

Customer Care Services



- **Traditional Technology** – ISDN, ADSL, DNIS, PSTN, PBX, IVR, ACD, SBR, Predictive Dialer, CTI.
- **Web-Based Technology** - E-Mail, Live Chat, Co-Browsing, VoIP, Call-Back with Collaboration.
- **Business Drivers** – Customer Satisfaction, Cost Reduction, Market Intelligence.
- **Customer Care Processes** – Organizational, Supportive, Customer-Facing.
- **Systems** – Design, Integration, Contact Tracking, Information Retrieval, Intelligent Troubleshooting, Online Documentation Order Processing, Dispatch, Workforce Management.
- **SLA** – Service Level Agreement



- **Growing Labor Pool** – Because of stress and high turnover rate, call centers tend to burn out a labor pool faster.
- **Educational Institutions** – Students are a good source of call center agents.
- **Real Estate** – Cities view call centers as job creation engines.
- **Telecom** – Scalability will require more bandwidth. A good relationship with a local telco or long distance company is important.
- **Government** – Local gov't agencies can provide real estate tax credits and job creation credits.



What is a call?

- Interaction or transaction between two parties.
- Origin: Web, Phone, Fax
- Form: Voice, Text, Image



Technologies

- **ISDN** – Integrated Services Digital Network - Simultaneous transfer of customer data to the agent's terminal with the arrival of the call.
- **ADSL** – Asymmetric Digital Subscriber Line -Carries data over existing copper telephone lines at up to 6 megabits a second.
- **DNIS** – Dialed Number Identification Service - Allows call centers to route calls based on the number dialed.
- **PSTN** – Public Switched Telephone Network



PBX = Private Branch Exchange

- The core of a business communication system.
- Connects to the phone lines and the telecom service providers on one end, and the internal phones (extensions) on the other end.



IVR

- Interactive Voice Response
- Pulls real time data out of corporate databases.
- Used as an ACD front-end.
- Great for routing calls to agents, shortening call times, getting callers into the right queue and allows people to self-serve for simple database lookups.



IVR Add-On Features

- **Speech Recognition** – Customer interacts with an automated system in an effort to be routed to the proper person (or ACD front end) or extract information from a host database (IVR).
- **Text-to-Speech**
- **Fax-on-Demand**



Why Use IVR?

- Siphon off 20% - 60% of calls.
- Ability to bring rich screens of customer information to the agent screen.
- Widely accepted by callers.
- Keeps call center open 24 hours.
- Make call handling easier for agents.
- Increased call volumes



ACD – Automatic Call Distributor

- Takes incoming calls and routes them to the right place.
- The heart and soul of the modern call center.
- The ACDs job is not just to route calls, but to manage the information associated with those calls.



SBR = Skills Based Routing

- Front-end technology (ANI, IVR, Speech Recognition) identifies the needs of the caller.
- The call is routed to the agent based on the agent's skill or combination of skills, like language, training, or experience.



Predictive Dialer

- A form of automated dialing.
- Screens out all non-productive calls before they reach the agent: busy signals, no-answers, answering machines, network messages. The agent simply moves from one ready call to another, without stopping to dial, listen, or choose the next call.



CTI

- CTI = Computer Telephony Integration
- Combines Voice and Data
- Any technology that combines some form of real-time, person-to-company communication with a background of data that adds-value to that communication.



CTI Features

- **Simultaneous Screen Transfer** - Ability of an agent to transfer a call and the client database screen at the same time.
- **ANI/Caller ID** – Agent can see number the customer is calling from.
- **Predictive Dialing** – Agent can know in advance the buying habits of a customer.
- **Database Lookups** – Customer can access several different databases.
- **Fax Server** – Agent can fax information to customer that is too complicated and time consuming to explain on the phone.



Benefits of CTI

- **Shorter Calls** – Hold time is cut.
- **Happier Customers** – Agents solve more customer problems the first time.
- **Increased Sales** – Customer info on the screen tells what they like to buy.
- **Better Use of Staff** – Blending allows agents to take inbound and outbound calls.
- **Improve Customer Service** – Often the customer can serve themselves.
- **Connect with the Internet** – E-Operations



Web-Enabled Call Center Features

- E-Mail
- Push Information
- Live Chat
- Co-Browsing
- Voice-Over-IP
- Video-Over-IP



Voice-Over-IP

- The ability to communicate by voice over the Internet.
- Uses CTI technology.

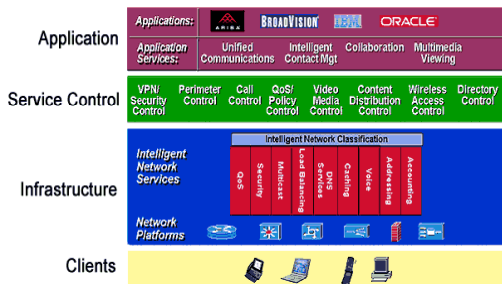


ICM – Intelligent Contact Management

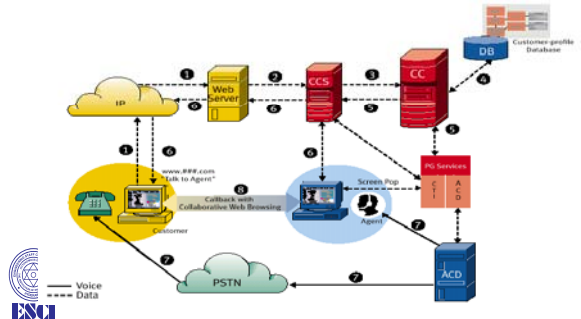
- Enables a company to interact with its customers via the Internet or PSTN across an enterprise of ACDs, IVRs, Web and E-Mail Servers, and desktop applications.



AVVID – Architecture for Voice, Video, and Integrated Data



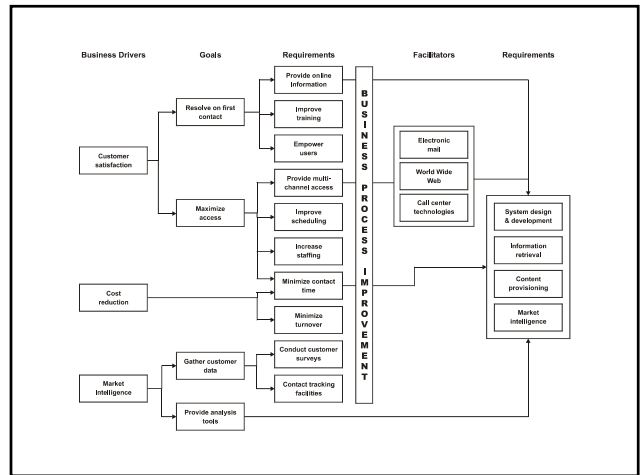
Call Back with Collaboration



Business Needs

The three major business drivers behind every successful call center environment:

- **Customer Satisfaction**
- **Cost Reduction**
- **Market Intelligence**



Customer Satisfaction

- **First Contact Resolution** – After the initial call the customer has no need for any further contact with the call center.
- **Maximize Access** – Customer Care's ability to respond to a contact in a timely manner. For an inbound call, this means answering the call in the shortest time possible.



Cost Reduction

- **Minimize Contact Time** – Contact time can be reduced through new technology, process improvement, and content development.
- **Minimize Employee Turnover** – The longer a call center can retain its best staff, the more likely it is that customers will be satisfied and contact time will be minimized.
- **Telephony-Based vs. Web-Based** – Web-Based can cut cost as much as 43%.



Market Intelligence

- **Gather Customer Data** – Maintain a historical database of all customers. Provide product/service feedback, complaints, and suggestions to marketing, product management, legal, and other depts.
- **Conduct Root Cause Analysis** – Gather data that may be used to enhance the overall product or service.



Examples of Market Intelligence

PreSale Inquiry	Reason customer did not choose your product	Price Issue Features Require	Executives
Business Complaints	Areas of customer dissatisfaction	Billing Error Marketing Complaint Price Complaint	Billing Marketing Product Mgt
Customer Care Complaints	Opportunities for improvement in call center	Time in queue IVR Script	Call Center Management
Product/Service Problems	Opportunities for improvement in product design	Specific problem Product/Service suggestion	Product Management



Customer Care Values

- First Contact Resolution
- Levels of Customer Satisfaction
- Cost/Benefit
- Integrity of Online Information
- Percent of Customer Base Contacting Customer Care
- Timeliness of Customer Callbacks



Customer Care Processes

- World-class customer care providers empower their agents and realize greater productivity by developing processes that ensure that every agent knows what is going on throughout the company in terms of marketing initiatives, product or service enhancements, innovations, and changes to company policy.



Organizational Processes

- New Product Support
- Disaster Recovery
- Customer Satisfaction Analysis
- Facilities Management
- Hiring
- Partnerships and Service Agreements
- Agent Rewards and Recognition
- Agent Scheduling



Supportive Processes

- IVR and Agent Script Maintenance
- Training
- Customer Contact Handling Procedures
- "How to" Instructions for New Products
- Problem Solving Support for Products
- Database Administration



Customer-Facing Processes

- Routing Calls to Appropriate Agents
- Responding to E-Mail, Fax, Voice Mail, etc.
- Customer Account Maintenance
- Resolve Presale Requests
- Billing Inquiries
- Handling Collections
- Handling Customer Complaints



Systems Design

- Prior to the opening of a new call center, process owners will be engaged for several weeks or even months designing "should be" processes.
- Designers and developers will define what will and will not be included in the initial rollout.



Systems Integration

- It is not unusual for agents to have to initiate several applications to resolve a call, such as contact tracking, troubleshooting, online documentation, trouble ticketing, follow-up, billing, and ordering.
- Lack of integration will force the agent to type the same information in order to populate the various fields.



Contact Tracking Systems

- Includes customer information files, contact history, trouble ticket databases, and follow-up tools.
- Supports Computer-telephony integration, logging of customer contacts, retrieval of contact history, contact categorizations, and callback commitments.



Information Retrieval Systems

- Includes online documentation, store locators, pricing analysis, customer satisfaction matrixes, billing databases, and intelligent troubleshooting applications.
- Provides policies and procedures, customer instructions, online system help, and computer-based training.



Intelligent Troubleshooting

- Designed to assist the user in identifying the resolution to a particular problem by "intelligently" interacting with a knowledge base triggered by one or more user inputs.



Online Documentation

- Attempt to deploy a conglomeration of user manuals, job aids, policies and procedures, promotional fliers, organizational announcements, and all other customer care related information into a comprehensive and consistent online format.



Knowledge Management

- **Knowledge Engineers** - Responsible for formatting the information into a structure that can be recognized by the troubleshooting system.
- **Documentation Engineers** - Responsible for formatting the information into a structure that can be recognized by the online documentation system.



Order Processing System

- **Collect Customer Data** – Account history and previous payment methods.
- **Manage Inventory** – When order is placed you can provide product availability and a date of shipment.
- **Cross-Sell/Up-Sell** – Keeps customer from walking away without buying.
- **Track Sales Data and Lists** – For instance, how much product are you selling by source (catalog, ad, or special promotion)
- **Integrate with Sales-Cycle Software** – Integrate your order processing software with existing sales software. This will help you develop controlled, targeted lists to keep the customers you have.
- **In-House Departments** – Share information with shipping, accounting, and marketing.
- **Telephone Integration** – Deliver computer screen information with call.
- **Shipping** – Keep track of UPS, FedEx and other shippers.
- **Credit Cards** – Interface with credit card authorization systems.
- **Sales Tax** - Assign sales tax bases on zip code or country.



Dispatch System

- Software systems that automate the process of responding to a customer call, creating a trouble ticket, assigning a field technician and later noting when the problem was resolved.
- Determines who needs to go to the site based on troubleshooting experience.
- Indicates what is in customer contract.
- Tells technician what to bring to the job.
- Calculates charges for the services.



Workforce Management Systems

- Includes forecasting and scheduling.
- Supports customer contact forecasting, workforce requirements, and agent scheduling.



CRM = Customer Relationship Management

- In general, it's the art and science of making customers happy. In practice, it is software that combines front-end customer interactions with all the customer data lurking behind the scenes throughout the company. Also known as CIS (Customer Information Systems)
- A hybrid software combining help desk, customer support, sales force automation, and enterprise resource planning.



Stages of Customer Service

- **Triage Stage** - Phone is Ringing. Somebody must answer it at some point. When lots of phones ring, that means trouble.
- **Traditional** - Call-Centering-As-Usual. Phones are ringing. Get an ACD to route them, get the agents on the phones and lets handle the volume. The goal is cost-containment.
- **Corporate Asset** – Optimistic view of looking at the call center as a corporate asset with marketing value rather than a cost center.
- **Customized** – Every interaction is customized from the ground up. Service is the goal.



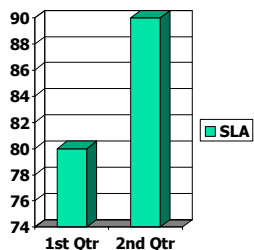
Management Mandates

- **Improve Service**
- **Reduce Costs**



SLA = Service Level Agreement

- Defines Minimum Acceptable Standard
- 80% of Calls Answered in 20 Seconds or Less
- 90% of Calls Answered in 30 Seconds or Less



Call Center Measurements

- SL = Service Level (90%)
- OCC = Occupancy (85%)
- ATT = Average Talk Time (40-180 Sec)
- ACW – After-Call Work
- Resolution on First Contact (85%)
- Percent of Customer Base Calling (13%)
- Total Cost per Call (\$. \$\$)

