BLAST OFF | What does the future hold for contact centers, business operations, and the customer experience?

TO THE FUTURE OF CUSTOMER ENGAGEMENT
We’re on the precipice of a customer engagement revolution. Customer expectations are changing. They are in charge. They know it, and we know it. They won’t settle for the status quo when it comes to interactions with brands and businesses. They demand that companies know who they are, be available in any and all interaction channels, and eliminate friction from all parts of their relationship.

New technologies are enabling this customer desire. Whether it’s real-time communications, advanced data analytics, integrated CRM systems or automation, there are many ways to meet customer expectations of the future.

NEW TECHNOLOGIES + CHANGING CUSTOMER EXPECTATIONS = NOT A FASTER ROCKET

The future is about being smarter and innovating, not just faster versions of the same old thing. It’s time to rethink the customer experience delivery for your customers of today, and plan for the customer engagement of tomorrow.

IN THIS eBOOK
• Profile the needs and expectations of tomorrow’s customers.
• Prepare your business for three future customer engagement trends.
• Peer into tomorrow’s future today with the “UnContact Center.”
Tomorrow’s customers will be very different than yesterday’s customers. They will be connected, skeptical, and quick to move on if they are not satisfied with an experience.

They will want a seamless and frictionless relationship with the companies they do business with. They will prefer not to talk to “customer service.” Instead, they will want to self-serve or connect with actual experts who can easily solve their problem. They will expect companies to be flexible enough to interact in the ways they prefer, not the other way around.

They will be willing to share more of their personal information for more convenience and less friction. They will prefer proactive activity from brands if it’s a valuable, trustable experience.

Today’s customers want all these things but have realistic expectations. They know that companies aren’t set up to deliver this type of experience. The difference is that tomorrow’s customers will demand it. They won’t be so accommodating. Brands won’t get a second chance to positively engage.

**PREPARE FOR TOMORROW’S CUSTOMERS**

87 percent of global consumers said that brands must work harder to create a seamless experience for customers.

—Loudhouse
CUSTOMER ENGAGEMENT BOOSTER #1:  
INNOVATE YOUR CULTURE AND TEAMS

Products and services can easily be copied. Technology becomes outdated quickly. Prices can be beaten. Channels can be improved. How will your company differentiate itself going forward?

The future of customer engagement will hinge on your company's culture, and more specifically, your employees. They are the ones who engage with customers. They are the foundation of the experience your brand generates.

Passion, enthusiasm, and responsibility for the customer can’t be forced. Companies must create a cohesive, customer-centric culture in which all employees want to be there and want to take care of the customer.

Whatever your product, service, technology, or industry, it’s what’s inside your doors that matters most when engaging with tomorrow’s customers.

“Culture is what happens in your company when no one is looking.”

– Don Peppers, Founding Partner, Peppers & Rogers Group, a TeleTech company

CASE STUDY:
Vodafone Revolutionizes Retail Service With Mindset Shift

PROBLEM
The mobile carrier wanted to update its retail experience so employees could be trusted advisors across its 15,000 global stores.

SOLUTION
More than 5,000 store employees in 17 countries were trained on new, consistent customer service skills, how to pinpoint their strengths and weaknesses, and build the confidence necessary to deliver exceptional levels of service. Staff members also familiarized themselves with Vodafone's new customer-centric retail vision, while learning how to build rapport and understand each consumer’s core needs.

RESULTS:
Staff engagement and motivation increased, and the program led to real impact with customers—Net Promoter Score™ grew by 22% in the three months after implementation.

Source: TeleTech

Net Promoter Score is a trademark of Satmetrix Systems Inc., Bain & Company, and Fred Reichheld

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Superior customer engagement has many moving parts, just as a rocket needs many components to make it fly. Focus on the people in your organization, from mission control to maintenance.

**Hiring and Talent Management**

**HIRING**
- Attracting the right employees
- Hiring for specialization
- Advanced analytics during the hiring and recruiting process
- Recruiting for the right cultural fit

**TALENT MANAGEMENT**
- Employee empowerment to make on-the-spot decisions
- Open, engaging, collaborative workplace environment
- Workplace perks
- Extension of the brand and customer experience

**Leadership and Learning**

**LEADERSHIP**
- Vision to Results approach
- Mindset-Alignment-Capabilities structure
- Cultural transformation

**LEARNING**
- Discovery learning activities that promote critical thinking and ownership
- On-the-job nesting programs
- Gamification
- Customized live, blended, and online continuous learning programs
- Learning path alignment with career paths

**Knowledge Management**

- Dynamic, social knowledgebase
- Information accessible anywhere
- Gamification incentives to contribute and rank content up or down
- Multimedia, user, and employee-generated content

**CHECKLIST FOR LIFT OFF**

Companies with highly engaged employees achieve 2X the annual net income of organizations whose employees aren’t engaged.

—Hay Group
CUSTOMER ENGAGEMENT BOOSTER #2:
REMOVE “HUMAN MIDDLEWARE”

Technology is designed to make things easier. This is especially true for customer engagement. When possible, customers don’t want to have to engage directly with a business. Online and mobile self-service, chat tools, and social communities are beginning to take the place of traditional contact center operations. That will only increase in the future.

Think about your own marketing, sales, and service customer operations. Do they provide an omnichannel experience for customers? Do they lead with digital and mobile? Do they force customers to take multiple steps or decipher layers of complexity? Can employees and customers collaborate with each other?

Today, there are too many fractured experiences, based on inside-out operations.

We believe there are three areas of focus that will make or break future customer engagement:

1. CONNECTED, OMNICHANNEL, AND DIGITAL EXPERIENCES:
   Access on my terms

2. SELF-SERVICE TOOLS:
   Don’t make me call if I don’t have to

3. PERSONALIZATION:
   When I do call, know who I am and why I am calling.

Each will require new technologies, processes, and mindset shifts about customers. The goal is to mend fractured experiences to make each interaction less complicated, more efficient, and more rewarding. Flatten the organization as much as possible to remove barriers and simplify.

CASE STUDY:
Mobile Customer Care Bridges Technology and Humanity

PROBLEM
A leading healthcare wellness brand needed to personalize member experiences and be available when and where customers wanted to connect.

SOLUTION
We teamed up to create an intelligent, searchable social knowledgebase accessible by employees and customers alike via mobile and online. We enabled customer self-service and omnichannel tools so members can interact 24/7 across voice, web, social, email, video, and mobile. And, members can connect with a health coach directly through a mobile app.

RESULTS:
Only 5 percent of mobile interactions escalated out of the self-service environment to voice in the pilot phase. And, 73 percent of answers in the initial knowledgebase pilots were resolved by customers themselves.

Source: TeleTech

73%
Use machines when it benefits customers. Use humans when a personal interaction matters most. Strategy and technology will help determine the best options.

Technology and Data Infrastructure

- Contact center system integration and upgrades
- CRM and social knowledgebase installation and integration
- Big Data infrastructure to collect actionable insight
- Mobile and digital technology enablement in all customer-facing interactions

Customer Experience Strategy

- Omnichannel customer journey mapping
- Digital experience strategy
- Customer intelligence development through analytics programs
- Predictive modeling to enable proactive interactions

Operations and Process

- Assess overlap and inefficiencies in customer interactions, across channels
- Channel strategy and operations
- Lean operational and process excellence programs
- Empower employees to interact as experts, automate everything else

48 percent of customers believe that the ability to reach the right representative has worsened over the last two years.

-Ovum research
When we say the old ways of doing business need to change, we mean everything... including internal operations.

The move to an omnichannel, personalized customer environment will be hard for those who try to cram it into yesterday’s business structure.

Businesses must operate on the notion that customers rule. And, that means redesigning internal processes and capabilities around the needs of customers.

With all these channels and customer preferences to manage, a product-centric organization won’t work. Instead, design and bundle your capabilities and work streams around customer segments. Customer segment and portfolio managers will trump product or division managers. Align the business around the customer lifecycle and supporting business functions to deliver optimized outcomes. Centralize and integrate wherever possible. This will eliminate silos across the business and improve efficiencies with one customer view.

Outside-in Approach Earns a Million New Customers, Billions in New Revenue

PROBLEM
A leading international telco sought to move away from its legacy reputation as a bureaucratic government entity to become an international telecom leader that puts the customer at the center of its business.

SOLUTION
We helped the client redesign its contact center strategy and operations to be more effective and efficient. They built a new “Super Site” contact center, designed to enable a superior, end-to-end customer experience through a collaborative and positive employee environment, and created new operating procedures and customer engagement guidelines to ensure a consistent, branded experience across all digital channels.

RESULTS:
The company’s primary retail mobile customer base jumped from 12.2 million in 2011 to 15.1 million in 2013. The company generated more than $3 billion in new revenue and $2 billion in process improvements.

Source: TeleTech

“Great organizations see the world through the eyes of every person who interacts with their brand.”

~Ken Tuchman, CEO, TeleTech

$3 billion
CUSTOMER ENGAGEMENT BOOSTER #3:
INTEGRATE EVERYTHING AROUND THE CUSTOMER

CHECKLIST FOR LIFT OFF

Like the Earth needs the Sun, do what it takes to orbit your business around customers for future growth.

Customer Acquisition and Retention
• Digital demand generation
• Integrated sales and marketing platform, built around customers
• Customer segmentation around value, needs, and behavior

Organizational Structure and Leadership
• Company financials and incentives tied to customer outcomes
• Business functions categorized by customer segment, not product line
• Strong leaders to sustain customer focus

Knowledge Management
• Dynamic, shared knowledgebase
• Collaboration among employees and customers
• Continuous training and development
• Alignment and shared understanding of customer outreach and interactions

Chief Customer Officers are found in 22 percent of the Fortune 100, but only 10 percent of the Fortune 500.
—CCO Council
The new contact center is now a centralized tool that is integrated throughout the lifecycle of the customer.

Companies are just beginning to look at how they can use technologies to harness the wealth of data their contact centers collect each day:

**PERSONALIZATION**
Connecting to the expert that can solve their issue

**CLOUD HOSTING**
The ability to deliver communications as a service

**SOCIAL MEDIA CAPABILITIES**
Resolving queries originating from social media

**VIDEO ENABLEMENT**
The capability to engage in face-to-face video-linked calls

**VIRTUAL CONTACT CENTERS**
At-home ability

**ADVANCED ANALYTICS**
Tools that analyze the volume of data from customers

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**TOMORROW’S FUTURE TODAY: THE “UNCONTACT” CENTERS**

The time is right to reimagine the contact center. It’s an important channel that must evolve with changing customer needs.

People, processes, and technology solutions are coming together to create an everlasting experience. Front-line employees are becoming more engaged and empowered, and want to provide the best experiences to customers. This fuels a culture where people are proud of the company and the work they do, which attracts and retains top talent. Customer interactions become more frictionless and personalized, and the company can deliver optimum value from investing in the customer experience.
5 THINGS TO DO RIGHT NOW

1. **THINK LIKE YOUR CUSTOMERS.**
   Consider the customer point of view in every decision you make. How will each decision impact your customers’ experience? Then learn more about your customers. Ask them for feedback and to participate in decision-making. Observe their behavior with you, interact with them socially, and try to get an understanding of what they value most from their interactions with you.

2. **ACT SMART.**
   Most companies have a wealth of customer insight they don’t do anything with. Collect, integrate, and analyze data you already have to improve engagement. Operationalize the use of data across the company for better decision-making.

3. **GO MOBILE AND DIGITAL FIRST.**
   We as consumers prefer mobile and digital for most interactions. So, take that perspective to your role as business leader. Integrate mobile and digital into everything you do. It should not be an afterthought. But, don’t do this until you do steps 1 and 2. Enabling technology that isn’t valuable to customers is useless.

4. **BREAK DOWN SILOS BETWEEN DEPARTMENTS.**
   Everyone’s got them, and they all need to come down. The customer sees your business as one entity. Internal culture and operations need to reflect that.

5. **CHANGE YOUR METRICS.**
   Too many customer-related metrics focus on efficiency. To improve customer engagement, measure differently, and act on what you learn. Reward behavior that fuels positive engagement as well, in the form of incentives or compensation.
ABOUT TELETECH
TeleTech is a leading global provider of customer experience, engagement and growth solutions. Founded in 1982, the Company helps its clients acquire, retain, and grow profitable customer relationships. Using customer-centric strategy, technology, processes, and operations, TeleTech partners with business leadership across marketing, sales, and customer care to design and deliver a simple, more human customer experience across every interaction channel. Servicing over 80 countries, TeleTech’s 44,000 employees live by a set of customer focused values that guide relationships with clients, their customers, and each other. To learn more about how TeleTech is bringing humanity to the customer experience, visit TeleTech.com.