Key Features of Contact Centre Design

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- Four steps:
  - 1. Who are they?
  - 2. What do they want?
  - 3. How urgent?
  - 4. Find them a friend

- We'll start with voice (principles the same across all media)

- Step 1: Who are they?
  - Can you identify them uniquely (in CRM) by CLI

  - If no unique match then is there another number
    - 1) that they will know (printed clearly on literature)
    - 2) that will identify them uniquely

  - Voice recognition as a last resort (expensive)

  - Retrieve information from CRM to make routing decisions

- **Step 2: Why might they be calling?**
  - Which number (DDI) did they dial? (not always reliable)
  - Open support ticket?
  - Recent order?
  - Called, emailed or tweeted (etc.) recently about…

  - Voice menu (IVR) goal is to ask as few questions as possible

- **Step 3: Should they be prioritised (most expensive to abandon)?**
  - High value account (VIP)?
  - At risk account or recent issue?
  - Subscription (e.g. insurance) renewal due?
  - Recently called and abandoned?

- Step 4: Can we get them to someone they know?
  - Who did they speak to last?
  - Did they review them? Was it positive?

- How to adapt this for multimedia:
- Web Chat
  - Customer ID (for logged-on users) or prompt for email address
  - Drop-down topic list in place of voice menu

- Social
  - Email address FB/Twitter ID
  - Drop-down topic list in place of voice menu

- Email
  - Look-up based on email address
  - Match subject against keywords
  - Option: natural language scan of content to deduce subject

- Capacity & shift planning factors:

Opening hours

Agent skills – media types – business skills

Lunch and break times

Seasonal peaks and troughs

Daily peaks and troughs

Quality review time

Training time

Team meetings

Holidays and long term leave

Leavers

Sickness

Days off and special requests

Shift swap requests

Working time preferences

Average speed of answer

Abandonment Rate

High Priority/VIP Queues

- **Spreadsheets versus workforce management systems**
    - How complex is your contact centre?
        - Number of different skills
        - Number of different media
        - Number of different SLAs (e.g. outsourcer)

    - Simple contact centres: guide threshold is 60 agents
    - Complex contact centres: guide threshold is 40 agents
    - Added benefit: self-service holiday requests and shift swapping

- **Real-time Adherence (the next level!)**
    - If things aren't going to plan then this tells you why
    - Excellent for larger, more complex or more service-sensitive contact centres

- What stops agents from giving great service?
- The challenges:
  - The agent can't answer the question
  - The agent takes a long time
  - The agent forgets compliance statements/procedures

- The causes:
  - Complicated/multiple systems
  - Too much information to remember
  - Mountains of paper-based guides

- **The Solutions:**

- **Complicated/multiple systems**
    - Script/unified desktop software
    - Shows the agent only what they need
    - Single interface to multiple systems

- **Too much information to remember**
    - Knowledge Management
    - Can be as simple as a Wiki or as sophisticated as a full KB system
    - Can include email/chat/social suggested responses

- **Mountains of paper-based guides**
    - Scripting systems so the correct interface for the current queue
    - Show compliancy statements on the screen
    - Email templates ensure that the correct information & disclaimers are included

- It's impossible to manage effectively without accurate stats
  - But…

- Collating reports is the biggest time killer
  - Excel is not the solution!
  - Writing the same report again & again is not good use of time
  - CC managers should be free to focus on service & productivity

- Single systems that cover all media are ideal

- Professionally written one-click reports are the best investment a contact centre can make!