

Customer Operations BPO: Delivering an Enhanced Customer Experience

These days delivering an enhanced customer experience is a topic du jour; particularly among consumer businesses (and let's face it, even if you are a wholesaler or service provider that does not deal with the general public, you are still serving 'customers'). While the concept of customer satisfaction has been around as long as there have been customers, a new emphasis on customer experience management has emerged in recent years, heightened by the explosive popularity of new customer interaction channels such as social media.

Rather than simply finding new customers and making them happy enough to come back, world class companies strive to provide a consistently top-quality experience; one that will transform satisfied customers into true brand advocates.

From 'Acquire to Inspire'

Traditionally, business professionals have been taught that the process of engagement follows 'ADR,' or Acquisition, Development, and Retention.

However, in the modern world of CRM, the new customer engagement motto can now be characterized as 'Acquire to Inspire.' At Capgemini, this phrase goes far deeper than cute semantics. It is baked into the operating model we apply when managing Customer Operations on behalf of our clients.

For example, by effectively monitoring and engaging with social media, we can now isolate individual users and influencers and then intercept them to deliver the most appropriate customer treatment. In turn, this can be the difference between having brand advocates or saboteurs out there in the connected world. As a result of these transparent interactions, customers can now yield a higher level of influence on your other customers, and consequently on your overall brand image.

It therefore becomes ever more critical to understand exactly who your core customers are so you can deliver exactly the type of experience he or she desires.

Seamless Customer Interaction

Too many companies fall into the trap of having a fragmented customer engagement strategy; one that ends up in an idiosyncratic experience when interacting with your brand over the phone, online, through a social media platform, or IVR. In this day and age, an inconsistent experience will surely not win you any 'fans'.

That is why at the Customer Interaction Centers that Capgemini operates in Guatemala, Poland and Texas, we focus on 'Select Care'. For those clients that wish to differentiate themselves through customer intimacy we provide the multi-channel environment, customer savvy agents, and tools and insights that underlie an enhanced customer experience. Social advocates sit side by side with call center agents to better serve customers who may have different interaction preferences.

And, as more volume of interaction takes place outside the standard voice channel, companies will quickly need to learn how to engage customers in the flatter mediums; email, chat and social platforms. A qualified BPO provider with an established cross-channel customer engagement model can help get you there faster, better and ultimately cheaper manner.

'Knowing What You Know'

Too many companies simply rush to 'close the loop' on customer engagement; viewing the interaction as a necessary evil rather than an opportunity to strengthen brand loyalty and grow the relationship. Of course, since "all customers are not created equal," that is, their potential lifetime value and/or current profitability varies, it is important to invest in the right customers and in the proper circumstances. In today's hypercompetitive business environment where a customer can take their business to your competitor with the

click of a mouse (or even the tap of a mobile touchscreen while they are in your place of business), knowing and predicting what customers want, and then engaging them on that basis, becomes a lynchpin to success. The data and feedback that you collect, analyze and act on can make the difference between a delighted vs. disgruntled customer and a profitable vs. unprofitable relationship.

I can't tell you how many clients have told me, "If we only knew what we knew, we could act faster and deliver better outcomes." With all of the new ways of connecting with the customer comes new opportunities to learn how to better segment the market, target your message, and align your offerings to be able to deliver what the customer wants, when they want it and how they want it. This insight is garnered from three forms of intelligence: Customer feedback analytics (surveys, focus groups etc.), Customer experience analytics (social listening, speech analytics) and CRM analytics (transaction analysis). Importantly,

we can now dig into the psychology behind the behavior by analyzing tonality and sentiment.

Discovering the 'Holy Grail'

For example, for one client we observed that some of their customers were becoming frustrated with difficulties using their branded gift cards. Through customer speech analytics, we isolated the activation issue relating to a third part supplier. We were then able to work with the client and the supplier to fix the upstream problem and thereby eliminate a customer dissatisfier and avoid the cost of an unnecessary service call.

Naturally, it is not easy to reach the 'Holy Grail' of a seamless, consistent, high-quality customer experience, but we believe it is worth the chase based on the promise that it will deliver dividends to both you and your customers. And, working with the right outsourcing vendor can help you find that competitive advantage in a faster, better and cheaper manner.



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