

It's a Small World after All: Canadian and Global Contact Centre Trends

***What to expect in contact centre marketing:
Customer touch points
Consolidation
Converging technologies***

Bob Angel, The Gilford Group Limited
Wednesday, April 21, 2004



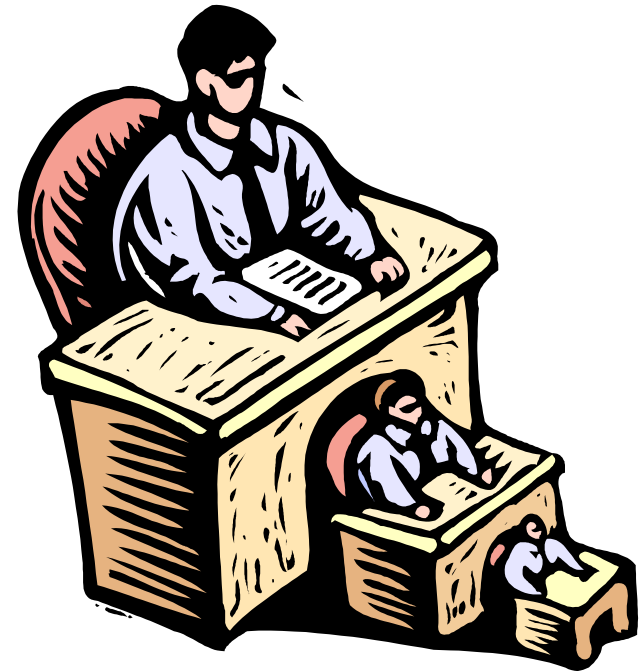
Bob Angel – Combining Marketing, Technology and Finance

- Subject matter expert in individual-customer strategies
- Methodologies for behavioral events and customer knowledge
- Performance management, ROI, and business cases
- Previously marketing management and business requirements for two leading technology companies
- Focus on service delivery results

www.gilfordgrp.com

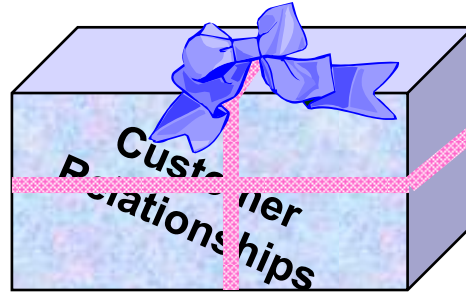
What if: You Are The Chief Marketing Officer....

- You need to increase *Customer Relationship* profitability in the Customer Interaction Hub
 - **Deepen** current relationships
 - Volume, amount, frequency
 - Referrals and alliances
 - **Retain** valued relationships
 - **Win-Back** important customers
 - **Acquire** new relationships
- How are you going to
 - Identify customer activities and needs
 - Drive cost out of customer facing activities, including moving interactions to lower cost channels
 - Do this without impacting top-growth or losing any profitable customers
 - Build in responsiveness to your customers' needs and circumstances





Customer Relationships as a Contact Center Business Strategy

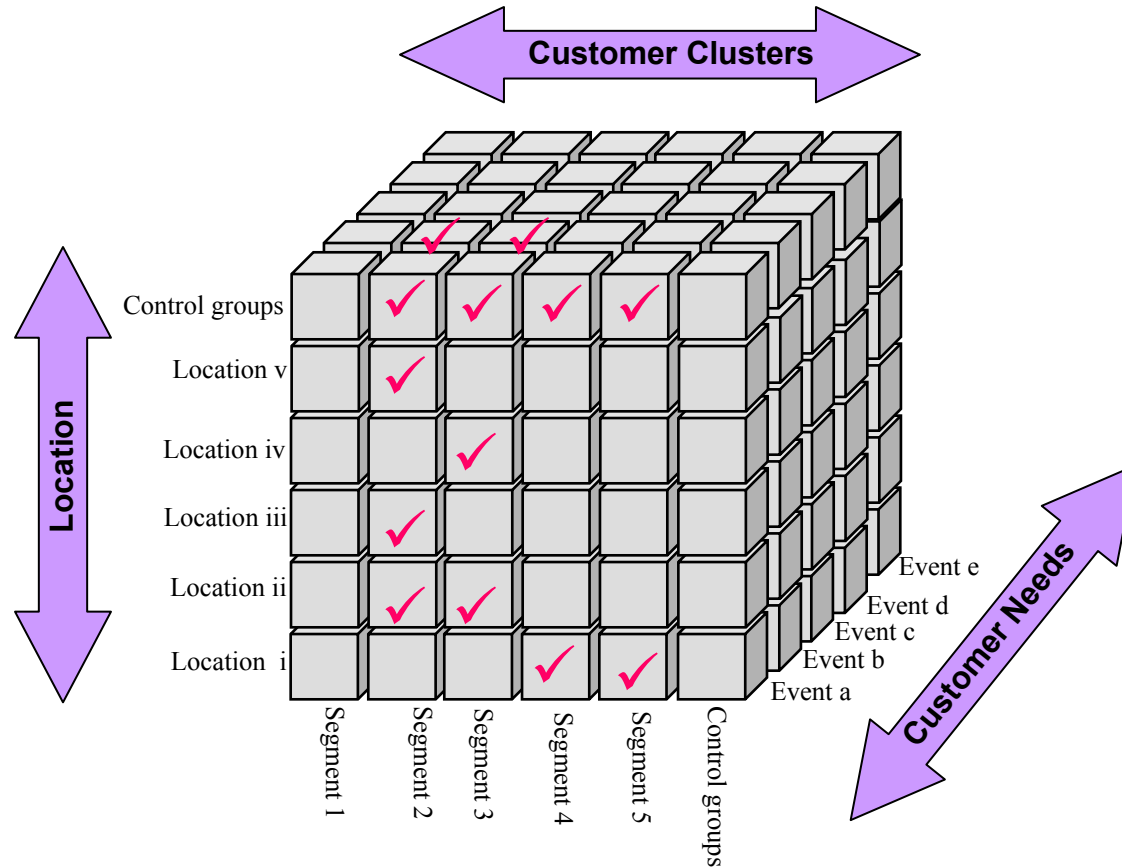


Enhance understanding of *individual* customers' needs and preferences to:

- Build deeper and more enduring relationships
- Create a loyal following of profitable customers
- Foster customer loyalty and trust
- Connect when the time is right



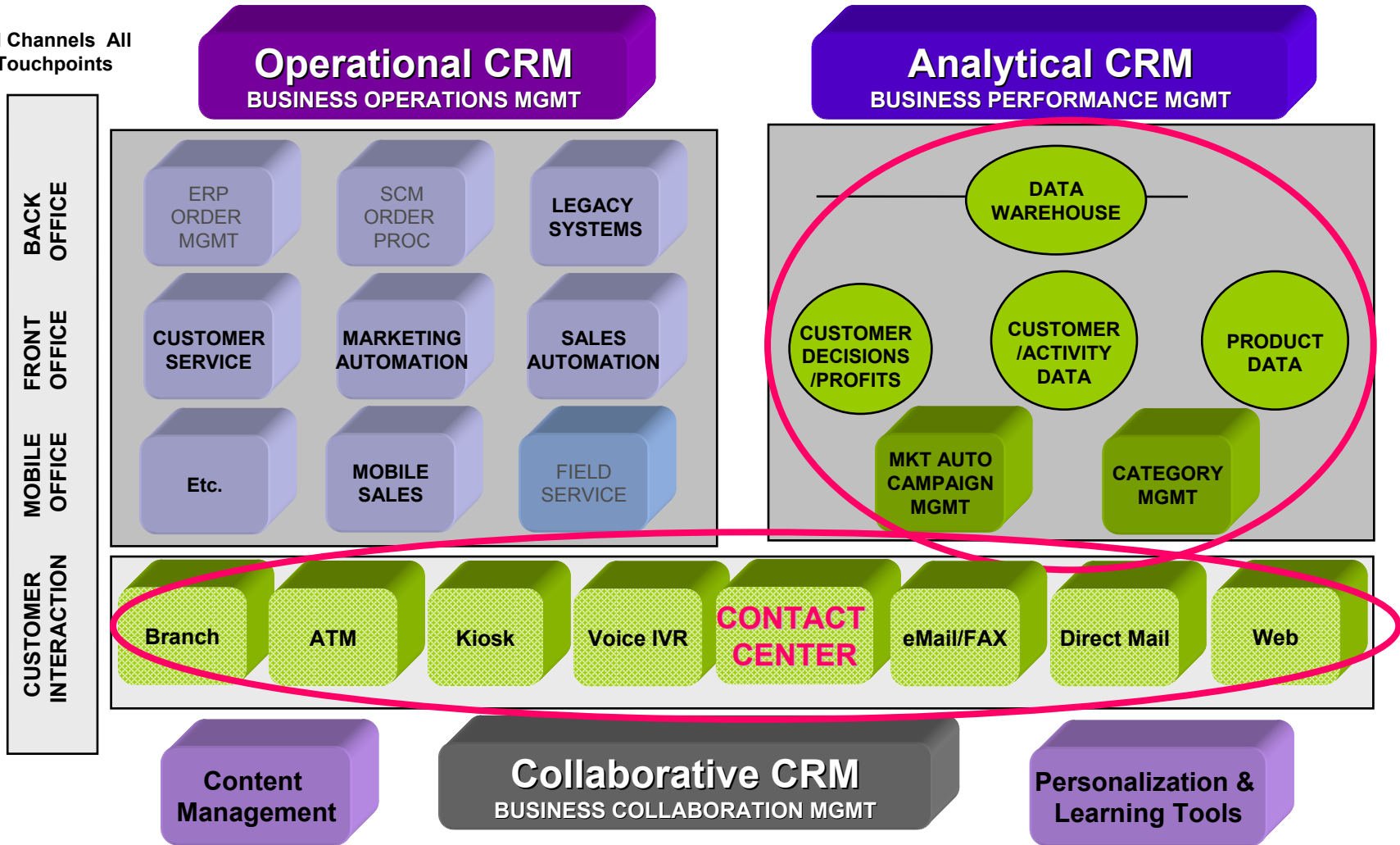
1. Marketing Touch Points – Setting Customer Priorities





Business Needs: Determine Enterprise-level Tool Mix

All Channels All Touchpoints



Source: CRMA

Goal: Consistent Customer Knowledge/Customer Experience



2. 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



The Next Marketing Wave – Creating Value for the Individual Customer



Relationship Optimization is shifting whole organization from:

- Marketing communiques → *customer dialog*
- Internally focused product push → *customer-centric culture*
- **Customer value** → ***value for the customer***
- Data silos → *enterprise-wide customer knowledge management*
- Integration management → *performance management*
- Aggregated view → *granular view*

Culture Change Required for Customer-Centric Marketing



As CMO, how will you fit the Contact Centre into your Customer strategies?

Source: CRMA

Future: Move → Outside-in, enterprise-wide, performance managed, granular, adaptive relationships



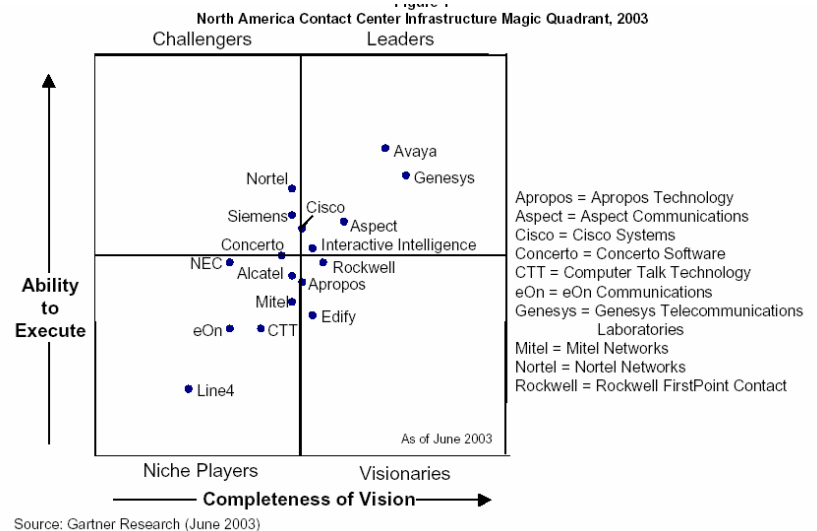
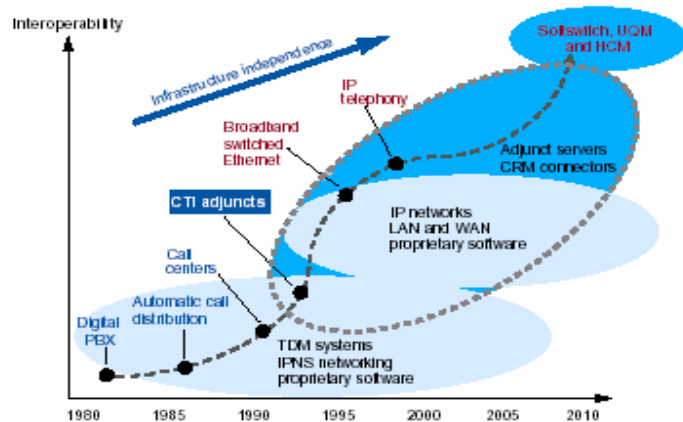
3. Converging Technologies -Treating Your Customers as Individuals

“Most companies consider themselves providers of products or services. But an alternate view is that companies are actually **portfolios of customers**. Managing those customers means rethinking companies so that some senior officials are put in charge of specific groups of customers, instead of organizing everything around products or functional activities such as production and marketing.

Angel Customers & Demon Customers by Larry Selden & Geoffrey Colvin, 2003

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



How to Compete for Wallet Share?

“Our individual customers expect us to know them, anticipate their needs, and deliver what they want. *Knowing is relatively easy, knowing what to do about it is difficult*”
Bank Marketing VP

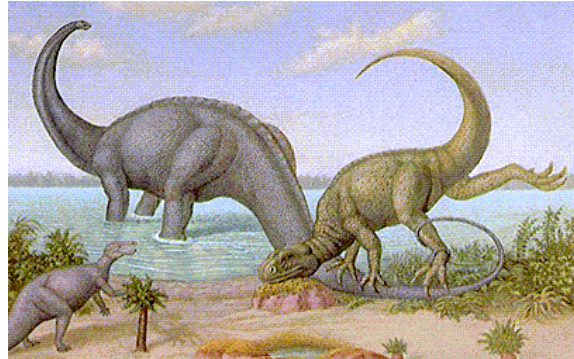
“We realized we needed to be more competitive at strengthening customer *relationships* and growing profits (because of)

- High churn among existing customers
- Customers dealing with more than one bank
- New niche competitors entering marketplace
- Competition increasingly on price”

Bank Relationship Database Marketing VP

“We are seeing *diminishing effectiveness* of traditional marketing campaigns built around selling bank products – by phone, mail, or face-to-face. We recognize that we must continue to contact our customers in this way, but we also must find ways for profitable proactive contacts built around a relationship context acceptable to our customers.”
Bank Marketing Director

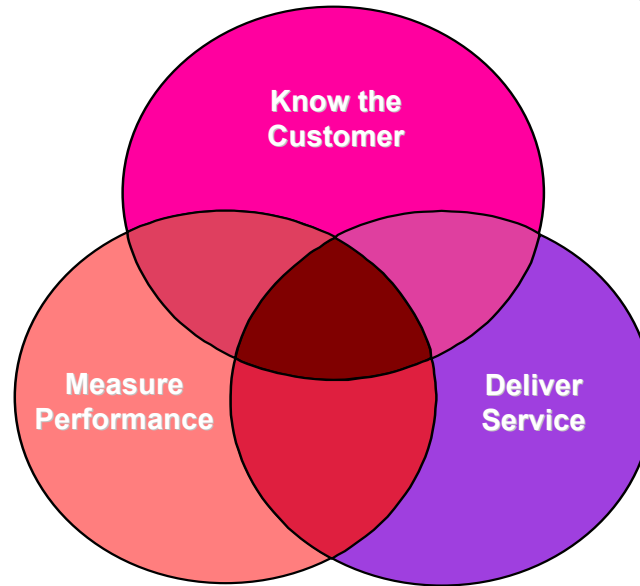
Customer Information: Can You Apply it to Decisioning?



Despite significant CRM investment, many still cannot:

- Calculate *accurate* profit contribution by customer
- Know more than name and address before phone contact
- Understand which campaigns work on which customers
- Identify top customers – most valuable, highest potential
- See the relationship history, understand changing needs
- Identify customer interrelationships

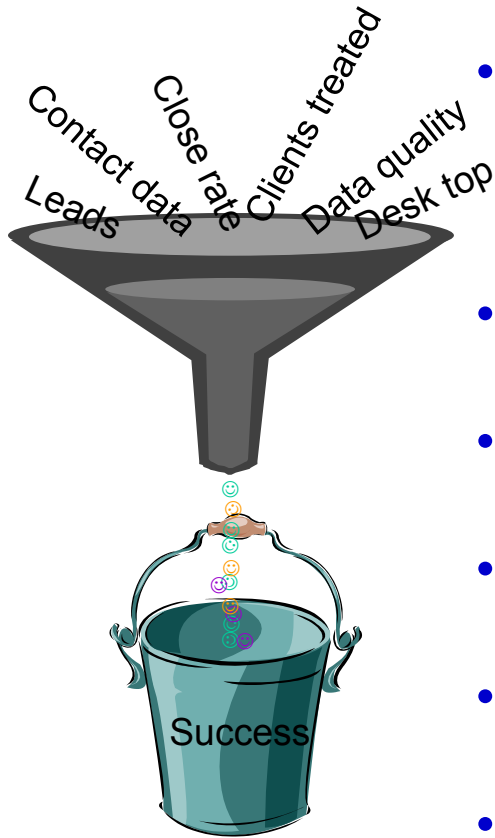
Event Triggers' Emerging Role in Outbound Calling



- ✓ 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



Summary: Event Triggers are Driven by Business Rules



- Every contact increases knowledge of the individual customer
- Everyone can pro-act on opportunities and threats
- The best leads are acted on
- Leads are business managed
- Service level depth can be enhanced
- Contact fatigue is minimized
- Customer privacy is respected



Any Questions?



Thank You!