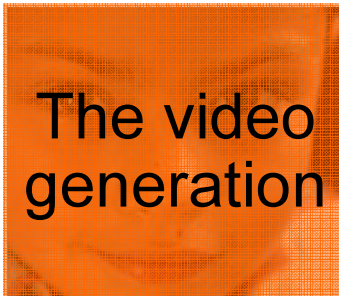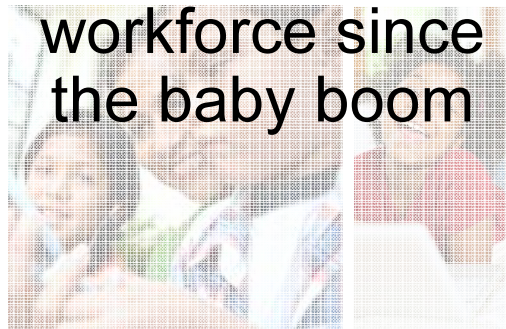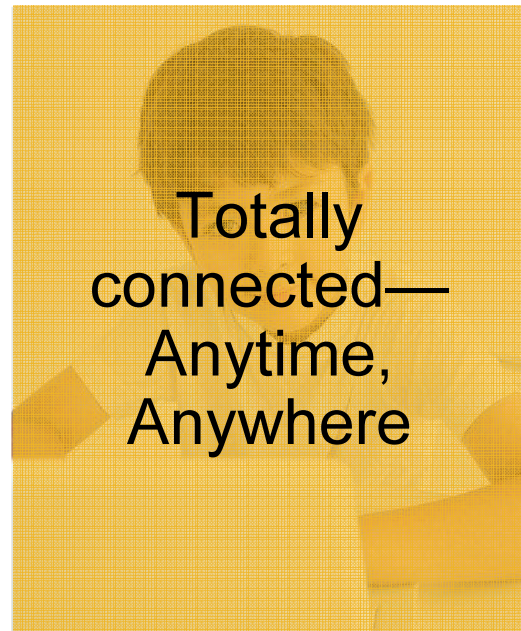# Contact Center
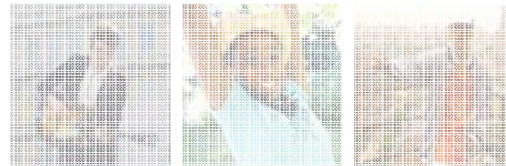
New Way of a Customer Care Transformation

Bled, 18.-19.3. 2008, Iztok Visočnik, M.Sc.

Enable Your Network
Empower Your Business

Your customers & employees are changing

Real-Time Communicators

Social Networkers, Collaborators

Totally connected— Anytime, Anywhere

The Millennials: Largest new workforce since the baby boom

Multi-Cultural, Global

The video generation

CEOs: Putting Customers First in 2008

Customer service top of list of issues in recent CEO report.

The 2008 CEO Report

This is the third annual NYSE CEO Report and in many respects we find the viewpoints and challenges of CEOs around the world have not dramatically changed. That said, however, a number of important themes emerged this year that tell us CEOs are sharpening their focus on growing their business.

The first theme is that this may be a year in which there is **renewed vigor around the customer** – 2008 may be a year where many CEOs put the customer at the top of the long list of issues on which they must focus. Why? Simply stated – customers are at the core of growth. Here are a few points from this year's study that are the foundation of this theme:

- CEOs are planning greater investment, both budget and time-wise, on customer relationship management.

- The importance of sales growth as a performance measure has increased since the prior study. Customers are the engine of sales growth.

- Brand, reputation, and investments in corporate social responsibility are more important this year – all efforts that are focused on the winning the hearts and minds of the customer.

- While many CEOs say it is easier to attract customers than it used to be, many, particularly outside the United States, say it is getting harder to retain customers. CEOs recognize that losing customers can be costly.

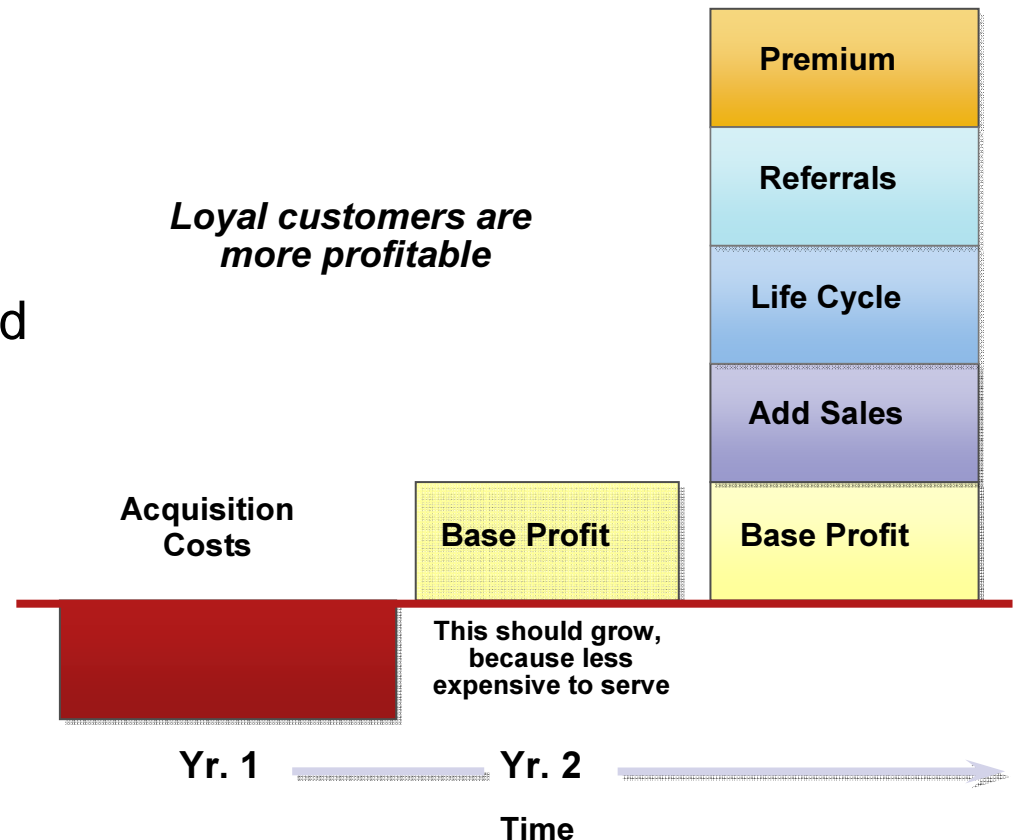Source: NYSE CEO Report 2008, Opinion Research Corporation, 2007

However, typical service experience often damages goodwill and challenges customer loyalty . . .

Inconsistent service experience

Agent doesn't know who I am

Poor usability, e.g., "voicemail jail"

Agent not trained to handle my problem

Loyalty Drives Customer Profitability

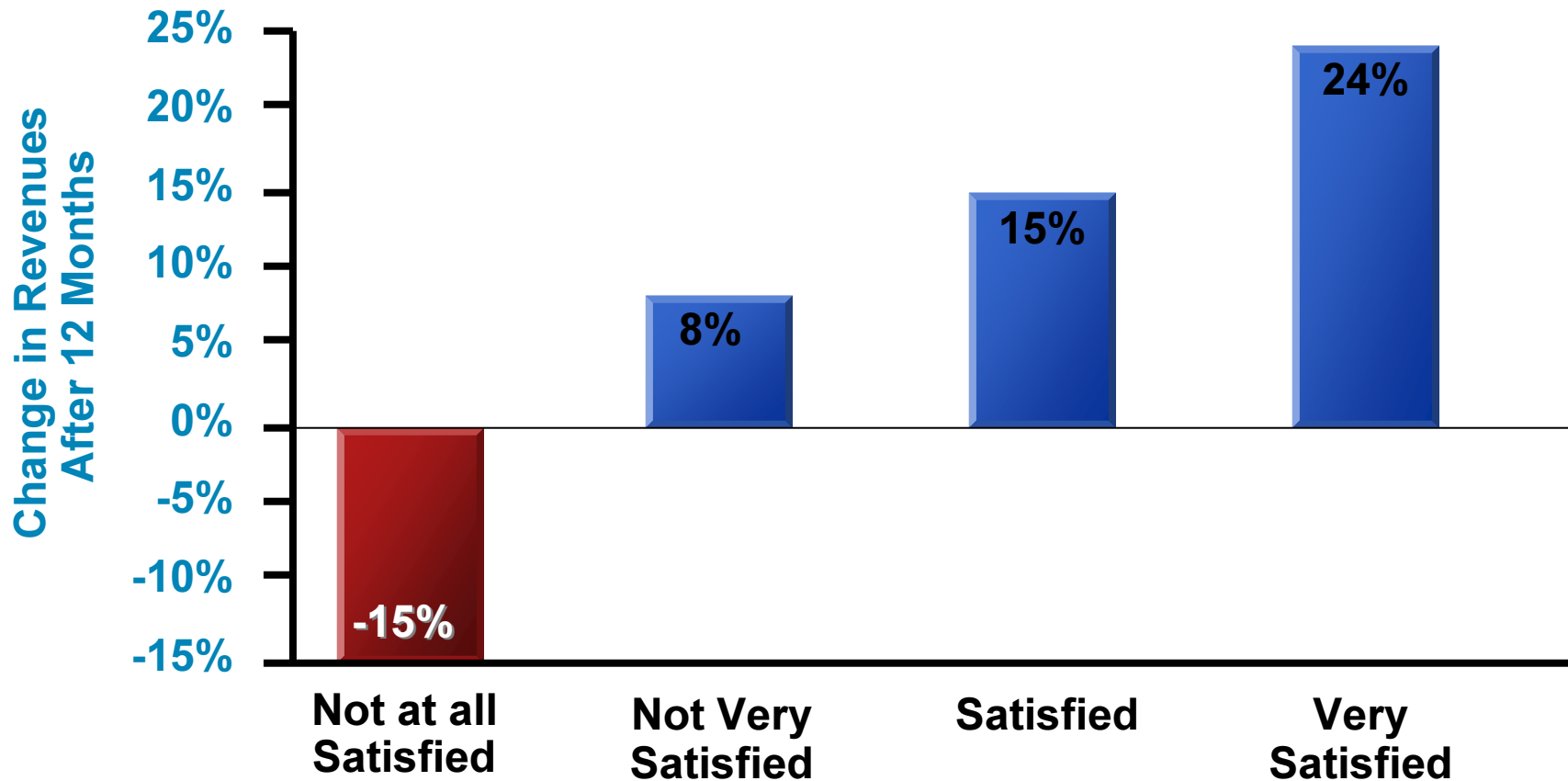- Loyal customers generate higher profits by spending more on favorite brands

  Interactions build loyalty — and **profitability** — by delivering rich, rewarding experiences to a wide range of customers

Loyal customers are more profitable

		Premium
		Referrals
		Life Cycle
	Base Profit	Add Sales
Acquisition Costs		Base Profit

This should grow, because less expensive to serve

Yr. 1 ———— Yr. 2 ——————▶

Time

It costs 5-10 times more money to acquire a new customer than to retain an existing one

Sources: Forrester, March 2004; Frederick Reichheld, *The Loyalty Effect,* 1996

Satisfaction Drives Future Revenues

Change in Revenues After 12 Months

25%	
20%	
15%	
10%	
5%	
0%	
-5%	
-10%	
-15%	

- Not at all Satisfied: **-15%**
- Not Very Satisfied: **8%**
- Satisfied: **15%**
- Very Satisfied: **24%**

Source: Global Bank Retail Operations , 1H05

. . . With the Result that Customers Rarely Believe They Are Being Offered a Compelling, Superior Experience

There is a wide gap between *what companies think* they are delivering and *what customers think* they are getting


72% Gap

Companies that believe they are providing superior customer experience

Companies whose customers agree
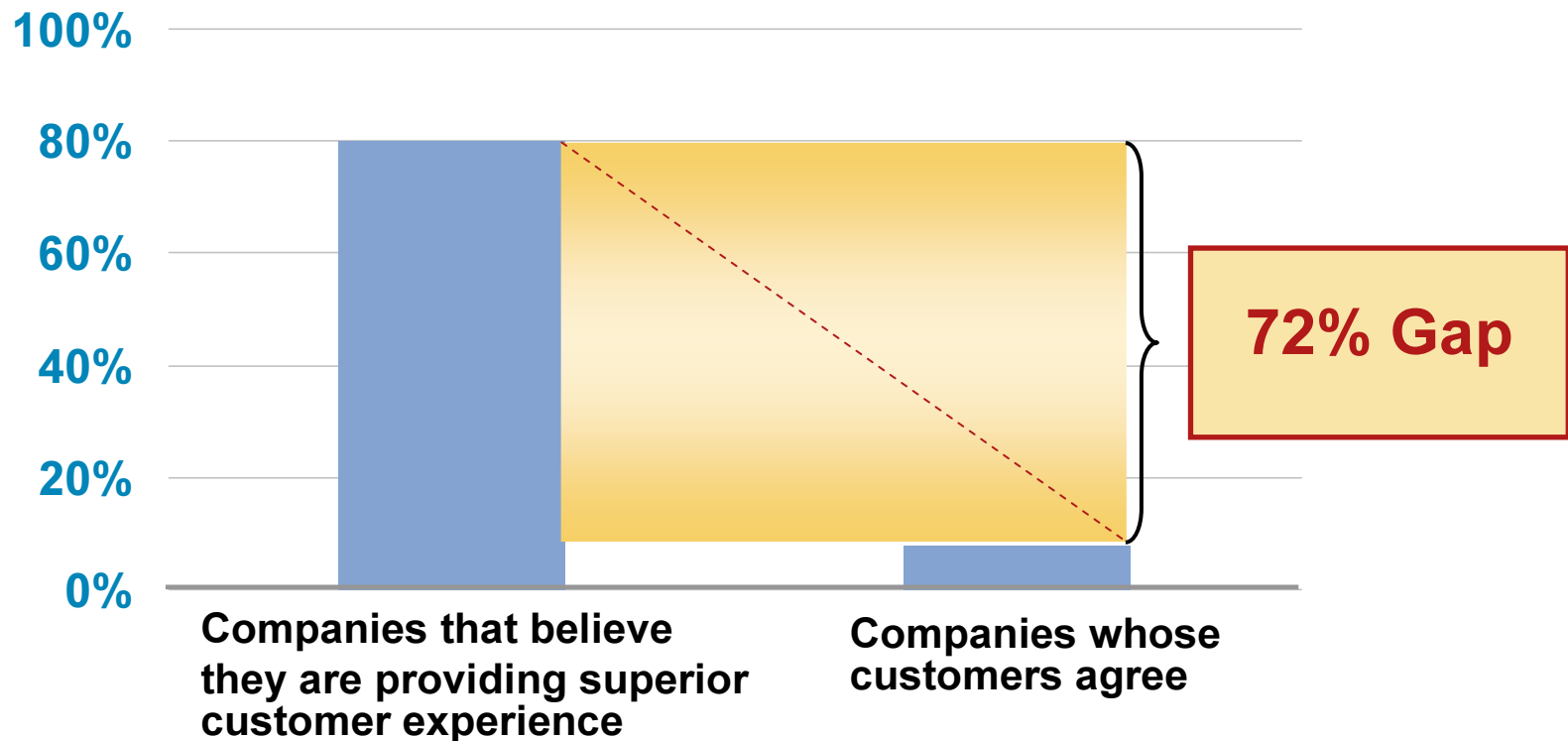
Source: James Allen, Bain & Company, October 2005

Customer Service 2.0?

User Centric
Simple & Lightweight
Decentralized
Participatory

WEB 1.0	WEB 2.0
Netscape	Google
Ofoto	Flickr
Britannica Online	Wikipedia
Personal websites	Blogging
Content Management	Wikis
Contact Center	?????

Source: "What is Web 2.0," O'Reilly 2005

Businesses Constantly Have To Optimize Tradeoffs between an array of Customer Interaction Drivers
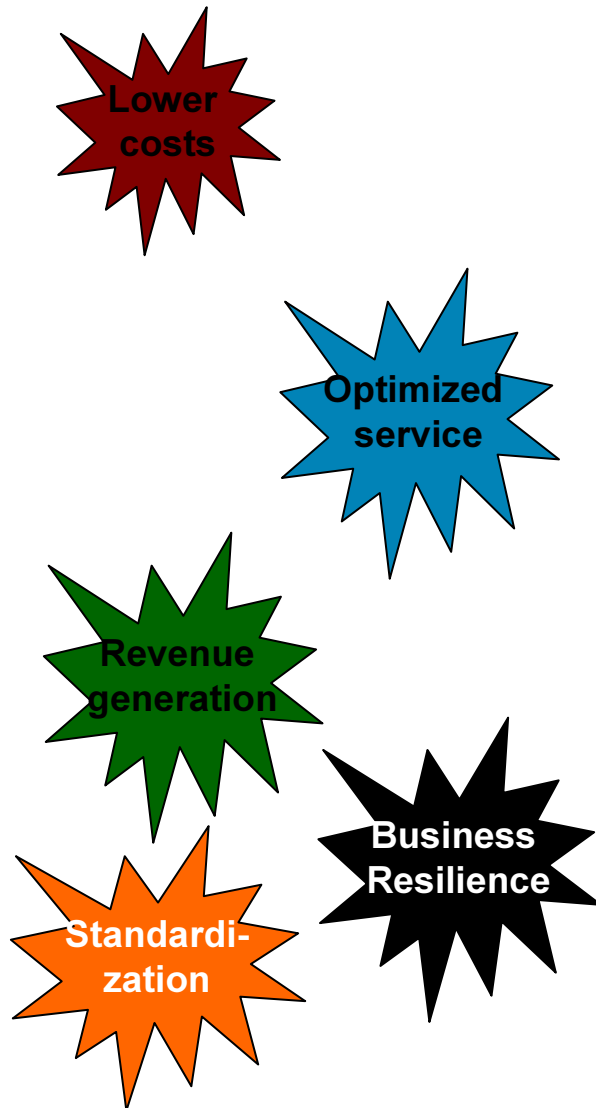
Lower costs

"How do I drive work to lower-cost resources ?"

"How can I get more calls handled by self-service?"

"How do I reduce my agent turnover?"

"How can I reduce telecommunications costs?"

Optimized service

"How do I optimize my resources?"

"How do I provide service choices for my customers?"

"How do I offer consistent services/experience across all channels and countries?"

"How do I ensure that the most skilled person is addressing the customer's inquiry?"

Revenue generation

"I need to get more wallet share of my customers"

"How do I cross-sell/ up-sell more effectively?"

"How can I turn satisfied customers into loyal customers?"

Business Resilience

"How do I ensure business continuity in times of disaster?"

Standardi-zation

"How do I drive process and technology standardization across all facilities?"

Why Cisco Unified Contact Center

Cisco Public

Typical Costs in Call Centers

People

Telco

25%

65%

5% **Facilities**

5%

IT

Key areas of cost containment require increased productivity tools

Contact Centre
Trends in the Market

New Business Models

Simplified System Management

Occasional and Mobile Agents

Interaction Based Management

Convergence of Voice, Data and Video

Speech Self-Service

Easy to Deploy, Easy to Use Integrated Self Service

Self-service Web and IVR systems drive down the costs of providing customers the information they are looking for….

> $500

> $5

< $1

Field Visit **Call Center** **Self-Service**
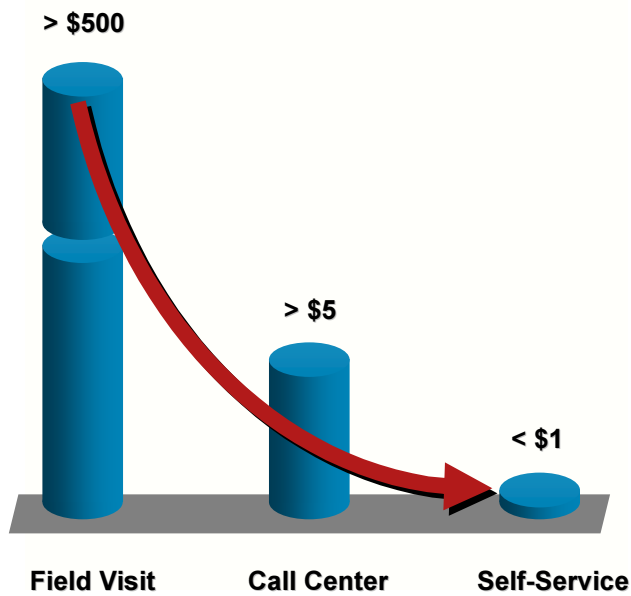
- Easy, cost-effective CTI solution

- High Availability cluster architecture with automatic failover for mission critical deployments

- Integrated *SELF-SERVICE*

  Express has a fully integrated self service component in Premium

  Order-of-magnitude cost savings over agent based contact management

- Complete, enterprise wide scalable solution with Cisco Unified Customer Interaction Network

Comprehensive, Powerful Features
Everything needed to operate a world class Contact Center

- Features for every contact interaction requirement

Inbound voice

Outbound voice

Automated attendant

Sophisticated self service applications

Email

Web/Chat

Comprehensive real time and historical reporting, custom reports

Integrated on demand or 24x7 call recording

Quality management

Workforce management

Cisco Contact Center Solutions

Single Site ACD (Automatic Call Distribution)
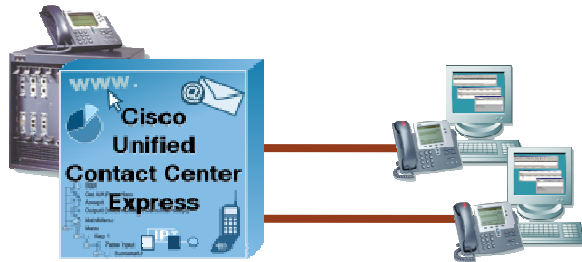
Multi-site / Virtual ACD

Site A

Site B

Hosted ACD Solution

Customer A

Customer B

Customer C

Cisco Contact Center Express

Multi-channel

Cisco Agent Desktop

Cisco Supervisor Desktop

Cisco Unified Workforce Optimization

Cisco Call Manager Express, Unity Express and Endpoints

Cisco Unified Contact Center Express (ACD/IVR)

Routing   Switching   Availability   Management   QoS   Security   Administration

Cisco Contact Center Express

- **A Contact-Center-in-a-Box**
  - Inbound/Outbound Voice solution can fit on one box
  - Fully integrated ACD, Desktops, CTI & IVR
  - Integrated Outbound, Email, Web/Chat, Quality Management and Workforce Management options
  - Real-Time and Historical Reporting

- **1-300 agent highly available inbound voice (actual deployment size varies depending on features required)**

- **Easy to use CTI with CRM and 3rd party applications**

- **Supports Cisco Unified Communications Manager and Communications Manager Express**

- **Flexible Virtual Contact Center**
  - Agents and supervisors can be located at any site on a Cisco IP Communications WAN or on any ISP DSL or Cable modem connection at home

- **Three packages for flexible price/performance options**

Positioning Unified Contact Center Express

Sophisticated

- **PREMIUM**

  Formal Contact Centers

  Integration with customer's database to provide CTI integration and/or driven routing

  Self service

  Inbound and/or outbound voice

  Email, Web, chat

  Quality and workforce management

- **Enhanced**

  Formal/informal inbound voice Contact Centers requiring skills based routing

  … but not requiring integration with customer's database

- Standard

Simple

  Informal Contact Centers NOT requiring skills based routing

Multi-Channel

EIM/WIM

How does Cisco Unified E-Mail Interaction Manager Work?

When a customer eMail or Web form inquiry is received, Unified EIM:

- Can send an acknowledgement with an expected response time

- Analyze the content of the email, and send an auto-response from the knowledge base

- Route the email to the best resource to handle it

- Suggest articles from the knowledge base for the agent to insert into the response

- Templates and Macros enable quick, consistent responses

- Reporting to monitor your Contact Center

Unified EIM Agent Desktop

Unified EIM & WIM share common desktop

Visual cues for overdue tasks

Knowledgebase

Customer History

External Links

Suggested Responses

Bookmarks

Spell-check

Unified EIM Features

- Full HTML Email support (inbound and outbound)

- Large attachments for today's content

   Attachments from desktop or knowledgebase

- Routing based on content analysis

- Outbound workflows

   Approval queues

   May be triggered by content analysis

- Overdue workflows, alarms

   When email is beyond service level threshold

- Single desktop for email, chat, voice*

   * Embed Unified EIM/WIM in Cisco Agent Desktop

How does Cisco Unified Web Interaction Manager Work?

When a customer requests live help from the web, Unified WIM:

- Can provide for a chat session

- Information gathered on Web site can be used to ensure routing to the right queue

- Once connected, agent can share Web pages in response to questions

- Integrated Knowledgebase allows agents to respond quickly and effectively

- Agent may work on multiple chat sessions at the same time

- Tools to help agents be productive, maintain consistency of responses

- Knowledge base, customer history, quick responses
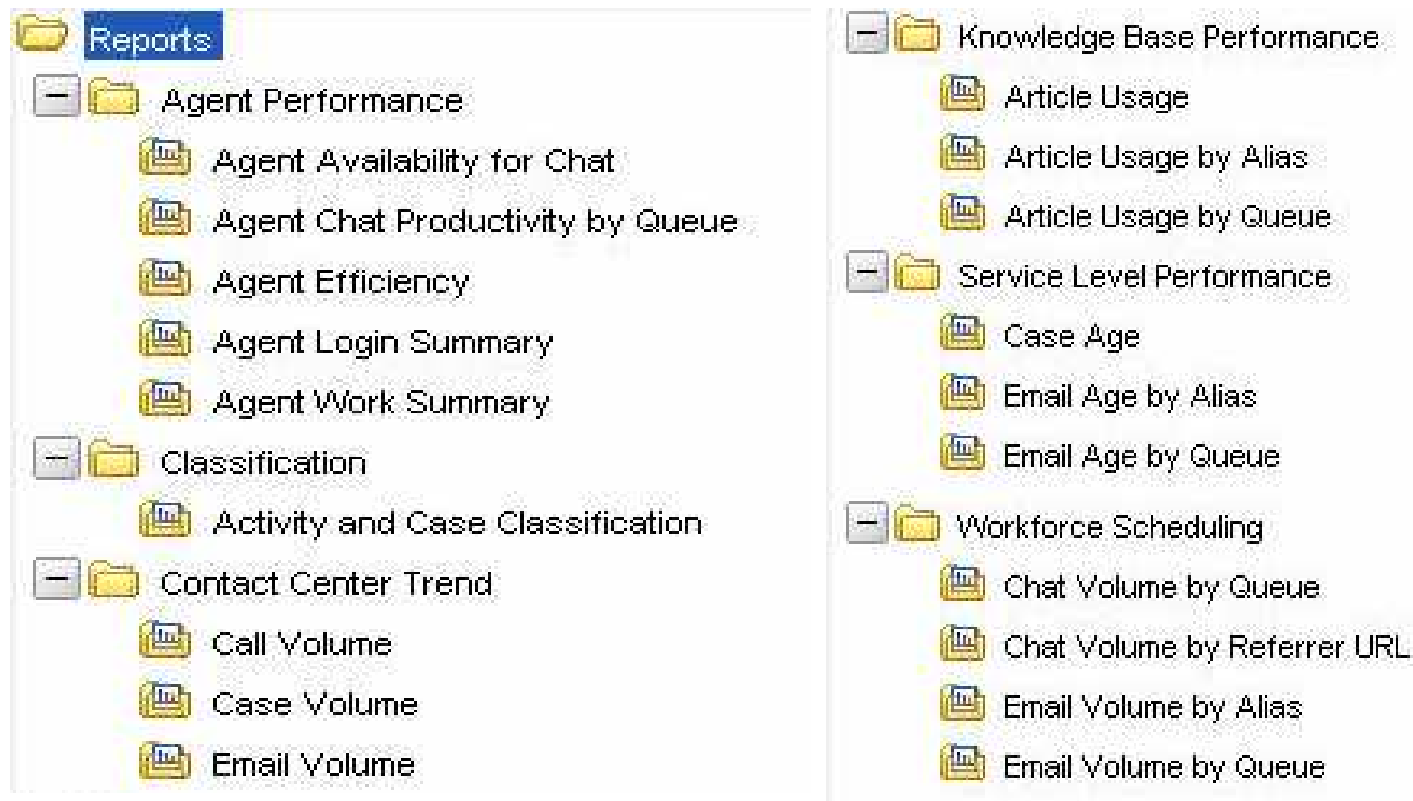
Unified WIM Agent Desktop

Unified EIM & WIM share common desktop

Multiple simultaneous chat sessions

Red if awaiting input

Push Web pages

Knowledgebase

Customer History

External Links

Frequently-used responses

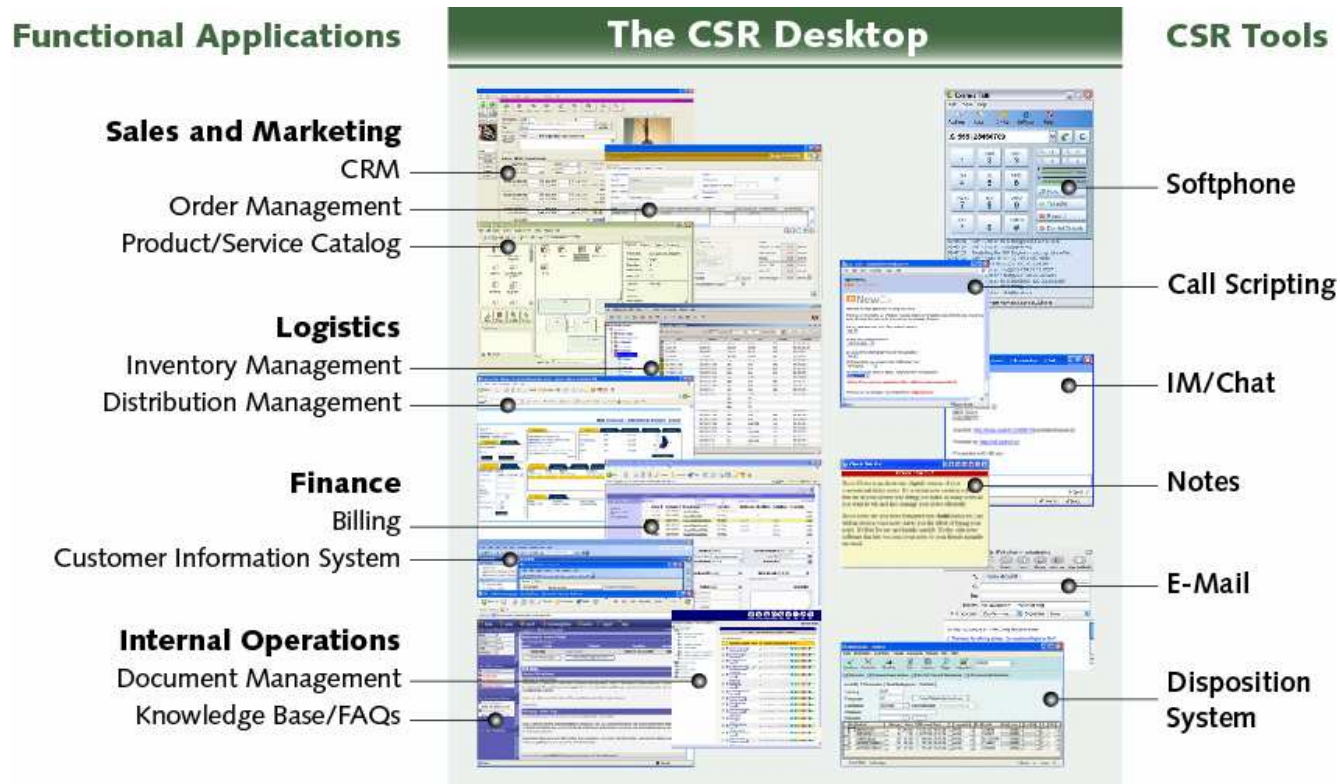Spell Check

Unified EIM/WIM Reporting

- Reports may be printed, scheduled
- Can export to Excel, HTML, PDF

Agent Desktops

 Cisco Public

A Typical Agent Desktop

Functional Applications | The CSR Desktop | CSR Tools

Sales and Marketing
CRM
Order Management
Product/Service Catalog

Logistics
Inventory Management
Distribution Management

Finance
Billing
Customer Information System

Internal Operations
Document Management
Knowledge Base/FAQs

Softphone
Call Scripting
IM/Chat
Notes
E-Mail
Disposition System

- More than 65% of Contact Center agents use three or more applications.
- More than 25% use five or more applications.
- 70% say they waste time switching between applications.
- Two-thirds say their IT systems could be improved.

Source: Yankee Group, 2006

What is Cisco Agent Desktop (CAD)?

A composite software application set for workflow automation and management that helps agent and supervisor teams work within a virtual customer interaction environment to meet key performance metrics and improve workforce optimization

Team Message

Call Center Statistics

Tool Bar

Enterprise Data Pane

Call Data Pane

Supervisor Chat

Integrated Browser

Tabbed Browser

Call Wrap-up

Call Back

Cisco Supervisor Desktop Features

Single application performs multiple Contact Center management functions:

- Workforce management

- Quality Management

- Historical reporting

- CRS (Customer Response Solution) Administration

- Other browser based applications

Real-Time and Historical Reporting

Cisco Unified Contact Center Express Reporting Overview

Unified CCX Server(s)

IPCC Express Edition

MSDE or MS SQL 2K

Supervisor Desktop

Real-Time Agent Monitoring Grids

- **Real-time Monitoring Unified Contact Center Express System Activity**
- **Historical Reports**

CRS (Customer Response Solution) Administration Tool

Historical Report DB Server

MSDE or MS SQL 2K

- **Database Server (Co-resident or separate expansion server)**

- **Auto-Synchronization upon failure**

- **Dedicated Historical Report DB Server for scalability.**

Workforce and Quality Management

Workforce Management Overview

- Sophisticated contact forecasting tools combining the art and science of predicting contact volume and distribution

- Workforce scheduling to meet service goals with the constraints of your workforce's skills and availability

- Agent and supervisor interfaces providing intraday information and proactive tools

- Adapts to multiple work groups with different locations, under different rules and in various time zones

- Accommodates other tasks like multi media contacts, training, group meetings, etc.

- Integrated with Cisco Unified Contact Center

- Part of Cisco's family of customer contact solutions

Unified EIM Workflow Editor

- Inbound and Outbound Workflows
- Auto-response / Suggested response based on content analysis
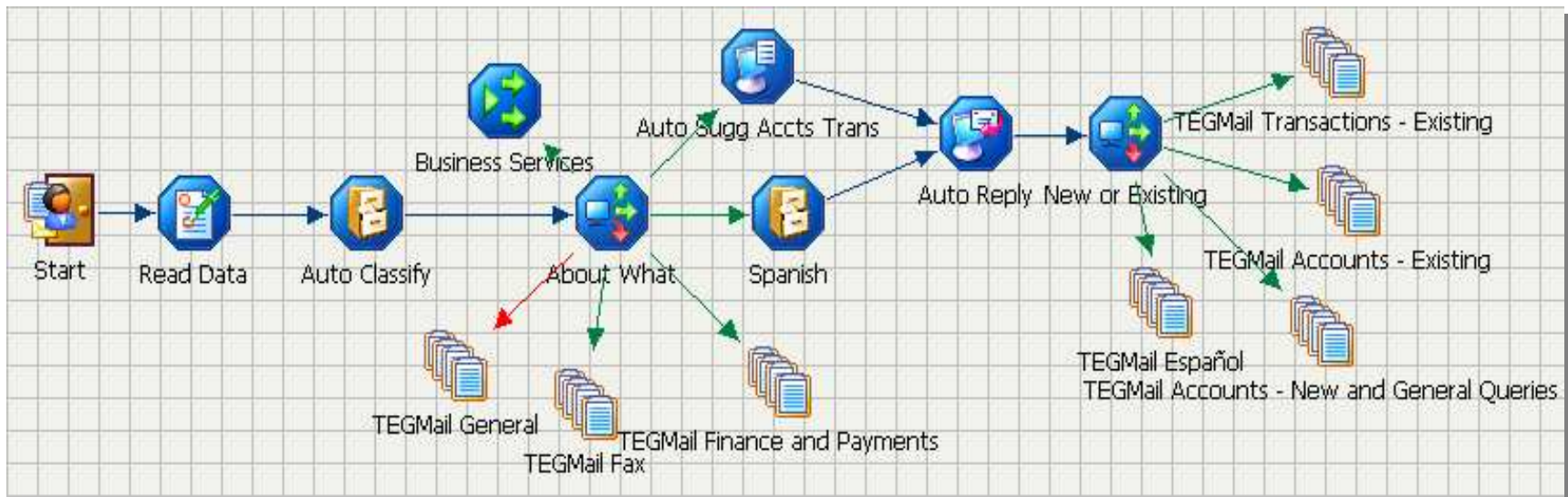
- Routing to Queues or Preferred Agents
- Routing via Unified Contact Center Enterprise or ICM
- Access external data for routing

Workforce Management How it works

Capture Information

- Gather historical data from ACD for forecast references

- Refine seasonal, monthly, weekly and daily trends

- Define agent work rules, skills and services

Continually Refine Effectiveness

- Adjust intraday schedules to real time challenges

- Refine work rules, service goals to match business needs

- Schedule training to improve agents

Continually Evaluate

- Create forecasts from historical data

- Create staffing schedules to meet service level goals at forecasted levels

- Facilitate schedule adjustments by supervisors and agents

Report

- Intraday dashboards for Supervisors to track service levels, adherence and KPIs

- Configurable standard report formats

Quality Management Overview

- Unique interactive edge recording architecture

  Software service captures digital voice and screen

- Intuitive, role specific, user interface

- Simple workflow based recording administration

- Fully customizable evaluation criteria

- Unified user administration with Cisco Unified Contact Center

- Improves the effectiveness and productivity of your contact center

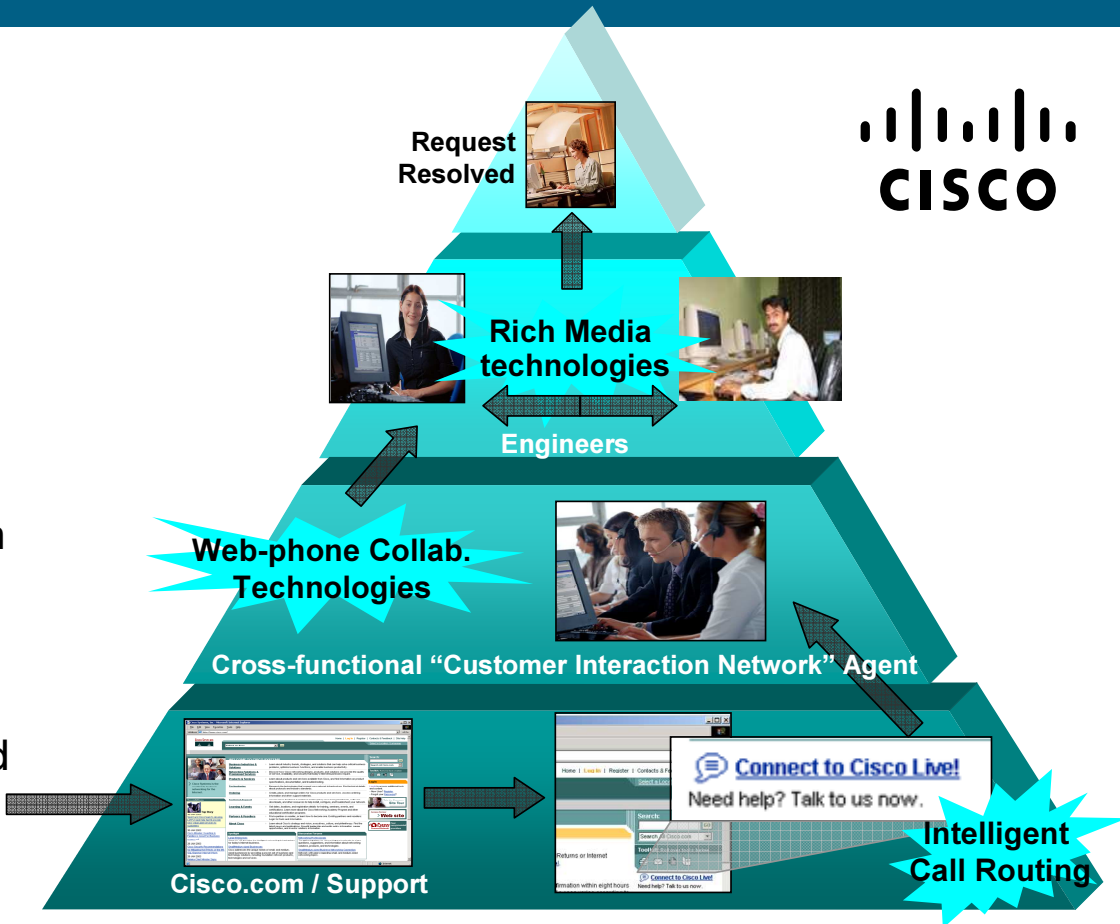- Part of a comprehensive customer contact application suite

          Cisco Public

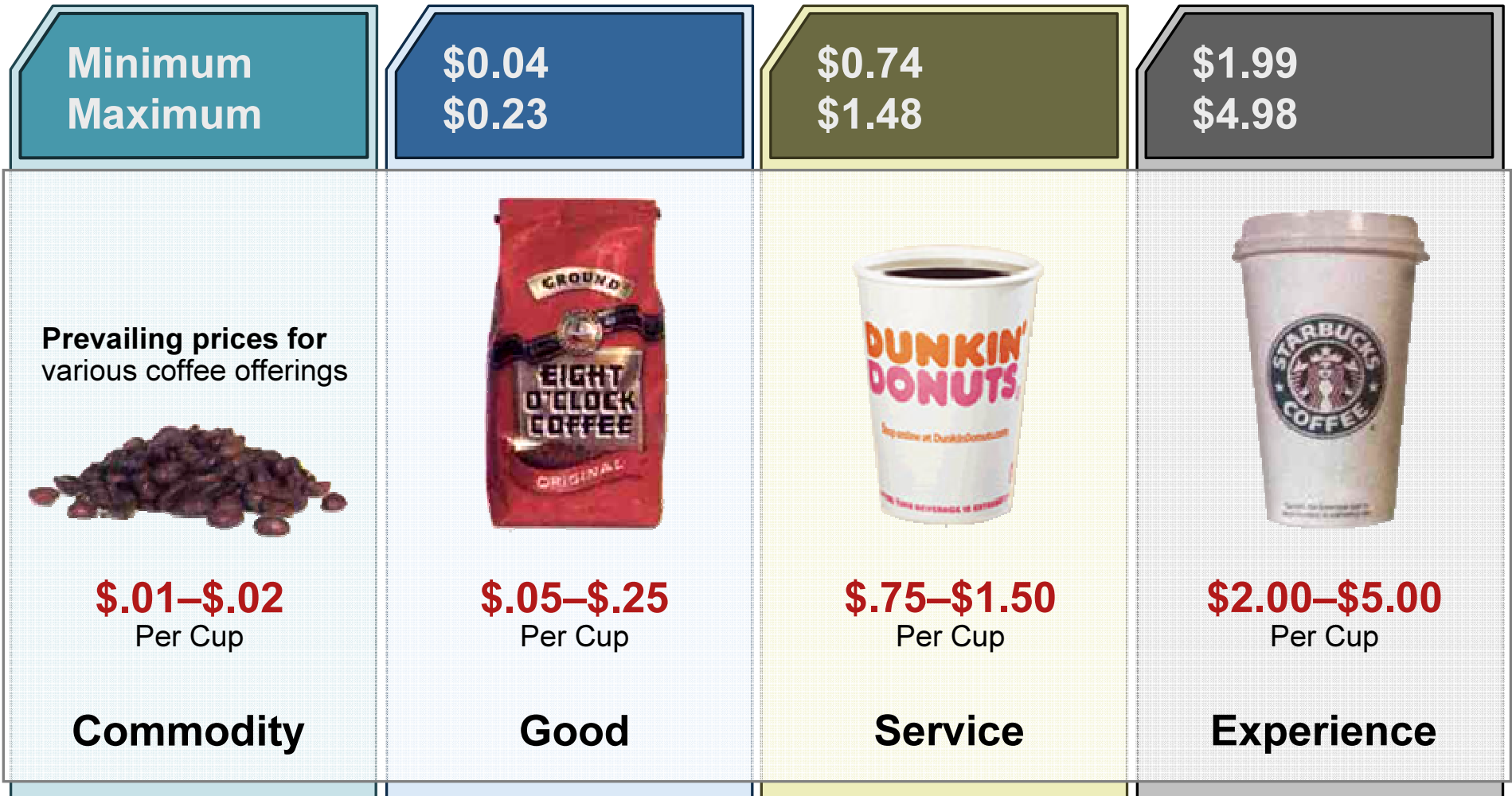# Case Study
Cisco Systems

Case Study
Cisco Systems

- **12** Contact Center locations globally (including 3 outsource locations)

- **10+ million calls** handled each year

- **84** Global Contact Center Clients

- **1,400+** agents, globally (and by location)

- **445** ICM (Intelligent Co Manager) scripts

- **239** IVR (Intelligent Voice Routing) scripts

Request Resolved

Rich Media technologies

Engineers

Web-phone Collab. Technologies

Customer Enquiry

Cross-functional "Customer Interaction Network" Agent

Cisco.com / Support

Connect to Cisco Live! Need help? Talk to us now.

Intelligent Call Routing

- Integrated, multi-channel customer support (phone, mail and web)
- Extensive customer web self-service capability
- Consistent, global customer experience

Cisco Customer Support

Shift to Experiences:
Adding Value To Commodity Product

	Minimum Maximum	$0.04 $0.23	$0.74 $1.48	$1.99 $4.98
Prevailing prices for various coffee offerings				
	$.01–$.02 Per Cup	$.05–$.25 Per Cup	$.75–$1.50 Per Cup	$2.00–$5.00 Per Cup
	Commodity	**Good**	**Service**	**Experience**

Graphic: *BusinessWeek,* 2005
Source: Pine and Gilmore, *The Experience Economy,* 1999

Cisco Public