



The changing business context for contact centres

By Andy Searle

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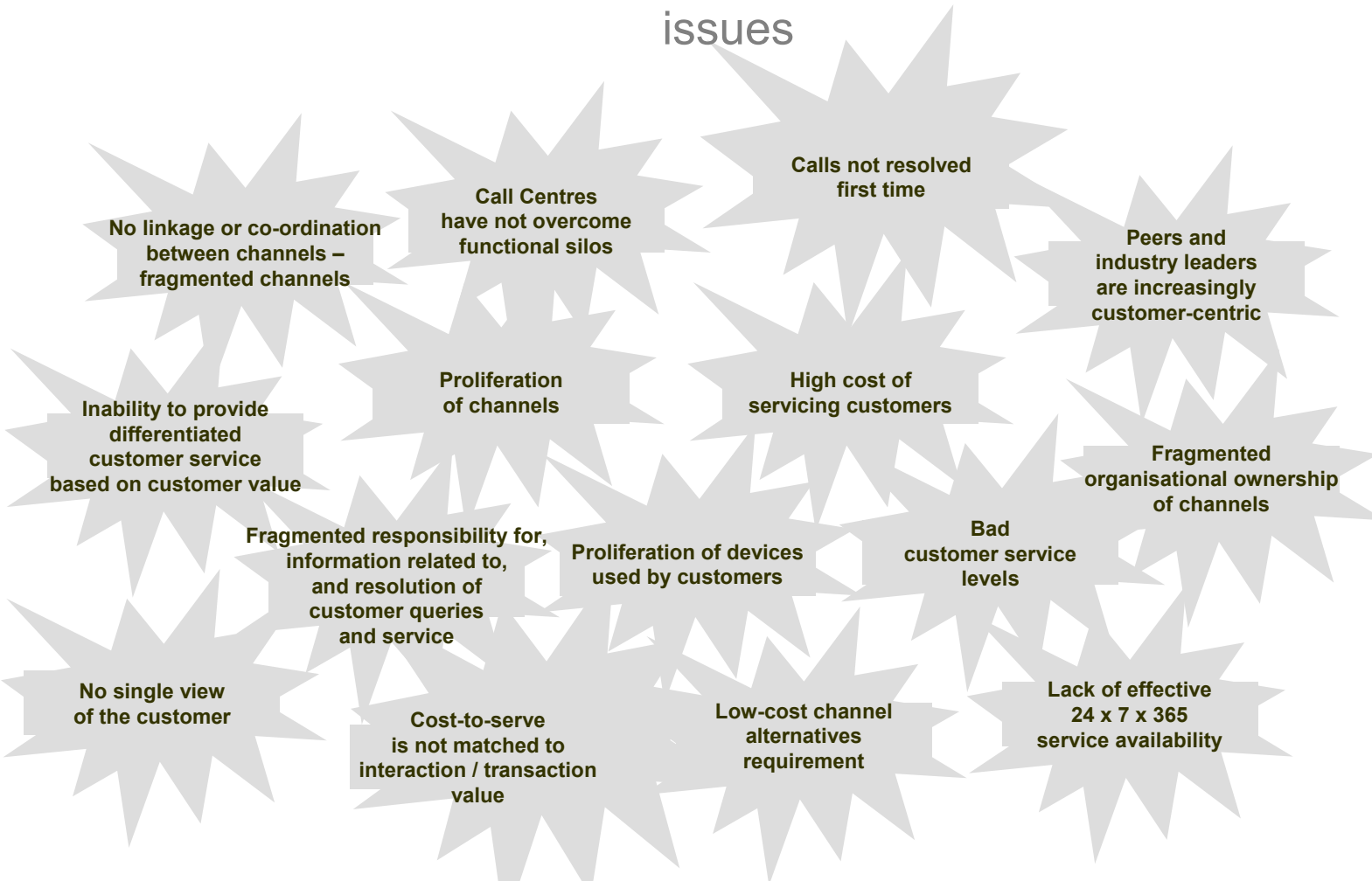
Contact: 083-4194200

Email at: andy.searle@paladin-consulting.co.za



The Interaction Issues

Organisations are faced with a multiple of customer interaction related issues



The need to integrate

The interaction issues, combined with various trends are driving the need for contact centres to become fully integrated elements of the business

Customers demands + Channel Proliferation ↔ Service Differentiation + Cost Optimisation

Customers demand service any where and any way, on their own terms

Organisations have developed several (generally) separate channels for customer communication

Leading players differentiate themselves with increasingly integrated and customised interaction

Organisations are challenged to balance contact load against cost in a multiple channel environment

- Customers expect the organisation to be able to track and respond to interactions over multiple channels, for example:
 - A customer can begin a transaction with an e-mail;
 - Follow-up with a fax, and finally
 - Call in to check the status of the request
- All of these interactions must be seamlessly integrated to provide best-in-class customer interaction

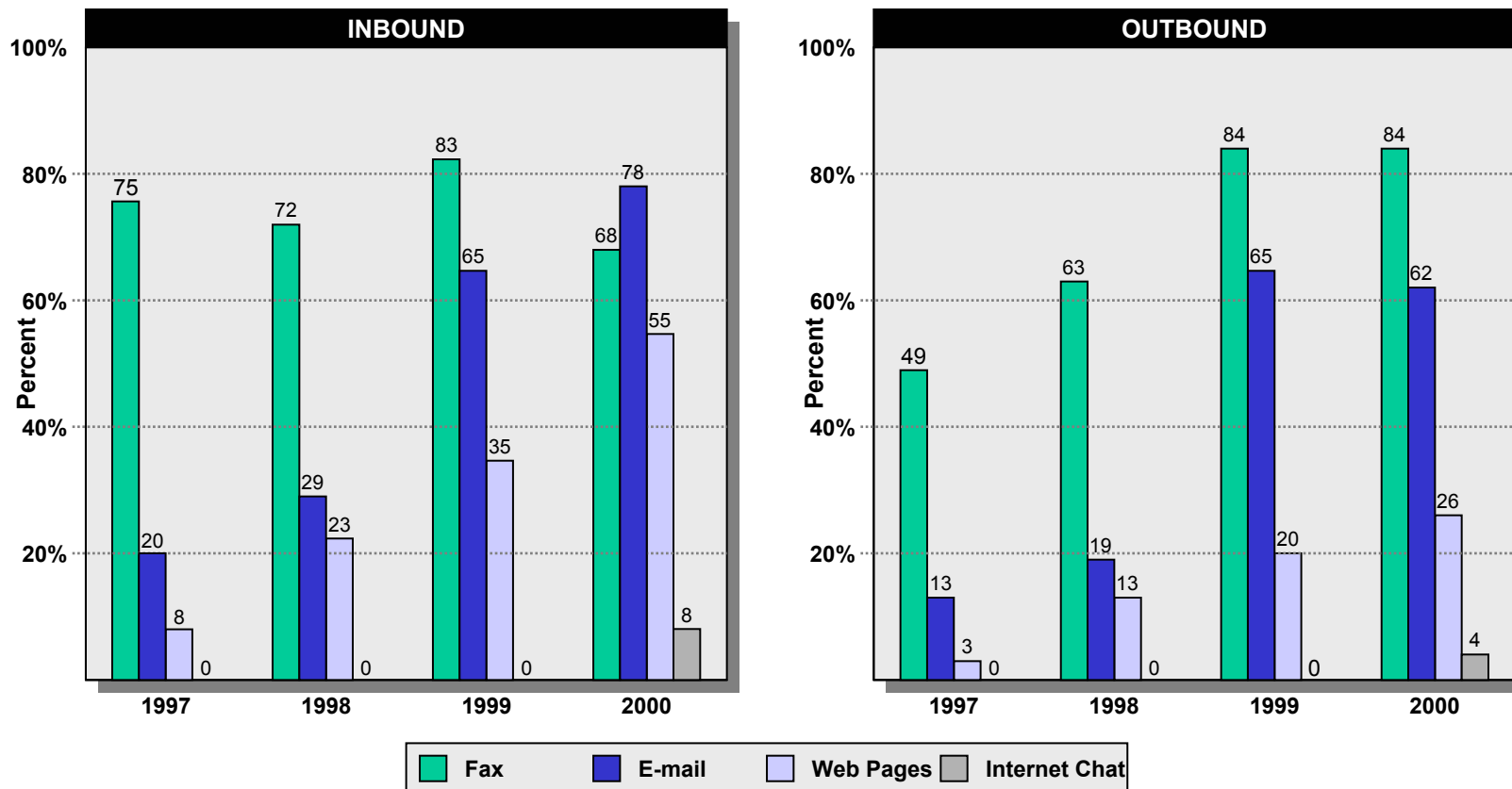
- Organisations have developed Call Centres to deal with telephone queries
- Often they have increased functionality to include faxes
- Company websites have become integral to the organisation, but very often have no link to the Call Centre
- E-mail communication from customers is increasing and requires allocated resources to respond

- Service excellence is a moving bar that is constantly being raised by:
 - The Customer, and
 - The best service providers in any industry
- Organisations must constantly improve customer interaction quality just to maintain the status quo and their market share
- It is increasingly difficult to provide differentiated customer interaction

- The introduction of new interaction channels has added additional costs to those already incurred in servicing customers, for example
 - E-mail interaction must be supported though it is not a low cost channel option
- Organisations are under pressure to
 - Reduce the costs of servicing customers
 - Match service levels to customer and interaction value

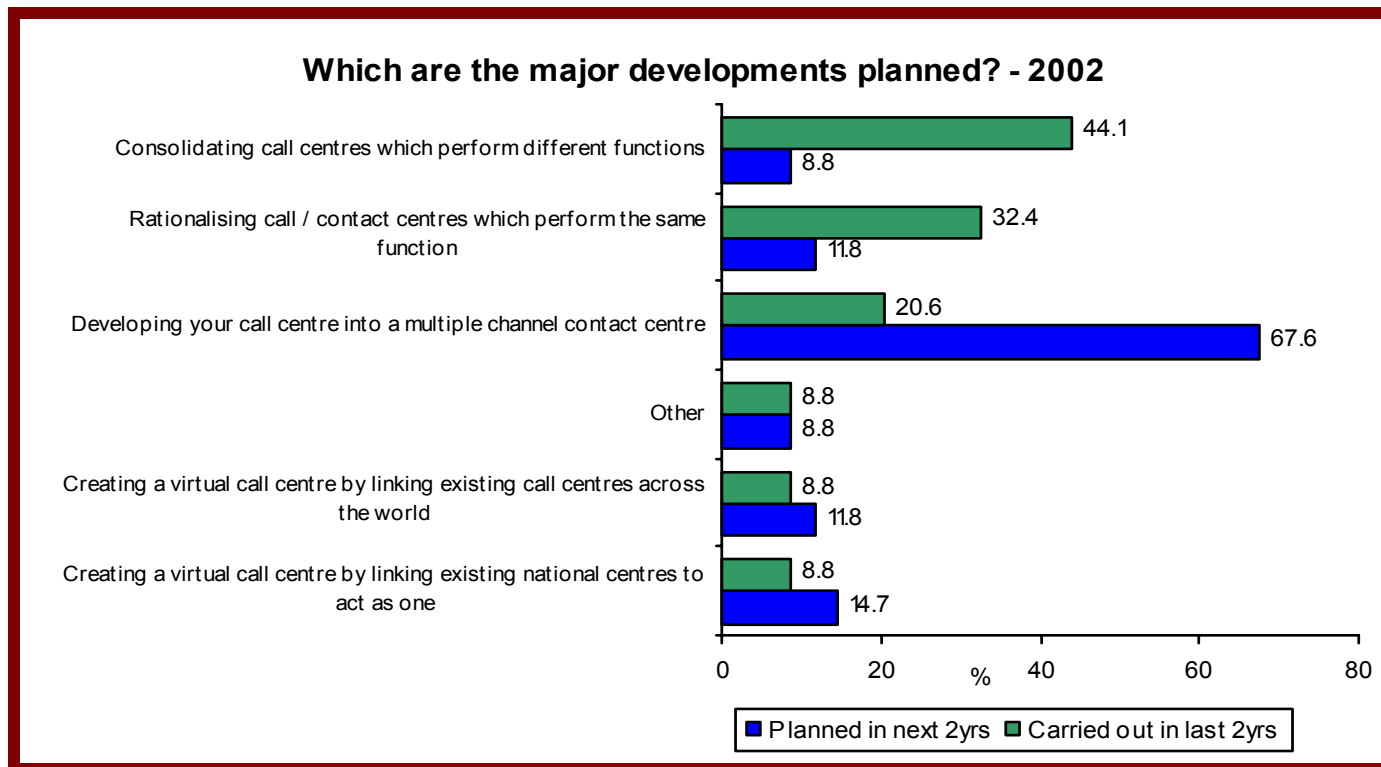
The growth of non-voice channels

While voice remains the predominant channel for communication, contact centres are increasingly supporting and interacting with customers through multiple channels



The shift in organisational focus

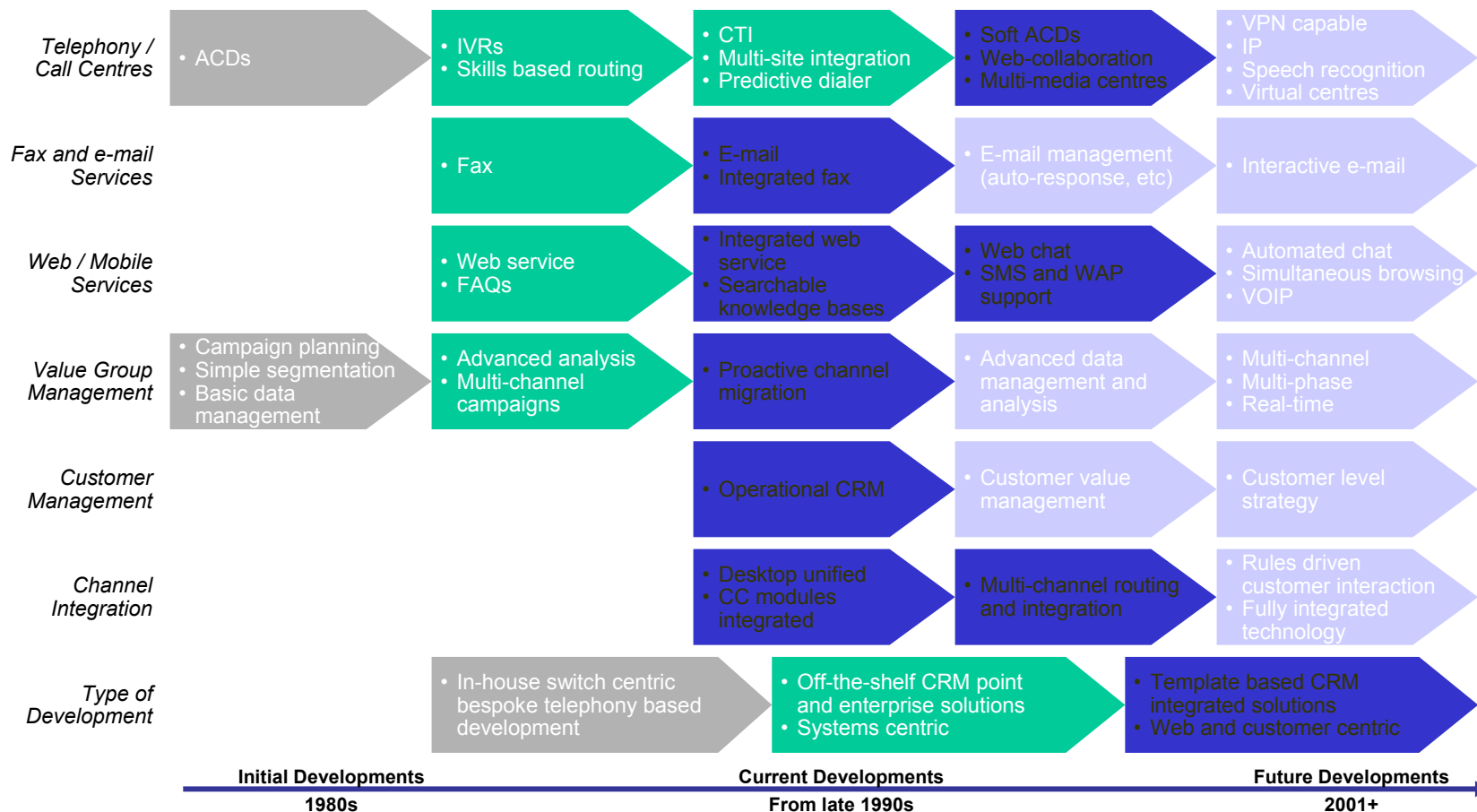
In response to changing customer and business needs, organisational focus has shifted from consolidation to developing the contact centre to integrate multiple channels across multiple sites



* Source : Dimension Data Proactive Insight South African Contact Centre Benchmark Report 2002

Building an integrated technology capability

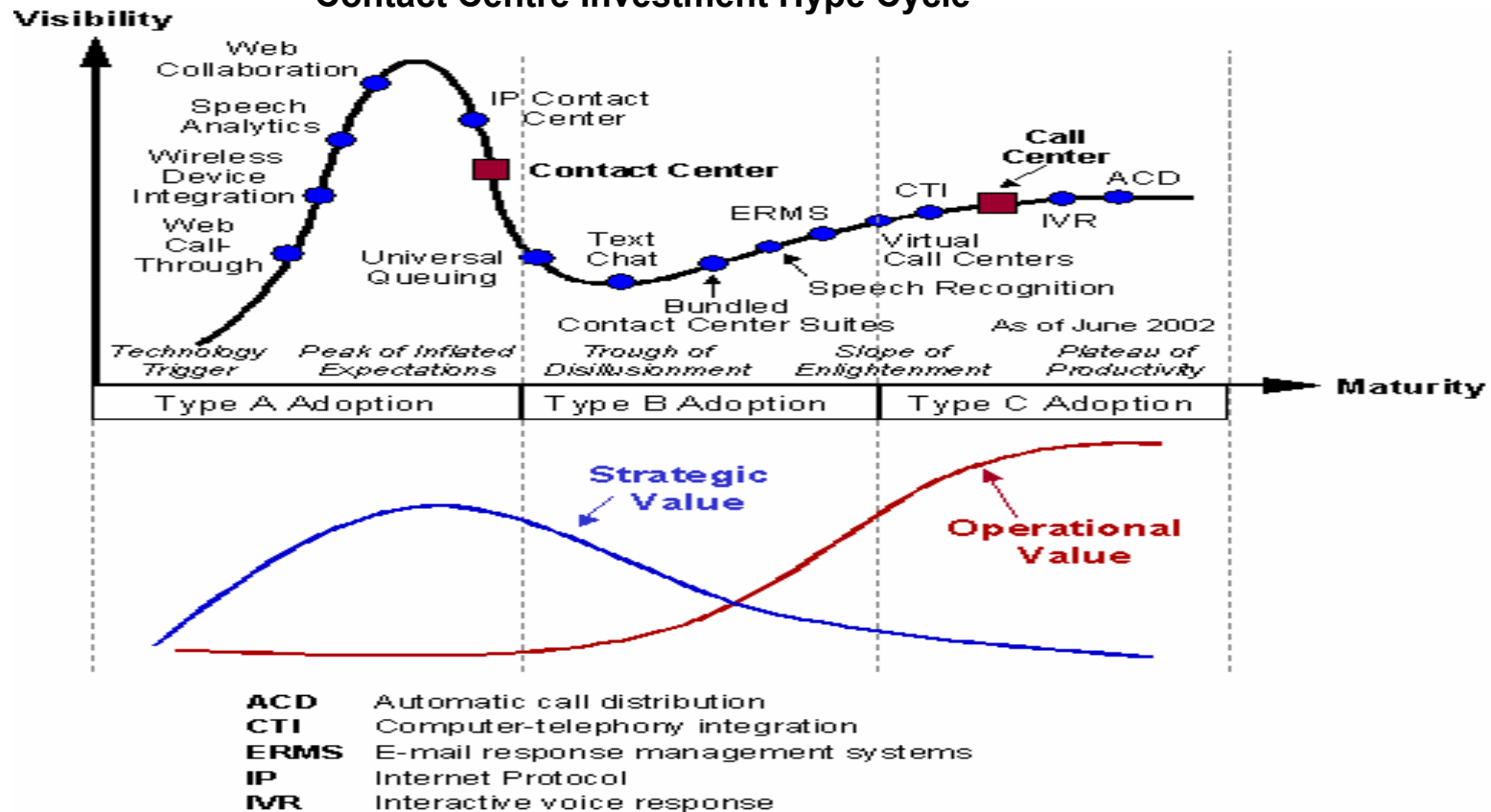
At the heart of the integration challenge is the contact centre technology capability, which is continually evolving



The technology investment challenge

Different organisations adopt different approaches to investing in a suitable technology capability

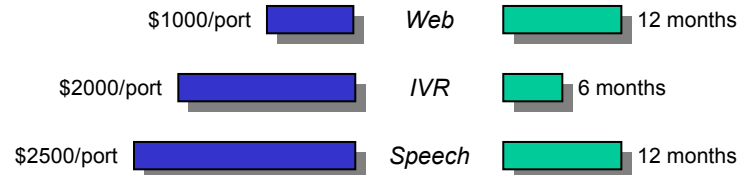
Contact Centre Investment Hype Cycle



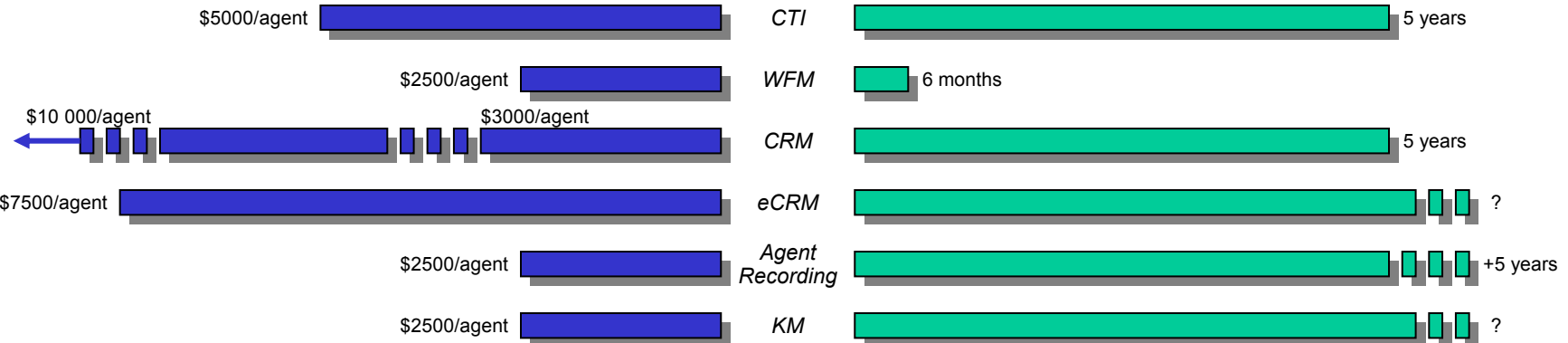
Assisted and self-service channels

The relative cost effectiveness and short time to ROI are strong drivers for adding integrated assisted service channels to contact centres

~ Self Service Modules ~



Integration and Productivity Enhancements

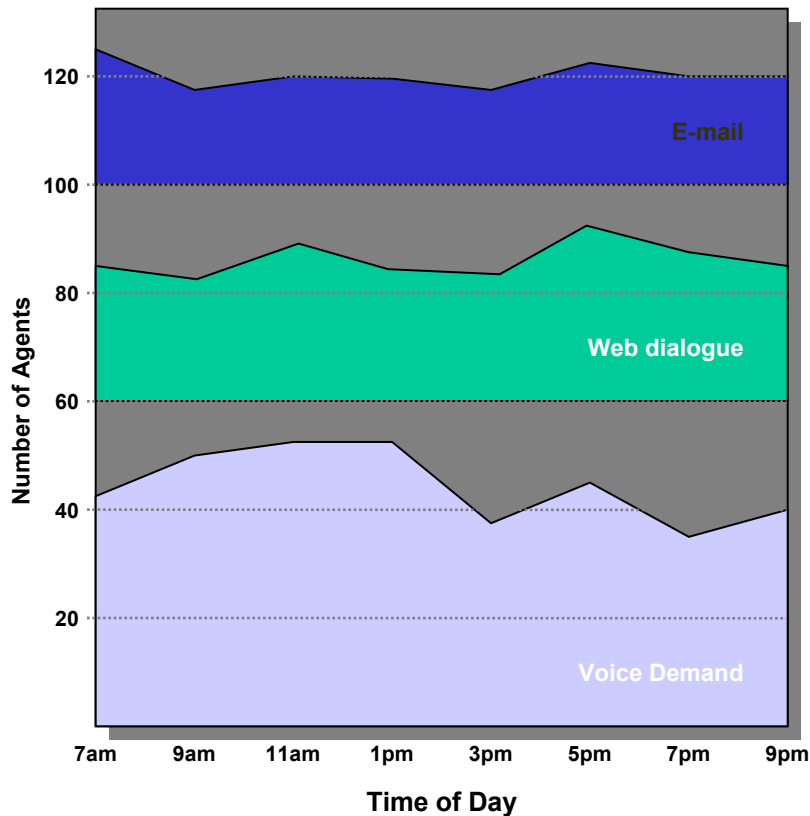


*Source: Dimension Data: Time to ROI: Defined as Payback, the time taken to recoup Capital Expenditure through achieved benefits

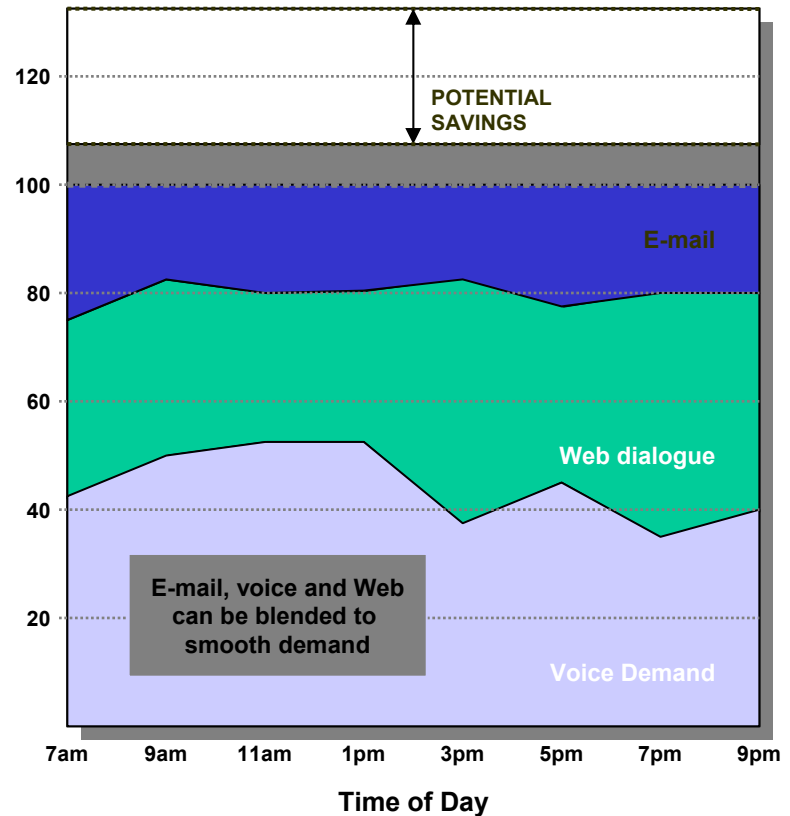
Demand smoothing

Demand generated by real and non-real time interactions can be smoothed in an integrated contact centre through media-blending: the intelligent routing and workflow management

~ Web-Enabled Call / Contact Centre ~



~ Integrated Contact Centre ~



Customer management

An integrated contact centre capability enables the co-ordination of customer interaction across channels and is an essential base for effective CRM

... enables organisations to offer differentiated service based on customer and transaction value



- Low value customers receive lowest cost service
- High value customers receive best service
- Customer profitability is improved

... provides a Contact Centre framework with two integration layers into which different platforms and systems can slot



- Time-to-market is reduced when integrating new business units and products
- Effort and cost of integration is reduced

... enables a single, central point to manage and co-ordinate customer interaction



- Information, data and control of customer interaction is consolidated
- Customer sentiment and feedback is centralised and available in real-time
- The integrated Contact Centre forms a customer dashboard for the organisation

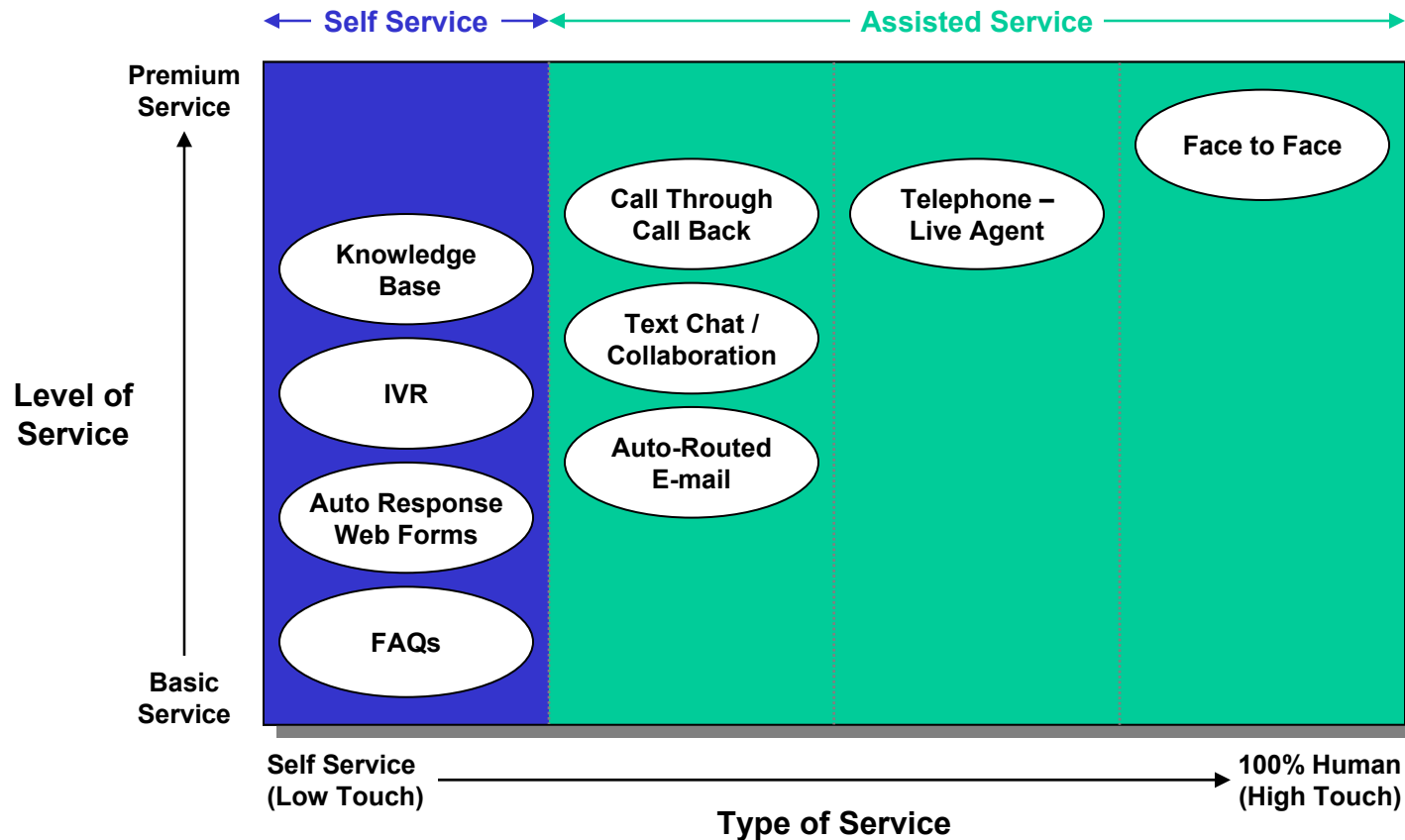
... forms the basis on which to build a complete customer management strategy



- Customer Relationship Management and Customer Value Management are not achievable without an integrated Contact Centre

Differentiated service

An integrated contact centre capability enables organisations to tailor and customise service interactions – from basic to premium, low touch to high touch – according to customer value



Contact Centre Integration – the likely candidates

The most likely candidates for integrating contact centres are those organisations that directly service a large customer base

Contact Centre Integration opportunities are most likely in organisations that typically have:

- A large customer base that the organisation supports directly (e.g.: the organisation receives in excess of 500 customer calls per day)
- Divisions who have separate (and/or multiple) channels to customers (functional silos)
- Large and complex IT systems (and internally focused IT)
- Customer interaction that is transactional in nature

Likely Industries / Vertical Markets

- Banking
- Insurance
- Brokerage
- Healthcare
- Telecommunications
- Service Providers
- Utilities
- Courier Services / Distribution
- Travel
- Government / Civil Services

Likely Functional / Horizontal Markets

- Customer Services
- Help Desks
- Support Services
- Sales (Campaigns)
- Marketing
- Collections
- Authentication and Authorisation
- Information Desks / Enquiries
- Reservations / Booking Services
- Emergency Services

In summary

- A multitude of interaction related issues and key interaction and business trends are driving organisations to integrate their contact centre operations into the main stream of their business
- At the heart of the integration challenge is the development of the required technology capability
- Building the required technology can be achieved via a number of approaches each with a different balance between strategic and operational benefit
- The organisations most likely to lead the integration drive are those with a large customer base, serviced through multiple channels in which interactions can be of a transactional nature