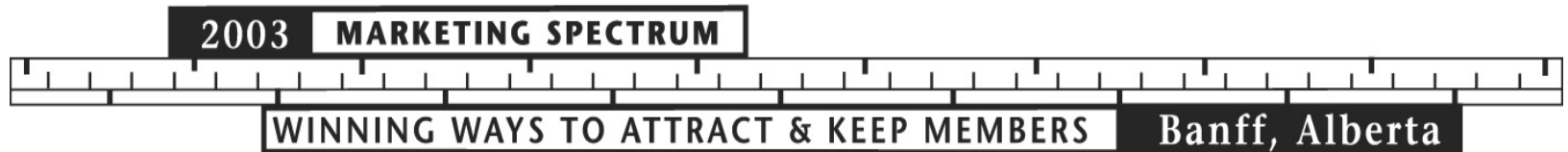




# New Trends in Call Centre Marketing



October 21, 2003

**Bob Angel, The Gilford Group Limited**



# Integrating the Contact Centre – Cost vs. Quality

“Assisted services for non-technical calls typically cost from \$3 per call to \$12, while technical assistance calls frequently range from \$12 to \$18 or higher.”

Giga Information Group

“Forrester reports a web channel interaction costs less than 5 cents, compared to a self service cost of \$1.17 and a call center cost of \$32.74. This means the call center should drive low profit customers to the web.”

Dave Schrader, Teradata Division of NCR

# Outsourcing the Contact Centre

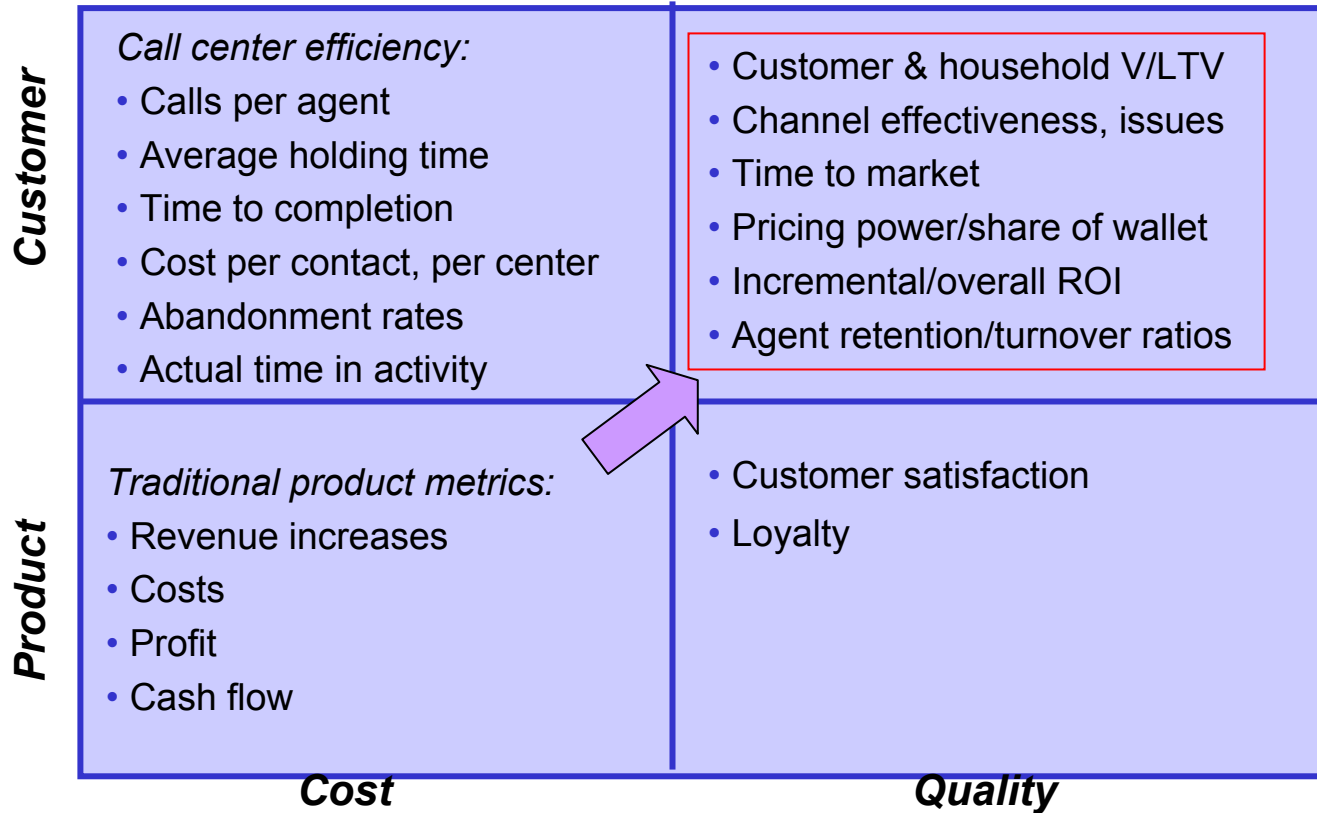
“First and foremost, it's a cost containment issue. The single most expensive cost factor in the contact center is labor. Companies are looking to outsource to contact center operations to companies located in countries such as India, the Philippines, and Ireland because talent is available at a fraction of what the (domestic) equivalent wage scale is.”

- Aberdeen, *The Outsourced Contact Center*, August 2003

**Outsourcing** forecast to grow 30% in next 18 months (Aberdeen):

- Per hour call costs < US: Canada 8%, India 40% (Gartner)
- Reduced infrastructure, balancing peak volumes, 24 hour service, etc.
- Overseas concerns: confidentiality, complexity, real time, politics,
- Virtual call centers
  - Can telecommuting bring better service at lower costs?
  - Rolling out the technology
  - Managing remote employees
  - Consolidating the call centre

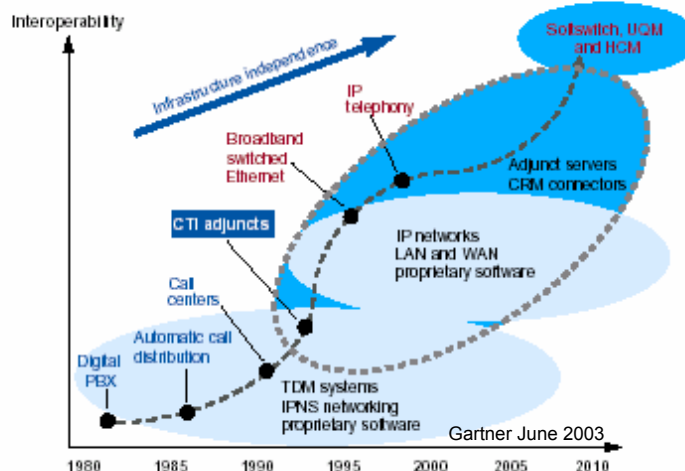
# The Goal – Move From Cost Performance to Service Performance



92 percent of U.S. consumers form their image of a company based on their experience using a call center.  
 – Purdue University study

# It's Less About Technology – More Improving the Customer Experience

Call Center Architecture Migration, 1980-2010



The marketing need today is to utilize what we have, especially to perfect our use of CTI

- Bank Marketing Executive

- Voice over IP
- Self service & consistent experience : voice recognition, natural language/IVR
- Workforce management: universal queue management, rules based call routing
- Trouble ticketing: establish service level agreements (SLAs), timeframes to resolve requests (support, individual or other categories)
- Inbound interactions: capture in menu or free form

# One Call Resolution

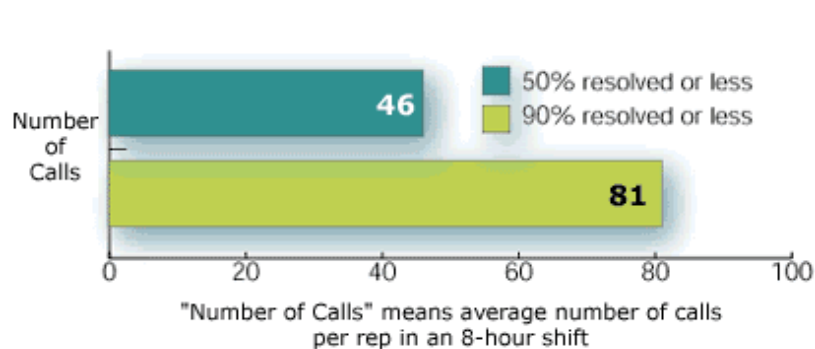


Figure 1: Call Volume Makes a Difference in One-Call Resolution

LIMRA International study, Call Center Magazine Aug 2003

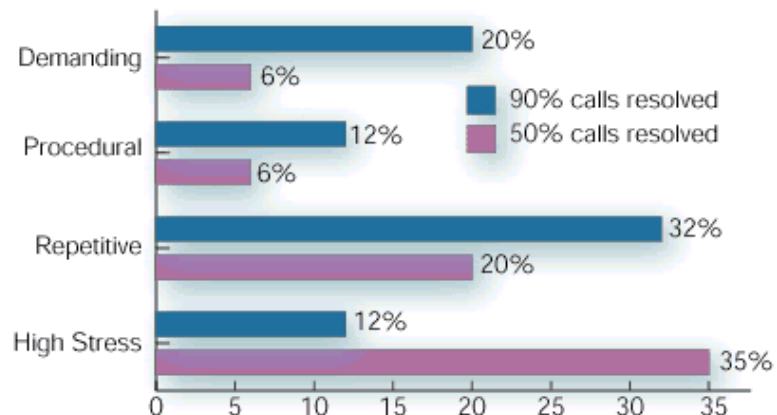


Figure 2: Culture Descriptors that Differentiate High and Low Call Resolution Centers

- Key FCR indicators: staff turnover, hold/transfer rates
- Average FCR 67-83% (SQM)
- Sears satisfaction 91%, FCR 92%, CT Bank FCR 81%
- Call resolution = “the right to sell”
- FCR linkage to low complexity (e.g. help desks and technical support)

# Privacy Issues

- Spam - dangerous trend and filters
  - Do-not-call registry in US – revenue loss estimated at \$50 billion/year by InformationWeek
- 
- Authentication – ease of use – consistency of customer experience
  - Reinforces need for quality/depth of customer data to understand individual customers

# Organizing the Contact Centre for Sales and Service

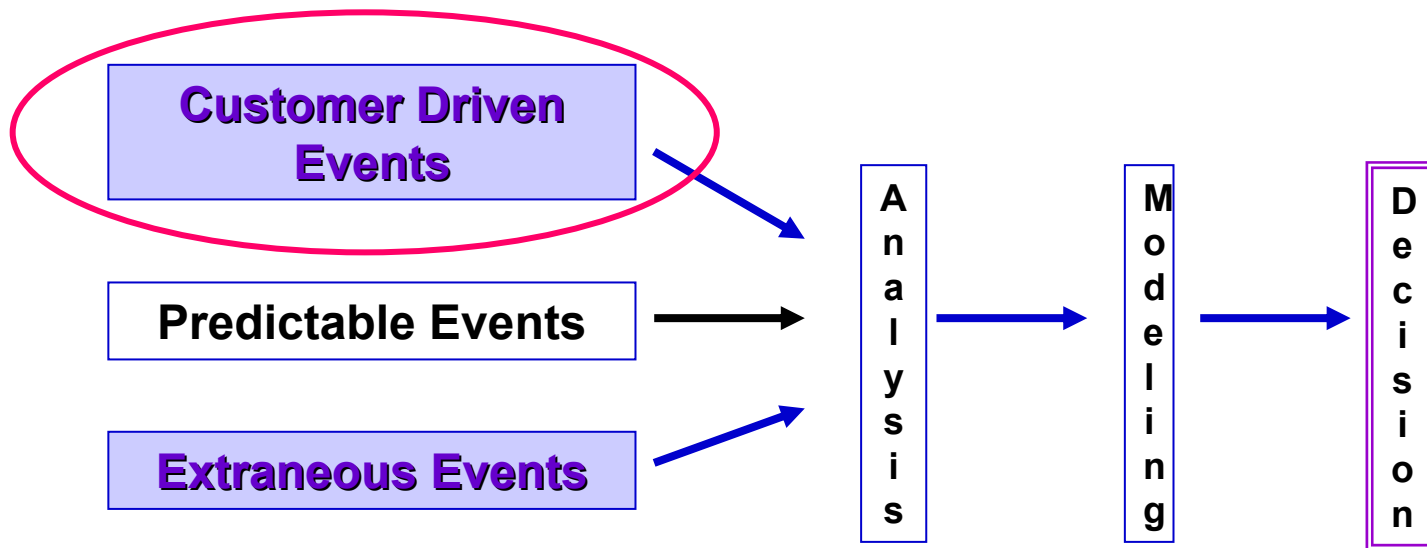


**Culture change** requires Marketing involvement to execute credible customer-centricity

- Workforce optimization, putting more control in hands of agents
- Compensation and incentives: reward steps not the goal?
- Motivation and training: reinforcing the strategy – “it’s all about the customer”
- Measurement: productivity rather than quality

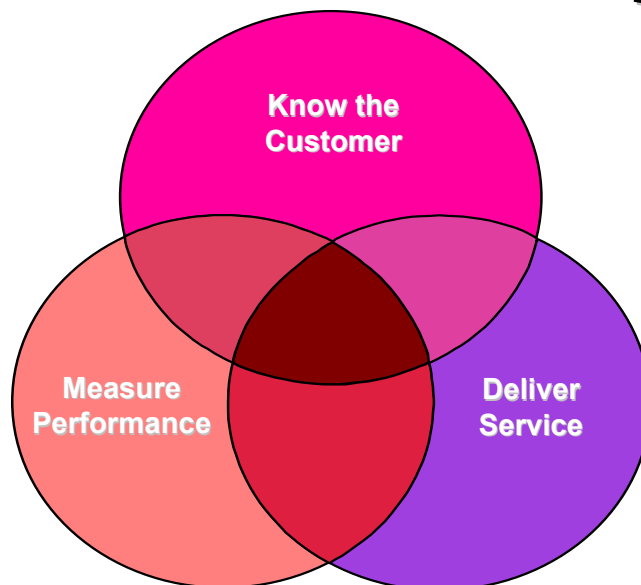
# Objective: Daily Event Marketing

## *Focus on Behavioral Events for Payback*



- Identify **significant** events in the lives of clients
- Spot changes in state or mind of an individual customer
- Communicate with selected clients within 24 hours
- Differentiate in an increasingly commoditized market

# Event Triggers' Emerging Role in Outbound Calling



- ✓ Score individual customer value, clusters, propensities, and other characteristics
- Access consistent, timely, accurate, granular, account level customer information
- Understand customers as individuals through their daily *behaviors*
- Optimize customer service against value (life time, etc.) – flexible clusters and business rules
- Gather customer interaction feedback to close the information loop

# Living the Brand, Actioning for Results

A green scroll graphic with a white border and a small white circle at the top right corner. The text "Relationship Service Trust" is written in a purple, bold, sans-serif font on the scroll.

## Relationship Service Trust

- Increase assets and liabilities, improve mix
- Increase retention
- Reduce cost, e.g. mailing savings, employee productivity, less redundant data
- Reduce costs of development, support, operation, and maintenance

- Customer-related actions supporting the brand
- Customer decisioning/communications execution
- Inbound and outbound interactions consistent across all touchpoints
- Sales force trained and effective with relationship culture