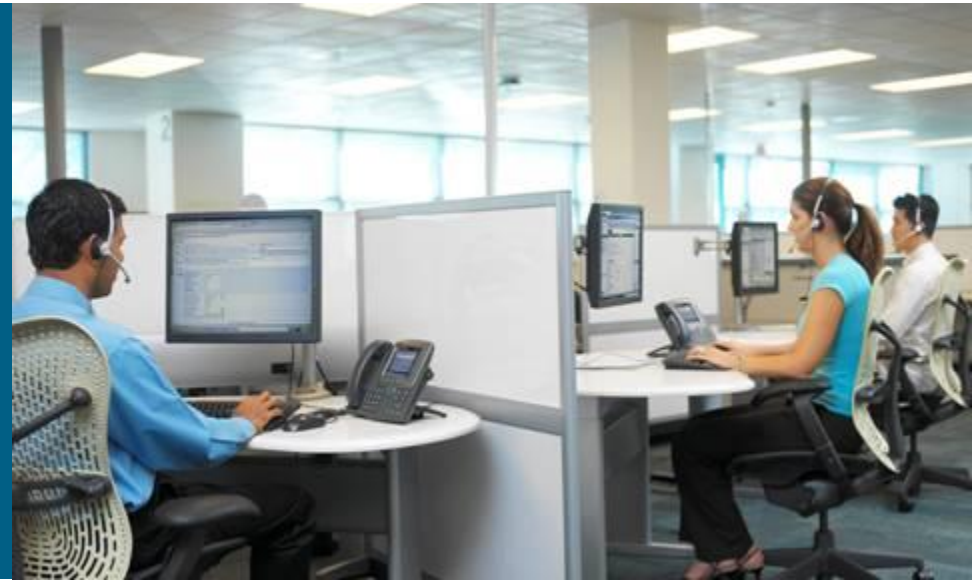




Reinventing the Contact Center for a Customer-Empowered World



Erwin-Paul Bouma
Product Sales Specialist
Customer Interaction Solutions
European Markets

Key Issues for Enterprise Contact Centers, 2007

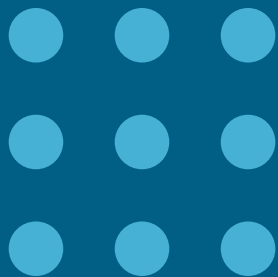
Gartner

“The traditional view of the contact center will end. From a technology perspective, the contact center is dead already. The contact center as we know it (that is, agents centralized in a building and tied to agent turrets) evolved from technology and management process limitations.”

“The next generation of communication applications (unified communications) has the potential to enable everybody, no matter where they are in the enterprise, to support customer interactions based on business rules and their presence and availability.”

“The enterprise itself will become the new contact center”

1



The Contact Center Landscape

Executives Claim They Want to Provide Great Customer Service...

71% Say They Focus on Customer Satisfaction



For contact center executives, improving service quality is their **top** priority

Source: Corporate Executive Board, 2007

...But Customers Beg to Differ

14% of Customers Abandon Contact Center Calls

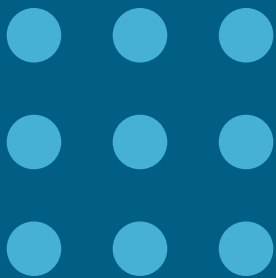
Most Frustrating Aspects of Contact Center Interactions



They are frustrated by unresolved problems, waiting on hold, being passed to multiple agents, repeating information

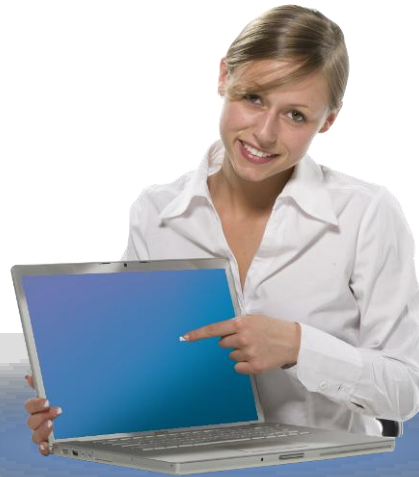
Source: Dimension Data, 2008; Accenture, 2007

2



Customer Contact Gets Complicated

Today's Customers Are Empowered by New Technologies



Influencing	Contributing and Creating	Researching	Connecting	Personalizing and Self-serving
Connecting to global communities	Sharing content and opinions, inventing	Comparing and evaluating	Anywhere, anytime, any device	Embracing richer, more relevant experiences
 	 	 	 	 
Social networks, blogs, wikis, virtual reality	Co-creating, contributing ideas	62% look at peer review before purchasing	Adopting more tools and using more channels	Self-customization, designing own experience

Source: Cisco IBSG, 2008

Fueling Rising Expectations

Customers Want a Consistent, High-quality Experience...



- 69% expect a complete resolution on the first call
- 57% are dissatisfied with contact center experience
- 38% try an alternative channel first
- 35% want to reach a live agent when required

...But Companies Interact Inconsistently Across Channels



- Only 43% of firms know about a problem before a customer does
- Only 43% alter service based on a customer's profitability
- Only 37% know if they share a customer with another division
- Only 23% of phone agents can see customers' web activity

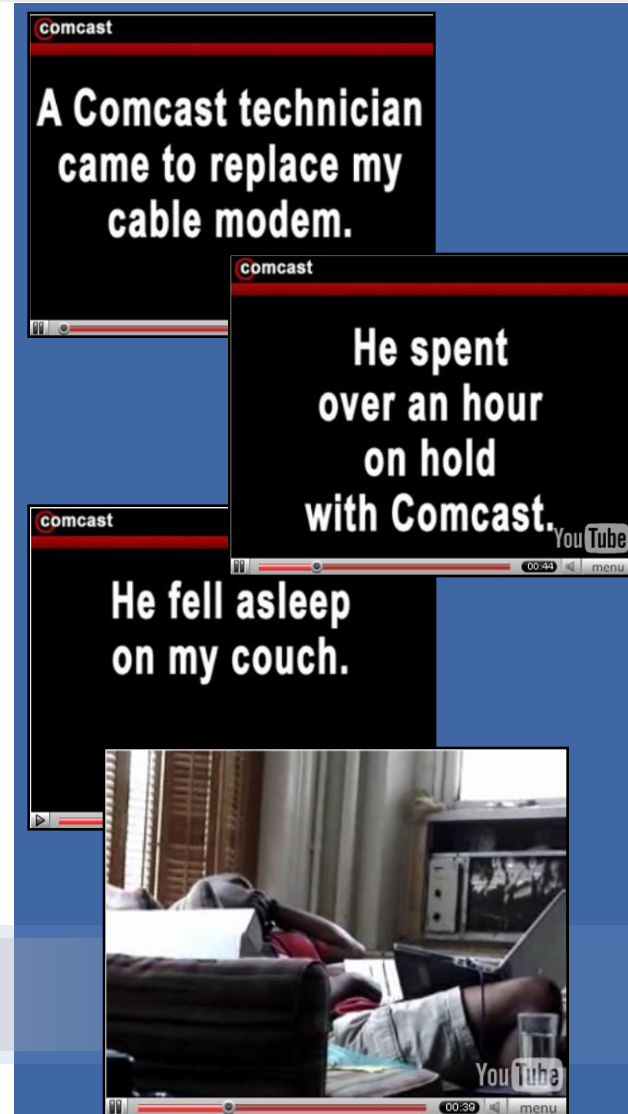
Source: The Forrester Report: The Customer Conversation, [DATE?]

Web 2.0 Amplifies the Voice of the Customer—for Better or Worse

- Customers use Web 2.0 and rich media to evangelize good experiences and complain about bad ones
- Customers use plug-ins like Hot Recorder to record Skype and IM conversations, and share bad experiences with others online
- 71% of online shoppers read reviews, 36% post reviews of customer experience
- **Thought Starter:** Customer experiences are no longer between the company and a single customer: **When service is bad, the whole world will know**

This video was watched over
1.2 million on YouTube

Source: YouTube, 2008; Cisco IBSG, 2008



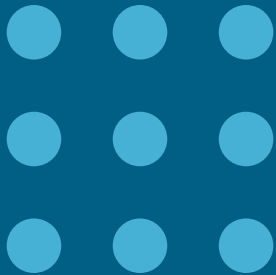
The Empowered Customer Is Expanding The Definition of the Contact Center

- Customers have grown to accept, and expect, self-service and automation
- Strong demand for multi-channel service, as long as it is responsive and integrated
- New interaction modes:
 - Mobile Internet: 28% want mobile banking services
 - 50% of young customers interested in SMS transactions
 - 30% interested in instant messaging (IM)

Source: Dimension Data, 2008; BT, 2008



3



Key Question

How Can Contact Centers Improve Customer Experience While Reducing Operating Expenses?

A Rich, Integrated, Customer-Centric Contact Center Captures Value



Source: Cisco IBSG, 2008

1

Multi-Channel: Enables Customer Choice

Experience Differentiator:

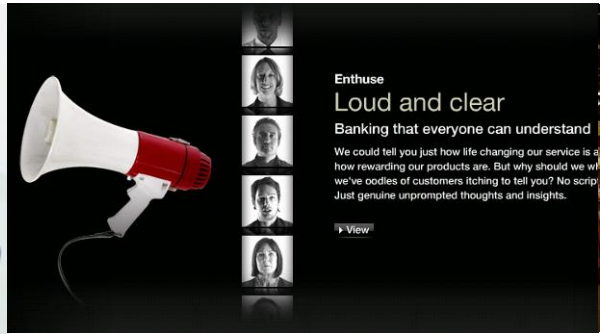
- Deliver the service experience consistently, coherently and cost-effectively through any device or channel of access that makes sense for the customer

Contact Center



- Linked to customer web activity

Web



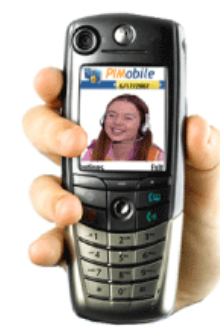
- User centered
- Rich interaction
- Customer enabling
- Responsive
- Consistent
- Data connected

Store



- Customer-to-customer
- Open to other sources

Mobile



- Interactive
- Personalised
- Anticipating
- Accessible
- Multi-platform
- Consistent

Source: Cisco IBSG, 2008

Service Delivered to Any Device, Any place, Anytime

Multi-Channel Service Example: Mobile Video

- Spain's **Banco Sabadell** provides 24/7 mobile video "Instant Banking" access to banking services
- Attracts younger "digital native" clients
- Has potential to cut branches, staff, and costs, and scale expertise
- **Thought starter:** Mobile video contact centers could transform customer concept of "face-to-face" transactions and meet high expectations with a more cost-effective and convenient channel

Sources: Forrester Research, 2008; Retail Banker International, 2007; Cisco IBSG, 2008

BancoSabadell



2

Multi-Modal: Satisfying, Even in Low-cost Channels

Experience Differentiator:

- Deploy the full range of Web 2.0 and multimedia interaction tools to deliver a relevant, engaging and satisfying service experience across channels, devices and stakeholders

TelePresence and Phone



- High touch, personal
- Human

Chat



- Highly Interactive
- Responsive

Podcasts



- Rich, engaging interactions

Video



- Wikis, Blogs
- Customer to customer
- Open to other sources
- Interactive
- Personalised

Social Networks



Source: Cisco IBSG, 2008

Multi-Modal Content Enriches Service Delivery

Multi-Modal Example: Online Mortgage Advice

- **SNS Bank** customers initiate live chat with mortgage advisor, who starts a Web conference with IP voice, video, and data capabilities
- Advisors can share desktop to take customers to view competitors' data
- Advisor makes appointment for customer to complete paperwork at branch
- Mortgage close rate has increased from 10% via phone to 33% with live video

Source: Forrester Research, 2008; Cisco IBSG, 2008

The image shows two screenshots of the SNS Bank interface. The top screenshot is a live chat window. It features a video conference area with two participants: an operator and a client. Below the video is a chat log showing the operator's name 'marktplats' and the client's name 'marktplats'. The chat log includes a message from the operator: 'Operator Allowed you to use video, audio and text chat with him'. Below the chat log is a text input field and a 'Verstuur' button. The bottom screenshot is the SNS Bank website. It features a navigation menu with links for 'Home', 'Hypotheek', 'Sparen', 'Beleggen', 'Betalen', 'Lenen', 'Verzekeren', and 'Onze diensten'. The main content area is titled 'SNS Keuzedeposito' and includes a section 'zo kan het ook:' with three columns of offers: 'Jaarsparen' (Tot 4,5% spaarrente), 'Budget Hypotheek' (Bespaar tot 0,5% rente), and 'SNS Lijfrentenieren' (Maandelijkse uitkering). The website also includes a 'Koersinformatie' section with market data and a 'Nieuws' section with various news items.

3

Multi-Stakeholder: Extends Reach of Service Network

Experience Differentiator:

- Deliver an outstanding service experience by extending the reach of the service network to include other corporate knowledge holders, partners and customers through use of collaboration tools

Contact Center

Tools

Collaboration

Analysis

Incentives



James: Yes, I'm wondering how relax
Tena C: Generally, when they say rel
 thigh areas.
James: Great, so they should not be
Tena C: That is correct.
James: OK, that answers my questio
Tena C: Thank you for visiting Nordsti
 assistance, please feel free to visit Liv
 1.888.282.6060.



- Virtual
- Expertise from across org.
- Segment-aware
- Collaborative
- Brand-aware
- Measured and incentivized

- Shared data
- Data connected
- Training
- Access to expertise

- Agent to customer
- Customer to customer

- From operation-focused to customer-focused

Source: Cisco IBSG, 2008

Circuit City: The Customer Becomes a Support Associate

Multi-Stakeholder Example: “CityCenter Community”

- Social networking site enables customers to share opinions and technical advice while shopping online
- **Circuit City** moderators answer product questions, address customer problems
- Helps Circuit City understand customer preferences and discover common support issues
- **Thought starter:** Social networking can help firms tap collective knowledge in wider community for customer support
- Active involvement in social network ensures quality of advice, shows customers the company cares about resolving problems

Source: Pluck Corp, 2007; Cisco IBSG, 2008

The screenshot displays the Circuit City CityCenter website interface. At the top, there is a navigation bar with the Circuit City logo and links for Home, My Account, and My Orders. Below the navigation bar, there is a banner for "welcome to citycenter" with a message about finding the latest gadgets in the blog and expert advice in the discussion forums. The main content area is titled "Discussion Forums" and lists various forum categories such as Computers, Cell Electronics, and Home Theater. A specific forum thread is highlighted, titled "24 min/\$24 Guarantee NOT HONORED !!!" posted at 5/25/2008 8:23 PM CDT. The thread shows a user named "gimcp" with a profile picture and a message expressing dissatisfaction with a computer purchase. A moderator named "doug hess" responds, explaining that the company is in no position to explain why the guarantee was not honored and offering to help with the problem.

4

Multipoint Insight: Enables Service Improvement

Experience Differentiator:

- Continuously improve the service experience by deriving insight and knowledge from interactions across the service experience

Customer Insight



- Feedback
- Collaborative agents

Call Analysis



- Customer satisfaction analysis

Issue Spotting



- Common issues
- Identify change

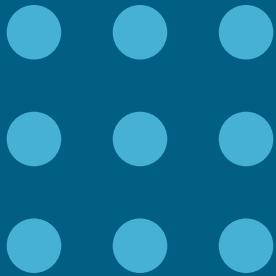
Process/product change



- Input to product and service development

Source: Cisco IBSG, 2008

4



Getting Started

Ask the Right Questions

Multi-Channel

- What are the most appropriate access points for customers?
- What is the role of each channel ?
- What is the cost to serve by channel?
- What role can technology play?

Multi-Modal

- How do we develop the right content for the right customers in the right channel
- How do we ensure consistency across content types
- How do we measure effectiveness of different modes of interaction?
- How do we develop and manage compelling, engaging content on an ongoing basis?

Multi-Stakeholder

- Where does expertise reside?
 - Enterprise
 - Partners
 - Customers
- How can the expertise be connected to the point of customer access?
- How empowered are employees to solve problems for customers?
- How are experts rewarded or recognized?

Multi-Point Insight

- How do we measure short- and long-term impact of service experience on customer value drivers?
- How do we derive insight across channels and modes of interactions?
- What economic model will help us understand relative benefits of service channels, and the interaction modes most appropriate to our operating model?

Source: Cisco IBSG, 2008

