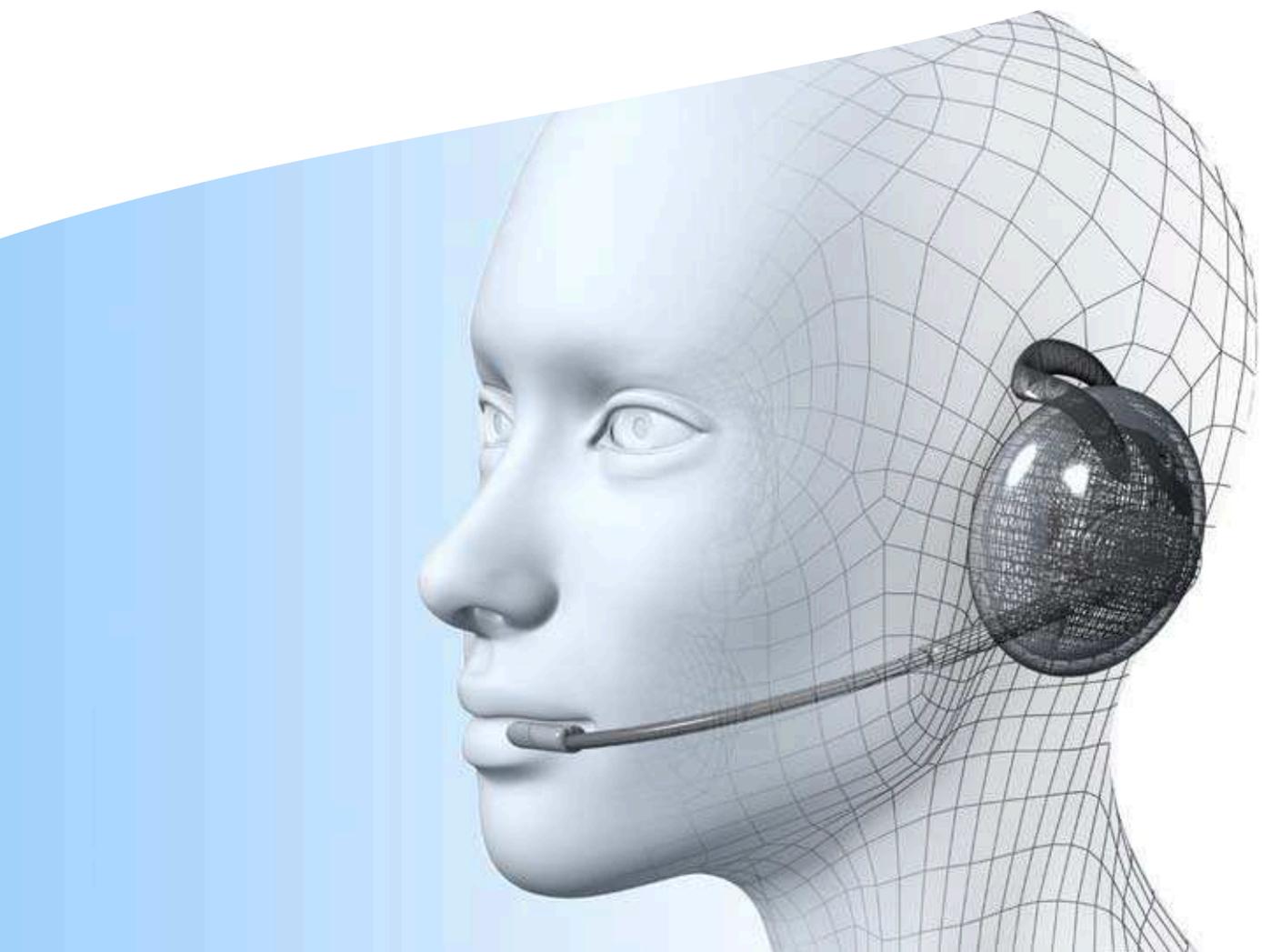


# Customer Care & Intelligence

**Virtual Centralization of Customer Care Centers**



## Taking the fast track to visibility, consistency, and control

While the scenario below is fictitious, it describes an all too disturbing reality within the Customer Care and Intelligence (CC&I) arena today.

Sales dropped dramatically for the latest generation of a popular MP3 player, and its manufacturer didn't know why. Judging from anecdotal reports from its customer care centers on the West Coast, the company knew that there had been a problem with poor battery performance with a seemingly small lot of players that had been distributed to Southern California and Nevada retailers. As a result, customer care initiatives were focused on that region to rectify the problem and resolve customer dissatisfaction issues.

But what management didn't see was the big picture – similar complaints, although not as many, were called in at contact centers not only on the West Coast, but also across the country. Even though these contact centers also submitted anecdotal reports, management didn't see the connection to the West Coast issue. Without the visibility and the analytics to gain insight into what their customers were experiencing across the board, the MP3 manufacturer was unable to respond quickly enough to head off failing sales and lost customer loyalty.

Customer contact centers are playing a more strategic role than ever before in generating data on customer preferences, needs and demands. Help requests and service inquiries are increasing as today's products become more complex and as customers become more value conscious and less willing to accept products that do not function as promised. In addition, the number of customer touchpoints has grown as a result of companies doing business in brick-and-mortar outlets, through toll-free telephone sales, print and broadcast advertising and the Internet. As a result, customers are calling in with issues specific to both

the product and the way in which they purchased it.

One of the most common responses to the surge in customer care issues has been increasing the number of customer contact centers, along with spending millions of dollars on Customer Relationship Management (CRM) solutions and technology to equip them. The market for CRM Business Process Outsourcing (BPO) is the largest sub-segment of the overall BPO marketplace. Gartner Dataquest<sup>1</sup> indicated that, in 2005, the worldwide market for CRM BPO (or demand management) was estimated at US\$26.6 billion and is expected to reach US\$41.1 billion by 2010. To achieve this size, the market is expected to grow at a five-year compounded annual growth rate of 9.3 percent.

Yet, industry watchers still report a pervasive dissatisfaction with the way customer care is handled. Despite these best efforts and expensive investments, many businesses still do not have clear visibility into who their customers are, what they want, and how to best resolve their problems. It is that visibility – gained through central command and control of multiple contact centers – that can drive greater efficiency, productivity, and operational cost savings. It can also improve the consistency and quality of customer service as well.

## Multiple Contact Centers, Multiple Silos

The core challenge of contact center management today is overcoming the silo effect in which each center operates as a unique entity and not as part of a cohesive customer care enterprise. Each center may be running under different operating models, or even with different business centers built into some, but not others. Some may be operating more efficiently than others, or growing at a faster pace in one geographic region than in another. As such, the company may be providing an inconsistent customer care experience across the enterprise,

resulting in the potential for dissatisfied customers and a risk of lost business and damaged reputation.

Other related challenges to lack of enterprise visibility in contact center environments include:

- Inability to perceive trends and patterns that are harbingers of larger customer issues
- Lack of control over CRM and other business initiatives
- Inability to standardize contact center processes, resulting in inconsistent customer interactions
- Difficulty in controlling costs when processes are not standardized

In addition to damaging customer relationships, not addressing these challenges can result in poor agent productivity, inefficient operations, lost revenue, and ultimately the inability to effectively test and rollout new products or services to contact centers across the enterprise.

Most of all, the enterprise is missing out on important business insight into customer behavior. Individual contact centers, working via their own unique processes, can provide only anecdotal customer data based on that one location alone. As a result, a recurring issue that seems minor at one location – but also occurs at other centers – can snowball into a major problem to resolve because the enterprise does not have a central, cohesive view of what customers are saying at all centers across the board. Without a centralized way to gather, analyze, and measure customer information, companies cannot be proactive in identifying and resolving recurring issues before they escalate.

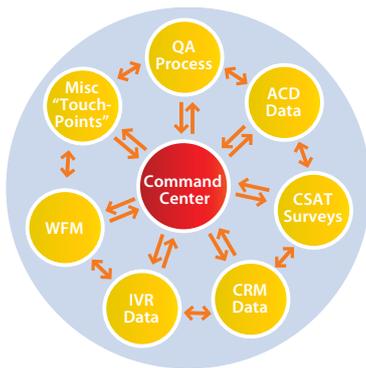
**Visibility and Business Insight through Virtual Command & Control**

Capgemini believes that business insight into customer-related issues can be gleaned from contact center data, but only through a centralized capability to collect, analyze, and measure data consistently across all geographical locations. Using Capgemini’s state-of-the-art virtual and intelligent switch technology, the “Command and Control Center” model is driven by standardized processes for data reporting that unite all of the individual contact centers to

operate as a cohesive whole. As such, businesses are able to take control of customer data metrics and contact center processes to provide customers with a more consistent and relevant customer care experience. Most of all, in our experience, the Command and Control Center model has helped to generate the business insight that can help businesses transform their contact centers into value centers – delivering metrics that go beyond customer care to align with better and more cost-effective management of contact center operations.

“Key data and regional perspectives and trends “roll up” to the Command and Control Center from contact centers in each geographic area”

**Command Center Example**



**Command Center Capabilities**

- Business Intelligence**  
Example: Impact of increase in FCR, Effective Management of SL% /ASA, Increase in Customer Satisfaction
- Integrated Visibility**  
Example: National Link to all data, consistent reporting and measurements (via regular data / flat file uploads to the command center)
- Integrated Close Loop Feedback**  
Example: Symptom and diagnosis tied to actual data collected / analysed
- Reporting and Dashboards**  
Example Real-time KPI visibility, Executive Dashboards, Affiliate Level Reporting
- Alerts and Workflow**  
Example: Repeat Customer Calls, Service Issues Satisfaction Trends

As the graphic illustrates, the Command and Control Center is the hub through which all of the contact centers in the enterprise input data gained through traditional customer care sources, as well as through miscellaneous touchpoints, such as conversations with supervisors and live online chats. Key data and regional perspectives and trends “roll up” to the Command and Control Center from contact centers in each geographic area. There, the data is analyzed and measured to produce reports that reveal a wider enterprise view of customer trends and contact center operations.

changes, new services, continuous improvements and new processes consistently across all contact centers. The command and control model also enables business workflow improvements across all centers as it allows management to monitor key business metrics, identify issues and perform root cause analysis, and ultimately to be proactive in taking corrective action.

Management can then use these analytics and reports to identify areas of improvement and ultimately “roll-out” standards, measures,

In our experience, the capabilities of the Command and Control Center model have also delivered these business-focused benefits:

### **Business Intelligence**

Taking a higher level, unified approach to analyzing contact center data translates into greater potential for gaining business intelligence on customers and contact center performance. This intelligence can then translate to tangible benefits and improvements in the areas of first call response (FCR), average speed of answer, percentage of calls answered within service level (SL%) and increased customer satisfaction.

Managing contact centers with a business intelligence-driven approach, however, requires a paradigm shift from focusing only on high volume operational performance. Instead, management must focus on high value in terms of analytics and intelligence gleaned from the more complex, specialty queues – the areas where the biggest potential for improvement reside. In this way, the contact center universe supports the business more effectively by providing business insight, from which better processes can be developed and applied to remaining call volumes across the board.

### **Integrated Visibility**

The Command and Control Center model provides integrated visibility through a national link to all data being generated by geographically dispersed contact centers. Because data regularly uploads to the Command and Control Center, management is assured of getting consistent reports and measurements from each contact center.

However, Capgemini believes that this visibility is valuable only if management is proactive in using it to get to the root causes of recurring customer service problems and solve them instead of just constantly treating the symptoms. We have found that business insight

generated through the Command and Control Center analytics is key to enabling better, more informed decisions that result in measurable business outcomes. In other words, management at last can heal the disconnect between business objectives and the customer care experience.

### **Integrated Closed Loop Feedback**

When contact centers are autonomous and are reporting inconsistently, it is difficult, if not impossible, to extrapolate business insight or identify potential customer problems from the anecdotal data they provide. The Command and Control Center model ties “symptom and diagnosis” of potential problems and trends to the actual data that has been collected and analyzed. The closed loop feedback also enables management to channel the analyzed data into product and service improvements.

Through this consistent analyzing and diagnosing of customer interactions, behaviors, and related operational metrics, management is armed with trusted data to support improvements in overall customer service, customer retention, opportunities for up-selling and cross-selling. In addition, Capgemini has found that all such improvements contribute to the company’s top-line value while enhancing customer care capabilities.

### **Reporting and Dashboards**

The most effective Command and Control Center solution can be designed to help businesses achieve operational excellence through customized features, including executive dashboards, affiliate-level reporting, and real-time key performance indicator (KPI) visibility.

“The Command and Control Center model provides integrated visibility through a national link to all data being generated by geographically dispersed contact centers”

**Alerts and Workflow**

Alerts and efficient workflow processes are important drivers of the visibility, consistency, and control that the Command and Control Center provides. Constant awareness of repeat customer calls, recurring service issues, and customer satisfaction trends, for example, provides critical insight into making

proactive decisions rather than reacting to major problems.

At its best, the Command and Control Center model can be modified to serve both single sourced or multi-sourced scenarios using agents that are either center-based, multi-center based, or working at home across all time zones and languages.

**Expand Command and Control capabilities with the Center of Excellence option**

While a well developed and monitored Command and Control Center can stand alone, Capgemini believes that the ideal scenario for optimal contact center management includes the addition of a Center of Excellence (COE). The COE expands the capabilities and benefits of the Command and Control Center by serving as a “proving ground” for resolving issues identified by data analysis in the Command and Control Center.



As the graph illustrates, the COE serves as a smaller, specialized contact center, which can be used to handle specialty or difficult call types, such as introducing new products or complex services. Process changes can also be tested here, thus assuring their success before spending extensive time and dollars in each individual contact center.

After new processes and procedures are tested and proven in the COE, they can be rolled out to all contact centers with confidence that they will function correctly. As such, the COE serves to close the feedback loop in driving continuous improvement.

The COE is also the right environment for:

- Testing scripts and strategies for high value calls and high risk calls
- Developing strategies for customer “saves”
- Testing new product offers
- Solving service challenges

The COE is usually a subset of the Command and Control Center or may be hosted at one of the contact centers. While it is not required for a successful Command and Control model, Capgemini recommends the COE as a valuable addition to expand the benefits of Command and Control and transform them into actionable business strategies.

### Case Study: The Command and Control Center in Action

A global beverage distributor engaged Capgemini to deploy a Command and Control Center in a Guatemala to support its Finance and Accounting (F&A) contact centers in that region. This contact center handles not only inquiries from stores and distributors, but also invoice collection calls. The beverage distributor wanted one central point of contact through which management could gain business insight for more efficient invoice collection strategies.

Capgemini created a virtual Command and Control Center for the distributor geared to making improvements in the company's three key focus areas of reporting, analysis and communication. The Center uses three key report types to track performance of all of the company's F&A contact centers. Easy-to-read and interpret Visibility Reports help operational teams prioritize their work more effectively. Productivity Reports provide visibility of the operation's productivity metrics on a historical basis, generally providing daily and/or weekly statistics. Service level agreements (SLAs) or Key Reports provide visibility for a specific service level and help the management team determine the proper direction to increase performance across all centers.

Overall, the Command and Control Center currently oversees reporting across the contact centers for collections, customer service, master data management and cash applications. Most importantly, the Command and Control Center is the main point of contact among the geographically distributed F&A contact centers in Guatemala, India and Poland. Management analyzes all data collected from the centers in the Command and Control Center and feeds the analysis to the company's front offices to drive improvements and changes.

As a result of the increased visibility

and control of contact center data, the beverage distributor has achieved measurable benefits, according to metrics collected in February 2009:

- Reduced the number of Escalation tickets by 43 percent
- Met all SLAs for the thirteenth week in a row (since the go-live date)
- Increased the average number of accounts collected by 5 compared to the previous month

In the future, the beverage distributor plans to use the Command and Control Center for deductions management and accounts payable to enable constant productivity improvement. Also, improvement will be driven by visibility of trend analysis, lean studies, and histograms generated from Command and Control Center data analysis.

### Conclusion

Customer Care & Intelligence is at a crossroads in today's challenging economic environment. Capgemini believes that businesses that really know their customers and can anticipate and respond quickly to customer issues will consistently come out the winners in the competition for loyal customers. In addition, businesses that have keen visibility and control of their multiple contact centers will be able to realize operational and cost benefits not possible without a centralized approach to center management.

Capgemini's Command and Control Center model is a proven "fast track" to visibility, consistency, and control in managing geographically dispersed contact centers. As the central point of contact for all contact centers, the Command and Control Center becomes a silent business analyst, consistently and constantly monitoring, analyzing, and reporting data that management can transform into invaluable business insight for process improvement and enhanced customer care.

Furthermore, we believe that the

benefits of Command and Control can be greatly enhanced when combined with a Center of Excellence in which businesses can quickly test and prove new customer care strategies and contact center processes in a private, cost-effective environment.

In Capgemini's opinion, maintaining multiple contact centers as silos of customer information and disparate processes only defeats the purpose of customer care. By centralizing and controlling data reporting and processes for the greater good of the enterprise and its customers, businesses can achieve consistent, optimal customer care and operational efficiency.



## About Capgemini and the Collaborative Business Experience

Capgemini, one of the world's foremost providers of consulting, technology and outsourcing services, enables its clients to transform and perform through technologies. Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working - the Collaborative Business Experience™. The Group relies on its global delivery model called Rightshore®, which

aims to get the right balance of the best talent from multiple location, working as one team to create and deliver the optimum solution for clients.

Present in more than 30 countries, Capgemini reported 2008 global revenues of EUR 8.7 billion and employs over 92,000 people worldwide.

More information is available at [www.capgemini.com](http://www.capgemini.com)

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