

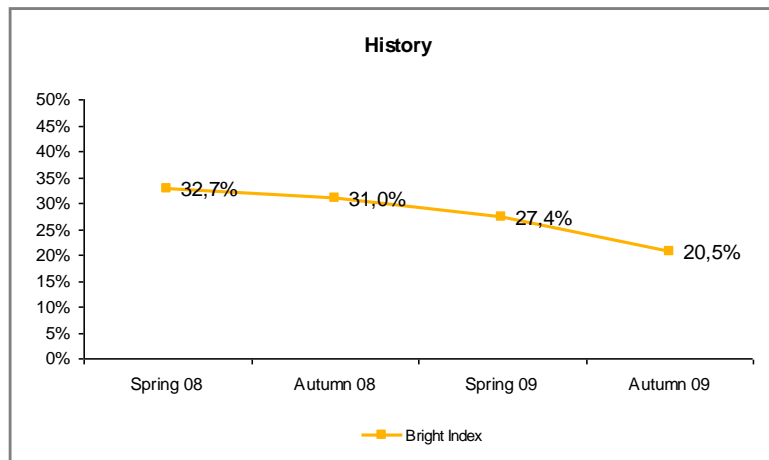
← 2000
A look at industry development over the last decade & challenges ahead.
→ 2020

The Tate Modern opened, Concorde crashed and Clinton was still hanging on by the skin of his teeth. It doesn't feel that long ago does it? But wow did a lot happen between 2000 and now. What about 10 years from now? Will they ask us, "How did it get this bad? Why didn't you listen to your customers when they obviously weren't treated well enough as early as back in 2010?" Or, will they say, "WOW! How did you manage to turn the trend around despite such tough demands on cutting costs!?"



At several seminars we have spoken at lately, we have seen many engaged and ambitious contact centre managers turning up to enthusiastically discuss improving our industry. Based on this I think we will have the pleasure of answering the second of the questions posed above. There are big challenges ahead however. Let's start with the bad news.

Trend for customers saying they were "very satisfied" with their latest call centre call:



Bright Index Benchmarking Survey 2010

How can this be when so much effort has gone into improving our centres over the last 10 years? Well the simple answer is that the volume of calls and their complexity has increased

to a greater extent than our effectiveness. But there were many areas in which we failed and we are still getting these as wrong now as we were during the Lewinsky affair.

1. **Measuring the wrong things**

We need to cut the many traditional performance metrics down to the most relevant ones (e.g. strategic contributions, customer satisfaction, first-call resolution, employee engagement etc.) and then test them with a question: Do they drive our strategic targets? Work to define the value the centre delivers to the company, quantify it if possible, and use it to raise the status of the centre within the organisation. Remember; you get what you measure.

We need to monitor and improve employee engagement as well as making sure your customer satisfaction is good enough to increase customer retention. Only through finding the balance between the three areas; performance, employees and customers – will we keep both bottom line and customers happy.

2. **Actionable CSAT measuring**

Traditional customer surveys just aren't good enough for contact centres. For them to have an impact on the performance and customer satisfaction, they need to be broken down to create accountability. If they only reflect an overall result and not that of the agent or at least the team; they just won't drive change. So break down the results, do surveys quickly after the contact and feed the results back to the teams to drive change.

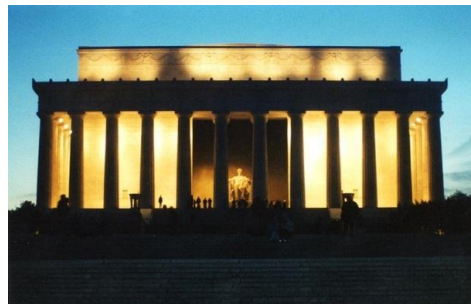
3. **Stronger people focus**

Employee satisfaction and engagement has a proven direct effect on both customer satisfaction, agent attrition and other internal productivity KPIs. We obviously also want to work in a nice environment and that is a challenge for the whole industry; to change the perception of what it is like to work in our centres. Measure employee engagement and satisfaction, and you'll also get a motivational boost just from asking how they feel and what they think.

4. **The power of asking why**

The majority of centres still don't have a structured way of measuring why customers are calling. This means that they are solving the same problems over and over again, and keep annoying customers. It also means that they don't have a chance of becoming the "real time contact centre" Donna Fluss describes as the information hub of an organisation.

At a seminar recently I was told a story of the city of Washington trying to cut their budget and queried the million dollar budget for cleaning the Lincoln memorial. The person in charge asked "why do we have to clean it so often?" Then; "why are there so many birds?" followed by "why are there so many insects?" And when having found out that it was the spotlights attracting the insects, he managed to almost erase the cost just by installing different type of spotlights. It really is a powerful question why.

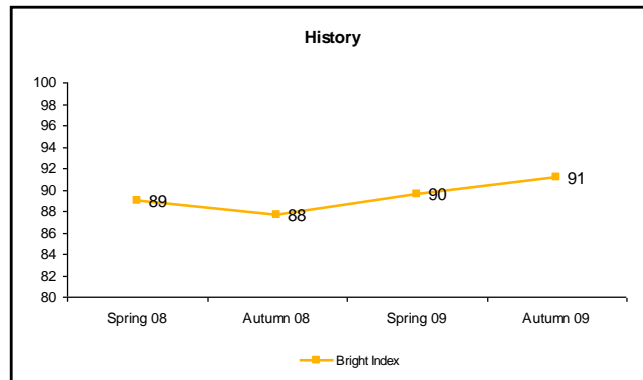


At Bright we have proven that if we start to measure Performance, Employee engagement and Customer experience individually as well as finding links between how they drive each other, the resulting increase in effectiveness will be remarkable. And, the question in 10 years will be, "Wow, how did it get this good?!"

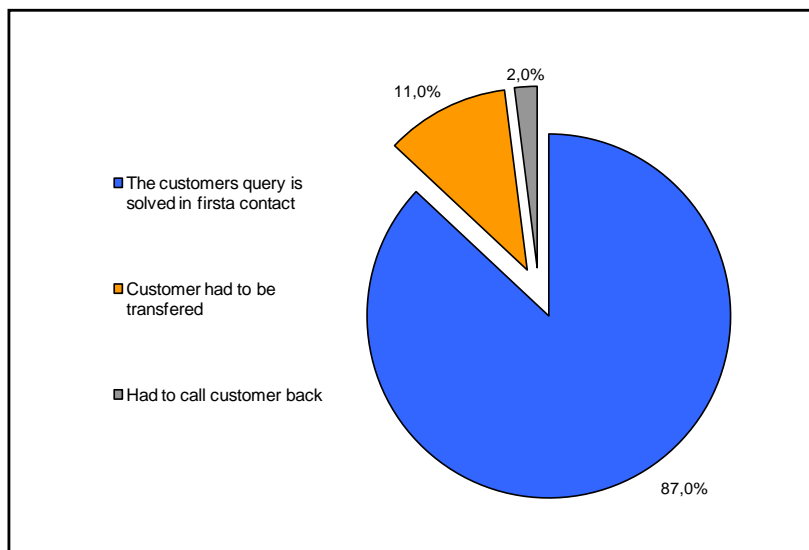
On to the good news.

Availability isn't nearly as bad as the press wants us to believe.

Yes we still lose about 9% of all calls but since many customers hang up before they get through, getting higher than 95% is hard.



We solve around 87% of the customers' queries and it is getting better.



Where do we go from here?

In addition to the four bullet points above, i.e. getting the basics right, people are often looking for magic through technology. Unfortunately magic comes from doing the basic things right, again and again.

However, there are a couple of things that promise to make our lives a lot easier in the future.



TECHNOLOGY AHEAD – HELP OR HINDER?

Voice analytics

The ability to analyse customer voices and emotions are getting better and better. The latest examples we've seen include a solution that matches the customer's profile (education, salary etc.) based on voice analysis and then match this with an agent that is more likely to have rapport with the customer. It didn't work in 100% of the cases but, both CSAT and sales were significantly increased.

Social Media

A plethora of new places to communicate needs to be monitored. "Word of mouth on steroids" we overheard someone call it and you need to listen. If you should interact though is another question, not all customers would welcome an uninvited response.

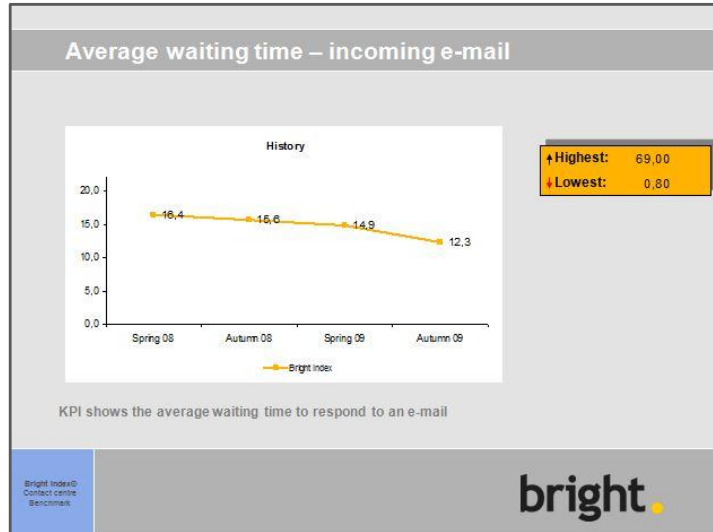


Multi channels

Nothing new about that I hear you say. Well, the thing is, as a collective we still haven't even managed to master emails and calls in the same queues.

One dangerous reason is our attitude. Why should a customer wait 20 hours for response to an email when our targets for voice are less than one minute? This has to change and change fast because the volume of emails is increasing significantly and so are customers' expectations on service in this channel.

Graph show the average waiting time of +100 contact centres' customers getting a response to their email.



Voice Biometrics



An interesting future development will be for banks to use our voices as identification instead of today's cumbersome security solutions. Something that is already being implemented in service desks. Staff who forget their password (sometimes this makes up 70% of a service desk's calls) just call an IVR solution that match their voice with the audio clip they recorded when they were hired and hey presto;

will tell you your password.

We are looking forward to another decade of monitoring and sharing our industry's development with you. If you would like to find out more about any of the areas above, trends or how we help 100's of clients improve every year, please get in touch.

Wishing you a fantastic decade!!

Mats Rennstam

Richmond, July 2010

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