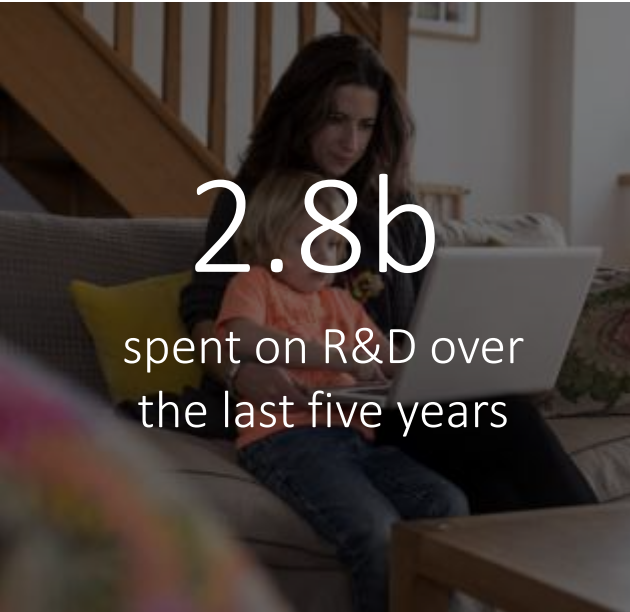# The Future of the Contact Centre.
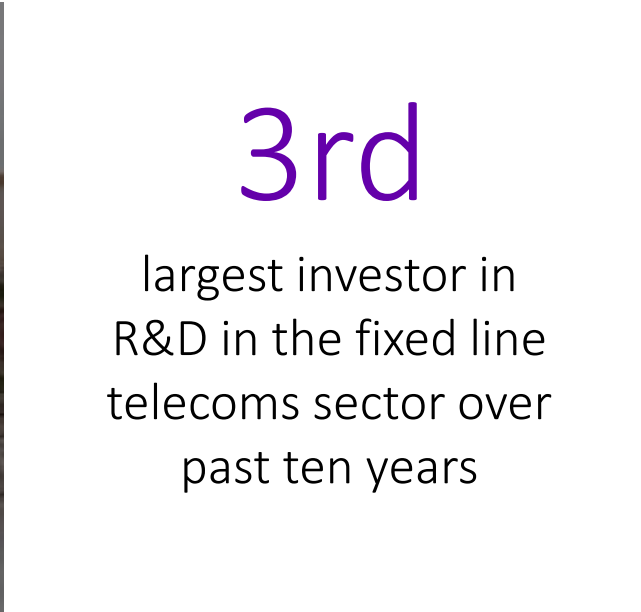
Dr Nicola J. Millard
Head of Customer Insight & Futures
BT
nicola.millard@bt.com
@DocNicola

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BT's research and innovation

2.8b
spent on R&D over the last five years

3rd
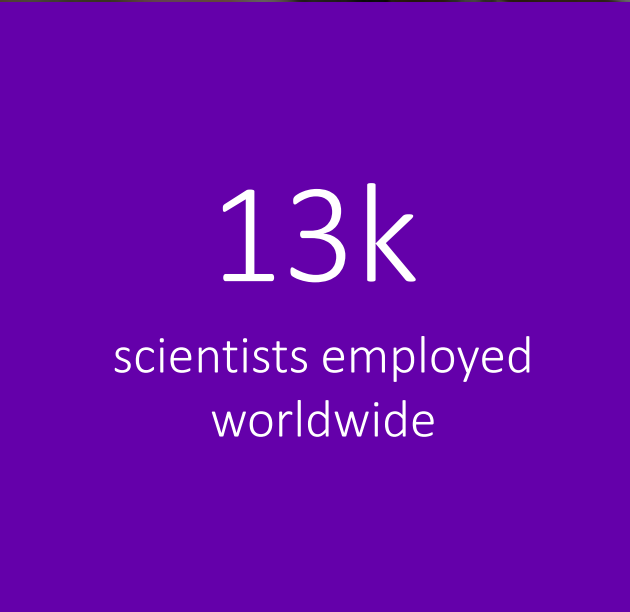largest investor in R&D in the fixed line telecoms sector over past ten years

3rd
largest investor in R&D in the UK over past ten years

4900
patents in our portfolio

13k
scientists employed worldwide

£520m
invested in R&D in 2016 / 17

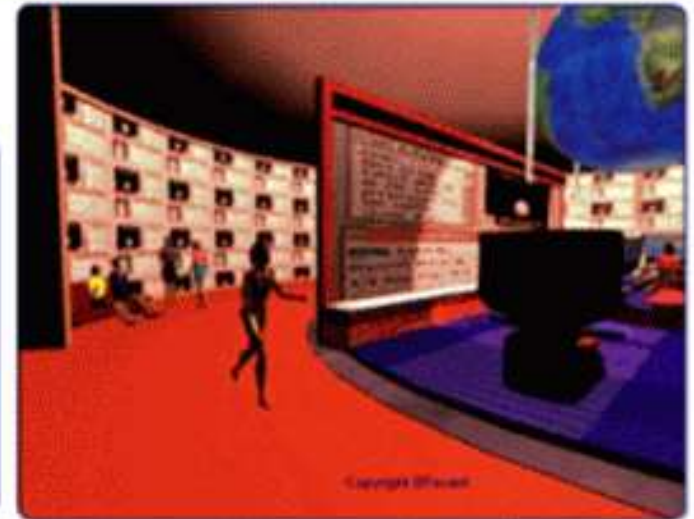**30+**
direct university research relationships

4th
highest number of patents filed with the European Patent Office by a UK-based company

Future visions: contact centre 2000 (from 1995).

Thanks to Andy Gower, BT.

Future visions: contact centre 2000 (from 1995).

Thanks to Andy Gower, BT.

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Timeline - 7 years of trend data explaining the rise of the global Digital Customer

Consumer research to understand the customer journey

2010
UK
USA
1,000 consumers

2011

2012
Australia
China
Hong Kong
India
Singapore
2,500 consumers

2013
UK
USA
1,000 consumers

2014

2015
Belgium | Singapore
China | Spain
Germany | UAE
India | UK
Indonesia | USA
5,000 consumers

2016

2017
Belgium | Singapore
China | South Africa
Germany | Spain
India | UK
Netherlands | USA
5,000 consumers

BT
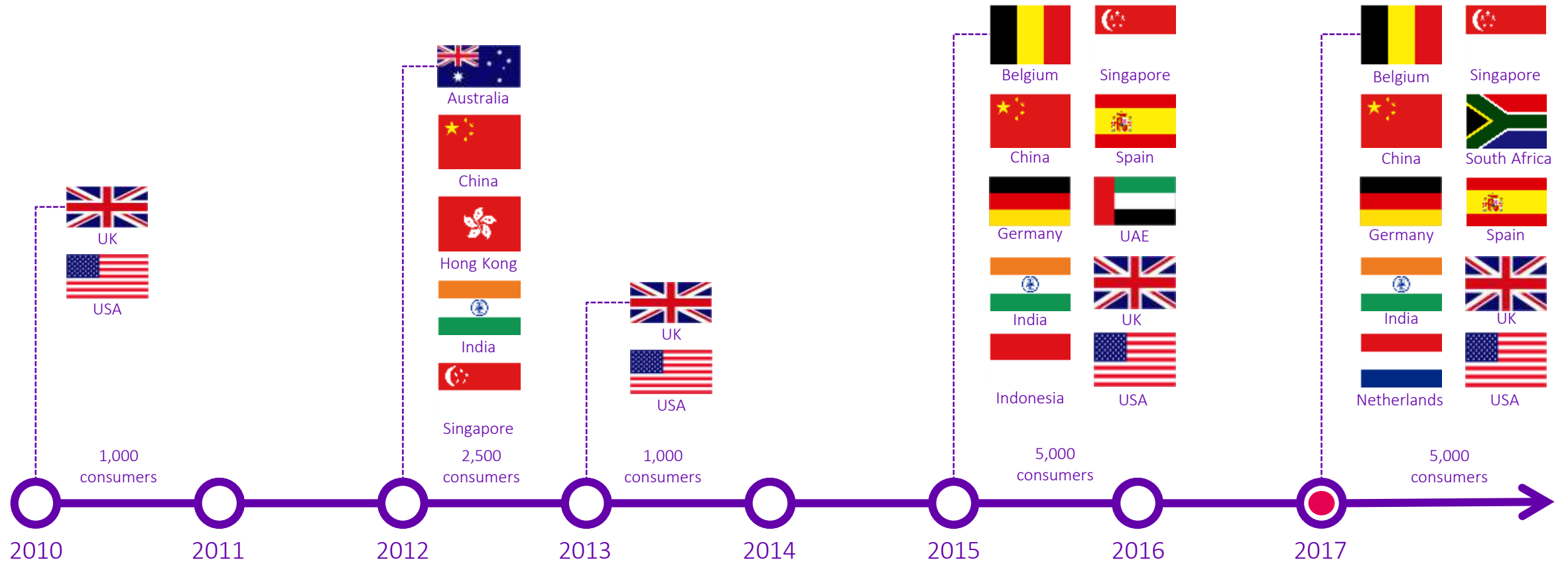
Changing usage of channels by consumers

Which of these methods of contacting organisations do you use currently? (UK)

	Phone	Email	Face-to-face	Org website	FAQs	IVR self service	Post	Web-chat	Text/SMS	Online forum	Facebook	Apps	Skype	Twitter
2011	86	80	69	60	53	46	50	13	21	15	14	7	4	3
2013	79	77	68	60	53	33	45	20	22	15	18	14	5	5
2015	70	71	53	60	50	17	33	24	12	15	23	15	8	11
2017	60	63	49	39	31	9	20	32	16	12	17	20	4	9
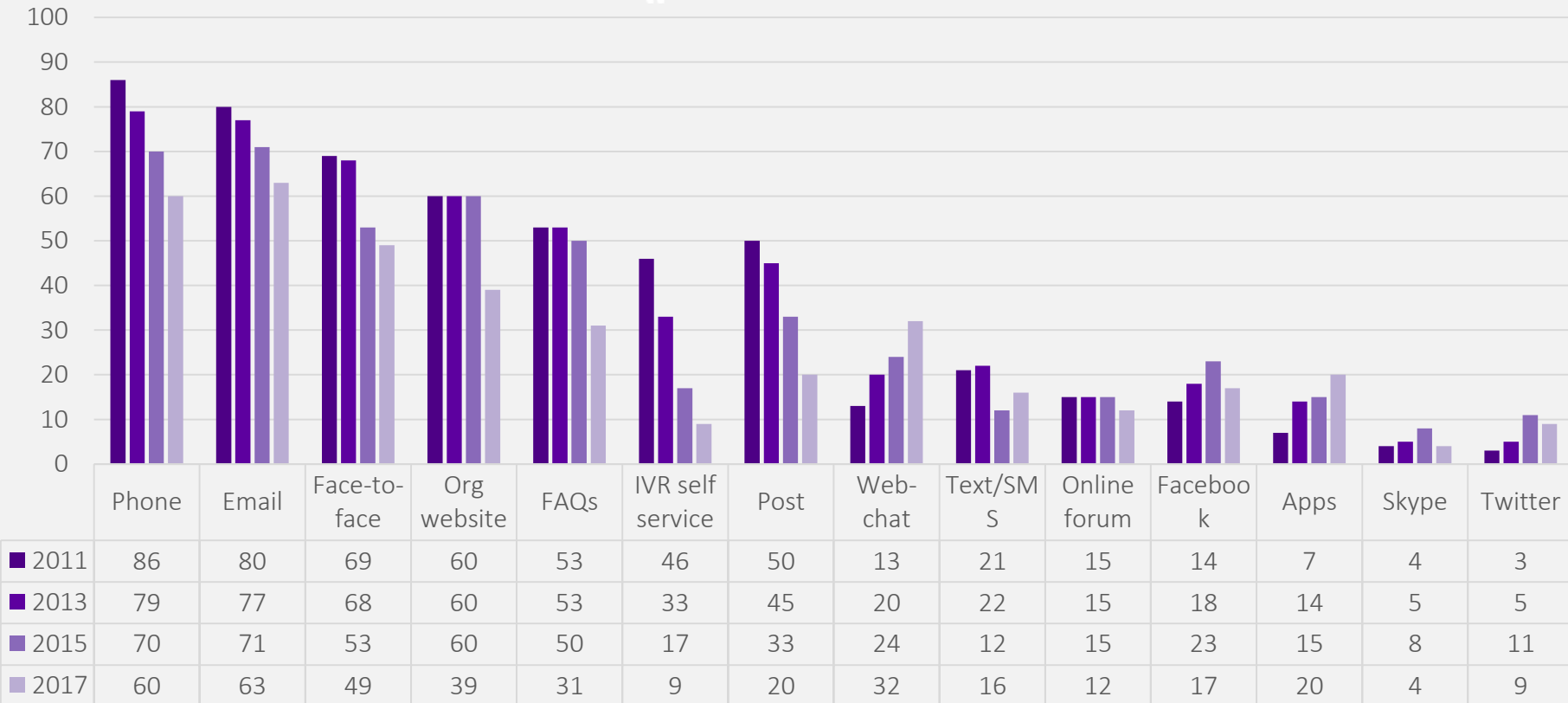
2011 2013 2015 2017

davies hickman

BT

Omni-channel shifts human channels towards complexity
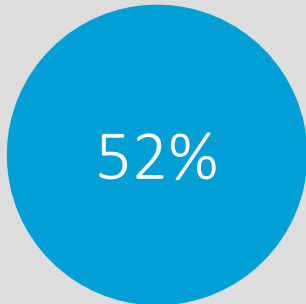
Channel choice
Want "Immediate access to a well-trained employee e.g. someone to talk to on the phone or face to face…." if…

24% — You want to complete a routine, mundane task e.g. paying a bill

30% — You are looking to improve your lifestyles by the purchase of a product or service

52% — There is a crisis and you need a solution to a problem with a product or service e.g. reporting a fault

How interested would you be in the following initiatives from organisations?

Initiative	%
If organisations always offered different channels to meet my needs	81%
Start a customer service conversation in social media but then transfer to a phone call if you choose, without having to dial	69%
Make a call to an organisation using Skype from an internet enabled device	58%
If I could order products and get customer service through organisations' Facebook pages	57%
Sharing your social media profile with your bank/supermarket/utility so they had better information about you and can give you better customer service	48%

61% — I change how I contact an organisation depending on my situation (65%, 2015)

62% — I do simple things via website or app, and call for more complex issues (60%, 2015)

Chat, Tap, Talk, 2017, BT Global Services/Cisco/Davies Hickman Partners

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Context drives channel behaviours

	Visionary.	Utilitarian.	Customer in crisis.
	You are looking to improve your lifestyle by the purchase of a product or service e.g. moving house or booking a holiday. You're in a positive and motivated state of mind, and willing to invest time. You may even enjoy the experience	You want to complete a routine, mundane task e.g. paying a bill or buying everyday products and services. It is low value in terms of your time, you're not looking for the "wow" factor or enjoyment	There is a crisis and you need a solution to a problem with a product or service e.g. reporting a fault or getting advice. You might be frustrated, angry or worried.
Allow me to explore, research and get advice using a wide range of resources e.g. online, webchat, face to face/in-store advice	40%	19%	23%
Make the transaction fast and easy e.g. an App, online self-service technology	24%	52%	21%
Give me immediate and straightforward access to a well-trained employee e.g. someone to talk to on the phone or face to face who can sort my problem	30%	23%	52%

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Phone is still popular: a key part of digital strategy

84% Have phoned a call centre in the last 6 months (86% in 2015)

There should be a phone number on every web-page or App…

- **77%** Age 16-34
- **81%** 35-54
- **83%** Aged 55+

Experience problems getting customer service with….

- **85%** Apps of orgs.
- **92%** Websites of orgs.

70% Agents put me on hold as they don't know what to say (72%, 2015)

61% I have known more about the product or service than the agent in the call centre (56%, 2015)

Would like it if…

I could share my screen so the agent can help you
67%

I could choose to be routed back to the same advisor I spoke to previously
87%

- **77%** 2015
- **81%** 2017

There should be a phone no on every web-page or App

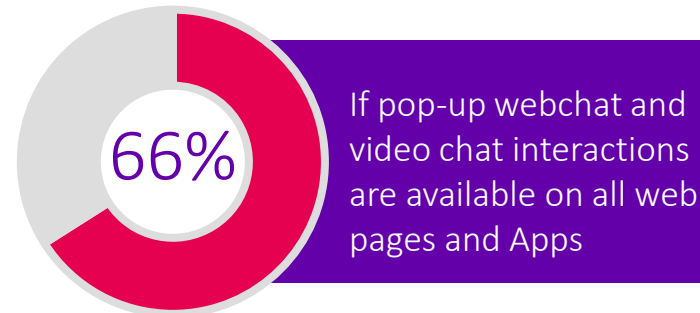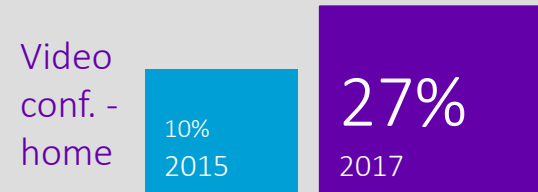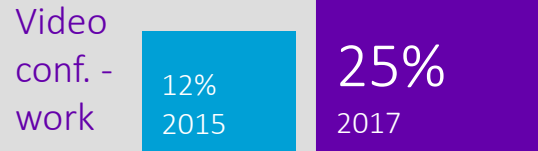|	
90% Spain	88% India
85% South Africa	82% Belgium
81% Germany	81% China
77% US	77% Netherlands
73% UK	69% Singapore

Seeing is believing: video can transform the customer experience

Using 2 to 3 times a week or more

Video conf. - work
12% 2015
25% 2017

Video conf. - home
10% 2015
27% 2017

47% ↑
Use video to resolve problems with products and services (2015, 42%)

63%
If you could use video to see the advisor & discuss complex issues or have demonstrations

66%
If pop-up webchat and video chat interactions are available on all web pages and Apps

62%
You should be able to switch from the web-chat to a voice or video call (with the same agent)

In which of these situations would you want to be able to use video-chat to COMMUNICATE with an organisation on their website? Definitely and possibly

Have a product demonstrated
2017 — 73%
2015 — 60%

Be shown a product or service
71%
60%

Speak to your Doctor or health prof.
70%
59%

Discuss your queries about a product/service
70%
58%

Discuss options for new telecoms package
60%
48%

Discuss your financial services product with advisor
58%
48%

Share experience with other consumers
56%
43%

Chat, Tap, Talk, 2017, BT Global Services/Cisco/Davies Hickman Partners

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# Innovation: video enhanced interactions.

Proposition

- Sightcall offers a simpler Customer Experience to deliver as "see what I see" experience to the customer.
- Very quickly allow the customer to share the smartphone camera to understand a home network/setup problem.
- Agent can take screen shots, annotate a video image, co-browse.

Opportunity

- Gives an innovative customer experience to home network and home setup issues.
- Allowing an agent to see what the customer sees can significantly reduce the time it takes to solve a problem and potentially reduce the need for costly engineer visits.

Thanks to Phil Newton
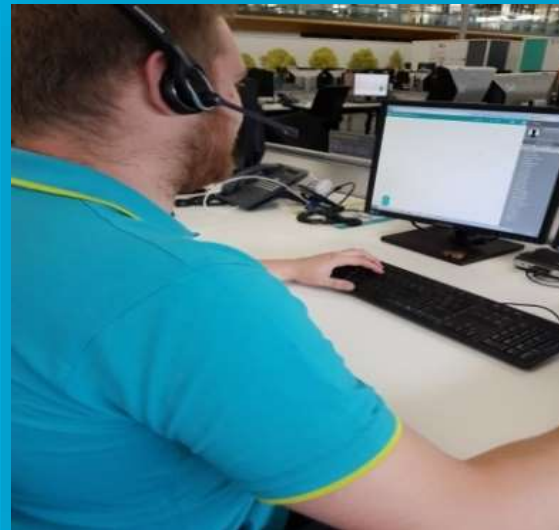
Chat is where it's at

58%
Issues can be resolved on chat without referring me to e-mail, a shop or a contact centre

58%
I get a quicker / more instant response with chat than when I email or call the contact centre

59%
Being able to look at the screen makes chat more useful (49%, 2015)

50%
The option to chat makes me more likely to use the organisation again / talk favourably about them

48%
I get frustrated when chat is not available

54%
Like chat because you have a record of the conversation (48%, 2015)

If you have a problem how do you want support?

65% ▲
Chat (45%, 2015)

38% ▲
E-mail (34%, 2015)

29% ▲
Social media (22%, 2015)

9% ▼
Web FAQs (21%, 2015)

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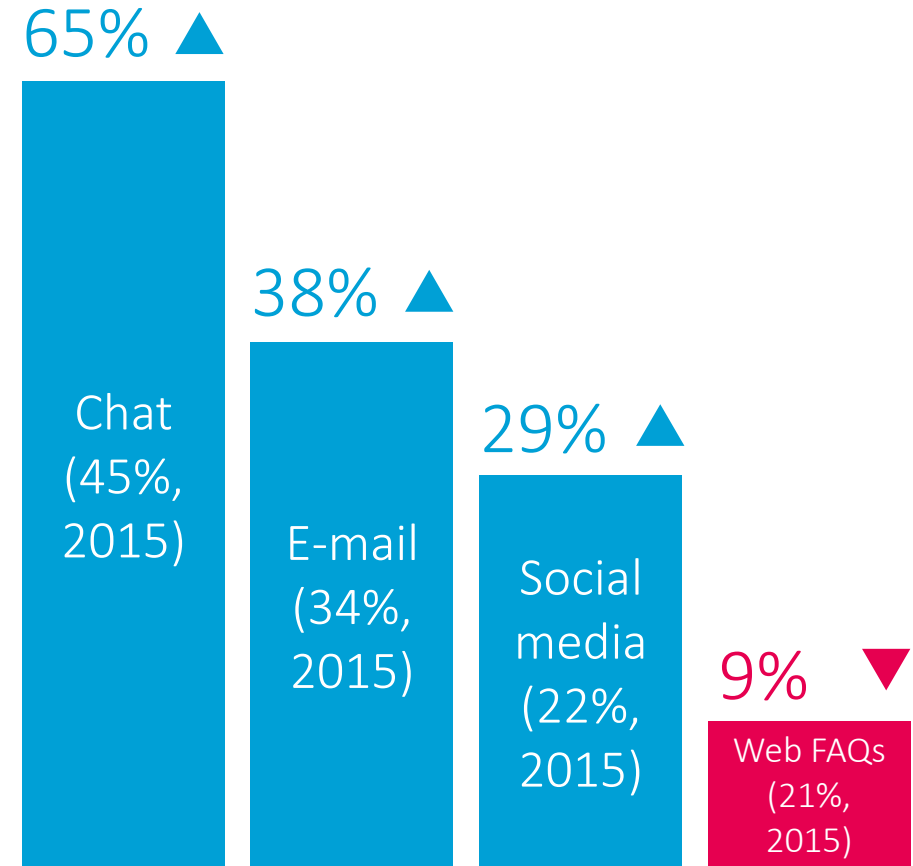
Chatbots have appeal – but with 'checks and balances' from human agents

A Chatbot (a computer program which conducts a conversation via voice e.g. Siri or text methods e.g. messenger, using artificial intelligence). Which do you think would be most effective?"
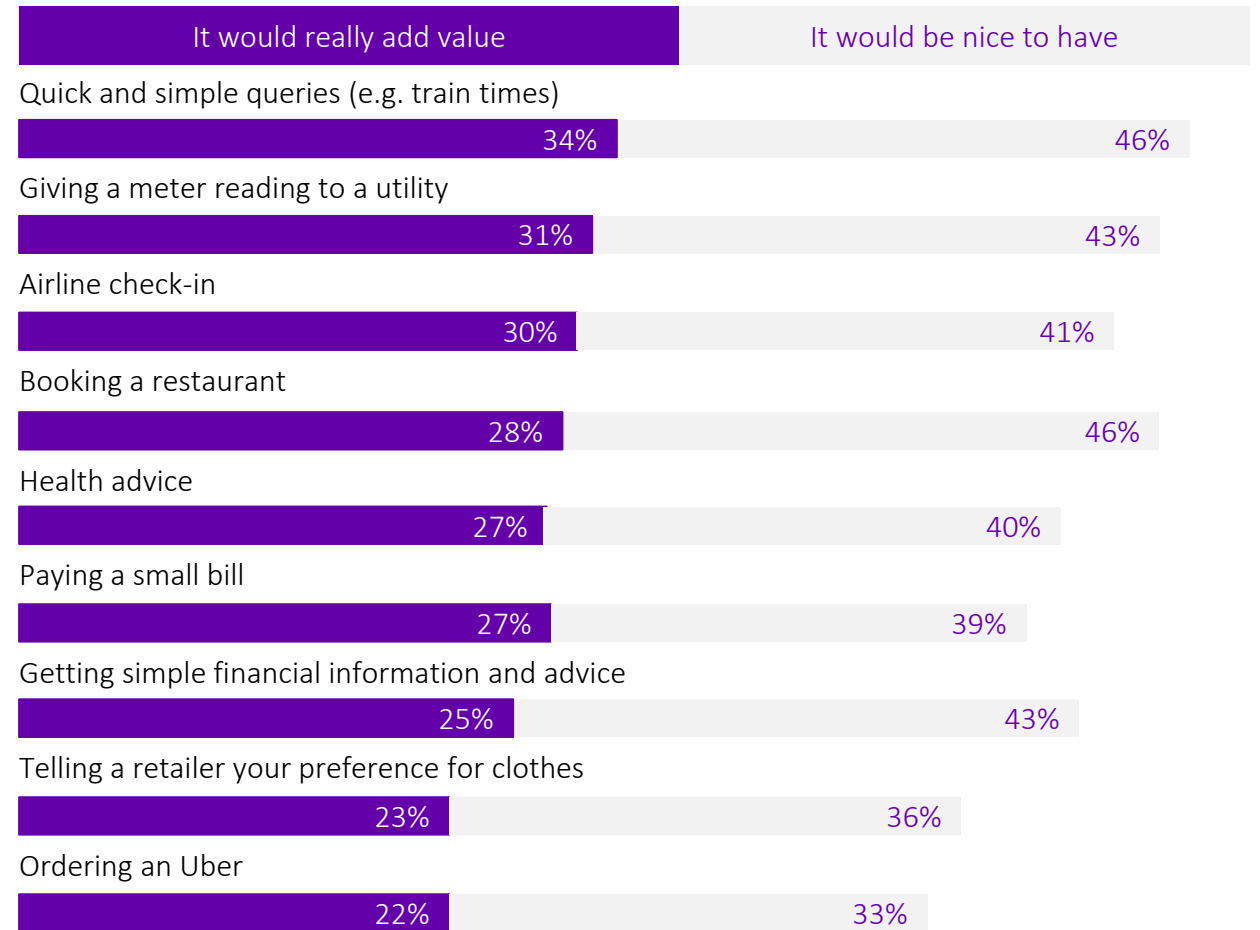
37% Chatbot - text based

28% Chatbot - voice based

36% Don't know
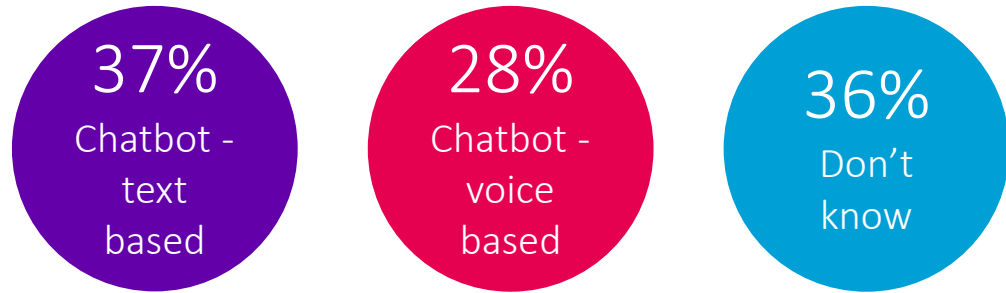
2 in 3 The benefit of chatbots would be in getting an immediate response

73% Chatbots will help companies improve their customer service

60% Responses should be available as notifications on my smartphone

74% Human agents should check the more complicated responses of chatbots

How interested would you be in the following initiatives from organisations?

	It would really add value	It would be nice to have
Quick and simple queries (e.g. train times)	34%	46%
Giving a meter reading to a utility	31%	43%
Airline check-in	30%	41%
Booking a restaurant	28%	46%
Health advice	27%	40%
Paying a small bill	27%	39%
Getting simple financial information and advice	25%	43%
Telling a retailer your preference for clothes	23%	36%
Ordering an Uber	22%	33%

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Are chatbots 'IVR for digital'?

Challenges:

- Works for simple queries – effectively steering the customer through the "known knowns", i.e. GIGO.

- More difficult for complaints / complexity - if we get angry, we tend to tell long, rambling stories which are hard to parse.

- Sarcasm tends to throw algorithms: e.g. "Thanks, @TrainCo for my free sauna this morning"; "It was so good to see that your maintenance department hadn't spoiled things by making unnecessary repairs"; "I would have cheerfully strangled them".

- Limited ability to parse emotional context - YET!

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Why 'easy' things are often difficult: Moravec's Paradox

Easy to encode: conscious tasks	⟷	Hard to encode: unconscious tasks

Easy to encode: conscious tasks

High level reasoning

Playing games

Interpreting the stock market

Writing simple articles

Mathematical and symbolic interpretation

Following processes

Pattern recognition

Hard to encode: unconscious tasks

Walking

Manual dexterity

Empathy / social skills

Gut feeling

Conversation

Negotiation

Collaboration

Creativity / innovation

"It is comparatively easy to make computers exhibit adult level performance on intelligence tests or playing checkers, and difficult or impossible to give them the skills of a one-year-old when it comes to perception and mobility."

Hans Moravec, roboticist

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The SuperAgents of the future?

Sally	Paula	Natalie	Tony	Chris
the 'Swiss Army knife' advisor	the problem solver	the negotiator	the techie	the crowdsourced advisor

Trainers*   Explainers*   Sustainers*

* H. James Wilson, Paul R. Daugherty, and Nicola Morini-Bianzino (2017), The Jobs That Artificial Intelligence Will Create, MIT Sloan Review, 23rd March

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One step ahead: consumers are impressed by proactive service

78%
I like it when organisations notice I've been having difficulty with a website / completing an order and contact me directly to try and help

70%
Like personalisation of pages depending on the preferences, behaviours, location and device being used by the customer

68%
Like organisations using the internet to monitor the condition of products and services you use

Open to sharing my location automatically with companies using GPS if it means I get good offers or better customer service
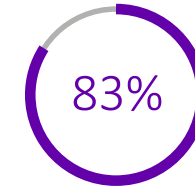
45% 2015

57% 2017
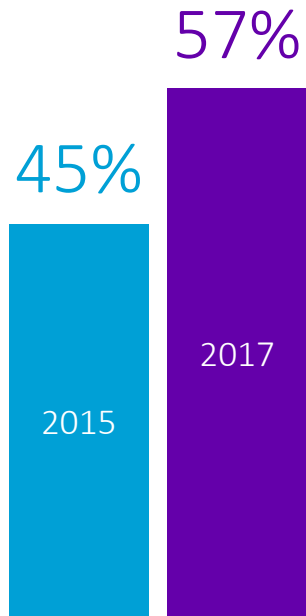
Open to sharing your social media profile with your bank / supermarket / utility provider so they had better information about you and can give you better customer service
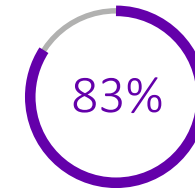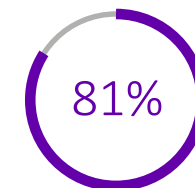
30% 2015

48% 2017
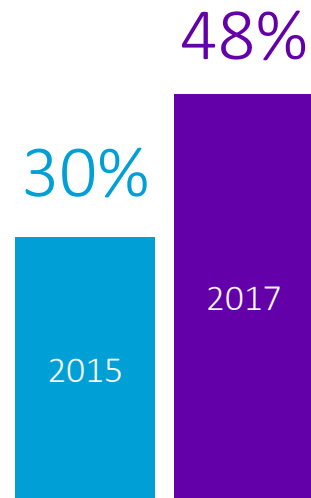
I would like a notification when...
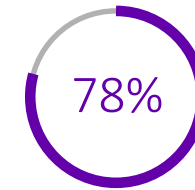
78% My account is going below a minimum balance

83% Prices for on-going services are changing

83% My contract tie-in period is ending

81% I'm buying a new product or updated service

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Thank You

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