5 Steps to Building a Customer Experience Driven Contact Center

eBook
WE’VE ENTERED THE “AGE OF THE CUSTOMER”
Empowered buyers demand a new level of customer obsession

Technology has evolved through a set of 20-year cycles. While the last cycle, the Age of Information, was dominated by connected PCs and the Internet, the rise of mobile computing and social media has disrupted the status quo and ushered in the Age of the Customer.

Customers have ever-increasing control and voice — to earn their satisfaction and long-term loyalty, companies must be obsessed with delivering experiences in line with customer expectations. In a recent survey of over 2000 business executives, sales and service departments are now the top two areas for software and strategic investments.

Customer experience is a top driver for 92% of companies and a competitive differentiator for 60%

Sources of Dominance

Age of Manufacturing
Mass manufacturing makes industrial powerhouses successful.

1900-1960
Ford, RCA, GE, Boeing, P&G, Sony

Age of Distribution
Global connections and transportation systems make distribution key.

1960-1990
Walmark, Toyota, UPS, CSX

Age of Information
Connected PCs and supply chains mean those who control information flow dominate.

1990-2010
Amazon.com, Google, Intuit, MBNA

Age of the Customer
Empowered buyers demand a new level of customer obsession.

2010-?
Contenders include Facebook, IBM, Best Buy, and Apple

Successful Companies
BUT FEW COMPANIES DELIVER OUTSTANDING EXPERIENCES
It’s hard to balance customer service needs with business needs

What’s the challenge?

1. Resources are limited. Service has to be delivered within the constraints of the budget, within regulatory and compliance requirements, and in line with contact center revenue goals.

2. Customers have a single view of the company but not vice versa. Customers expect to receive the same service experience across all activities and touchpoints (in-person, phone, email, chat, etc.) when they interact with the company to consume products and services.

3. The engagement ecosystem is increasingly complex. Each year, new channels are added above a mess of disconnected application silos. Agents often have to use dozens of different applications during their workday, hunting for the information needed to serve customers. These siloed systems and fragmented business processes result in bad experiences for agents and customers alike.
and research shows that less than half of companies deliver a good (37%) or excellent (11%) experience.

Source: Forrester, The Customer Experience Index, 2014
On the positive side, happy customers are loyal customers, and customer loyalty correlates strongly with customer spending across every vertical. Happy customers are 71% more likely to consider the company for a cross-sell, an up-sell or a repeat purchase. They are 41% less likely to switch business to a competitor. They are more 65% more likely to recommend your brand to others.

On the negative side, when customers are unable to meet their needs through self-service, they switch to more expensive assisted-service channels like the contact center. This not only raises the service cost, but by increasing interactions always results in greater customer effort and reduced satisfaction. Additionally, with the rise of social media, bad customer experiences drive negative reviews that further impact your brand and reduce sales.
CUSTOMER EXPECTATIONS ARE RISING
They want consistent, effortless service across their preferred channels

1 Quick, effortless service
For 71%, valuing their time is the most important thing a company can do to promote good service. 52% will abandon online purchases if they can’t find an answer quickly.

2 Interaction over their preferred channel
Web, mobile, phone, chat, social, etc.

3 Consistency and context
Customers want to be able to start an interaction on one channel and continue it on another without having to repeat themselves. They want your company to know who they are and contextualize and personalize the service to make it easy for them.
The types of communication channels customers use are exploding. While phone is still dominant, online (web), digital (chat, email, etc.) and social channels (Facebook, Twitter, etc.) are on the rise along with emerging channels (screen sharing, virtual agents and SMS). The takeaway is that the communications ecosystem is getting more complicated, and you need the ability to consistently support customer journeys across these channels to deliver an effortless experience.
SO HOW DO YOU...

- Optimize future customer interactions based on historical customer interactions?
- Anticipate customer needs to maximize renewals, upsells and special offers?
- Preserve customer context and history for agents across all touchpoints?
- Personalize service to ensure your best customers get the best service?
- Intelligently handle inbound calls generated by marketing campaigns?
- Simplify processes to reduce the number of customer interactions?
- Automatically reconnect dropped calls to the right agent?
- Proactively notify customers of alerts or custom offers?
TO BUILD A CX DRIVEN CONTACT CENTER...

Focus on delivering effortless customer journeys that are proactive and personalized while maximizing company productivity

McKinsey studies show that companies that focus on journey optimization perform dramatically better. Consistently good experiences build trust, which increases loyalty and drives revenue growth.

There’s typically a disconnect between customer journeys from the customer’s perspective and how they map into the customer-facing processes. Orchestrating how customer interactions are managed across all those touchpoints, people, and technology is both the challenge and the opportunity. Today’s CRM systems can’t address this challenge as they don’t address customer engagement across disparate channels.
COMPANIES THAT FOCUS ON JOURNEY OPTIMIZATION PERFORM DRAMATICALLY BETTER

Revenue Growth 10 to 15%
Customer Satisfaction 20%
Lower Cost to Serve 15 to 20%

Source: McKinsey
TO BUILD A CX-DRIVEN CONTACT CENTER...
Empower Customer Service Agents to Deliver Great Experiences

1. Orchestrate Service Delivery for Important Customer Journeys
2. Maintain Customer Context to Personalize Service
3. Customer Experience Enable Your Digital Channels
4. Leverage Proactive Communications to Keep Customers Informed
5. Employ Closed Loop Analytics for Ongoing CX Optimization
STEP 1:
ORCHESTRATE SERVICE DELIVERY
FOR IMPORTANT CUSTOMER JOURNEYS

Not all customer experiences are created equal. There are certain moments where customers care deeply about what happens:

• Applying for a mortgage
• Correcting an error on their statement
• Rebooking a flight that was just cancelled
• Filing a claim

These may be the minority of interactions (<20%), but they’re the make-or-break moments for customer relationships that demand exceptional customer service. In these complex situations, the customer might need to contact you multiple times across various channels over time before getting the need resolved. From their perspective, these separate touchpoints are all part of the same customer journey.

These journeys must be continuously optimized to simplify and improve the customer experience. Your opportunity is to use orchestration tools to automate service delivery and ensure compliance. Orchestrating a journey is much more than just interaction routing, as it fully manages the state of each interaction in the broader journey while preserving context across all touchpoints and channels.

As a journey example, consider a multimodal interaction starting from a website chat session then transferred to a contact center call with full context. The journey could take in other events, determine next best actions, initiate back office work updates, notify the customer via SMS and then suspend until the customer returns. Stateful, long-running journey orchestration drives efficiency, quality and compliance by standardizing service delivery from the front office through the back office and back to the customer.
ORCHESTRATE SERVICE DELIVERY FOR IMPORTANT CUSTOMER JOURNEYS

Consider → Order → Ship → Bill

External Systems

Context

Predictive Automation

Next Best Action

Suspend & Persist State

Resume Journey

Persistence and Monitoring

State & Context

Analytics

Time Delay

Suspend & Persist State

Source: Genesys
STEP 2: MAINTAIN CUSTOMER CONTEXT TO PERSONALIZE SERVICE

Analyze customer attributes and behavior in real time to deliver predictive customer service

Most contact center solutions employ queue-based routing and can’t help your business make intelligent routing decisions for multi-channel interactions or work items. This means you can’t efficiently connect customers to the right employees, resulting in increasing transfers and hold times that lead to unsatisfied customers and demotivated service agents. As a result, many companies are now adopting next-best-action decisioning technology (driven by context services, business rules and predictive analytics) to deeply personalize the service delivered.

This intelligent customer interaction routing can utilize context services to query additional information systems in real time to deliver complete customer context (such as customer profile, order history, website activity, cross-channel usage, case status, customer satisfaction and many other behavioral attributes).

Agents receive full customer context in advance rather than having to keep customers on hold for several minutes researching the account. Additionally, work can be automatically routed to the right person, system or next step in the customer journey in a very proactive and personalized way, tailored to the situation at hand (the particular person’s issue, past purchase history, past interaction history, next best offer/up-sell/cross-sell, etc.).
MAINTAIN CUSTOMER CONTEXT TO PERSONALIZE SERVICE

- Understand customers and their behavior
- Connect the customer to the right agent
- Choose the right up-sell or cross-sell
- Guide the Service Experience
- Get the work to the right person or system
STEP 3: CUSTOMER-EXPERIENCE-ENABLE YOUR DIGITAL CHANNELS (WEB, MOBILE & SOCIAL)

Connect, care for and retain loyal customers

Why do you need to enable your digital channels to deliver great customer experiences? U.S. consumers now spend more time on mobile devices than on PCs. With mobile, you can create an end-to-end experience to market to your customer base via mobile web, native mobile apps and SMS. You can then engage with customers via these channels and preserve full context when they transition to assisted service (so there’s no need for the customer to restart a conversation), proactively managing customers throughout the lifecycle.

Social media usage has tripled in less than five years, with 72 percent of online adults now using social networking sites. You can listen to what your customers say about your brand by actively monitoring social media to stay on top of brand discussion trends and support issues while uncovering valuable insights.

The website, however, is still the king of digital channels. Websites provide an unprecedented opportunity to proactively observe customers to anticipate their needs. Based on business logic, you can then personalize the experience or proactively engage the customer at the right time (with notifications, chat, click to call, co-browsing or WebRTC) to facilitate a sale, present a special offer or resolve an issue.
CUSTOMER-EXPERIENCE-ENABLE YOUR DIGITAL CHANNELS (WEB, MOBILE & SOCIAL)
STEP 4: LEVERAGE PROACTIVE COMMUNICATIONS TO KEEP CUSTOMERS INFORMED

Deflect costly inbound calls while optimizing journey processes

Anticipate and proactively address customer needs via less costly automated communications channels, sending communications that are personalized, delivered at the right time and via the consumer’s preferred channel. By communicating things like flight changes, emergency warnings, potential issues, and fixes for products as well as educational material, customers feel like you’re looking out for their best interests. It’s a win-win, as proactive communications keep customers informed while simultaneously deflecting costly inbound calls from the contact center.

The other great opportunity is leveraging proactive notifications to optimize customer journeys and reduce customer effort. Here’s an example onboarding journey for signing up new customers. Previously, it required roughly eleven touchpoints, with multiple channel switches and high customer effort.

By redesigning the journey process to leverage proactive communications, this eleven touchpoint process can be simplified down to four. By notifying customers of back office process status, they no longer need to reach out. Over time, you can really start shaping customer behavior around low effort, optimal experiences.
LEVERAGE PROACTIVE COMMUNICATIONS TO KEEP CUSTOMERS INFORMED

Deliver the Optimal Low-Effort Experience and Shape Customer Behavior
Frequent Proactive Notifications Lower Customer Effort - fewer interactions

Onboarding Journey

<table>
<thead>
<tr>
<th>Sign Up</th>
<th>Welcome</th>
<th>Provision</th>
<th>First Bill</th>
</tr>
</thead>
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Website
Mobile App
Contact Center
Branch
Direct to Rep
Back Office

Original Process
Optimized Process

Source: Genesys
STEP 5:
EMPLOY CLOSED LOOP ANALYTICS FOR ONGOING CUSTOMER EXPERIENCE OPTIMIZATION

Listen to your customers and act on their insights

COLLECT - Listen to your customers by collecting interaction and behavioral data. Survey them after customer service interactions. Apply speech and text analytics to contact center interactions. Collect insight from web browsing patterns. Listen to social channel chatter.

ANALYZE - Whether you’re using structured feedback or collecting insights via social listening analytics, the next step is to separate the actionable insight from the noise. Take the insight, analyze it, and then route it to the right place in the organization for action.

IMPROVE - With a managed, end-to-end environment for customers, you can close the loop by applying the insights to optimize future customer experiences. All these pieces have to come together to deliver great customer experiences.
EMPLOY CLOSED LOOP ANALYTICS FOR ONGOING CUSTOMER EXPERIENCE OPTIMIZATION

Customer Experience

Self-Service Touchpoints
- Voice IVR
- Website
- Mobile App
- Social

Channels

Human-Assisted Touchpoints
- Contact Center
- Direct to Rep
- Back Office
- Field

Feedback and Follow-up
- Surveys
- Speech/Text Analytics
- Notifications
- Automated WFO Cycle
- Offers

Proactive Expectation Setting and Engagement
- Proactive Notifications
- Proactive Self-Service Engagement
- Offers
- Journey Specific

IMPROVE

ANALYZE

COLLECT

Source: Genesys
LASTLY, EMPOWER CUSTOMER SERVICE AGENTS TO DELIVER GREAT EXPERIENCES

Positive customer experience correlates strongly with positive agent experience

Pay attention to the agent experience. In delivering on the first five points to building a customer experience driven contact center, you’re conveniently setting up your customer service agents for success. Give them the tools to deliver higher revenue and customer satisfaction with lower cost. Agents need the customer context to personalize service to customer needs. Well-supported agents should be able to focus on the customer conversation rather than struggling with their toolsets. Not surprisingly, there’s a strong positive correlation between happy, productive service agents and happy, satisfied customers.

It’s not just about focusing on the technology, but making sure that customer-centric behavior is pervasive, recognized and rewarded. Here, continuous workforce optimization provides the opportunity to automatically trigger optimization workflows to notify a supervisor, schedule agents for training, adjust scheduling or influence routing without human intervention. This continuous workforce optimization is informed by highly accurate speech, text and employee performance analytics for every customer interaction.
CONTINUOUS WORKFORCE OPTIMIZATION PROVIDES THE OPPORTUNITY TO AUTOMATICALLY TRIGGER OPTIMIZATION WORKFLOWS
THE CONTACT CENTER IS EVOLVING
Empower your service organization to exceed customer expectations

As companies have made the transition to a multi-channel contact center, many have arrived there by adding more systems and channel solutions above of an already fragmented and siloed infrastructure. This commonly results in context lost between channels, frustrated agents, high operational costs and dissatisfied customers. This is where most ‘poor’ to ‘OK’ customer experiences are created.

The simplest and most cost-effective route to ‘good’ and ‘excellent’ customer experiences leverages a single platform as the foundation. Rather than working to custom integrate multiple vendor and channel solutions, leverage a unified customer experience platform that delivers customer journey orchestration and optimization across all channels out of the box.

As a final option, consider leveraging a cloud deployment to deliver great customer experiences ‘as a service’. Companies large and small are increasingly taking the cloud route to speed time to market, increase agility and future proof customer experience operations. After all, good customer experiences are clearly good for business.
TAKE YOUR CUSTOMER EXPERIENCE TO THE NEXT LEVEL

Whether your goal is to modernize your Contact Center, increase workforce quality and efficiency or drive better customer experiences, Genesys offers an open and scalable platform that efficiently fits into your existing enterprise architecture and reduces total cost of ownership.

Industry leaders have achieved amazing results with the Genesys Customer Experience Platform such as:

- Increase in Revenue: 30%
- Increase in Agent Productivity: 50%
- Increase in First Call Resolution (FCR): 70%
- Increase in Net Promoter Score (NPS): 25%

Get Started  |  Request a Demo  |  Learn More

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Genesys, the world’s #1 Customer Experience Platform, empowers companies to create exceptional omnichannel experiences, journeys and relationships. For over 25 years, we have put the customer at the center of all we do, and we passionately believe that great customer engagement drives great business outcomes. Genesys is trusted by over 4,700 customers in 120 countries, to orchestrate over 24 billion contact center interactions per year in the cloud and on premises. For more information www.genesys.com.