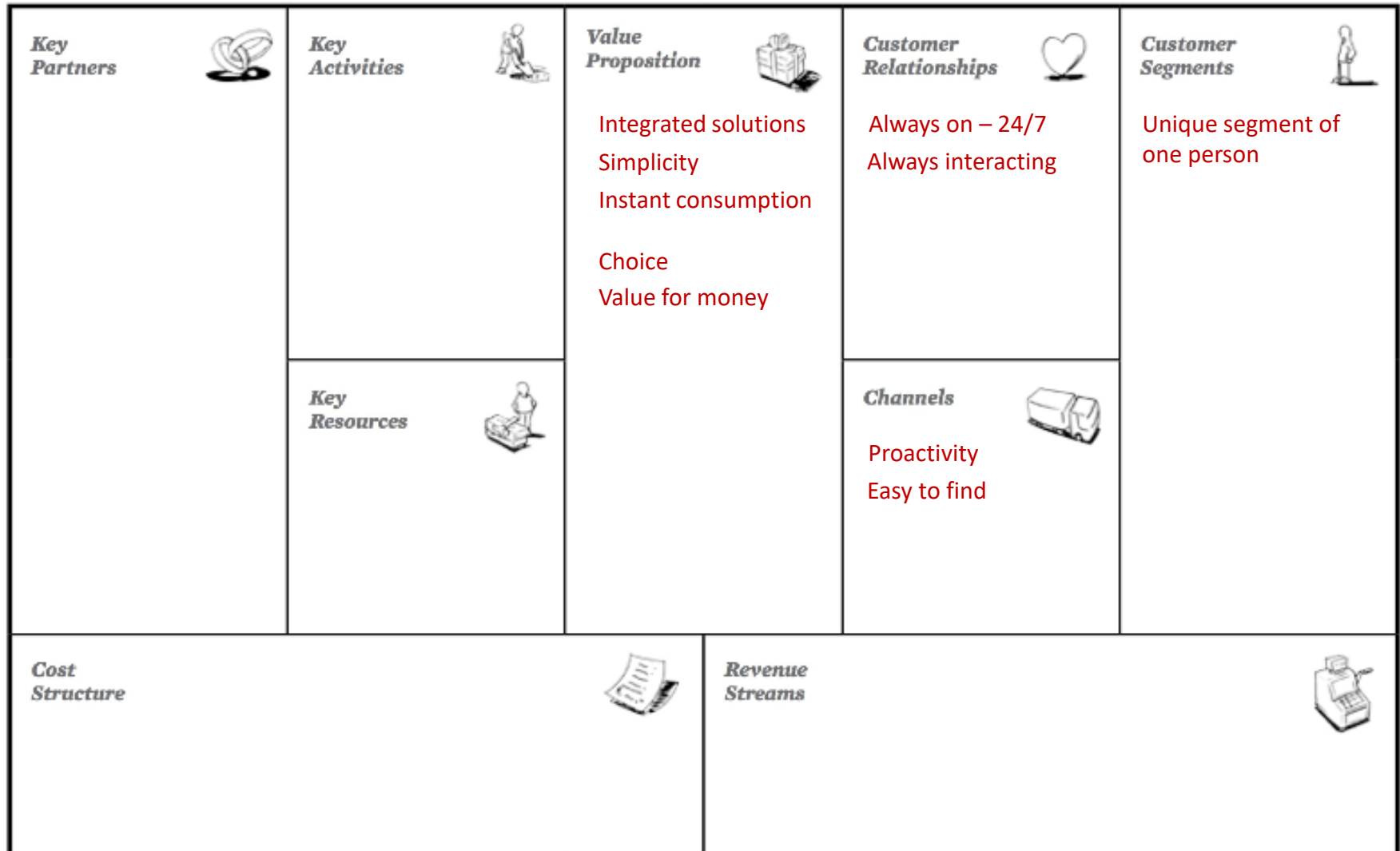Smart cars or …   Smart mobility services?

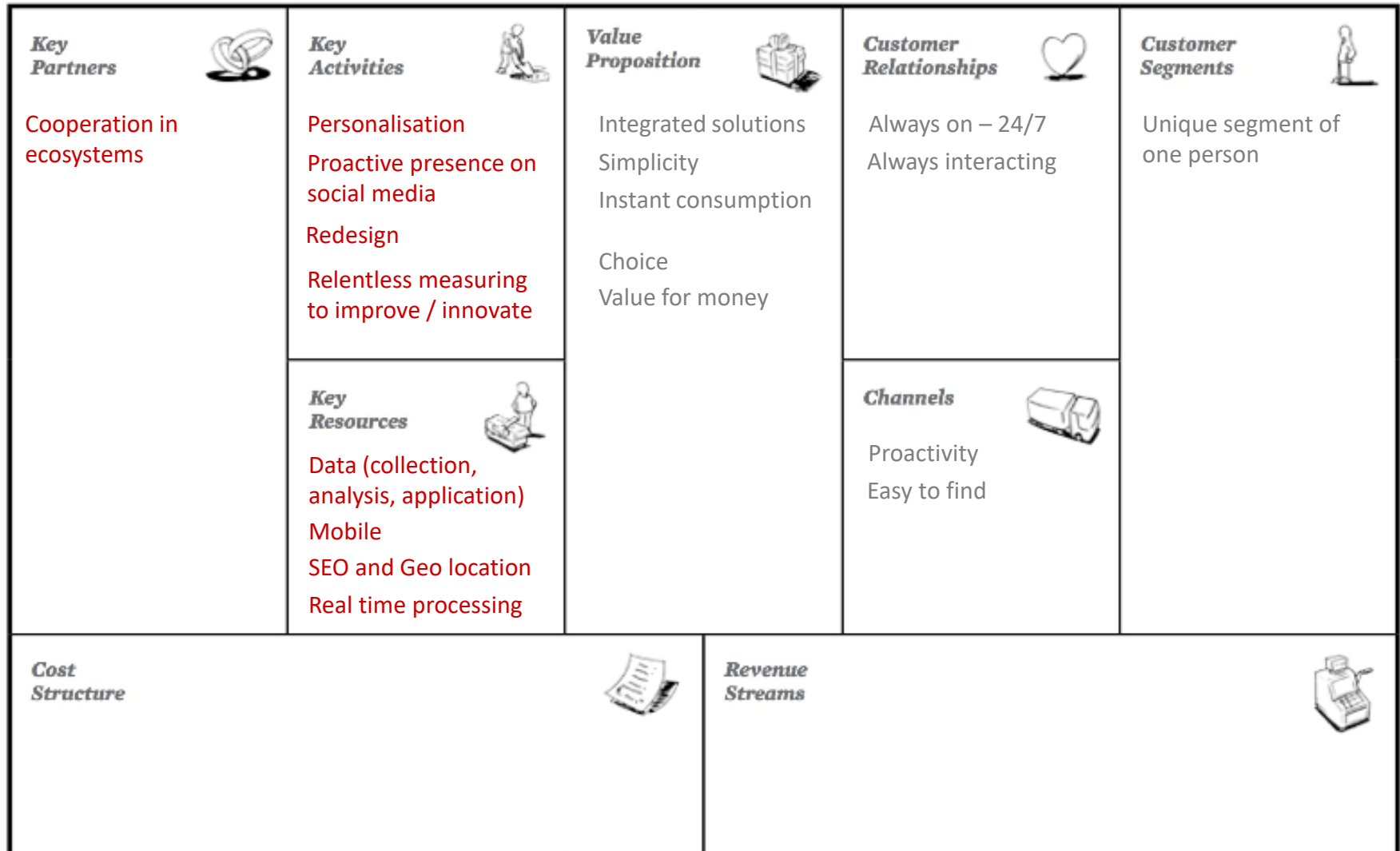Smart contact centers or …   Smart communication services?

The Customer Canvas

What **people** really need? (Forrester): Comfort, Variety, Connection and Uniqueness

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
		Integrated solutions Simplicity Instant consumption Choice Value for money	Always on – 24/7 Always interacting	Unique segment of one person
	Key Resources		**Channels** Proactivity Easy to find	

Cost Structure	Revenue Streams

The Customer Canvas

What **companies** really need?
A new value creating proposition, being always available, being where the customer lingers, deep customer insights

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
Cooperation in ecosystems	Personalisation Proactive presence on social media Redesign Relentless measuring to improve / innovate	Integrated solutions Simplicity Instant consumption Choice Value for money	Always on – 24/7 Always interacting	Unique segment of one person

Key Resources

Data (collection, analysis, application)
Mobile
SEO and Geo location
Real time processing

Channels

Proactivity
Easy to find

Cost Structure

Revenue Streams

Example of Personalisation & Simplification

12 million different outcomes

Example of Live presence on Social Media & Real Time

"Watch the Burberry Runway Show Live
See the September collection as it comes down the runway in London"

Example of SEO & Redesign

Example of Real Time Processing, redesign & Simplification

https://www.youtube.com/watch?v=4E-oM-Ox0J8

Example of Cooperation in Ecosystems, Real time & Geo location

https://www.youtube.com/watch?v=4Dxr-s0jo_I

The Business Model Canvas of a Customer Centric Contact Center

Key Partners

Key Activities

Key Resources

Value Proposition

Customer Relationships

Channels

Customer Segments

Cost Structure

Revenue Streams

How to transform your Contact Center into a '4C'

Visible customer focused strategy and C leadership

Data collection, analysis and application

Relentless measuring, feedback and improvement

Making your contact center Customer Centric

Creating and sharing great customer insights

Engaging back office

(Re)designing the Customer Experience

Empowering the front line

Invest in real time platform

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Visible customer focused strategy and C leadership
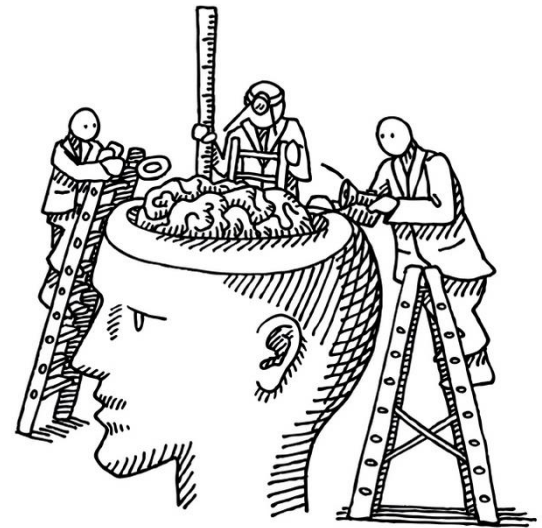
Customer centricity requires a top down approach:

- Formulate a clear vision of what customer-centricity entails for your call center and convey this to your agents

- Articulate what customer-centricity looks like in practice and give your team concrete examples

- Educate your team about the impact that changes in business policies or procedures have on the customer

- Ensure that customer service leaders have a voice on your social media channels

- Ask higher-ups to get their hands dirty by personally responding to some customer complaints

- Motivate and inspire your team by telling stories of exceptional customer service interactions

WE CANNOT SOLVE OUR PROBLEMS WITH THE SAME THINKING WE USED WHEN WE CREATED THEM
-Albert Einstein

Creating and sharing great customer insights

Customer centricity requires understanding the customer:

- Organize a Customer Insight Team and encourage them to leverage data to drive decision-making

- Adjust your approach to organizing and grouping customer data to be more in line with your customer service strategy

- Acquire in-depth information about each customer (e.g., socioeconomic status, location of residence, household details, etc.) as this will enrich your understanding of your customer base

- Provide customer data to other departments (e.g., sales, technical support, marketing, etc.) so they can use it to inform their approach to interacting with the customers

- Leverage contact center software that will display this comprehensive information in the browser as the customer calls/contacts to enhance interactions

(Re) designing the Customer Experience

Every interaction, from the first to the last, should be perfect:

- Embedding company values in training and promoting them to increase awareness amongst agents
- Staffing your frontline with knowledgeable agents to increase first call resolution
- Providing a seamless experience throughout all touch points to reduce friction
- Maintaining a coherent voice on social media, apps, printed branding and website to reduce confusion

Empower the frontline

Every interaction, from the first to the last, should be perfect:

- Educate the frontline call center agents on branding, culture, values so they deliver service that is consistent with these values

- Make agents an integral member of the organization so they are proud to provide amazing service

- Cultivate innovation by encouraging autonomy and creative problem solving

- Equip your agents with the tight tools so they can resolve issues on the first point of contact

- Provide your agents with a 360 degree view of the customer so they can make data-driven decisions

Let's get stared