

Guide to Contact Center Effectiveness

A Business Case for Coaching Agents



C2C **CLICK2COACH™**
BY ENVISION TELEPHONY™

Better Service = Increased Revenue

Now, more than ever, your contact center is the key to increasing revenue and sales. According to a survey conducted by Coopers & Lybrand in 1998, 84% of CEOs surveyed said that the quality of customer service will be the most important source of business growth. In today's dynamic contact center environment, you have hundreds of choices for increasing customer service quality. But where should you focus to optimize service for an advantage?

To us, it's simple — the focus must be on your agents. Your agents are the direct link to your customers and are key to successful customer interactions. Great, knowledgeable agents provide great service, which leads to loyal customers who are more likely to buy from you again.

We know that producing effective agents today is tough. In this time of low unemployment, how do you attract and retain great agents? How do you balance the needs of the agents (job satisfaction), supervisors (effective training, manageable workload), and the company (increase sales and maintain current staffing training ratios without adding expense)?

Building successful customer relationships requires more than technology investments and Customer Relationship Management systems. The experience a customer has with your agents will determine the customer's loyalty and the likelihood they

will buy from you again. Successful companies realize that the agent is literally the "last mile" in your CRM strategy. And, if the agent does not meet the customer's expectations, then the investment made in a CRM System will only get you half way to ensuring customer loyalty.

Studies show...

**training plus coaching increased
productivity by 88%.**

The Answer is Coaching

Leading contact centers are quickly understanding that effective agents are developed through coaching. By providing your agents with the personalized training, feedback and information they need to perform at their best, your contact center will perform at its best. Studies show that training alone increased productivity by 22.4%, while training plus coaching increased productivity by 88%.¹

**COACHING METHOD
FOR AGENT
EFFECTIVENESS**



With coaching, it is possible to maximize your existing resources to improve service and increase sales, without increasing operating expenses.

¹ *Public Personnel Management*, Winter 97, Vol. 26 Issue 4, p. 461, published by the International Personnel Management Association

Proactive Performance Optimization

The process of implementing coaching in your contact center can be overwhelming and doomed to failure unless you have the right tools at your fingertips. Click2Coach is the only software solution to offer versatile coaching tools and content delivered directly to your agents' desktops via a customizable, browser-based window.

And, since Click2Coach blends automated call monitoring, recording and evaluation with these integrated coaching tools, you have all the information and tools you need to easily facilitate agent growth and empowerment.

Faster, Productive Hiring & Training for Lasting Results

With Click2Coach, personalized training is delivered in easy, quick "bites" for faster and greater learning retention. New hire training is reinforced and enhanced with desktop video training, so new agents are productive sooner. Agents receive content via Click2Coach's information window at their desks — you can train everyday without a production hit. And, you can screen potential new hires by showing them video/audio clips of actual calls to see how they would handle them.

Coaching with Click2Coach is particularly effective for teaching soft skills, such as compassion, patience, etc., through the use of real and relevant examples. With Click2Coach, you can teach your agents to interact with customers consistently at or above your service standards.

Motivate Agents to Stay and Excel

Good coaching leads to empowerment. With easy access to training and self-evaluation materials, your agents can learn at their own pace and actively manage their own development. Click2Coach also makes it very easy to deliver fresh, updated information about

new policies, specials and products instantaneously for consistent knowledge across all agents, so your agents feel more connected to the big picture. And you can promote contests or recognize exceptional agents to motivate and reward good performance. By providing immediate, ongoing feedback in a private, non-threatening learning environment, your agents will be better motivated to perform at their best and will enjoy greater job satisfaction.

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- **Enjoy higher productivity with faster learning and information absorption**
 - **Provide regular consistent feedback**
 - **Train everyday without a loss in production**
 - **Promote ongoing learning**
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Supercharge Your Supervisors

Adding coaching to your supervisors' duties does not mean they will have a heavier workload or that you will need to increase headcount. With Click2Coach's automated scheduling and reporting, supervisors can focus on developing better, more effective agents, instead of just monitoring performance. Your supervisors will be freed for more strategic tasks, with more control over their time and the ability to play back and evaluate agent-customer interactions whenever it is convenient. Plus, extensive reporting capabilities offer supervisors the information they need to ensure quality service. And, personalized training can be created and delivered quickly and easily, without investing a lot of time developing content, or learning new software.

As with your agents, you can also use Click2Coach to easily distribute pertinent feedback and information to supervisors to help them perform more effectively and consistently.

Click2Coach includes these integrated authoring tools:

- **On-the-fly video creation**
 - **Screen capture plus audio narration**
 - **Storage of training clips and examples of customer interactions in a library for future use**
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Effectively Evaluate Performance

With Click2Coach, you can manage global performance issues immediately or, better, spot individual needs faster and reward results sooner to ensure consistent agent performance. After all, if you wait until enough agents need the same training to warrant a class, it's too late — your service levels have already declined.

Your supervisors can unobtrusively evaluate agents' knowledge, effectiveness and navigation of business applications with simultaneous recording of voice and screen activity. In addition to automated scheduling and recording, they'll have:

- **Customizable evaluation templates**
- **On-demand recording of customer interactions**
- **Evaluations integrated with call records**

Your agents can review supervisor feedback within the context of an actual call and your supervisors can grade agent performance based on your company's unique metrics.

Work Transparently Across All Business Channels

Increasingly, customers want to choose the way they communicate with you. Your agents must be able to consistently communicate via e-mail or Web chat, as well as they do by phone. Click2Coach helps you determine which agents can handle other communication channels and which need more training. With recordings of customer communications via phone, e-mail or Web chat, your supervisors can provide meaningful feedback and guidance on verbal, written and on-line communication skills. Your agents will be able to consistently meet your service standards no matter what medium.

As you know, good service requires that you meet your customers' varying expectation and tolerance levels.

Customers are more likely to buy from you if it is quick and easy and they have access to the information they need. Click2Coach improves your chances of sales, because your agents have access to the information customers need and are able to provide the right answers the first time.

Open, Proven Technology for Quick, Easy Implementation

Click2Coach's open standards and Windows NT-based infrastructure easily integrates with your existing systems. Full CTI support ensures that it will work seamlessly with most popular phone systems, ACDs, dialers, computer telephony and e-mail and chat software. In fact, it is possible to be up and running in a single day. And, to minimize the load on your network, audio sessions are played back across standard phone lines.

Agents access Click2Coach through their web browser, so you won't need to install software on individual workstations — saving both time and money. And since agents are already familiar with the browser, the need for training is minimal. Best of all, Click2Coach is fully scalable to grow with you.

The Customer is King

It's certain — if your customer thinks you are not meeting his or her needs, they'll seek out your competitors. The result is lost revenue from someone who might have been a valuable customer both through sales and through word-of-mouth.

**“...a 5% improvement
in customer retention could
increase profits by 86%.”**

The need to retain current customers becomes especially clear when you recognize the expense of losing customers. Some businesses spend up to 10 times more on

acquiring new customers than on retaining existing ones. Additional research shows that the average organization loses half its clientele every five years. And, a recent Harvard University study showed that a 5% improvement in customer retention could increase profits by 86%, and that only 4% of customers who leave a company's business are likely to return.²

Better Agents = Success

Your customer contact agents are the critical link to creating and maintaining happy, loyal customers and, ultimately, increasing sales. Articles in magazines, speakers at seminars and business development consultants all confirm that coaching and staff empowerment, as a key part of a CRM program, are critical for improving customer satisfaction, increasing productivity and growing company profits. If the agent is not an important part of your CRM strategy, you've missed the whole point of customer relationship management.

You know great, knowledgeable agents provide great service, directly resulting in loyal customers and increased sales. And, you know that great, knowledgeable agents are what you need and what your customers want. But, how do you challenge, develop and retain great agents?

The Answer is Click2Coach

Click2Coach provides the tools you need to develop, motivate and retain the best agents — the one's who will ultimately determine your success.

² Source: Article “The CRM Zone” by Adam Throne. *Call Center Magazine*, March 2000.

Envision Telephony, a privately-held company based in Seattle, is the developer of Click2Coach, a software solution that gives contact center supervisors a new way to coach agents for success. Click2Coach provides training, quality monitoring and evaluation tools for supervisors and eLearning for agents — allowing contact centers to develop and retain top-notch agents who provide superior customer service. Customer-focused companies, including Nordstrom, SkyTel, First Union and Getty Images, employ Click2Coach and other Envision Telephony products.

Visit Envision Telephony on the Web at www.click2coach.com.

Envision
T E L E P H O N Y[™]

Envision Telephony, Inc.
+1 206-621-9384
www.click2coach.com