

To get there. Together.

# The Digital Evolution Journey of the Contact Centre

What is the future for voice in a digital world?



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# 1. Executive Summary

The widespread adoption of digital devices and perpetual connectivity is changing the way customers want to communicate with organisations. Conversations are no longer limited to the traditional voice channel, instead, customers expect to engage with companies seamlessly across multiple channels like chat, mobile, video and social media.

To understand how companies are responding to these trends, BearingPoint carried out a study with 45 global companies across industries with contact centres that are leading the way.

The findings highlighted that the contact centre is changing in form and purpose: It is evolving into an interactive engagement centre, where customers are serviced across integrated digital and telephony channels.

Three main areas emerged as driving forces behind this transition: strategy; organisation and culture; the technologies and tools being introduced. In particular, there are 6 technologies that are increasingly being exploited by companies to enable the digital customer experience.

They are:

- 1. Intelligent FAQs
- 2. Intelligent Live Chat
- 3. Video Chat
- 4. Co-Browsing
- 5. Social CRM
- 6. Mobile

Ultimately, the transition to an interactive engagement centre enables faster resolution of customer issues to reduce operational costs, increased engagement opportunities with customers to drive cross-sell and upsell and improved customer experience to drive loyalty and satisfaction, all of which ultimately drive profitability. It allows companies to communicate with customers on their own terms and better meet their changing needs and demands. With an ever-evolving menu of communications options and customer expectations only likely to grow, companies embracing digital will have a unique opportunity to gain a significant competitive advantage.



Figure 1: The contact centre's new ecosystem

## 2. Research Methodology

BearingPoint undertook a comprehensive study to explore how the development of digital channels is impacting the way companies run their contact centres. In particular, the study addressed what technologies are being used, how agent roles are being shaped and what strategies are being adopted to drive customer engagement.

45 companies in the transport, financial services, media and telecoms industries from Europe and North America participated in the study. They were selected due to their demonstration of digital innovation, market influence and customer engagement; with digital activities ranging from sales and servicing to upsell and cross sell.

Following the analysis of the study results, within the selection, two clear segments emerged: leading companies and average players. This distinction was largely driven by industry type – certain industries such as telecom and media are clearly ahead in terms of contact centre digital adoption:

- **Leading companies** represent nearly 50% of respondents and are largely from the telecoms, media and financial services industries. These organisations engage with their customers across a broad range of digital channels and are characterised by their integrated voice with digital offerings. They have a strong propensity to further invest in their digital capability.
- **Average players** represent almost 40% of respondents and are mainly from the transport and automotive industries. These companies engage with their customers across a low to medium range of digital channels. Their priority is to further understand customer needs and expectations within the digital arena.

After analysis, 10% of the respondents were excluded from the results as they had not displayed sufficient maturity in use of digital channels to provide the insights required to support the study.

We would like to thank all the participants and contributors for their valuable time.



### 3. The Digital Strategy Journey

#### HIGHLIGHTS

The role of the contact centre is changing. It is no longer simply focused on sales and/or servicing but also on exploiting opportunities to deepen customer engagement.

The new strategy is to:

- **Increase customer engagement** by offering a differentiated experience that integrates the human touch within digital channels.

- **Combine the right channel strategy and proactive contact** by guiding customers to the most appropriate channel for their query.
- **Improve customer satisfaction** and sales revenue through the use of digital channels.
- **Exploit cross-selling opportunities** with personalised and tailored offers in the customer's chosen digital channel.

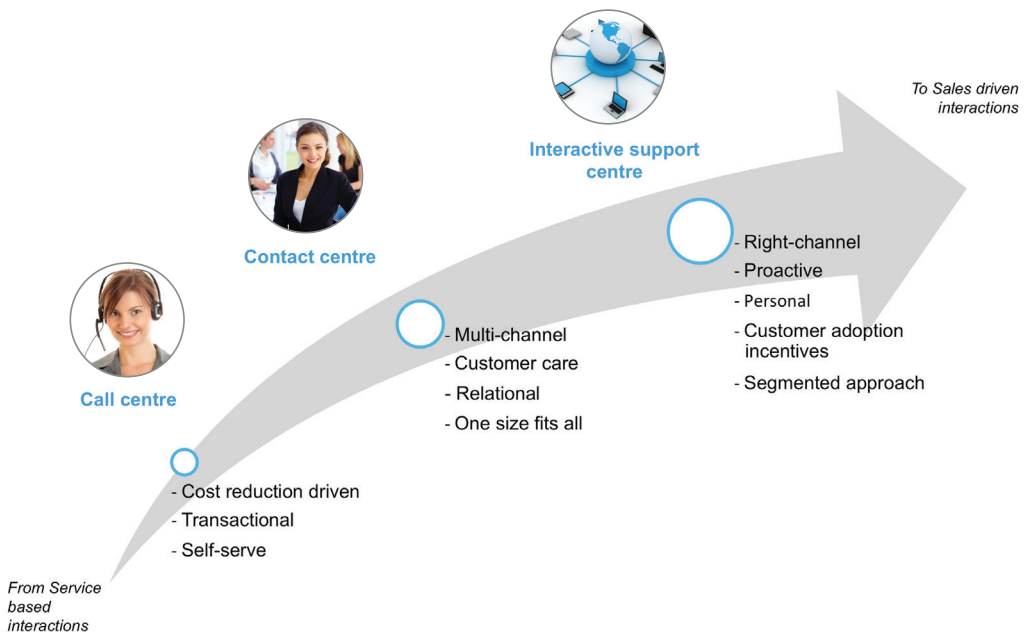


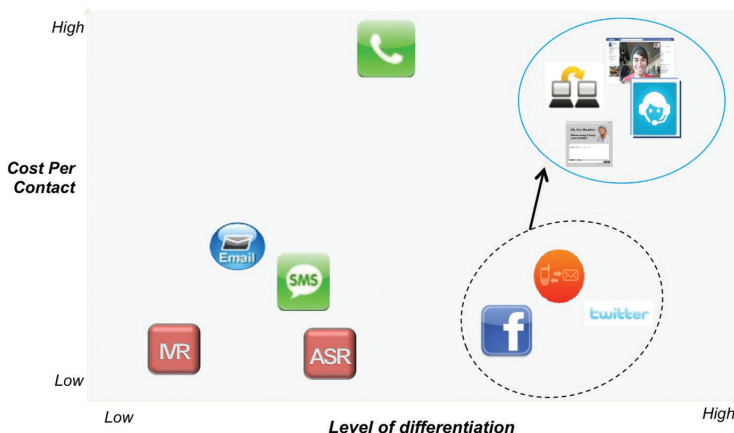
Figure 2: The digital strategy journey from call centre to interactive engagement centre

### 3.1 INCREASE CUSTOMER ENGAGEMENT

**Leading companies are investing in tools that increase customer engagement by integrating the human touch in digital experiences.**

Traditionally, reducing cost to serve or sell was the key objective of most contact centres. Recently however, leading companies are also embracing opportunities to engage more with their customers in order to deepen the relationship, increase advocacy and differentiate themselves from their competitors.

Digital tools can increase engagement by integrating the human touch in a digital experience. In addition, although some tools are higher cost than voice, their effectiveness in resolving customer queries and means that overall, they play a key role in managing costs.



<sup>1</sup> IBM Secondary Research, 2012 Yankee Group 2008

Figure 3: Correlation of cost per contact with level of differentiation offered by channel

3.2 RIGHT CHANNEL STRATEGY AND PROACTIVE CONTACT

Leading companies are channelling customer contacts to new digital channels based on the type of query. They also use proactive contact during complex interactions to ensure the customer’s issue is resolved.

To control costs and ensure the quality of the experience, companies are moving from a multi-channel strategy that allows customers to use all channels for all contact reasons, to a “right channel” strategy. Here, customers are guided to the most appropriate channel for their query.

For example, leading companies are using channels in the following ways:

- **Voice** is still used for the majority of enquiries, although customers may be routed first through IVR. For complaints and account closing, voice is actively encouraged.
- **Intelligent FAQs** are used for information and service queries. They drive efficiency by cutting down the volume of contacts and encouraging customers to self-serve.

- **Social** is becoming established as a channel for servicing and complaint queries. Although leaders are aware of the opportunity for sales, none have fully exploited this opportunity yet.
- **Video chat** is emerging but only leading companies use this as a communication channel.

Leading companies often guide customers to the “right channel” by either educating, incentivising or penalising them for use of certain channels for certain types of contacts. Sometimes customers are empowered to make their own decision about which is the “right channel” and are given visibility of agent availability, wait times and position in the queue. This can result in them using self-serve or a call-back feature.

In addition to right channelling, leading companies also proactively contact customers who appear to need help during complex interactions. Here, customers who have spent a particular amount of time on a web page are proactively offered human help, usually through a live chat channel.

	Sales	Servicing	Information	Complaint	Fault
Voice calls	✓	✓	✓	✓	✓
Video chat	✓	✓	✓		
Co-browsing	✓	✓			
Live chat	✓	✓	✓	✓	
VoIP					
Secure email	✓	✓	✓	✓	✓
Social networking		✓	✓	✓	
IVR	✓	✓	✓		
FAQ	✓	✓	✓		










Figure 4: Channels used by companies according to query type

### 3.3 DRIVING CUSTOMER SATISFACTION & SALES

**A right channel strategy and proactive contact approach that uses both digital and traditional channels improves the level of customer satisfaction as well as sales revenue.**

By combining a right channel approach with proactive contact, leading companies have improved sales revenues with as much as a 25% increase in conversion rates. Overall satisfaction also increased in all channels, particularly video chat and co-browsing. Below are some of the benefits realised by leading companies in the different channels:

- **Voice calls** have the strongest impact on sales and customer satisfaction; it is preferentially used for high value customers.
- Use of **live chat** has increased sales for 40% of leading companies.
- 50% of leading companies have seen an increase in satisfaction rates with the implementation of **intelligent FAQs, secure email and co-browsing**.

									
	Voice calls	IVR	FAQ	Secure email	Live chat	Co-browsing	Video chat	social media	Two way SMS
<i>Sales</i>	++	=	=	=	+	+	+		
<i>Customer Satisfaction</i>	++	--	+	+	+	+	+	+	

*Figure 5: Impact on sales and customer satisfaction after having implemented any of the following channels for leading companies*

### 3.4 OPTIMISE CROSS AND UP SELLING OPPORTUNITIES

Leading companies are investing in web analytics and customer intelligence to optimise cross and up selling opportunities.

All leading companies are investing in analytics to provide better intelligence to enable cross and up sell using a combination of digital and traditional channels.

For example, a customer is sent a promotion via email which prompts them to go to the company’s website. To encourage the customer to redeem the offer, an agent proactively reaches out to them by phone call or intelligent chat. The agent can further tailor the offer based on the customer’s history as well as provide additional offers. This personalised and timely approach leads to greater cross sell and upsell success.

#### STRATEGY INSIGHTS

- No leading company had an explicit strategy to become an interactive engagement centre. It has been an evolution rather than a revolution with incremental responses to technology advances and customer behaviour changes.
- Most entered social media without a holistic strategy, but have since developed a deliberate “social channel strategy” with variances between customers and prospects.
- Clear results have been demonstrated with increased sales and customer satisfaction.

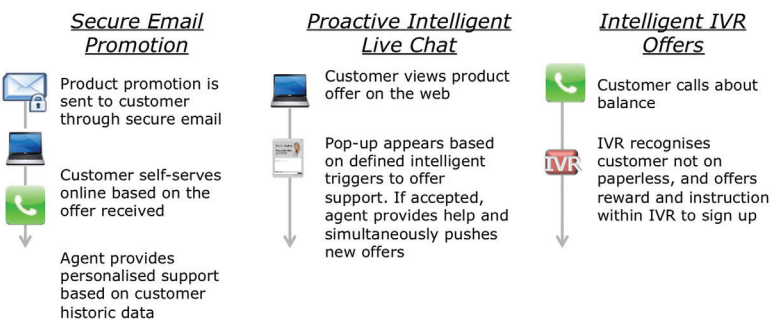


Figure 6: Use of channels to support cross and up-selling activities

## 4. The Organisational and Cultural Digital Journey

### HIGHLIGHTS

In order to support the digital journey, the contact centre's organisational model is evolving. The new organisation and cultural model requires:

- The development of multi-skilled teams with specific subject matter experts who can enhance both voice and digital customer interactions.
- Up-skilling agents to improve their digital skills and emotional intelligence.
- Increasing agent autonomy and responsibility to drive successful integration of voice and digital channels.
- Placing an increased focus on customer satisfaction as a way to monitor and manage contact centre performance.

### 4.1 MOVE TO MULTI-SKILLED TEAMS

**Leading companies are moving their organisational models from digitally dedicated agents to multi-skilled teams to provide an enhanced customer experience.**

Most companies begin the journey to interactive engagement centre by creating separate dedicated teams for voice and digital. For example, a financial services company has a team of 4 people dedicated to servicing customers in social media.

The next stage is a hybrid approach. Here, some agents are purely dedicated to either voice or digital while others can switch between channels. For example, an automotive company has 6 people dedicated to social media and 20 agents who have social media as part of their wider roles.

The most mature organisations are moving towards an integrated model where agents support both voice and digital. For example, a travel company has

*Figure 7: Organisational and cultural digital journey – from call centre to Interactive engagement centre*



implemented a new solution to provide its agents with multichannel capabilities including voice, e-mail, web chat, IM and SMS messaging. This approach gives companies flexibility and increased efficiency when managing agent resource across the channels. Similarly, customers are able to interact with the same agent across different channels to get their issues resolved.

## 4.2 DEVELOP AGENT DIGITAL SKILLS

In order to multi-skill their teams, leading companies are up-skilling staff and adopting recruitment strategies to exploit digital skills.

On the journey to interactive engagement centre, companies are both up-skilling and recruiting agents to bring in new expertise. The key focus is on developing verbal and written skills as well as encouraging agent autonomy. Three main skill-set profiles exist:

- 1. **Basic profile:** The focus is on improving the writing skills of agents as they interact with customers mainly through email and SMS.
- 2. **Collaborative profile:** The focus of these agents is improving both verbal and written skills as they interact with customers through live chat, co-browsing, video chat or call.
- 3. **Autonomous profile:** These agents are highly skilled in understanding their impact on the brand and have a deep knowledge of the relevant compliance and regulation rules as they operate in digital channels. They have strong written and verbal skills and high levels of autonomy and responsibility.

The profiles are associated with different communication methods that vary in terms of the level of exposure and risk and the ability to respond in real-time.

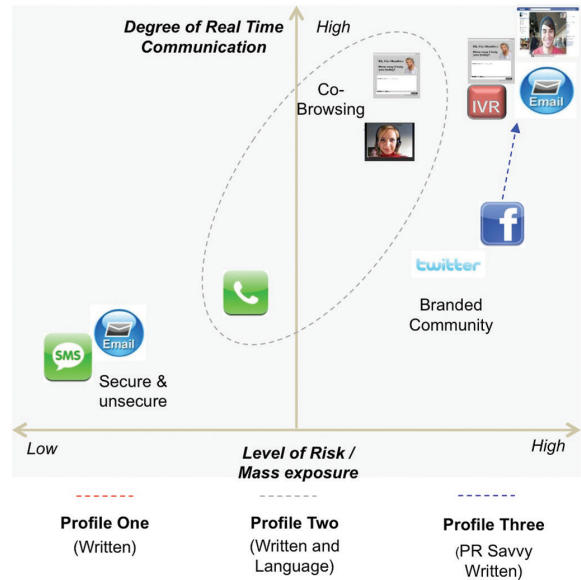


Figure 8: Correlation between the levels of risk of the channel with its degree of real time communications

## 4.3 INTERNAL CULTURE CHANGE DRIVES EFFECTIVE INTEGRATION OF VOICE AND DIGITAL CHANNELS

**Leaders are encouraging internal cultural change to successfully drive the integration of voice and digital channels.**

All leading companies cite the importance of cultural change when integrating voice and digital channels.

The digital culture is characterised by helping customers to self-serve and providing fast paced responses that combine written and voice communication in a conversational style. These conversations are much more transparent and through social media, can be visible to a mass audience (see figure 8 for real time communications and risk involved).

Cultural change involves a shift in contact centre agent behaviours and responsibilities. With the increase in

real-time communication through digital channels like live chat, agents must have the autonomy to deliver both scripted and unscripted responses (as highlighted in the “autonomous” agent profile)

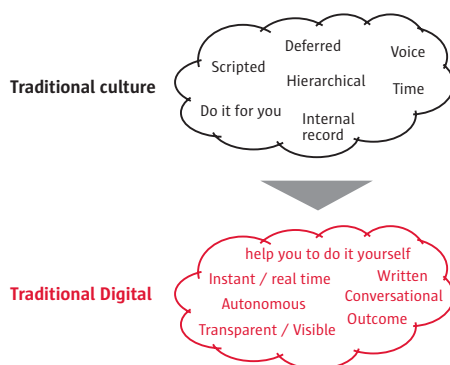


Figure 9: Culture evolution towards Interactive engagement centre

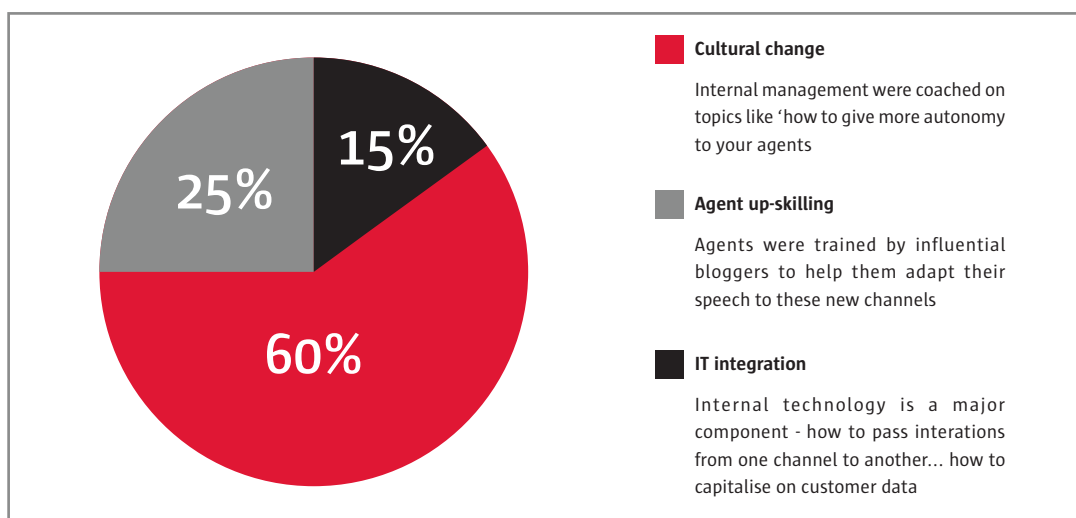


Figure 10: % of companies citing either cultural change, agent up-skilling or IT integration as being the most critical change required to move from a traditional voice call centre to a digitally assisted contact centre



## 4.4 CUSTOMER SATISFACTION IS THE KEY PERFORMANCE METRIC

Leading contact centres are placing an increasing emphasis on customer satisfaction.

Leading companies are focusing on customer satisfaction as a key way to monitor and manage contact

centre performance. Within these organisations, customer satisfaction ratings can have powerful effects: They focus employees on the importance of fulfilling customers' expectations, while fluctuations can warn of problems that could affect sales and profitability.



Figure 11: KPIs used by leading contact centres

## ORGANISATIONAL AND CULTURAL INSIGHTS

- Cultural change is difficult to inspire. Leading companies have implemented small incremental changes; translating actions into behaviours into culture.
- Focus on actions: Creating multi-skilled teams, improving agent written and verbal skills.
- Actions become behaviours: By equipping agents with digital skills they are more empowered to act autonomously.
- Behaviours develop into culture: Resulting in autonomous agents who are able to have natural conversations with customers across traditional and digital channels.

## 5. The Technology-Driven Digital Journey

### HIGHLIGHTS

The digital journey to reach the interactive engagement centre is highly dependent on technology and the ability to encourage customers to use new digital channels.

The technology-driven digital journey incorporates:

- Encouraging customers to use digital channels. This should be tailored according to how confident a customer is with technology. Techniques should centre on education and incentivisation rather than dissuasive tactics and penalties that leave customers frustrated.
- Introduction of simultaneous communications whereby companies can use voice and digital channels during a single interaction to make it faster, clearer and more convenient for the customer. This is known as multi-modal communication.

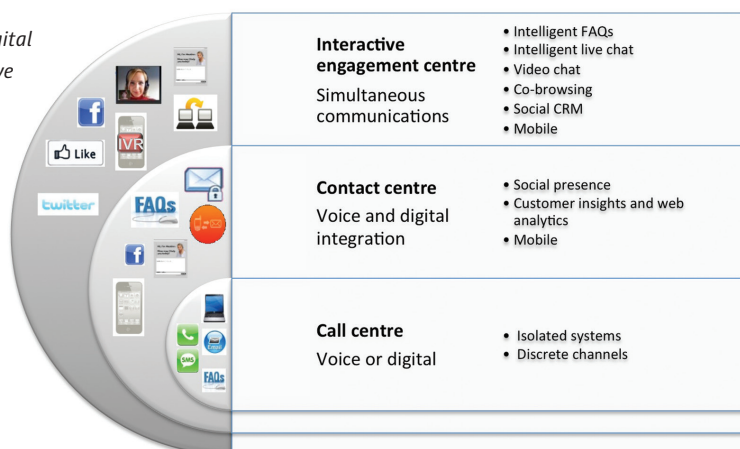
### 5.1 EDUCATE AND INCENTIVISE CUSTOMERS TO BECOME DIGITAL

**The most effective technique for driving digital adoption is empowering and educating customers. This must be tailored by how confident a customer is with technology.**

Four strategies are commonly used by leading companies to drive digital adoption:

- **Empower** customers to “do-it-yourself”. Leading companies ensure the development of digital solutions for all contact reasons to accelerate digital adoption.
- Leaders exploit all opportunities for customer **education** through agent, video or email promotion: agents take the customer through the process, demonstrating how they can do it themselves next time. 40% of leading companies promote the use of digital through IVR and voice calls.
- Selected leaders use **incentives** like vouchers and better rates to encourage customers to use specific channels.

Figure 12: The Technology-driven Digital journey from call centre to Interactive engagement centre



- Voice dissuasion tactics tend to be reducing opening hours or increasing call costs. 40% of leading companies use IVR to discourage the use of voice; although this creates a less desirable customer journey.

The approach taken to increase customer use of digital channels should be adjusted according to the customer

profile. Three segments exist based on inclination for digital adoption: The “Digital Generation” grew up in a digital world, “Digital Transitioners” have or are transitioning into digital, while for those over 65, the digital revolution has come later in life and they are defined as “Toe Dippers.”

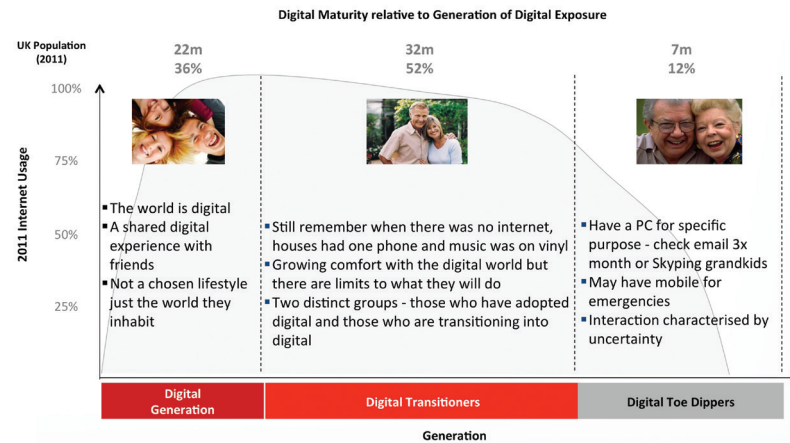


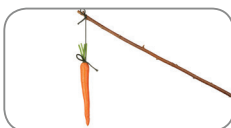
Figure 14: Customer digital maturity profiles

**Empower**  
e.g. HSBC

**Educate**  
e.g. Oti

Most effective approaches

Figure 13: Techniques for encouraging customers to use digital channels



**Incentivise**  
e.g. Barclays



**Dissuade**  
e.g. EasyJet

Leading companies are using the following techniques for the different profiles to encourage the use of digital:

- The “Digital Generation” largely use digital channels by default. Empowerment and incentives work well with this group.
- “Digital Transitioners” and “Toe Dippers” are more willing to adopt digital if they are given education and reassurance. Use of video chat (many use Skype to contact children and grandchildren) combined with co-browsing are effective tools for increasing digital behaviours.

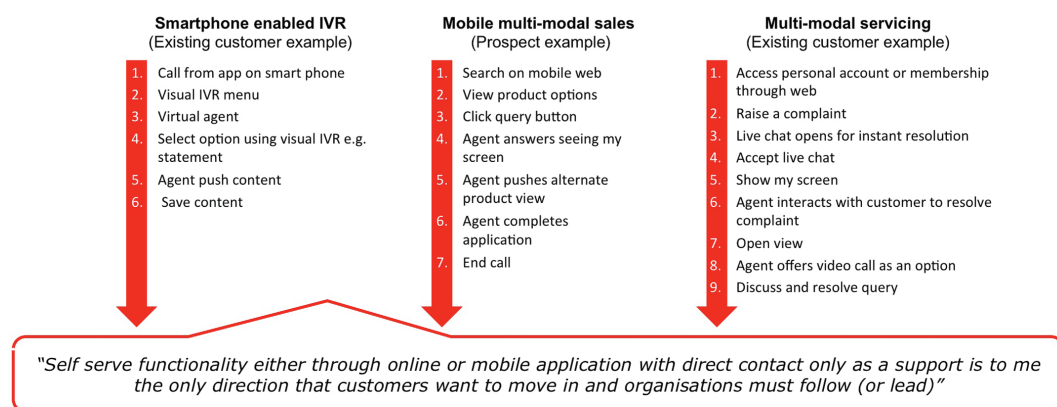


Figure 15: Three examples of multi-modal experiences

## 5.2 MAKE CONVERSATIONS CLEARER BY USING MORE THAN ONE COMMUNICATION TOOL DURING A SINGLE INTERACTION

**Digital leaders aim to differentiate the experience by offering simultaneous voice and digital interactions.**

Looking forward, leading companies anticipate the growth of multi-modal communications to further differentiate the customer experience. This is where more than one communication tool is used simultaneously during a single customer interaction. For example, an agent could securely send information to customer's smartphone or computer while simultaneously talking to them and vice-versa. Another example is where a customer could start with a live chat and switch to a voice call with the same agent.

Multi-modal communications create a seamless and consistent experience while using multiple technologies across devices.

Interactions are faster, clearer and more convenient for customers leading to increased engagement, advocacy and sales.

One technology that supports multi-modal servicing, which leading companies are increasingly looking to develop is Visual IVR (smartphone enabled IVR). Visual IVR brings new value to the mobile experience by combining the familiar voice-based IVR self-service environment with video to create a compelling visual experience.

Customers can launch a mobile visual IVR from their smartphone or standard mobile phone. The main features include wait times and call back times for talking to an agent as well as the ability for the customer to enter information about the nature of their query while waiting.

Again, this kind of technology drives customer satisfaction and creates a differentiated experience.

## TECHNOLOGY INSIGHTS

- Empowerment and education are the most effective techniques for encouraging customers to use digital channels. The approach should also be tailored according the customers' digital maturity profile.
- Multi-modal communication is a growing trend. Contact centres are adopting multi-modal to become adaptable in addressing a variety of customer communication preferences.
- The greatest challenge in implementing multi-modal communications is ensuring a consistent experience across channels.

## 6. Technologies: A Closer Look

It is important to draw out the main technologies that are being used to support the transition from traditional call centre to interactive engagement centre.

We have already addressed how some of these technologies are being used by leading companies, but a deeper look at what they are and the benefits they bring will help companies determine which are best suited to their requirements. For example, the industry, customer expectations and the types of queries typically dealt with form a crucial part of the selection process.

There are 6 main technologies that underpin the transition to interactive engagement centre. They are either digitally assisted or digital self-service:

- Intelligent FAQs
- Intelligent Live Chat
- Video Chat
- Co-Browsing
- Social CRM
- Mobile

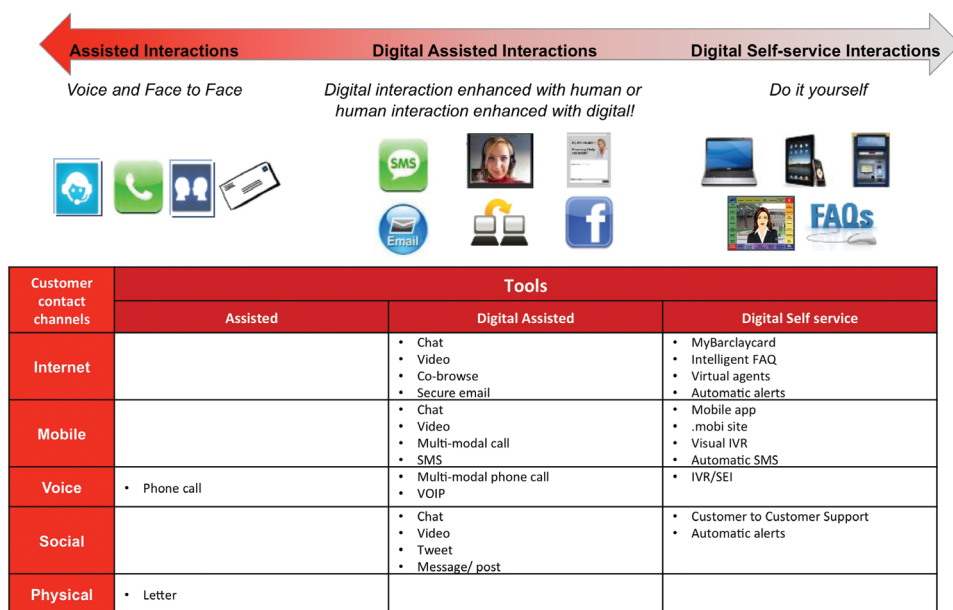


Figure 16: Technologies used by contact centres can be grouped by “Assisted”, “Digitally Assisted” or “Digital Self-Serve”

## 6.1 INTELLIGENT FAQs

Intelligent FAQs use natural language processing to assess the intent of a customer’s search in order to deliver relevant and contextual results. The experience can be further ‘humanised’ through the use of a virtual assistant – often referred to as a chatbot.

Customer Benefits

- ✓ Improves satisfaction when using FAQs
- ✓ Ability to get desired results faster with fewer searches
- ✓ Reduces the need to call
- ✓ Searches in customer’s natural language
- ✓ Removes elements of standardised answers and generalisation in traditional static FAQs

This gives the impression of a live chat with a real person. As Intelligent FAQs use emotional context, they can be combined seamlessly with the use of intelligent live chat (explained on the page 28) to provide a tailored proactive chat.

Company Benefits

- ✓ Reduces number of calls to contact centre by encouraging self-serve for less complex issues
- ✓ Educates customers on which channel is best for what action/need
- ✓ Ability to transition chatbot experience to a real agent scenario

### Important Considerations

- Success of FAQs is dependent on a good quality knowledge management base. Agents need to have access to the same information seen by customers.
- A governance structure is needed to control the management and update of the content.
- Make use of customer and agent ratings and reviews to update FAQs.

- Frequency of use coupled with number of hits for an answer will give a good idea of popularity.
- Customers will only tolerate 2-3 searches before expecting help.
- Selecting either a chatbox or FAQ interface is advisable.

Best Practice

- US Army Ask SGT STAR works using very limited wording
- O2’s Ask Lucy deals with over 130,000 conversations every month
- National Rail’s Ask Lisa answers over 9000 questions per day

Key Vendors

  
  
Trusted by Leaders™



All require a good quality knowledge management base

## 6.2 INTELLIGENT LIVE CHAT

Intelligent Live Chat is different to the basic forms of Live Chat already widely used today. Used for both push (proactive) and pull (reactive) customer interactions, Intelligent Live Chat uses information about the customer and the context (where they have been on the site, their details) to create a more personal and relevant experience. Intelligent Live Chat can also be used to leverage multi-modal capabilities, allowing a customer to switch from chat to a voice call with the same agent. It is also possible to immediately send chat transcripts to the customer after it has finished.

### Important Considerations

- Writing skills of all agents and control procedures need to be in place to ensure consistent high quality messaging.
- Although standardised answers allow for increased control and consistency, they give a sense of “artificial interaction” to the customer.
- Customers have reservations around the security of their information over chat, making it best suited to less sensitive query types.

### Best Practice

- Dell use Intelligent Live Chat for acquisitions to increase sales conversion and reduce drop offs
- Epson Live Chat agents are able to see each customer’s entire contact history, allowing them to deliver a personalised and informed service

### Customer Benefits

- ✓ Reduces time to explain reason for chat if agent already knows what the customer is trying to do
- ✓ Chats tailored to the needs of the customer from the start
- ✓ Provides a quick response
- ✓ Ability to use in discreet environments e.g. desk at work
- ✓ Ability to get help right at the point of experience

### Company Benefits

- ✓ Reduces number of calls to contact centre for less complex issues
- ✓ Increases conversion stats for customers completing an order/application/request
- ✓ Increases number of queries handled per agent with the ability to deal with multiple chats

### Key Vendors





## 6.3 VIDEO CHAT

The innovations of video chat are increasingly moving from the personal experiences offered by Skype and Facetime, to a customer servicing environment. Video chat is used for service as well as sales and allows customers to chat with agents they can see either on smartphones, laptops or tablets. The following combinations exist:

- One-way text: Customer sees/hears agent but responds with text
- One-way video: Customer sees/hears the agent. Agent can only hear customer
- Two-way video: Customer and agent can see/hear each other

### Important Considerations

- Considerations must be taken into account such as maintaining the ability to put customers on hold to consult colleagues, sound proofing agent booths.
- Agents may be concerned they will be judged on their appearance e.g. they could look young and subsequently may not be taken seriously by the customer. On the other hand, agents can also feel the added human touch could prevent them being verbally abused.
- Customers have very inconsistent views on video chat; some believe it creates a great, personalised interaction; others are sensitive to the potential invasion of privacy it could bring.
- It is not always the cheapest channel, but if used well, can result in improved first time resolution, higher customer satisfaction and increased engagement.

### Customer Benefits

- ✓ Personalises experience in a way that is ideal for more complex queries such as complaints
- ✓ Diffuses emotional calls through human face to face interaction
- ✓ Queries are more likely to be resolved then and there

### Company Benefits

- ✓ Improves satisfaction when the customer is able to see the agent as a real person on the other side
- ✓ Improves first call resolution and avoids the cost of repeat contacts
- ✓ Provides an additional sense of accountability for agents

### Best Practice

- All branches have been equipped with video chat tellers
- Ford Retail online uses reactive live chat to support customers- it also offers a call back feature when agents are not available

### Key Vendors



## 6.4 CO-BROWSE

Co-browsing is the joint navigation of two or more people on the same web pages at the same time. Access is granted by the customer and can either be in an open page or a secure area. It is typically used in conjunction with a voice call or a chat session and can be used in various stages of the customer lifecycle. For example, guiding customers through complex applications and helping them with difficulties using online self-service platforms.

### Important Considerations

- Customers can be quite apprehensive about the security of this technology. The idea of having someone else see your screen seems worse than speaking with them knowing they can see all your details anyway. These concerns will need to be managed through effective communication to reassure customers.
- It is more popular amongst the less tech-savvy groups and can be used to help less technical customers to adopt digital.

### Best Practice

- Yell uses LiveLook to simplify and speed up the sales process of adverts with clients. Proposed adverts can be shown immediately with the client and discussed rather than sending to and fro multiple times
- Epson combine their Live Chat with co-browsing which in turn gives them the ability to guide customers, real-time to any website subsequently driving up resolution rates

### Customer Benefits

- ✓ Overcomes miscommunication giving a better understanding of what the agent is saying
- ✓ Ability to receive educational support when trying to do an activity digitally
- ✓ Helps less 'technology savvy' customers learn to adopt self-service

### Company Benefits

- ✓ Educates non-digital customers to become digital
- ✓ Reduces average handle time (AHT) as the agent can easily explain/show customer what to do
- ✓ Increases conversion rates through guiding through applications and completing shopping basket

### Key Vendors

**moxie**  
Software™

**KANA.** LIVE  LOOK

**eGain®**  
Trusted by Leaders™

## 6.5 SOCIAL CRM

Social is now used as a channel for sales, marketing and customer service. For servicing, companies either have built-in service tools within their social media site or have direct interactions with customers. It is also used for marketing, with direct response or offers to comments made on social media sites related to the company or any of its products or services.

### Important Considerations

- The benefits of social media are strongly related to the industry. For example, it is an emerging idea in the finance industry because of the sensitivity of the products and services.
- It's uptake and usage are heavily reliant on the customer base; typically the profile of users on Facebook need to match the profile of the company's customer to ensure it is successful.
- Companies must be aware of the "love to hate it" attitude towards Facebook. In customer research, BearingPoint has found that customers say they are against the idea, but when given the opportunity to use it in reality, the uptake is surprisingly higher than expected.

### Key Vendors



### Customer Benefits

- ✓ Sent offers that are directly relevant to them
- ✓ Instant response in an environment they are already using day to day e.g. twitter
- ✓ Take Services go to the environments where customers are already playing. Companies go to where the customer is – not the other way round

### Company Benefits

- ✓ Manages brand reputation by proactively dealing with customer feedback
- ✓ Use for alerts/notifications to reduce calls to the VCC for simple queries
- ✓ Responds to customer requests with targeted offers – e.g. Customer tweets "I'm looking for a good credit card", credit card company respond with an instant offer

### Best Practice

- ASOS have created an entire customer service portal on Facebook to deal with customer queries
- Volkswagen have embedded social media into their "customer CARE" program. The team escalated nearly 1,500 cases to the Customer CARE team in the first 7 months – these customer would have been invisible to VW without this

## 6.6 MOBILE

Mobile is being used in a number of innovative ways in the contact centre. Mobile apps encourage self-serve and can seamlessly allow customers to switch between voice and chat. Visual IVR enables customers to self-serve non-complex activities and mobile chat is being used for chat with an agent on the move either using text, voice or video chat.

### Important Considerations

- The self-service benefits of mobile are likely to be restricted to less complex types of queries e.g. basic account issues.
- Ensuring all interactions through the app are linked real time to a central system is key when ensuring contact history is recorded.
- Given that apps are very reliant on 3G coverage, in areas of low coverage, voice may still be required.
- Companies are only really starting to publicise wait times, position in the queue and agent availability in the voice channel. Doing this to show cross-channel availability is likely to be challenging but result in greater benefits.
- Its use and sophistication depends on the frequency of the access required e.g. current account information is frequently needed.

### Key Vendors



### Customer Benefits

- ✓ Ability to access self-service any time
- ✓ If using IVR, customers can use the waiting time to provide additional information for the agent
- ✓ Visibility of all past interactions in one place, no matter which channel customers used

### Company Benefits

- ✓ Reduces number of calls to the contact centre especially for less complex issues
- ✓ Allows agents to chat with customers regardless of what device they are on
- ✓ Reduces AHT by leveraging the ability to find out additional information about the call reason whilst the customer is waiting
- ✓ Increased engagement between company and customer through mobile app - opens valuable cross-selling opportunities

### Best Practice

- Groupama insurance app, allows customers to visually see wait time, opt to be called back, and submit accident pictures and accident information while they wait
- Key vendor Anana, recently announced the launch of their mobile application which aims to deliver customer alerts, interaction history, customer chat, call backs and click to call

## 7. Conclusion

The study highlights how leading companies have evolved their customer contact strategy and started the transition from the traditional contact centre to an interactive engagement centre.

In our experience, a successful transformation involves significant commitment and it is critical to focus efforts in the right areas.

Our analysis suggests several best practice pointers on how to successfully craft and execute a digital transformation: Organisational and cultural change and an effective use of innovative technologies. In addition, companies need to invest in two key system enablers; a dynamic knowledge base and multi-modal desktop while also adopting a channel strategy based on query type:

- **Dynamic knowledge base with real time and historical interaction information:** This involves linking all customer touch points in the company and ensuring the same information is accessible to all agents in real-time. Such a solution allows customers to engage with the company in any channel and receive a consistent message. It relies on systems to proactively link all contact details including mobile, web ID, social media profiles and multiple email addresses to a single customer.
- **Multi-modal Agent Desktop:** This enables agents to interact with customers using different technologies simultaneously. Typically the agent would be able to switch between voice, email, SMS and social channels as well as generating a full contact history of each interaction.

- **Channel shift strategy based on query type:** It is evident that different technologies are suited to particular types of queries; trying to bombard customers with too many choices, without right channelling can be a very costly mistake. This means, it is crucial to understand which query types should be moved to self-serve (i.e. mobile app), which should be digitally assisted (i.e. intelligent chat, co-browse) and which will always require assisted support (i.e. voice). To do this, it is important to identify and lead customers to use the right-channel based on their query, by using incentives or small penalties to encourage particular channel usage.

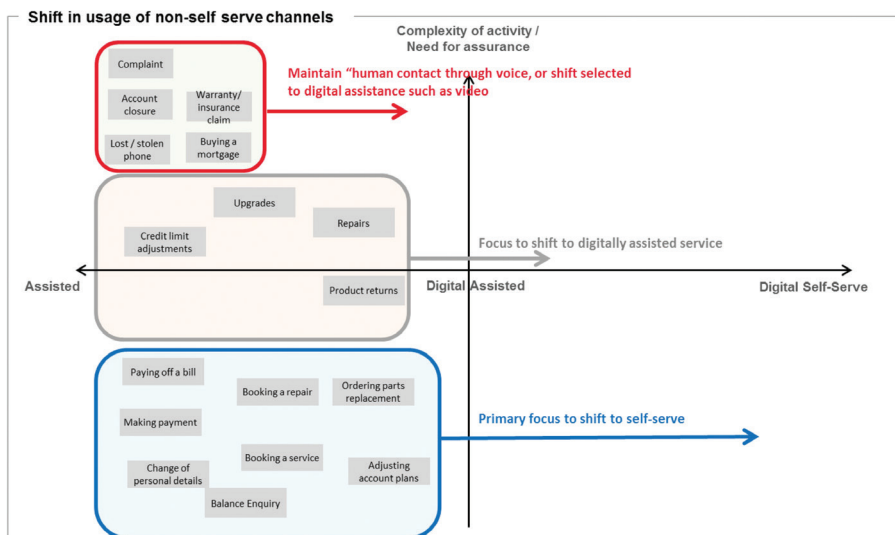


Figure 17: The diagram above shows example queries customers across various industries (including Auto, Telco, Finance and Retail) could have.

Ultimately, the transition to an interactive engagement centre creates new potential for better quality customer support. It allows companies to communicate with customers on their own terms and better meet their changing needs and demands. With an ever-evolving menu of communication options and customer expectations only likely to grow, companies embracing digital will have a unique opportunity to gain a significant competitive advantage.



# Further Information

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# Contact

**Sarah-Jayne Williams**

Phone: +44 (0) 7968 796915

Email: sarah-jayne.williams@bearingpoint.com

**Charlotte de Gastines**

Phone: +44 (0) 7776 245124

Email: charlotte.degastines@bearingpoint.com

**Khushma Kerai**

Phone: +44 (0) 7903 754082

Email: khushma.kerai@bearingpoint.com

# Further Information

If you are interested in finding out more about the research and insights presented here, or if you would just like a chat on leading industry practices, or simply have some tough problems you would like another perspective on, please get in touch.



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