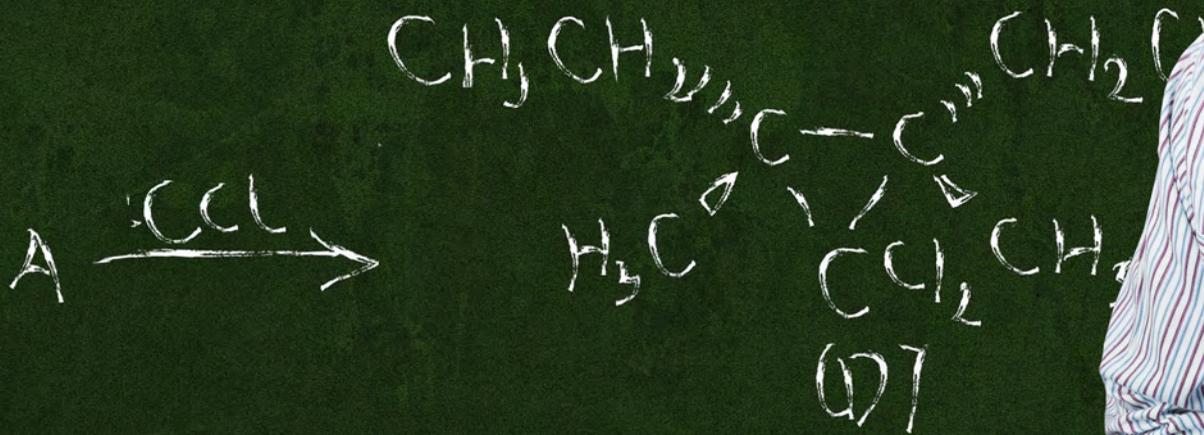


Ask Why

THE SECRET TO TURBOCHARGING
CONTACT CENTER PERFORMANCE



TPO



ttec

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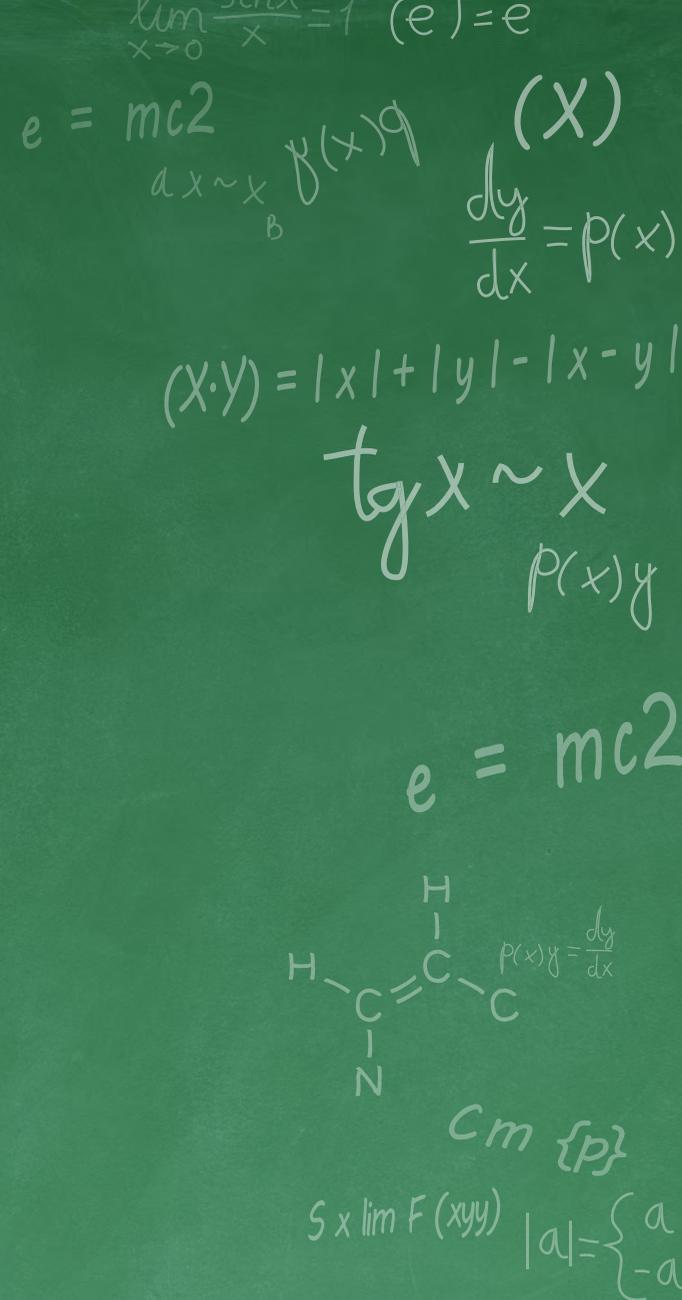
Empowering customer care to answer “why” questions will shift the contact center to a more value-generating part of the business.

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Companies can save millions with simple process and experience changes based on answers to “why” questions.



Executive Summary

Most contact centers are designed to operate on efficiency. Because of this, nearly everything about their operations gets measured. But in the fast-paced economy driven by high customer expectations, companies may overlook critical insights, leaving money on the table and sending customers away in the process.

There is an evolution happening in the contact center. Companies are moving away from simply handling volume efficiently and are beginning to answer the question **“why?”**

By better understanding why customers are contacting them, firms can identify and fix root causes of issues. This will reduce the volume of contact center interactions in the first place, rather than just trying to incrementally improve how quickly or cheaply current volume is handled.

This eBook shares tips on how to transform contact centers with a new mindset and how to answer the valuable “why” questions that may be hidden in your contact center data.

FOUR “HOWS” TO ANSWER “WHY?”

1. Use operational data to drive insights

2. Automate voice-of-customer (VOC) data gathering

3. Harness social media data

4. Mash up your data

Efficiency Is Not Enough

Contact center operations are outdated and unprepared to meet emerging customer and channel challenges waiting in the wings.

TODAY'S ISSUES

2015
lowest level

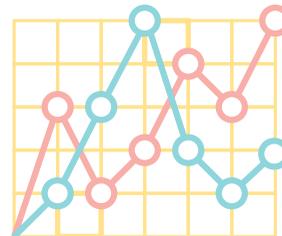
The fourth straight year that customer satisfaction declined in contact centers overall.

70%
productivity

Average associate productivity, unchanged from 2014.

75%
resolution

First call resolution has remained stagnant at 75 percent for the past four years.



TOMORROW'S CHALLENGES

74%
of leaders

contact center leaders expect overall interactions to increase in the next two years.

57%
of companies

can relate improving customer experience levels to revenue/profit growth.

50+%
of organizations

will soon be managing a multichannel contact center, featuring at least eight different forms of contact methods.

Answers Are Hidden in Plain Sight

Data is king. And firms are going to great lengths to incorporate social listening, machine learning, and other high-tech approaches to gain real-time feedback and actionable insight. Yet, too often companies overlook the valuable insights sitting under their noses in contact centers.

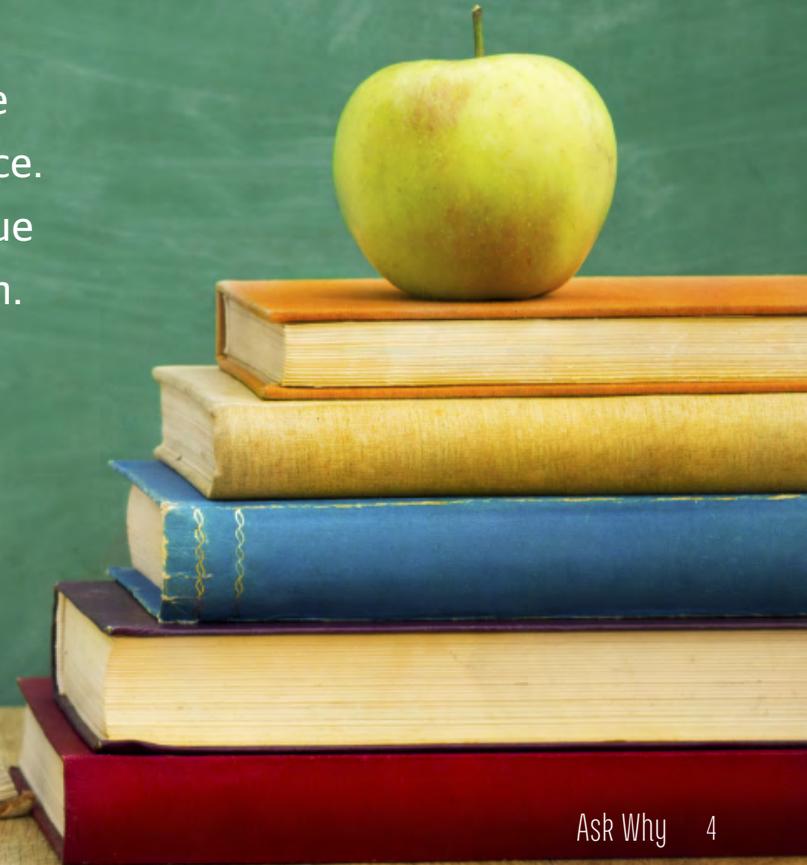
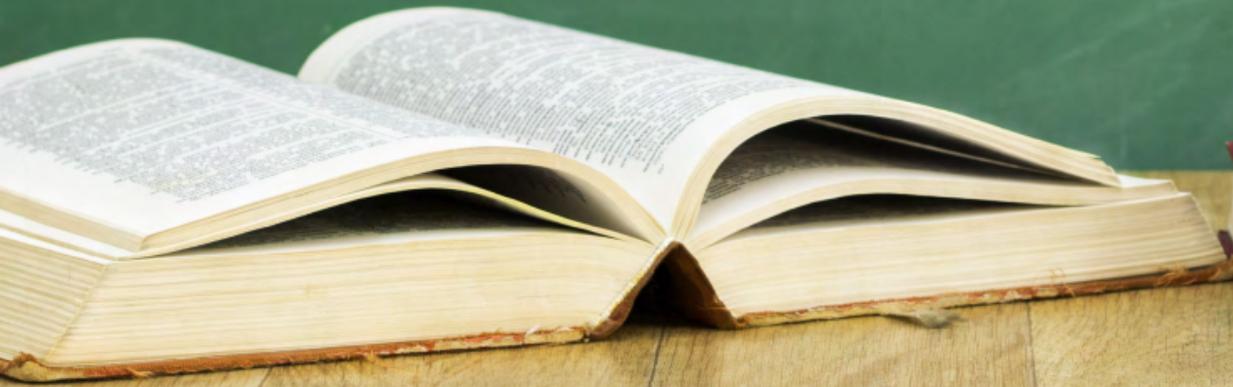
Unfortunately, few contact centers are set up to operate this way. Too many are judged by how efficiently they conduct operations, leaving no time or resources left to consider tackling “why” questions.

MISSED INSIGHT OPPORTUNITIES



Example

Many contact centers have escalation teams or processes designed to manage issues that can't be resolved through standard practices. Instead of focusing resources on measuring and managing teams to deal with these types of issues, a company could spend time learning why certain calls might escalate in the first place. Then, it could focus attention on how to prevent an issue from ever getting to the point where it needs escalation.



Are You Asking the Right Questions?

Traditional operational and performance metrics are important to manage centers' costs and workflows, but they do not always capture the reality of the experience from the customer's point of view.



Traditional Contact Center Metrics

- Average handle time
- Cost per contact
- Occupancy rate
- Quality monitoring
- Schedule adherence
- Service level commitments
- Forecasted vs. actual calls
- Other operational metrics

Next-Gen Contact Center Metrics

- Customer satisfaction
- Consumer Net Promoter Score (NPS)
- First call resolution
- Voice of the customer (VOC) patterns and insight
- Cross-channel info (call center, IVR, email, chat, social, SMS)
- Outcome-driven results
- Call deflection
- Customer metrics – churn, lifetime value, advocacy

Learn to Ask Why

In their quest to be ever more efficient, many contact center leaders have gotten away from the fact that the real reason for a contact center's existence is to solve customer problems and help them be better customers of the brand.

Empowering customer care by answering "why" questions will help change the perception of the contact center from a cost center to a value-added part of the business.

"WHY" QUESTIONS TO ASK

Why did customers contact us?

Was it a product or service issue?

Is something unclear in marketing communications, billing, or product instructions?

If an interaction was escalated or unresolved, why? Was it something related to the associate, the knowledge base, products or services, customer expectations, or something else?

Is it a repeat call? If so, why?

Did a person try to resolve the issue in another channel first? If so, why were they unsuccessful?

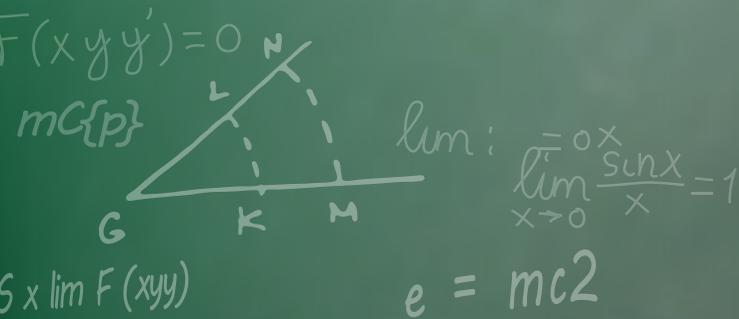
Was the customer satisfied with the interaction and resolution? Why or why not?

RECOMMENDATION

Finding answers to these questions takes time. Contact center leaders must allow time and resources for investigation into why, rather than solely focusing on operational efficiencies. It may be an uncomfortable discussion in the short term, but it will save money and time in the long run.

Example

If a contact center sees a simultaneous spike in average handle time (AHT) and negative VOC sentiment, it's an indication that something is happening to the customer experience that needs attention from the enterprise. Was it a flawed or complicated product launch? Was it a new pricing plan or return policy that was just rolled out?



FOUR "HOWS" TO ANSWER "WHY..."

1. Use Operational Data to Drive Insights

Chances are high that your contact center has an enormous amount of operational data. Much of it is used to gauge service level compliance, employee productivity, and other operational metrics.

There is an untapped opportunity to look at your operational data not simply as volume or efficiency indicators, but also as customer insight indicators. All it takes is a curious mind.

For example, why is average handle time (AHT) higher on certain days of the week? Why was first contact resolution (FCR) lower during new product launches?

RECOMMENDATION

Any question that makes you stop and think is worth exploring to find an answer. It means there is friction in the interaction. There may be efficiency and customer experience gains as a result of what you find out.



FOUR "HOWS" TO ANSWER "WHY..."

2. Automate Voice-of-Customer (VOC) Data Gathering

Strive to gain rich VOC data by using automated speech analytics tools and then make that data actionable. There are many tools available designed specifically for call center managers to listen to and act on the voice of the customer from both structured and unstructured data sources. Take advantage of innovation in this area to quickly optimize VOC insight.

STRUCTURED VOC DATA SOURCES

- Customer satisfaction survey data
- CRM data
- Transactional data
- Product information
- Website forms

UNSTRUCTURED VOC DATA SOURCES

- Speech and audio
- SMS, chat, email transcripts
- Photos
- Video
- Social media posts (Tweets, Facebook posts, etc.)
- Open-ended survey answers



95%

OF CUSTOMER
FEEDBACK IS
UNSTRUCTURED

FOUR "HOWS" TO ANSWER "WHY..."

3. Harness Social Media Data

Consumers want immediate attention, which is why social media has become a popular interaction channel for those who have been frustrated with traditional contact center processes.

Even before a service interaction begins, many customers will take to social media to mention your brand. Some may complain about an aspect of your company, while others will celebrate and recommend a good experience or product feature.

This is critical background information, but is rarely noticed by the contact center.

That's why we recommend including social media monitoring in the contact center. Create a social media dashboard in your contact center that can give you a real-time pulse of customer sentiment. Combine it with other contact center insight to gain a true picture of what's happening and take appropriate action.

Source: J.D. Power

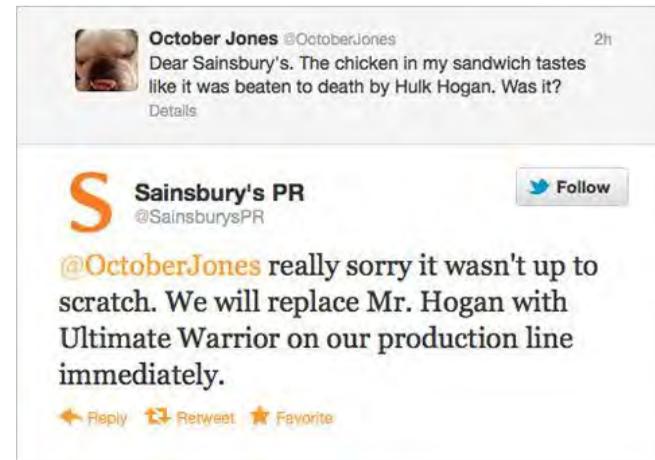
67%

OF CUSTOMERS
HAVE USED
SOCIAL MEDIA
FOR CUSTOMER
SERVICE



Have some fun with customers in the process.

Personality and humanity are critical to successful social media interactions. The Twitter example shows that grocer Sainsbury's considers social interactions as conversations between real people, not just unfeeling transactions.





FOUR “HOWS” TO ANSWER “WHY...”

4. Mash Up Your Data

Break down your operations, customer experience, social media, and other data silos to begin identifying correlation trends. Rich data is available in all places and needs to be looked at cohesively in order to gain the insight and contextual customer picture that can help you get to the “why.”

Visualizing the data in a way that’s easy for business users to understand is also critical. The following page shows an example of presenting integrated data in an actionable way.

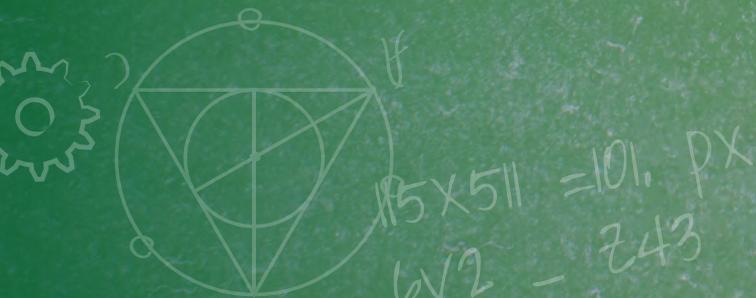
“Keeping the lines of communication open between your colleagues and departments just to check in on what other people are working on is important for making sure you’re getting the most out of your data.”

Deanna Laufer, Forrester Research



Example

B&H Foto and Electronics created a single knowledge base and communications system for the entire company that allows every employee to view data and to contribute to the positive customer service experience. The system simplifies training on products, streamlines infrastructure, and gives B&H visibility into customer interactions throughout the organization for more accurate performance insights.



Insights Lead to Outcomes

A few simple changes based on insight generated in the contact center can have a giant financial impact. A hypothetical telecom company can save millions with simple process and experience changes, for example. The key is to collaborate with units outside the contact center to make changes.

Why are customers calling?



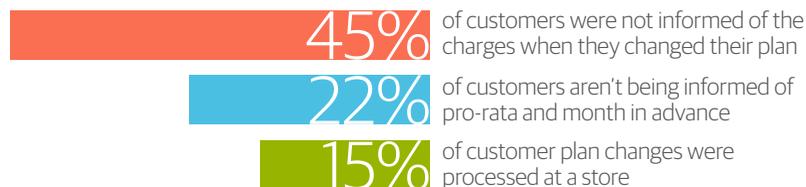
33% One-third of calls are about disputing plan changes
 12% are about third party charges
 6% are about overdue balance alert on payment



The majority of customers have concerns about recent plan changes

71% claim that they weren't informed of plan change charges
10% say they were told there wouldn't be a charge at all

Why is this happening?



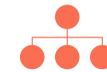
Our recommendations

A combination of system, people, and process updates can reduce the number of repeat calls, leading to higher first contact resolution and a lower cost to serve



People

Use Voice Signature to capture a customer's agreement to the summary of charges



Systems

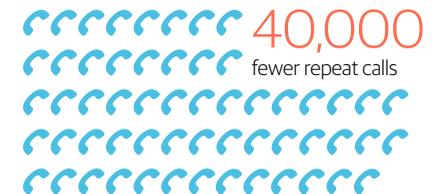
During Point-of-Sale, have a sample bill generator to calculate how the next bill will look like.



Process

1. We can request part-month and month in advance payment during the point of sales
2. Inclusion of non-disclosure of charges prior to order submission to legal and regulatory policy

Results



About TTEC

TTEC (NASDAQ: TTEC) is a leading global provider of customer experience, engagement, growth and trust and safety solutions delivered through its proprietary end-to-end Humanify™ Customer Engagement as a Service offering. Founded in 1982, the Company helps its clients acquire, retain, and grow profitable customer relationships. Using customer-centric strategy, technology, processes and operations, TTEC partners with business leadership across marketing, sales and customer care to design and deliver a simple, more human customer experience across every interaction channel. TTEC's 49,500 employees live by a set of customer-focused values that guide relationships with clients, their customers, and each other. To learn more about how TTEC is bringing humanity to the customer experience, visit ttec.com.

