



**scottmadden**  
MANAGEMENT CONSULTANTS

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# Contact Center Assessment

Solution Overview and Approach

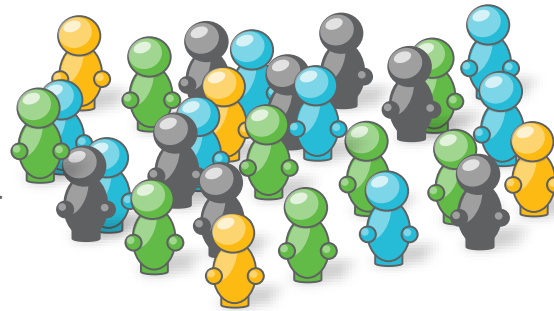
October 2016

# How Important is Customer Satisfaction

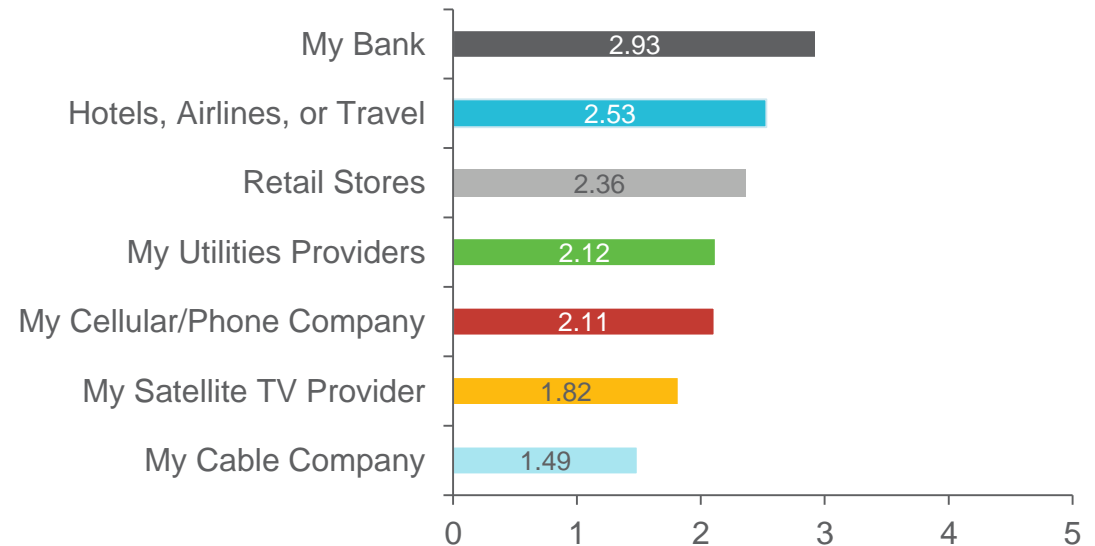
In a 2015 survey, 92% of consumers surveyed said they would leave a company that did not provide satisfactory customer service. Consumer behavior and expectations on the use of traditional customer service methods is evolving, and companies must adapt to meet these new expectations if they want to deliver quality customer service. While calling customer service and speaking to a live agent remains the top preference for contacting businesses (81%), in general, consumers are more frustrated with their customer service options.

### Customer satisfaction cuts across industries

- Customer frustrations are universal. The most common customer frustrations that every call center should avoid\*\*
  - The IVR abyss
  - Long holding time
  - Agents having inadequate information to resolve queries
  - Unlimited call transfers
  - Mechanized agents
  - Being asked to repeat information
  - Follow-up calls
  - Being told to head to the website for efficient service
  - Agents promising to get back to you, but never do
  - Rude customer support



Best to Worst Customer Service Received  
(5=Best; 1=Worst)\*



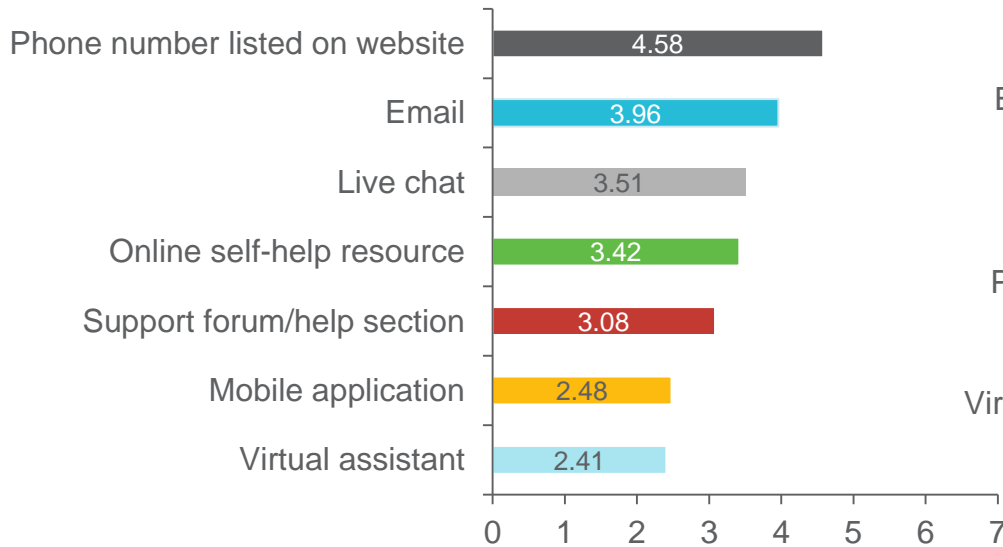
\* Jacada Customer Service Experiences Survey

\*\* <http://www.ameyo.com/blog/10-most-common-customer-frustrations-that-every-call-center-should-avoid>

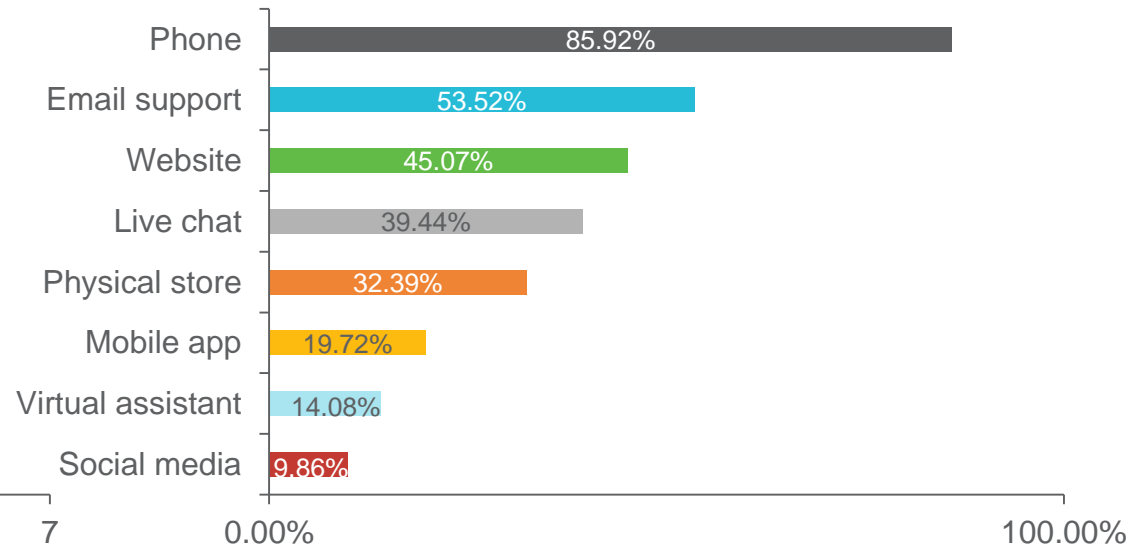
## The Changing Customer Experience

In general, consumers are more connected and want to have several options available to them to deal with customer service issues. Timeliness and ease of use are among the top factors that consumers take into consideration when deciding which contact method to use.

Best to Worst Customer Service Option Chosen  
(7=Best; 1=Worst)\*



Customer Service Options Expected  
(0-100%)\*



*The majority of customers expect at least six channels of communication to be available, according to the 2015 inContact/Harris Poll. In addition, those customers expect both agent-assisted and self-service channels to be available.*

\* Jacada Customer Service Experiences Survey

# Self-Service, Mobile Use, and Evolving Customer Service

Harvard Business Review reported that 57% of customers visit a company's website to resolve an issue but, due to poor user experiences, are forced to dial into their call center instead. Evidently this will shift in 2016, as self-service will become a key factor in any successful multi-channel strategy. Salesforce reveals that 91% of customers would use an online support center if it were available and tailored to their needs. In 2016, this could be a worthy investment. Also to note, all sectors are likely to be offering customer service via mobile functionality.

## The Rise of Self-Service Support\*

Businesses are seeing a surge in customer preference for finding answers and resolving issues on their own.

72%

of people think self-service support is a fast and easy way to handle support issues



## Providing Self-Service Support

Simply providing self-service support doesn't guarantee customers will find it useful. Self-service support is only effective if you make the customer experience barrier-free.

40%

of customers contact a call center after they have looked for support via self-service

45%

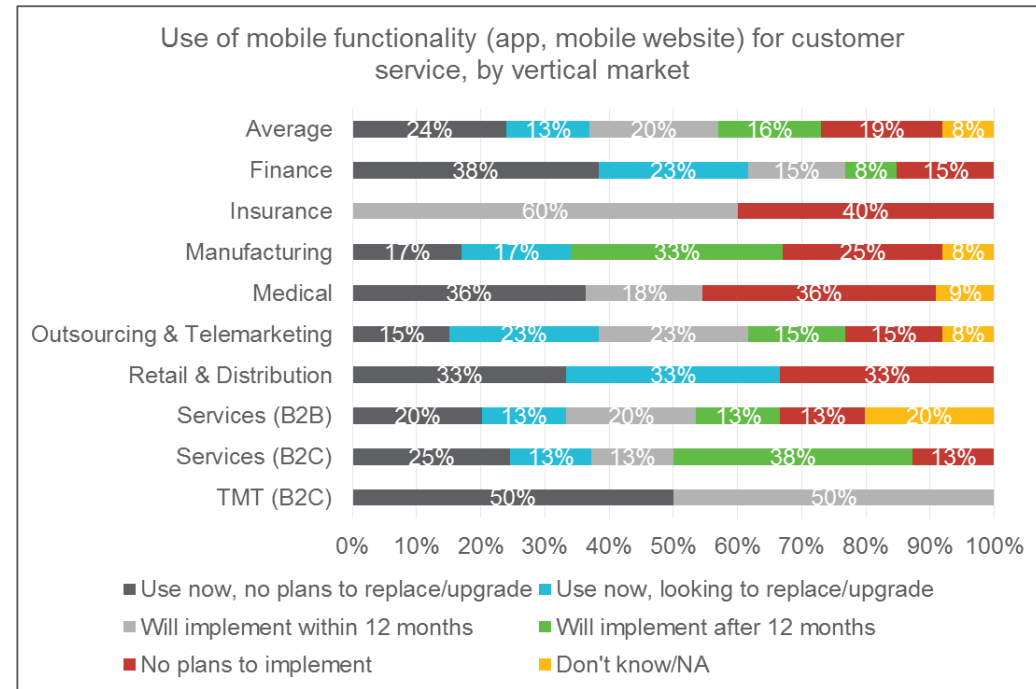
of customers are likely to abandon their online purchases if they can't find quick answers to their questions

91%

of customers would use an online support center if it were available and tailored to their needs

\* <http://customerthink.com/top-9-call-center-trends-for-2016>

\*\* The US Contact Center Decision-Makers' Guide 2015, The Mobile Customer Chapter



Strategies for both intelligent self-service and mobile support will soon be necessary to provide a satisfactory customer service experience.

## Impact on Contact Centers

The impact that a positive customer service experience has on company loyalty is significant. Companies should note that their customers are judging them by their customer service experience and available customer service options.

There is a disconnect between customers and contact center employees:

### Percent of Customers Who Believe...



Customers believe that companies put more effort into selling than they do providing excellent customer service



Customers expect companies to let them choose their follow-up or proactive communication options



Customers expect to be able to contact the same company representative across channels and repeat contacts



Customers are willing to pay more for a product or service with a good customer service reputation

### Percent of Contact Center Employees Who Agree...



### Emerging contact center trends

- Social engagement will be used to drive leads and service customers
- Regulatory compliance will be the new normal
- Intelligent self-service will expand
- The percentage of overall live calls will decline, while transaction complexity increases
- Agents will increasingly work from home

\* inContact, Busting in the Contact Center: What Customers Really Think

\*\* <http://www.nojitter.com/post/240170494/7-trends-impacting-contact-centers-customer-service-customer-experiences>

# Contact Center Assessment and Improvement Planning Approach

## The ScottMadden Solution

ScottMadden's framework for evaluating contact center operations and developing improvement recommendations is structured to produce data-driven, tangible initiatives to improve contact center performance and reduce operating costs.

- Eight-week assessment
- Limited impact to the organization
  - Series of one-hour interviews
  - No dedicated staff required
- Strategic roadmap

### Proven Methodology

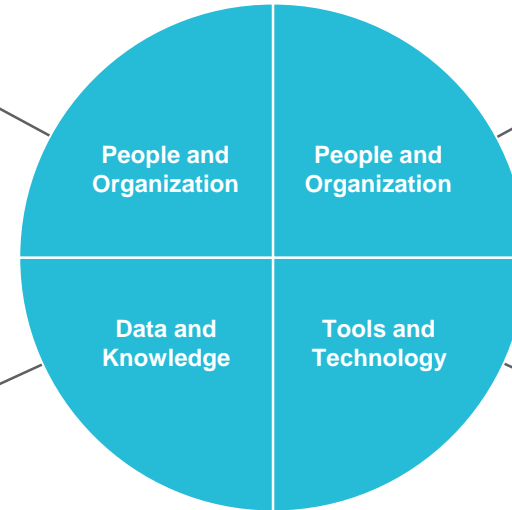
- Multiple contact center assessments completed
- Proven framework for analysis
- Standard approach, but tailored to your needs
- Quick-win recommendations and long-term improvements

### Key Benefits

- Enhanced customer experience and increased customer satisfaction
- Alignment between contact center and utility goals
- Return on investment

- Org structure
- Staffing levels
- Roles and responsibilities

- Skills and expertise
- Metrics and analytics
- Resources



- Strategy
- Policies
- Processes
- Practices

- HRIS integrations
- CRM application
- Templates
- Tools

### Industry Benchmarks

**Primary Research**  
**Enhancing Customer Service**

When a customer visits your website, they want their questions answered without having to contact you. Improving customer experiences through web interactions can be accomplished internally or outsourcing to a web self-service vendor.

Benefits from engaging in web self-service include:

- Increased sales and customer satisfaction - provide a more enjoyable on-line experience
- Increased brand engagement and the length of time customers spend on your site
- Reduce routine and repeat enquiries so your customer service staff can spend more time with highly qualified web site visitors - improving answer accuracy
- Gain the customer service advantage, providing instant online answers combined with a seamless, fully integrated route to customer service staff by email, chat, or phone

Defeating customer calls and increasing functionality on the Web

- Increase customer awareness of your company resources
  - Do you get a lot of calls from your customers that could easily be answered with a user's guide or FAQ page? If you have these resources, make sure that you let your customers know about them
- Deliver a convenient tool for quick answers to customer questions
  - Online chat will make your site more interactive and provide your customer with a better experience.

Source: eMarketer, State Of Customer Experience Can One Do It? (2012)  
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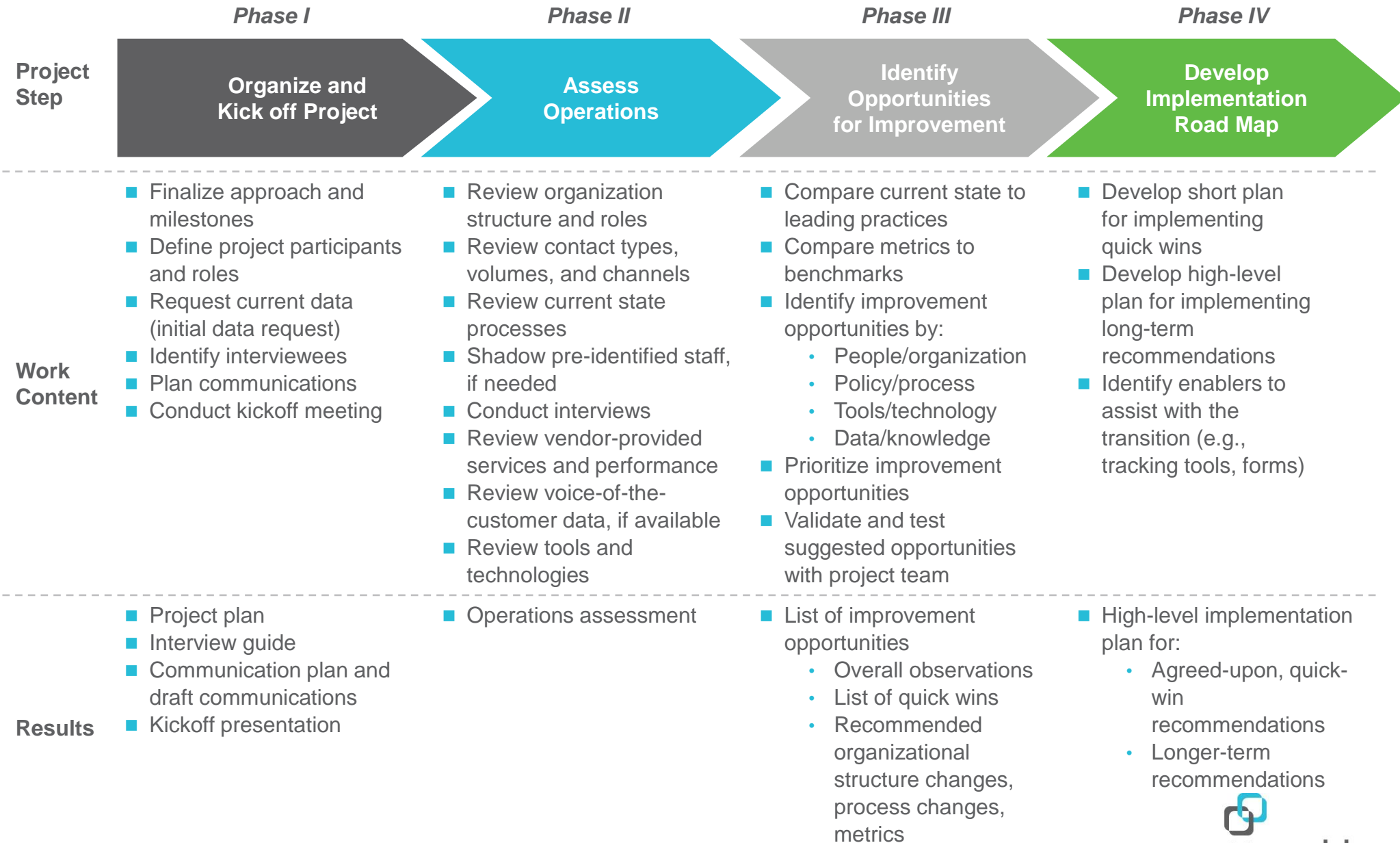
**Best-In-Class Benchmarks**

	Best-in-Class	Average	Laggards
Process	Use data on customer preferences to determine and direct customers to the channel(s) best equipped to handle their issues		
	90%	82%	38%
	Policies for call recording are enforced rigorously		
Organization	67%	55%	41%
	Regular training of contact center CSRs in using contact center data for accurate diagnosis, resolution, and escalation procedures		
	71%	64%	37%
Knowledge	Contact center managers can generate predefined and custom reports about contact center activities		
	71%	63%	41%
	Empower contact center managers with real-time access to key performance measures		
	67%	40%	30%
Knowledge	Centralized repository of product / service information		
	85%	65%	30%
	Contact center actions are segmented and recorded to a central repository		
	71%	63%	30%

Source: eMarketer, State Of Customer Experience Can One Do It? (2012)  
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# Contact Center Assessment and Improvement Planning Approach

## Project Approach

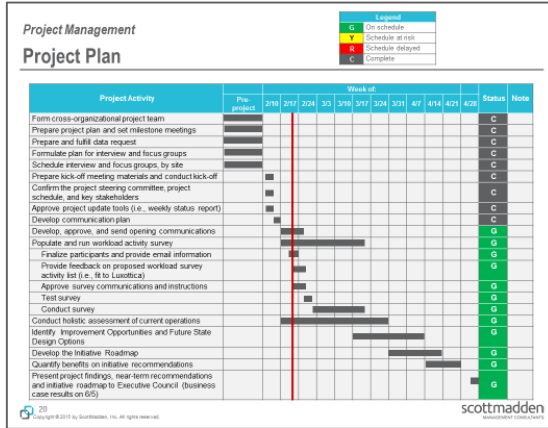


# Contact Center Assessment and Improvement Planning Approach

## Project Accelerator Tools

### Project Management Toolkit

ScottMadden brings a comprehensive project management toolkit to each engagement, including a well-defined project team structure, team charter, detailed project plan, formal issue tracking, formal testing processes, communication templates, and formal risk management.



### Primary Research and Benchmarks

ScottMadden's dedicated research function conducts primary research and partners with APQC on a range of topics, such contact center and performance-based metrics. This information grounds our projects and recommendations in fact, not theory.

#### Primary Research

#### Enhancing Customer Service

When a customer visits your website, they want their questions answered without having to contact you. Improving customer experiences through web interactions can be accomplished internally or outsourcing to a web self-service vendor.

- Benefits from engaging in web self-service include:
  - Increased sales and customer satisfaction – provide a more enjoyable on-line experience.
  - Increased brand engagement and the length of time customers spend on your site.
  - Reduce routine and repeat enquiries so your customer service staff can spend more time with highly-qualified web site visitors – improving answer accuracy.
  - Claim the customer service advantage, providing instant online answers combined with a seamless, fully integrated route to customer service staff by email, chat, or phone.
- Deflecting customer calls and increasing functionality on the Web
  - Increase customer awareness of your company resources
    - Do you get a lot of calls from your customers that could easily be answered with a user's guide or FAQ page? If you have these resources, make sure that you let your customers know about them.
  - Deliver a convenient tool for quick answers to customer questions
    - Online chat will make your site more interactive and provide your customer with a better experience.



### Leading Practices Database

ScottMadden maintains a database of contact center leading practices captured through primary research, our engagements, and participation in and facilitation of conferences and executive roundtables.

#### Leading Practices Database

#### Leading Practices Assessment

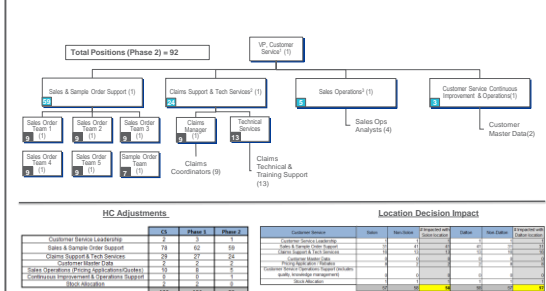
Ref	Leading Practice	Overall	Pharma	MMI	Explanation of Rating	Impact
1	Contractual agreements are electronically transferred and imported into contract system	●●●	●●●	●●●	<ul style="list-style-type: none"> <li>Approximately 50% of all Pharma contract additions and updates are transferred via EDI</li> <li>Although Selectco has about 80% usage, Heritage, which represents a major volume, has effectively no EDI usage</li> <li>Same as prior item</li> </ul>	High
2	Amendments to existing contracts are automatically updated via EDI	●●●	●●●	●●●	<ul style="list-style-type: none"> <li>Monthly quality control activities are in place to audit and test the prior month's entire sampling base</li> <li>Sample components are comprehensive and process integrity is scored as well</li> <li>It is unclear how results are communicated and if they are used in performance testing and/or improvement/ root cause efforts</li> </ul>	High
3	For manual data entry, specific controls are in place to ensure data was entered properly	●●●	●●●	●●●	<ul style="list-style-type: none"> <li>All contract quote submissions are processed through an automated exclusive tooling that identifies potential discrepancies and suspends entry submissions pending manual review and approval</li> <li>Manual scanning of quoted submissions identifies and identifies potential discrepancies</li> <li>It is unclear whether both the automated and manual reviews are well documented, audited, and subject to formal change control</li> </ul>	High
4	An audit process is in place to test data integrity of EDI contract listing	●●●	●●●	●●●	<ul style="list-style-type: none"> <li>Component standardization is applied to the EDI positions and all suppliers transmitting contract additions and changes via EDI</li> <li>Standardization of manual input contracts is also achieved through common input templates; however, manual steps are required to transfer information from automatic feeds to the templates</li> <li>Timing standardization is less prevalent, which causes systemic handling or rework contract component-level and addition synchronization issues</li> </ul>	High
5	Contract standardization is practiced to ensure streamlines, error-free contract capture within the system	●●●	●●●	●●●	<ul style="list-style-type: none"> <li>Component standardization is applied to the EDI positions and all suppliers transmitting contract additions and changes via EDI</li> <li>Standardization of manual input contracts is also achieved through common input templates; however, manual steps are required to transfer information from automatic feeds to the templates</li> <li>Timing standardization is less prevalent, which causes systemic handling or rework contract component-level and addition synchronization issues</li> </ul>	High

### Templates and Collateral Materials

ScottMadden maintains a library of collateral materials from past implementations, including project plans, policies, processes, technology requirements, vendor demonstration scripts, metrics, SLAs, and other pertinent materials.

#### Templates and Collateral Materials

#### Sample Customer Service Organization Structure



# Inbound Customer Contact Assessment

### CHALLENGE

ScottMadden worked with a top southeastern public utility to evaluate inbound customer contact operations, streamline processes, and evaluate and select a vendor to handle the large majority of current work.

### PROCESS

- Evaluated current contact center operations and processes and identified improvement opportunities
- Streamlined processes. Calculated operating costs and developed process requirements for RFP
- Identified potential vendors to whom to outsource operations
- Developed and issued RFP, evaluated vendors, conducted site visits, and facilitated the selection of a best-fit vendor
- Project managed the shift of operations to the selected vendor

### RESULTS

- Developed detailed cost data to inform vendor negotiations
- Selected best-fit outsourcing vendor
- Managed the outsourcing process to ensure a seamless transition for the company's inbound customers
- Achieved the transition to vendor on time and on budget



## Case Study

# Evaluate and Improve Contact Center Operations

### CHALLENGE

ScottMadden worked with the world's largest eye glass manufacturer, wholesaler, and retailer to evaluate its contact center operations and make improvement recommendations, including developing strategies to merge its six entities and leverage outsourcing to improve efficiencies.

### PROCESS

- Collected activity data for management and operational support staff to augment existing utilization data on CSRs
- Evaluated activity and utilization data, as well as customer satisfaction data, metrics, and volumes
- Reviewed and assessed organizational structures, staffing, scheduling, operational processes, and supporting technologies and tools
- Developed a strategy to reduce the overall number of contact centers and streamline management
- Recommended enhancements to improve the customer experience, including leveraging new channels, such as mobile, chat, and social media
- Recommended process changes and identified training gaps to improve product sales volumes
- Developed business cases for all recommendations and a plan to implement recommendations

### RESULTS

- Implementation of recommendations cut the number of contact centers in half
- The addition of technologies reduced inbound calls by 20% and increased customer satisfaction by nearly 16 points
- Recommendations produced recurring net savings of nearly \$6 million



## Case Study

# Evaluate and Improve Inbound Contact Center

### CHALLENGE

ScottMadden worked with the country's leading healthcare company to evaluate and improve its inbound, 24/7 nurse contact center.

### PROCESS

- Evaluated current contact center performance, including work scope, organizational structure, staffing, resource and shift scheduling, operational processes, and technologies
- Evaluated metrics and volumes
- Compared results to leading practices and benchmarks and prioritized gaps
- Developed and tested improvement recommendations, including staffing and shift scheduling changes, as well as technology enhancements
- Developed and integrated project plan to implement the improvements
- Led and managed the implementation of recommendations

### RESULTS

- Reduced operating costs by more than 25%
- Reduced average call hold times by nearly 20 seconds
- Enhanced technologies and interfaces to drastically increase the efficiency of call and chat handling for nurses and customer service representatives
- Changes resulted in a customer satisfaction increase of nearly 12 points



# Contact Us

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