Wandel im Call Center Markt

Peter Hubele
Cambridge Technology Partners Deutschland GmbH
Tel. 089/20600-1569
Peter.Hubele@ctp.com

Agenda
- Cambridge Technology Partners
- Marktentwicklung + Chancen im Kundenmanagement
- Evolution vom Call Center zum Contact Center
- Auswirkungen auf existierende Call Center
- Beispiel für Blended Media Call Center

Cambridge - Überblick und Meilensteine

1991 Gründung als Systemintegrator in Cambridge/Mass. USA
Unternehmensphilosophie basierend auf Kundenorientierung, Konsens, Fairness und dem Konzept Fixed Time/ Fixed Price
Technologische Umsetzung in Form unserer RAD - Rapid Application Deployment Methodik

1995 Erweiterung des Service Portfolios um Management Consulting, vornehmlich im Bereich Change Management und Prozess-Consulting

Repräsentative Kunden

Deutschsprachig:
- ADP/Taylorix *
- Allied Signal *
- Bayerwerk Netkom *
- Bofis S.A. *
- Brau AG *
- Deutsche Post AG *
- Deutsche Börse Systems AG
- Dresdner Bank AG
- Gelsen-Konzern *
- Henkel AG
- Hoechst AG
- Lufthansa
- ÖBB
- Bi-V Versicherung
- Sunrise *
- Swissair *
- SIAG Interkom *
- Wellmann *

* = Kundenmanagement Lösungen

Europa:
- AT&T Unisource *
- British Telecom
- DHL *
- Enron *
- GE Capital
- GE Capital/Prudential *
- Interim *
- IBM *
- Liebherr *
- Nordea *
- NYK *
- Orange Communications *
- Philips Consumer Electronics
- Procter & Gamble *
- Prime Health
- Race Telecommunications *
- Telefonica *
- Telenordia *
- Thoma *
- Silicon Graphics *
- Unisys
- UNI (AUS Travel (Nackermann))

Weltweite:
-Accenture *
- AT&T Unisource *
- British Telecom
- DHL *
- Enron *
- GE Capital
- GE Capital/Prudential *
- Interim *
- IBM *
- Liebherr *
- Nordea *
- NYK *
- Orange Communications *
- Philips Consumer Electronics
- Procter & Gamble *
- Prime Health
- Race Telecommunications *
- Telefonica *
- Telenordia *
- Thoma *
- Silicon Graphics *
- Unisys

Cambridge Dienstleistungen

Cambridge bietet Lösungen für die „New Economy“, die neue digitale Geschäftswelt - vom Business Modell bis zur technologischen Umsetzung:

- Customer Relationship Management (CRM)
- Customer Contact Center, Vertriebslösungen, Service Force Automation, Web-Self Service, CTI, IT-Help-Desks
- E-Business
- E-Procurement, E-Commerce, Online Marketing, Online Communities
- Knowledge Management
- XRP-Lösungen, Supply Chain Management

Proprietary Information
These days Customers are Determining...
- What products and services you will provide
- How and where they buy
- When delivery will take place
- When and how service/support will take place
- What they will pay for an item

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Where will customers increasingly buy?
What percentage of web users are using the Web for shopping?

The Customer's Point of View
How should companies create loyalty and repeat purchases?
- Great Customer Service
- Personalized content/communications
- Maximize convenience
- Giveaways
- More interactivity
- Return coupons, discount offers
- Not doing anything

Fall off is tremendous, 67% of web transactions never completed

Why does E-Commerce need to be better?
- E-Commerce sites are not taking into consideration all types of buyers
- E-Commerce sites may not be able to anticipate every buyers questions
- They leave and don’t tell us why
- They leave disappointed and tell others

--They came, they shopped, but they could not buy--
50% of Internet Customers say they would buy if they could interact with a human being.

Reasons Why Customers Don’t Buy on the Internet (in Germany)

- Concerns over credit card privacy and transaction security (29%)
- Prefer to go to the shops (25%)
- The desire to talk to a real person (22%)
- Data Protection concerns (3%)
- Not got around to it yet (7%)

Place Live Customer Service Where it counts!

The Migration: What We Are Seeing

- Customer will use multiple touch points to interact with your company for services and purchasing
- Customer contact centers will continue to grow as the focal point for customer relations
- Traditional Call Center will migrate from voice-only to fully integrated Contact Centers
- Many customers may get their “FIRST” experience with you through the web.

“Last Year We Were Happy With Providing ‘Pretty’ Web-sites”

Selling Will Take on a Whole New Look...

- Each medium has attributes that serve different sets of customer service needs
- The combination of medium is a powerful selling tool

The new interaction Opportunities -

- Call-Me Back Later/ Now
  - Allows you to direct sell on their time
  - Solves single phone line issue
- Live Text
  - Real time closing of Sale
  - Ability to push content and lead the customer
The Opportunities -

- **Email automated response**
  - Reduce operational costs
  - Familiar to customers, widely used
  - Covers 24/7
- **Web Self Service**
  - Considerable reductions in operational cost
  - Covers 24/7
  - Empowers your customer

The Opportunities -

- **Click Stream analysis**
  - Use to improve products and services
  - Use to improve your website
- **One to One Marketing**
  - Best way to deliver push message via E-Mail subscriptions

The Opportunities -

- **Screen / Browser control and push technologies**
  - Guides a customer through the sale
  - Points to the exact spot!
- **Voice over IP**

The Opportunities -

- **Reality today is ...**

Customer Interaction Outsourcers support the following channels:

- Phone
- E-mail
- Web
- Telesales

![Graph showing percentage of support channels](image)

What Does it Take to Build an Integrated Contact Center

- **First what kind of company are you?**
  - Existing Call Center with Infrastructure
  - New .COM company with no Infrastructure
- What type of product do you sell?
- What type of customers are you contacting?
- What functions can be separated, even outsourced?
- Do you have an overall digital strategy?
- How much can you spend?
Preparing for the Technology

- Develop a Digital Strategy
- Plan for a common repository structure for customer data
- Plan for a common collection method and repository for Contact Center measurements data
- Start with a pilot business area if possible
- Bring up silo channels if you need to get started right away, but have an overall integration plan
- Have plans for a single integrated CSR Cockpit
- Look for vendors that have open systems and established relationships with other vendors

Preparing for Operations

- Golden Rule: Plan to treat all channels with the same diligence as your voice channel
- Do as much self service (FAQ, Automated Email, Website Design) as you can first. Use a dedicated team
- Evaluate the Universal Agent approach carefully if it may not apply to you
- If you are a portal to another provider/partner make sure they treat your customers the same as you would
- Make sure your backend processes are fully integrated with the new communications channels
- Monitor your agents and email to make real time improvements to your Website

First Model and then monitor the expected number of calls at each page

- Be prepared to handle the estimated volume
- Don’t miss opportunities to up-sell, cross sell and close
- Select a set of recommend channels for each page

Ticketmaster Interaction Center

- Create from scratch an outsourcing company that provides a new way for clients to improve their customer interactions across all channels
- Integrate all of the benefits of CRM, E-Commerce, and Data Mining
- Minimize the technical and human resource complexity to fit the new company’s clients
- Create a high level multi-functional roadmap
- Created a business plan identifying market, business definition, approach, and financials
- Created a high level multi-functional framework
- Created a high level multi-functional roadmap
- Developed a high level multi-functional framework
- Integrated many disparate packages for a common purpose

Rich set of Contact Center Functionality

<table>
<thead>
<tr>
<th>Functions</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Management</td>
<td>administer + manage the customer’s profile</td>
</tr>
<tr>
<td>Product Management</td>
<td>administer + manage flow of products through system</td>
</tr>
<tr>
<td>Order Entry</td>
<td></td>
</tr>
<tr>
<td>Order Mgmt.</td>
<td></td>
</tr>
<tr>
<td>Campaign Mgmt.</td>
<td></td>
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<tr>
<td>Knowledge Mgmt.</td>
<td></td>
</tr>
<tr>
<td>Credit Card Authorization</td>
<td></td>
</tr>
<tr>
<td>Address Validation</td>
<td>via interface to an address validation source</td>
</tr>
<tr>
<td>Channel Reporting</td>
<td>real-time / near real-time metrics of the contact center</td>
</tr>
<tr>
<td>Channel Routing</td>
<td>email, web, voice, IVR, regular mail, facsimile</td>
</tr>
</tbody>
</table>
Reasons for Implementing CTI & IVR Technologies

- Significant cost savings per call to the client
- Reduced talk time allows the CSR to take more calls.
- Skill based routing allows better service
- Reduced client wait times in the queue
- Fault tolerance or recovery
- Reduced number of misdirected calls
- Automated fraud detection
- Reporting capabilities
- Quality Assurance
- Employee satisfaction

Strategic Vendor Partnerships

- CMS
  - Siebel, Clarify, and Vantive - top tier CMS application vendors
- CTI specific
  - Genesys Labs - vision & cutting edge technologies
  - Hewlett Packard - engineering excellence
  - Quintus (Nabnasset) - routing and reporting several channels, up & coming
  - Acuity WebCenter - live chat
  - Aspect - premier ACD platform, IVR, and TCS staffing products
  - Periphonics - IVR leader
  - Nuance - leading edge voice recognition systems
- One to One marketing
  - E.piphany
  - Broadbase
## A History of Success

<table>
<thead>
<tr>
<th>Client / Industry</th>
<th>Business Problem / Project</th>
<th>Technologies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procter &amp; Gamble</td>
<td>Implement customer care solution for large Corporate customers</td>
<td>Nortel, Clarify, Genesys</td>
</tr>
<tr>
<td>Lifeline</td>
<td>Life critical, Fault Tolerant, 24/7x365</td>
<td>Nortel, Vantive, GeTeL</td>
</tr>
<tr>
<td>Excel</td>
<td>CTI-enable new Vantive and 3 legacy systems in 3 call centers</td>
<td>Vantive, Hewlett Packard, GeTeL</td>
</tr>
<tr>
<td>Allegheny Power</td>
<td>CTI-enable new GUI consolidated front end to multiple legacy systems</td>
<td>Nortel, Genesys, Custom Programming</td>
</tr>
<tr>
<td>Fleet Bank</td>
<td>Package Evaluation Workshop</td>
<td>Nortel, Aspect, Scopus, Genesys, Prospect</td>
</tr>
<tr>
<td>Financial Services</td>
<td>Telesales application for 4 call centers</td>
<td>Nortel, Aspect, Scopus</td>
</tr>
</tbody>
</table>

Vielen Dank für Ihre Aufmerksamkeit!