

BIGGEST CONTACT CENTER AND CUSTOMER SERVICE CHALLENGES AND HOW TO TURN THEM AROUND



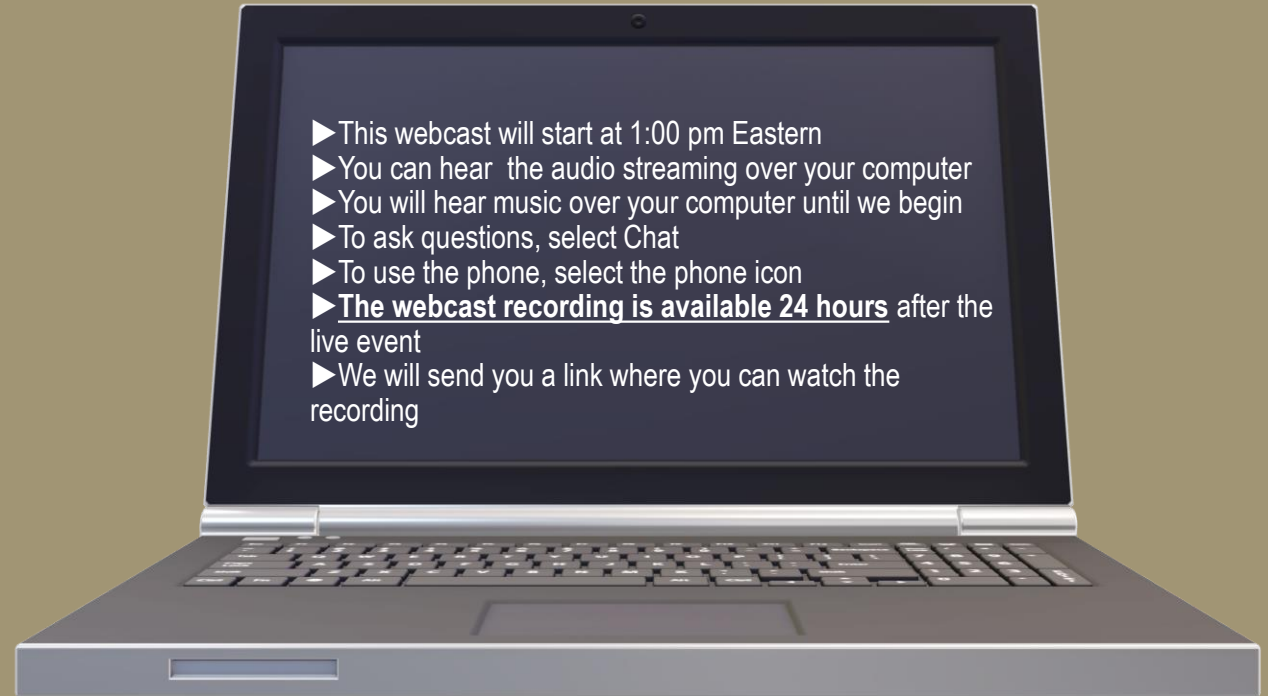
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Director of
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NICE**



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Biggest Contact Center and Customer Service Challenges and How to Turn them Around

Ric Kosiba

Your workforce management team has some great data!

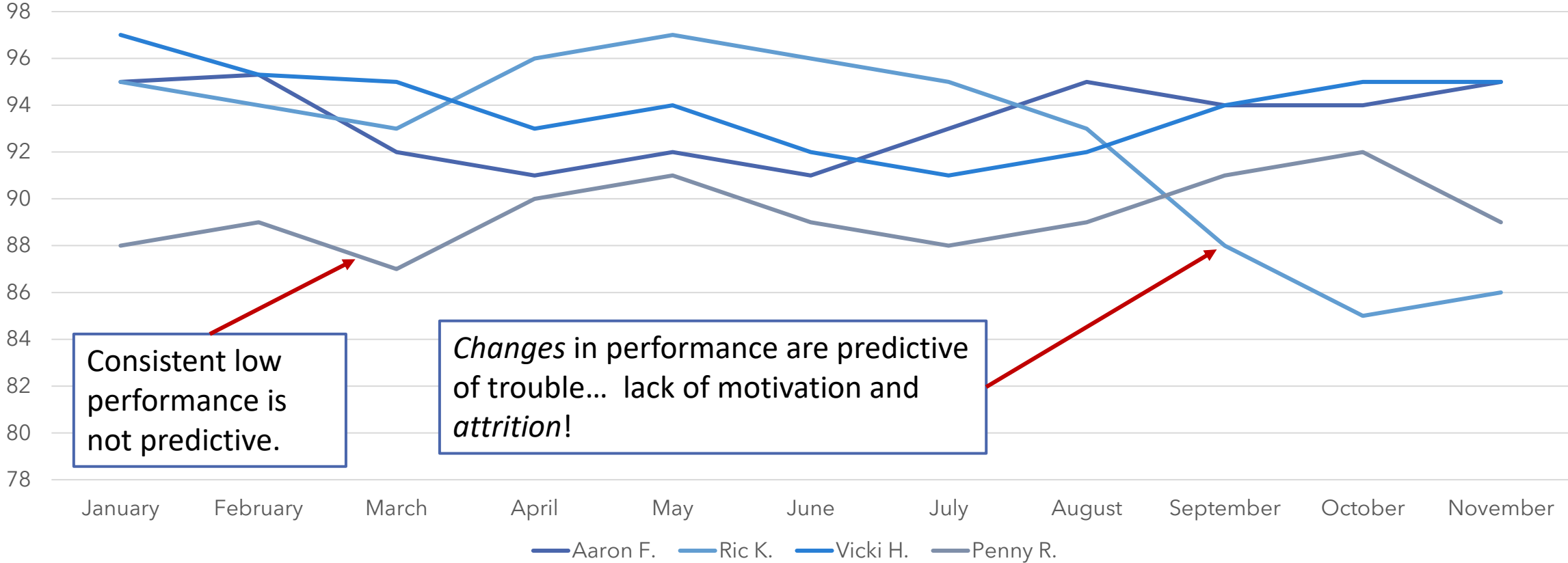
- They know the statistical performance of your centers and agents
- They know when your agent's performance is changing (this will be important)
- They know when the CC will be very busy and when it will be less busy (and weeks from now!)



(I know this is “Silicon Valley”, but they do look like the WFM team, yes?)

Schedule adherence data is important!

Schedule Adherence

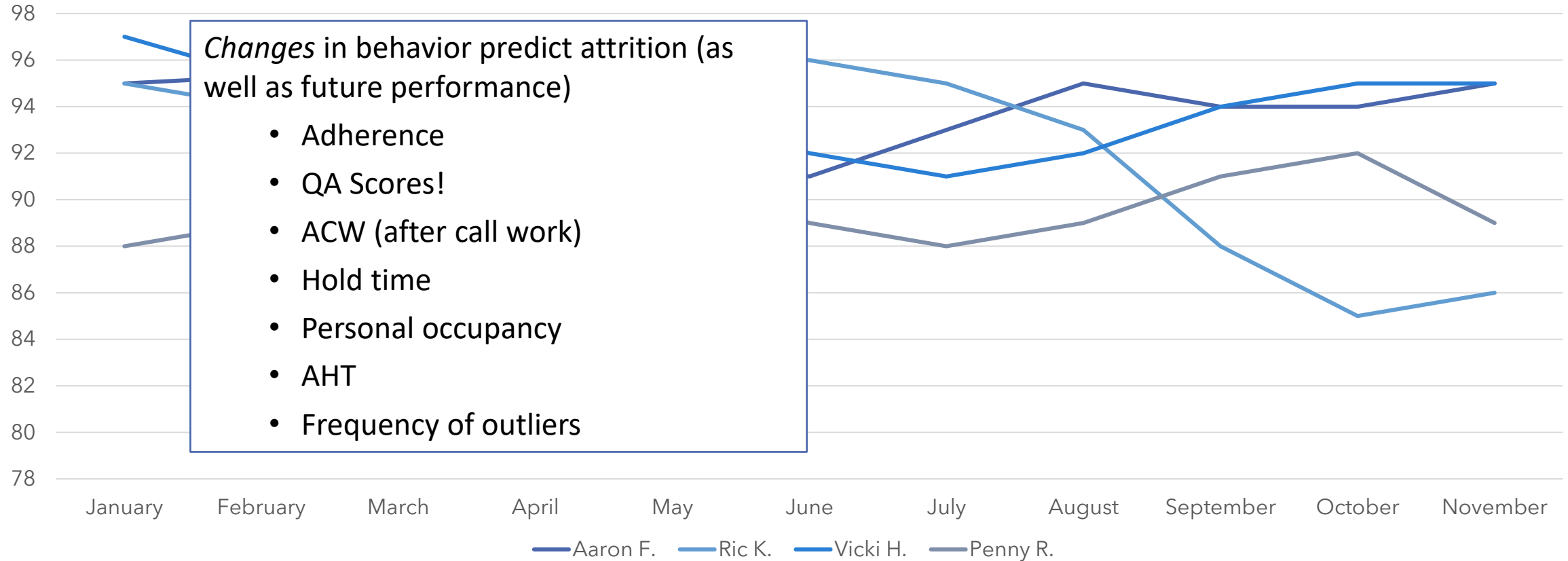


Consistent low performance is not predictive.

Changes in performance are predictive of trouble... lack of motivation and attrition!

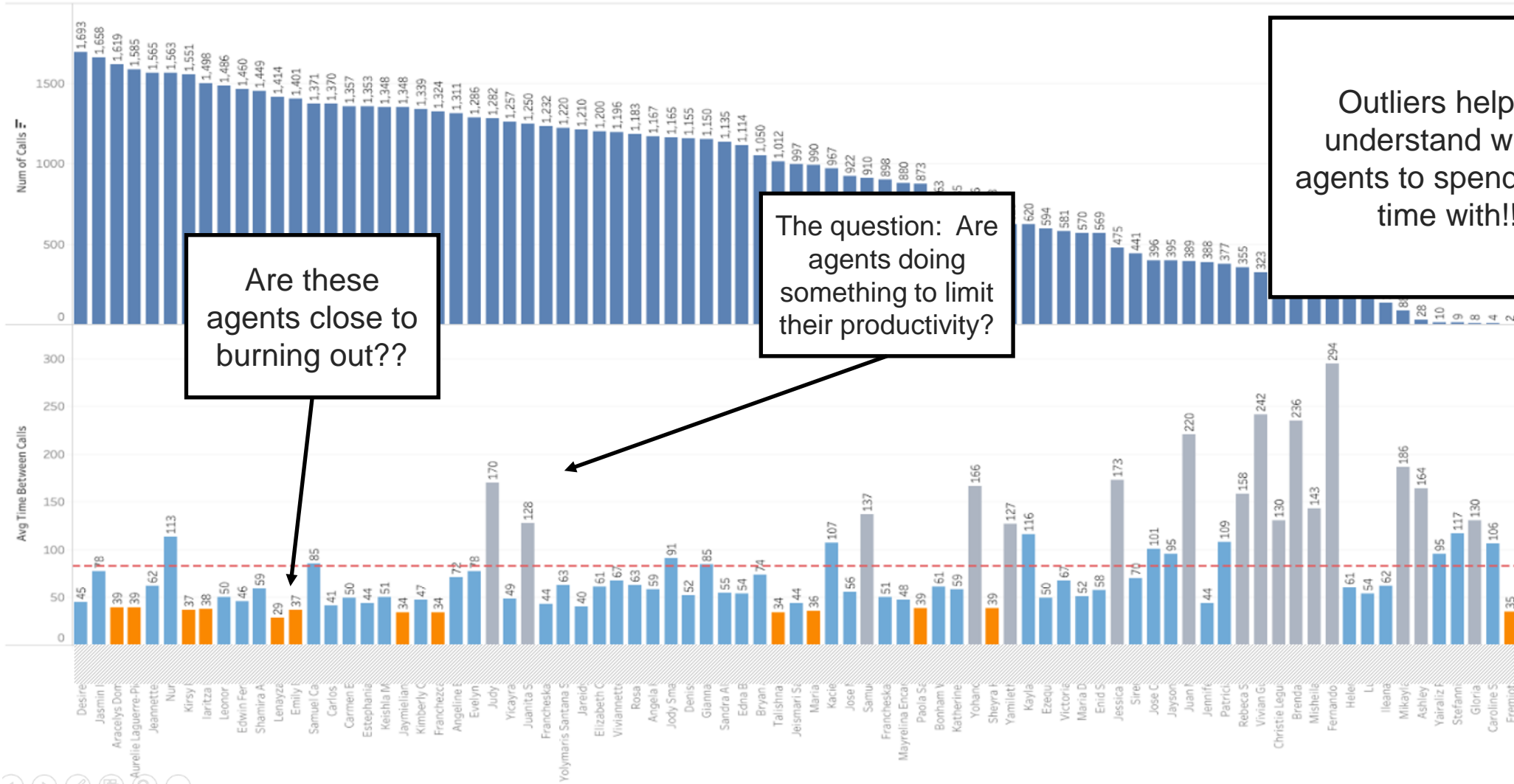
Other data that is *very* predictive of attrition (and other issues)!

Schedule Adherence



Managing personal occupancy

Num of Calls & Avg Time Between Calls
(Feb 2021)

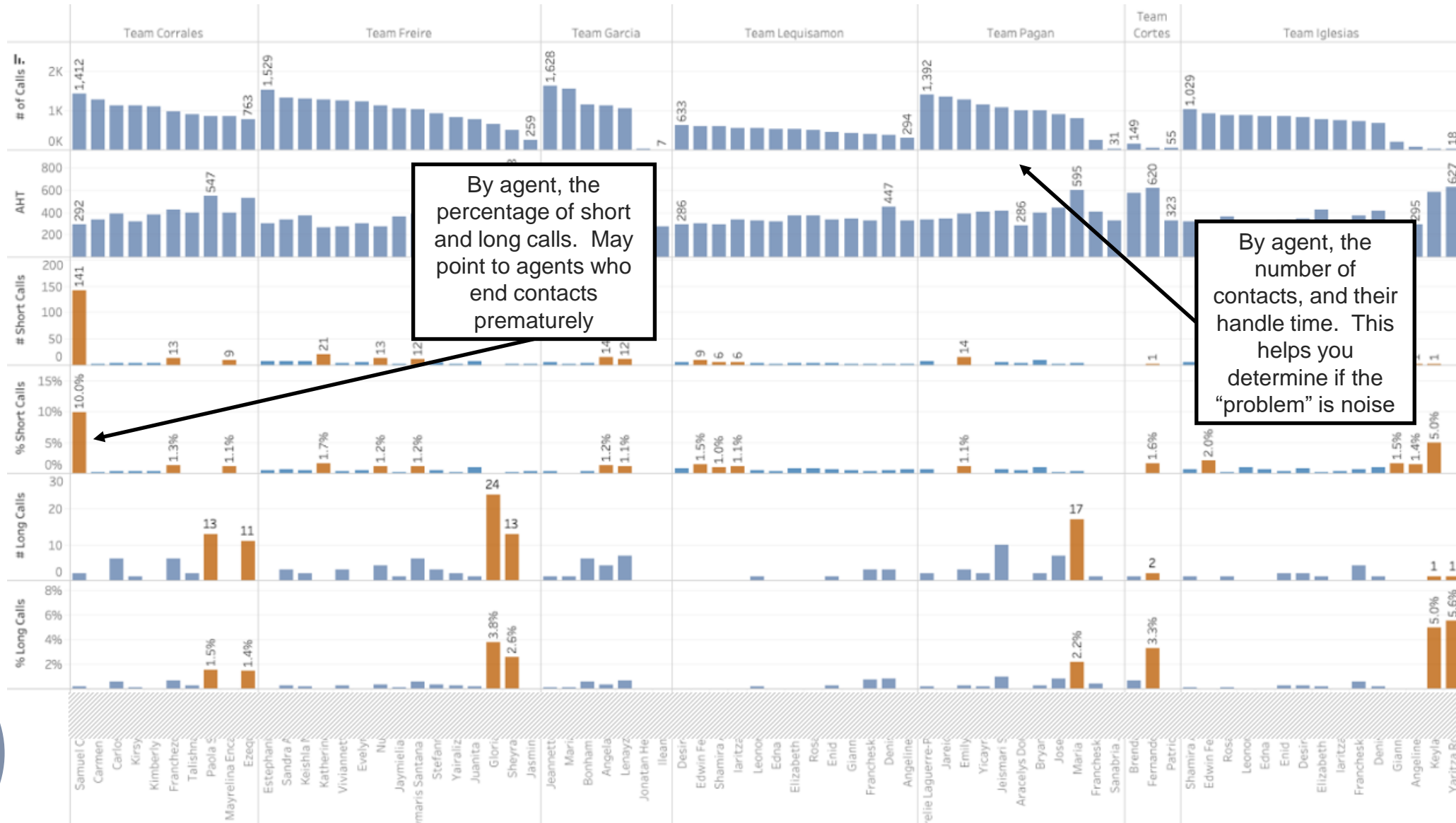


Are these agents close to burning out??

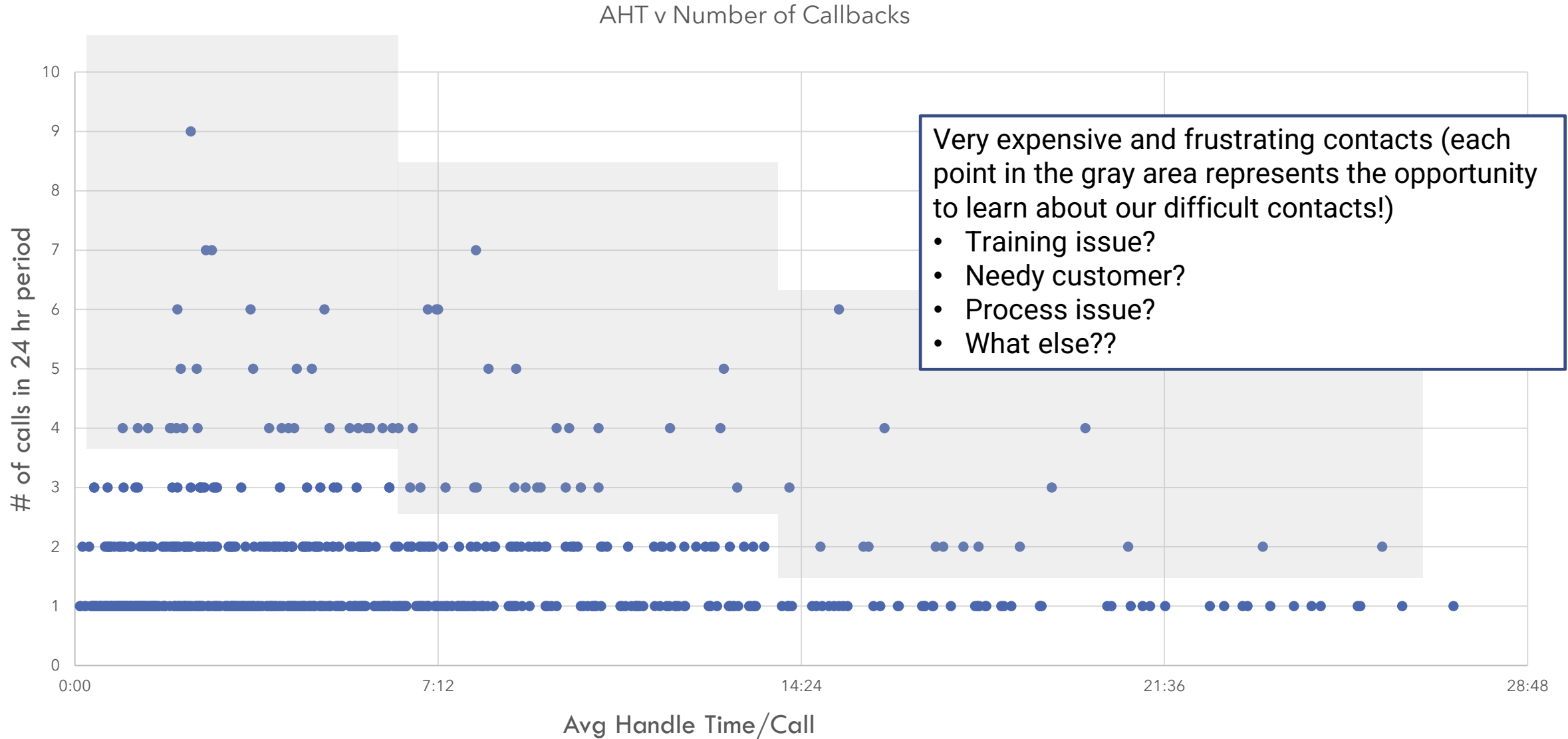
The question: Are agents doing something to limit their productivity?

Outliers help us understand which agents to spend more time with!!

Handle time, short and long call outliers



What are our expensive contacts (that should be looked at)?



Do I perform better in different queues (ACR)??

Normal ACR

April 2021

Agent Name	FirstDay	#Calls	Queue Name								
			Medical Appt English	Medical Appt Spanish	New Patient English	Behavioral Health English	New Patient Spanish	Covid Spanish	Covid English	Behavioral Health Spanish	
Dayani M	2021-01-25	976	77% (628)	78% (234)		76% (54)			88% (26)	68% (25)	100% (9)
Josefina	2021-01-25	737	77% (26)	83% (296)	77% (262)	50% (2)	90% (98)		81% (36)	40% (5)	67% (12)
Sintia Ve	2021-01-25	705	77% (484)	84% (178)		83% (23)			89% (9)	88% (8)	100% (3)
Maria Pe	2021-01-25	664	72% (436)	86% (171)	0% (1)	71% (28)			78% (9)	86% (14)	100% (5)
Alma Can	2021-01-21	626	72% (72)	83% (490)					91% (46)		89% (18)
Stephani	2021-01-21	587	78% (385)	88% (139)	0% (1)	76% (33)			100% (11)	83% (12)	67% (6)
Maria An	2021-01-21	556	74% (380)	86% (126)		85% (27)			88% (8)	64% (11)	100% (4)
Diana Ma	2021-01-21	548	78% (338)	73% (101)		83% (30)	90% (51)		83% (12)	93% (15)	0% (1)
Anahi Ort	2021-01-22	546	76% (358)	81% (137)		92% (24)			100% (7)	100% (18)	100% (2)
Maria Vi	2021-01-21	523	77% (219)	86% (92)	83% (129)	89% (19)	90% (51)		100% (2)	100% (8)	67% (3)
Alexis Ro	2021-01-22	447	71% (207)	76% (71)	75% (100)	82% (11)	75% (40)		60% (5)	75% (12)	0% (1)
Jessica V	2021-01-22	443	76% (286)	87% (112)	100% (1)	84% (19)			83% (12)	83% (12)	100% (1)
Daniela R	2021-01-21	412	82% (90)	83% (279)	71% (7)	100% (3)	80% (5)		83% (18)	50% (2)	88% (8)
Sarahit V	2021-02-02	372	76% (218)	82% (93)	85% (40)				93% (14)		100% (7)
Damaris	2021-01-22	331	77% (223)	83% (71)		93% (14)			100% (8)	40% (10)	80% (5)
Paula Re	2021-01-25	308	67% (150)	87% (68)	71% (51)	67% (6)	85% (20)		100% (5)	100% (6)	50% (2)
Denise G	2021-01-15	300	79% (191)	85% (85)		72% (18)			100% (1)	100% (1)	100% (4)
Maria Est	2021-01-27	295	83% (160)	82% (45)	82% (49)	86% (7)	86% (21)		75% (8)	100% (4)	100% (1)
Viridiana	2021-01-22	280	85% (191)	86% (65)		89% (19)			100% (1)		100% (4)
Gabriela	2021-01-21	270	70% (130)	83% (54)	85% (55)	71% (7)	82% (17)		100% (2)	33% (3)	100% (2)
Karen Pr	2021-01-22	85	81% (52)	86% (21)		100% (7)			100% (3)	100% (1)	100% (1)
Grand Total		10,011	76% (5,224)	83% (2,928)	79% (696)	81% (351)	87% (303)		88% (243)	79% (167)	86% (99)

What would help is to analyze our contact center outliers, by listening to them and finding trends

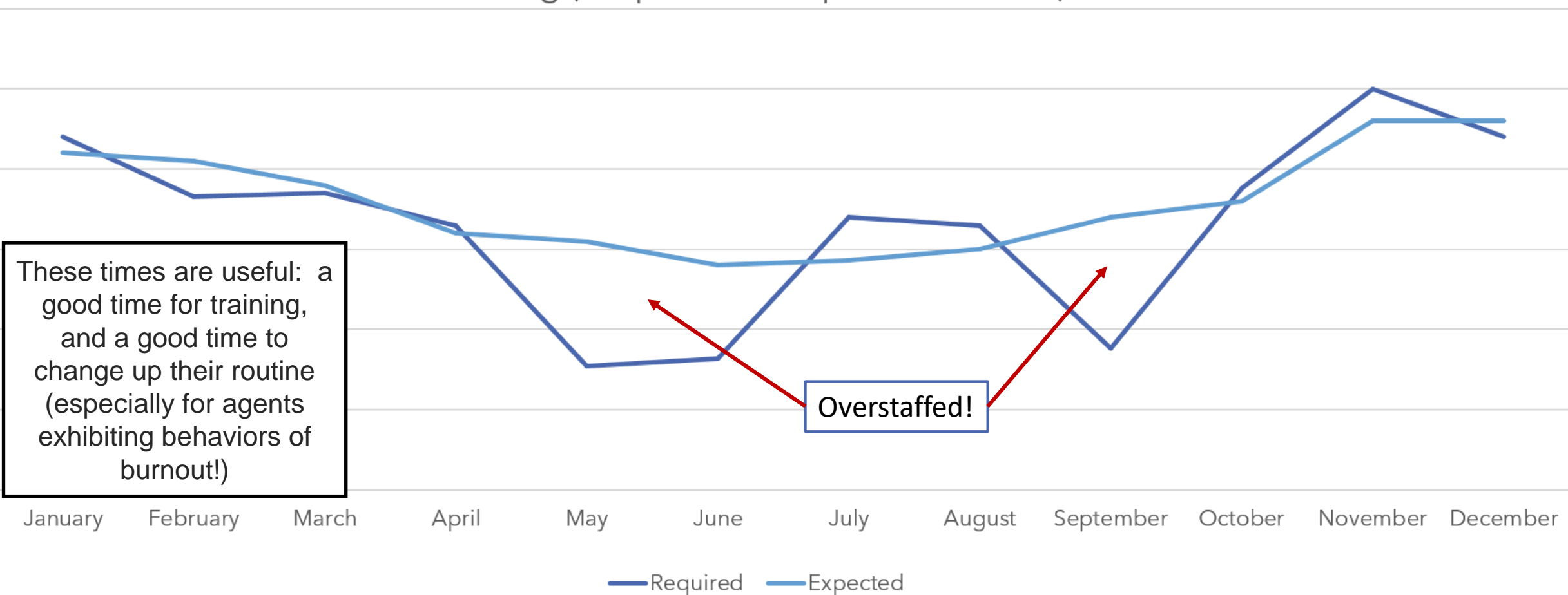
Capacity Planning (part of WFM)

- Capacity planning is the development of the long-term center strategy
- Involves figuring out how many agents to hire and what your CC goals should be



Some helpful data that your cap planners have at their fingertips

Staffing (Required vs. Expected in FTEs)



These times are useful: a good time for training, and a good time to change up their routine (especially for agents exhibiting behaviors of burnout!)

Overstaffed!

“Free” Analysts to help!

- When working for a bank, had a cool policy:
- During down seasons, we could “borrow agents” to be analysts
- Win-win-win:
 - I had additional resources
 - We improved the operation
 - Agents got great experience

My cube



A simple process for improving your operation

Make your coaching more focused and make your agents and supervisors smarter!

(QA— because of the lack of coverage – cannot catch most performance issues. Can we get some help?!?)



Questions, thoughts?

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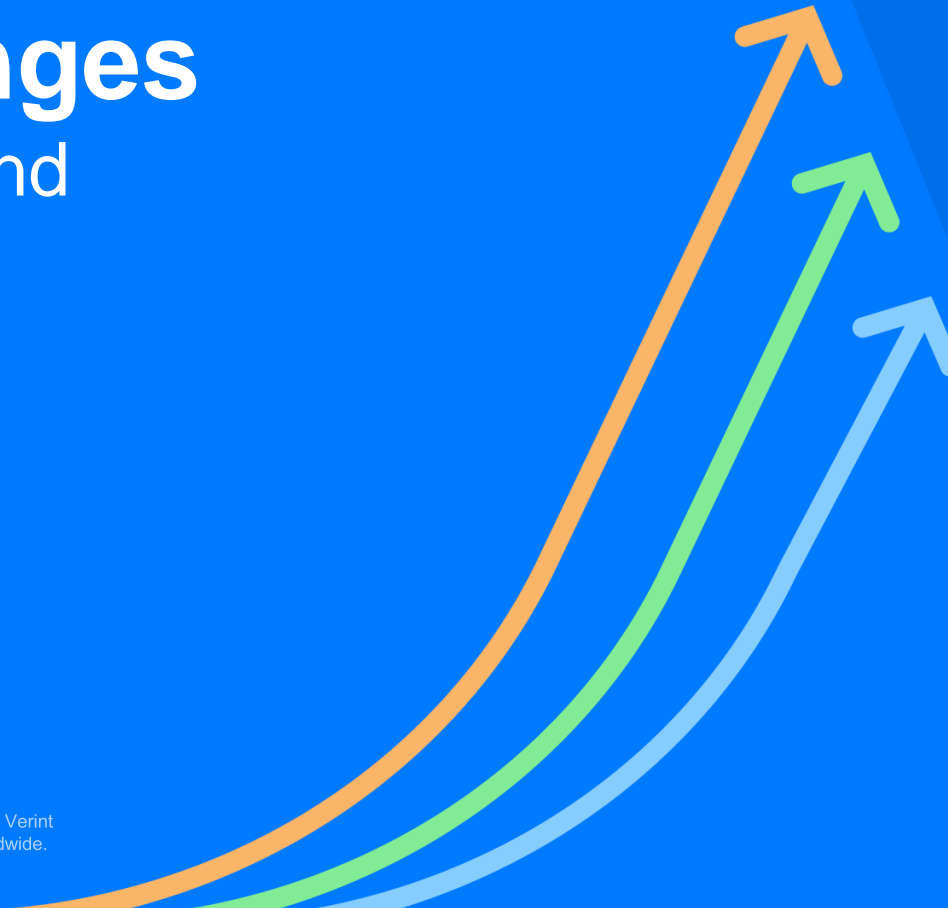
RealNumbers.com

Biggest Contact Center & Customer Service Challenges

How to Turn them Around

Bridget Lange
VP, Business Operations

OCTOBER 10, 2023



What's Impacting Organizations in 2023?



54% – Staff shortages and labor challenges



51% – Budget cuts and pressure to reduce costs associated with customer engagement



47% – Operating via a remote/distributed workforce



50% of consumers have used social media or a private messaging channel to contact a business.



31% of consumers have higher customer service expectations than last year, an increase of **11%** year-over-year.

Are You Confident in Your Ability to Provide Exceptional CX?

The highly confident respondents invested more in key areas in 2022.

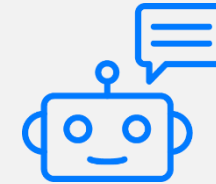
Solutions (Budget or Spending Increases 2022 vs. 2021)	Highly Confident Group*	Less Confident Group*
Quality/performance	57%	32%
Messaging and social channels	56%	36%
Chatbots/IVAs	54%	34%
Workforce management	52%	33%
UCaaS (Unified communications as a service)	51%	26%
Voice of customer/experience management	51%	39%
Speech/text analytics	47%	30%

* Percentage of respondents who increased spending on specific solutions year-on-year

Key Recommendations to Close the Engagement Capacity Gap



Build an omnichannel contact center.

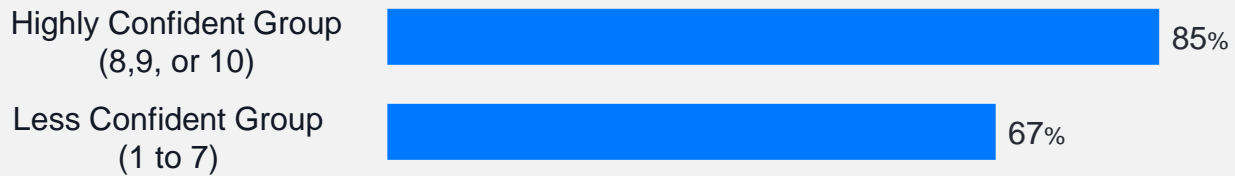


Embrace AI to help humans perform better and elevate CX.

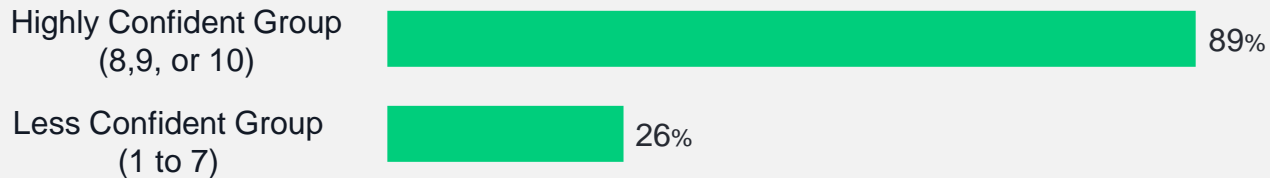
Omnichannel Contact Center

More effective use of digital channels drives high confidence

Began using or expanding use of digital channels for interacting with customers in the last 12 months



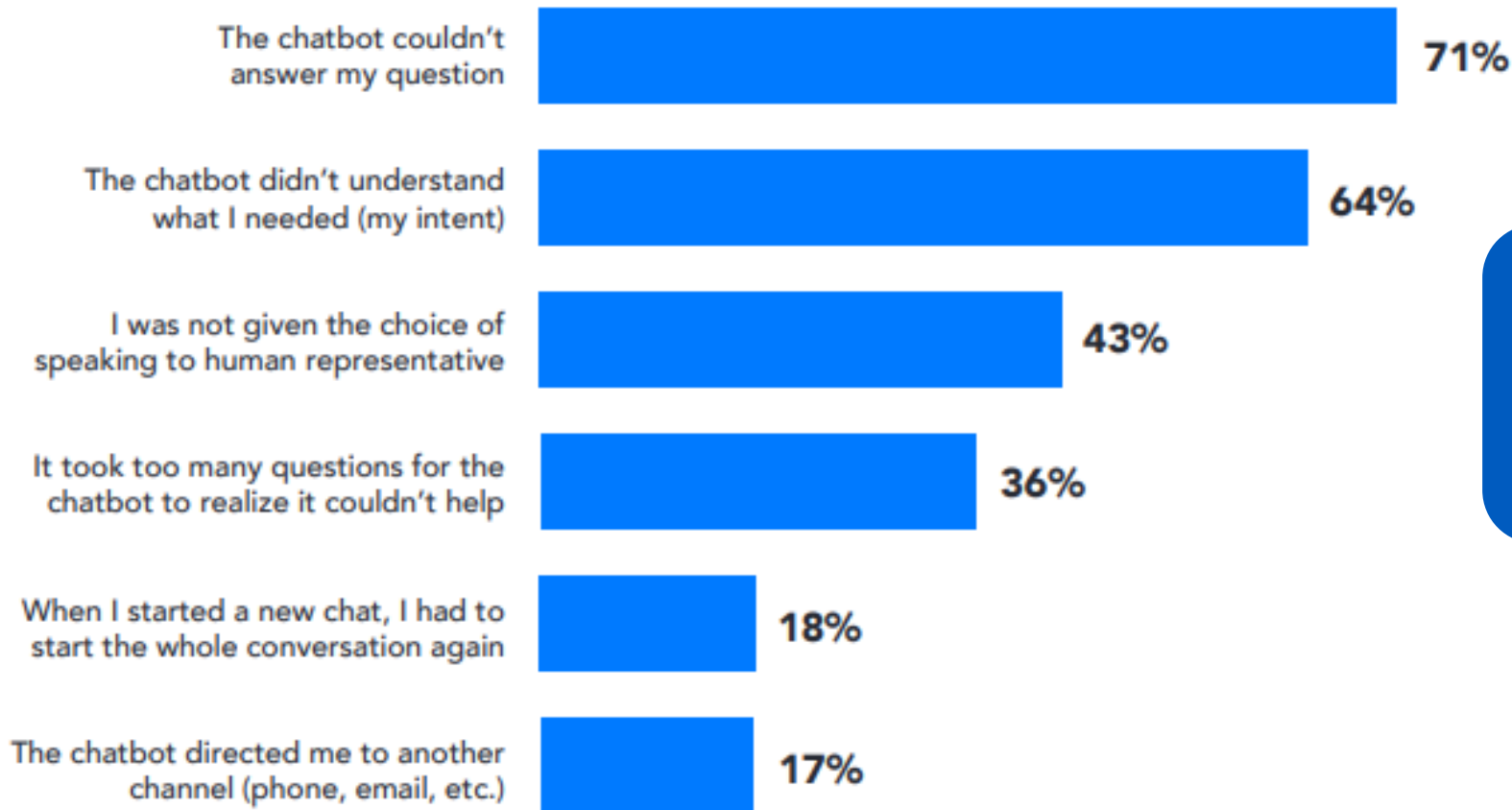
Use or more extensive use of those digital engagement channels in improving customer experience has been highly effective*



* Highly effective = rating of 8, 9, or 10

A Bad Experience is Worse Than None at All

What are the most important reason(s) communicating with a chatbot was a bad experience?



“One Negative Chatbot Experience Drives Away 30% Of Customers”

Forbes, February 2023

Forbes

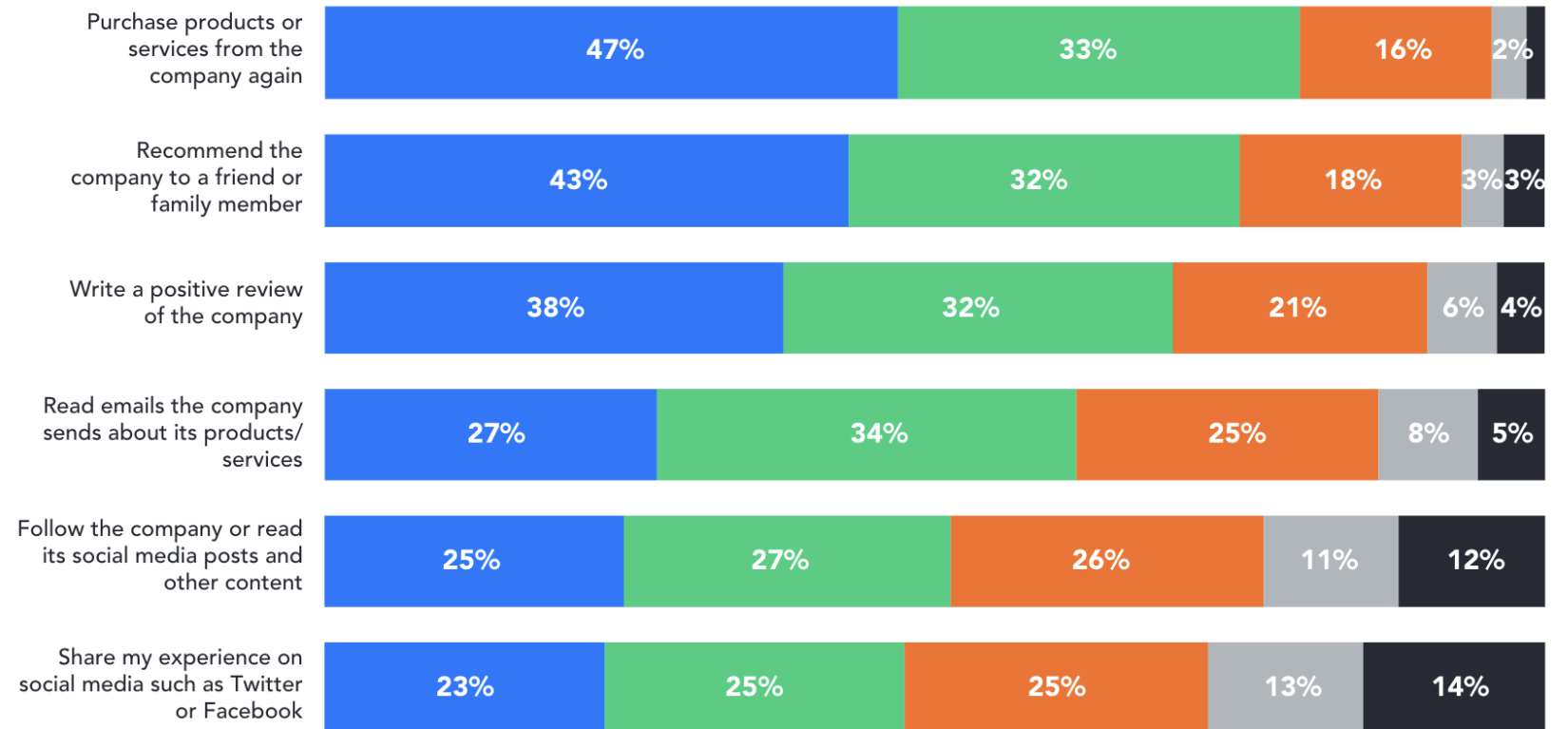
Recommendations for Digital Channels

Automated digital applications need to:

- Answer common queries
- Handoff to live agent
- Integrate with business processes

If you had an amazing customer experience on a digital channel, how likely would you be to do each of the following?

■ 5 = Extremely likely ■ 4 ■ 3 ■ 2 ■ 1 = Not at all likely



CX Priorities for the Next 12 Months

Exec priorities include CX personalization, experience management and conversational AI

Increasing the personalization of our customers' experiences	38%
Understanding and acting on customer's feedback	36%
Using conversational AI for customer facing bots	34%
Using generative AI for agent and process efficiency	31%
Quantifying the benefits of customer experience improvements	30%
Reducing costs without negatively impacting customer experience	28%
Improving our customers' omnichannel experiences	24%

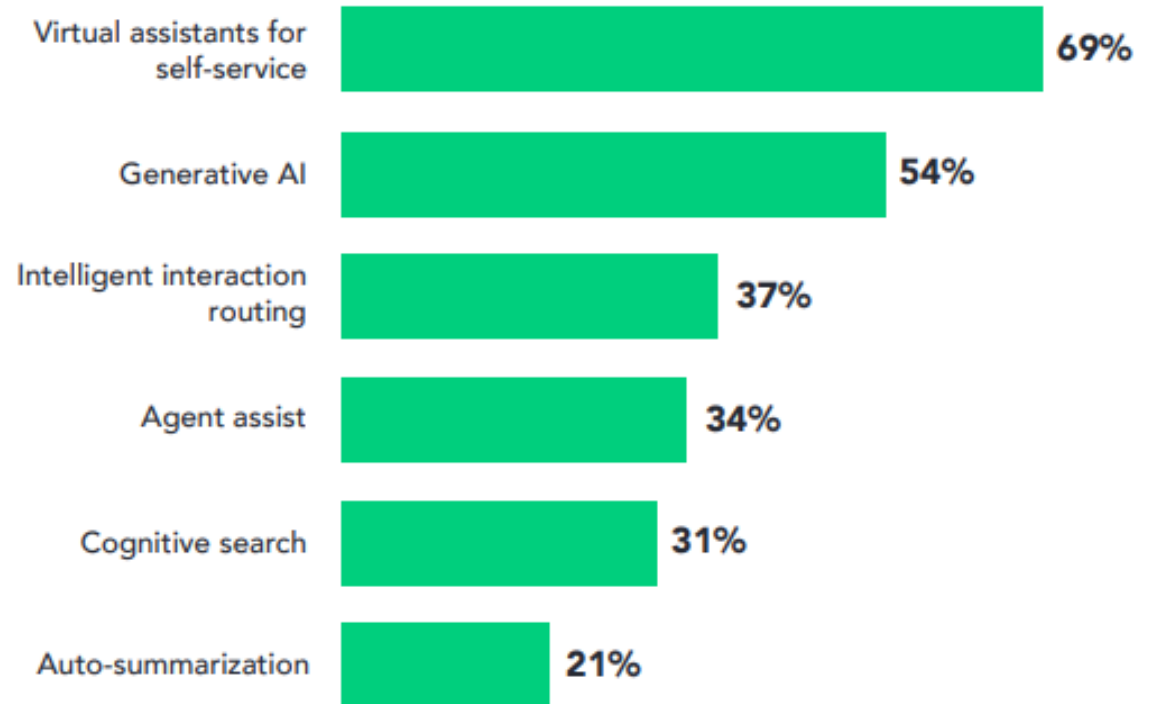
Leveraging AI for Better Customer Engagement

Empower Employees to Provide Support with Knowledge and Empathy

During the next two years, what AI technologies will significantly impact how you engage with your customers on digital channels?

AI-powered applications need to be:

- Open to benefit from rapid AI evolution
- Trained on relevant data
- Embedded in workflows



Using Generative AI for Interaction Wrap-Up

Reduces annual cost of time spent in after-call work creating manual summaries



Situation

A 1000 agent contact center handling 6M calls per year currently spends 2.5 minutes in after-call work manually creating summaries. That would equate to spending \$15M annually on this task at \$1/min on after-call work.



Solution

Generative AI augments the agent by summarizing the call in real-time to automate wrap-up, reducing after call work by >50%. It delivers precise summary notes to the agent desktop which the agent can review, edit and approve.



Result

- Reduced after-call work time per call by **90 seconds**.
- Reduced annual spend on after-call work by **\$9M**.
- Achieved ROI for the solution in less than **60 days**.

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NICE

Personalization,
Frustration,
& Easing the Agent Load



Heather Hughes
Director, Product Marketing
heather.hughes@nice.com

Are you able to personalize customer experiences?

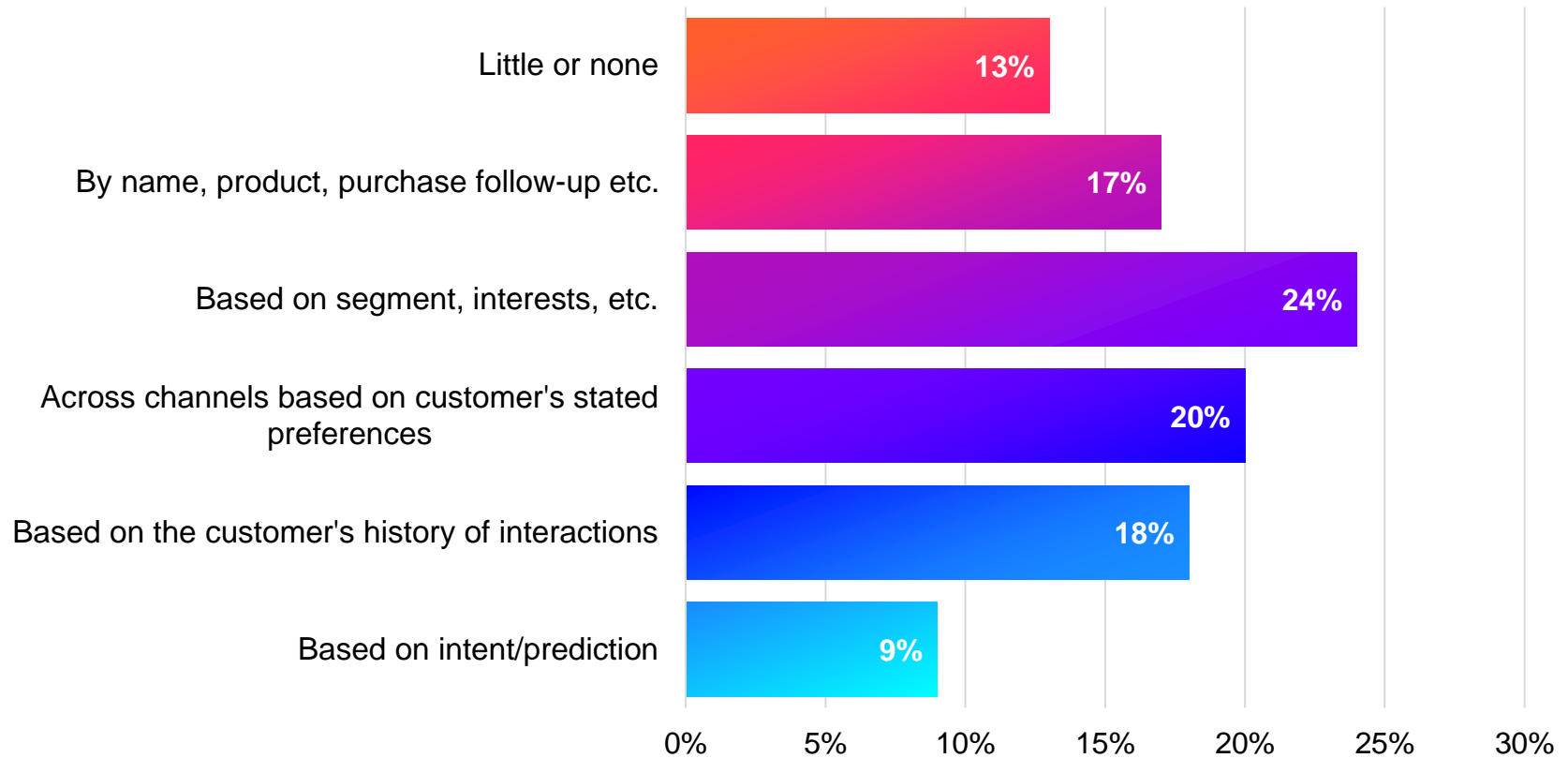
Are you using AI to do so?

“By harnessing customer data and AI-fueled predictive modeling ... customer experience professionals can transcend expectations with in-the-moment, just-for-them brand interactions that ‘wow.’”



Few Brands Target Based on Intent and Prediction

Which of the following best describes your organization's highest level of customer experience personalization?



Sample: 2,036 practitioners | [2023 Digital Trends Report](#)

Top Consumer Frustrations? What about Agents!

Consumers	Agents
<p>Having to repeat information</p>	<ul style="list-style-type: none"> • Having to ask questions all over again, from those who have already answered • Being told, “I just answered that, why are you asking me again!” • Feeling unprepared when a customer calls
<p>Not getting my issue resolved quickly</p>	<ul style="list-style-type: none"> • Having to open multiple windows to find the right answers • Feeling rushed while I’m trying to find the answer • Putting customers on hold while I look for answers, or while I take notes • Trying to remember all call details for my after call work

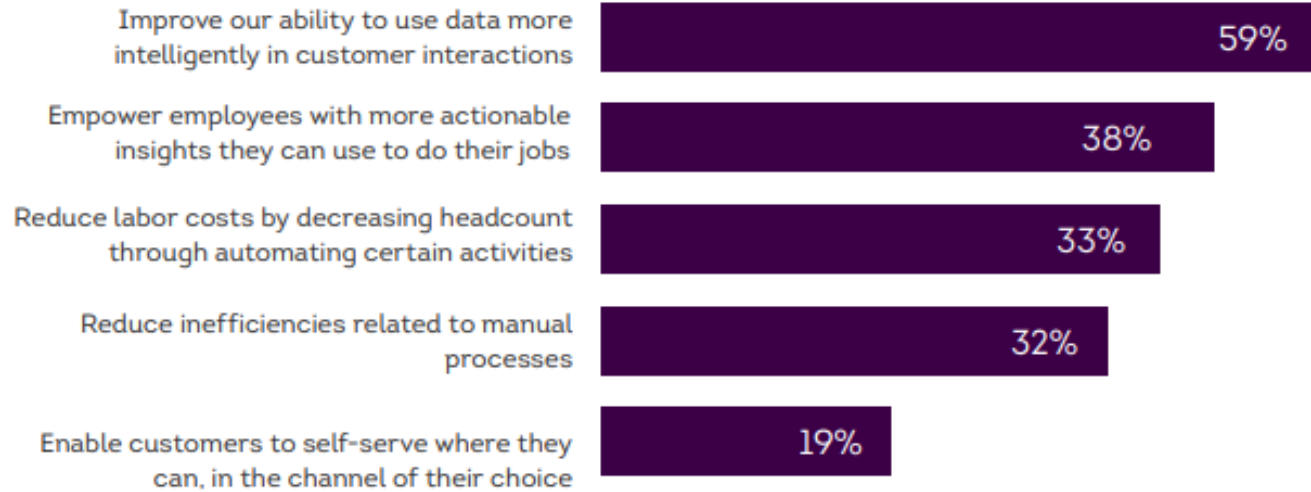
Top Frustrations for Consumers When Interacting with a Customer Service Agent



*Question allowed more than one answer and as a result, percentages will add up to more than 100%
Source: [2022 Digital-First Customer Experience Survey, Business + Consumer, NICE](#)

Is AI the Answer?

Table 1: Top Reasons for Using AI



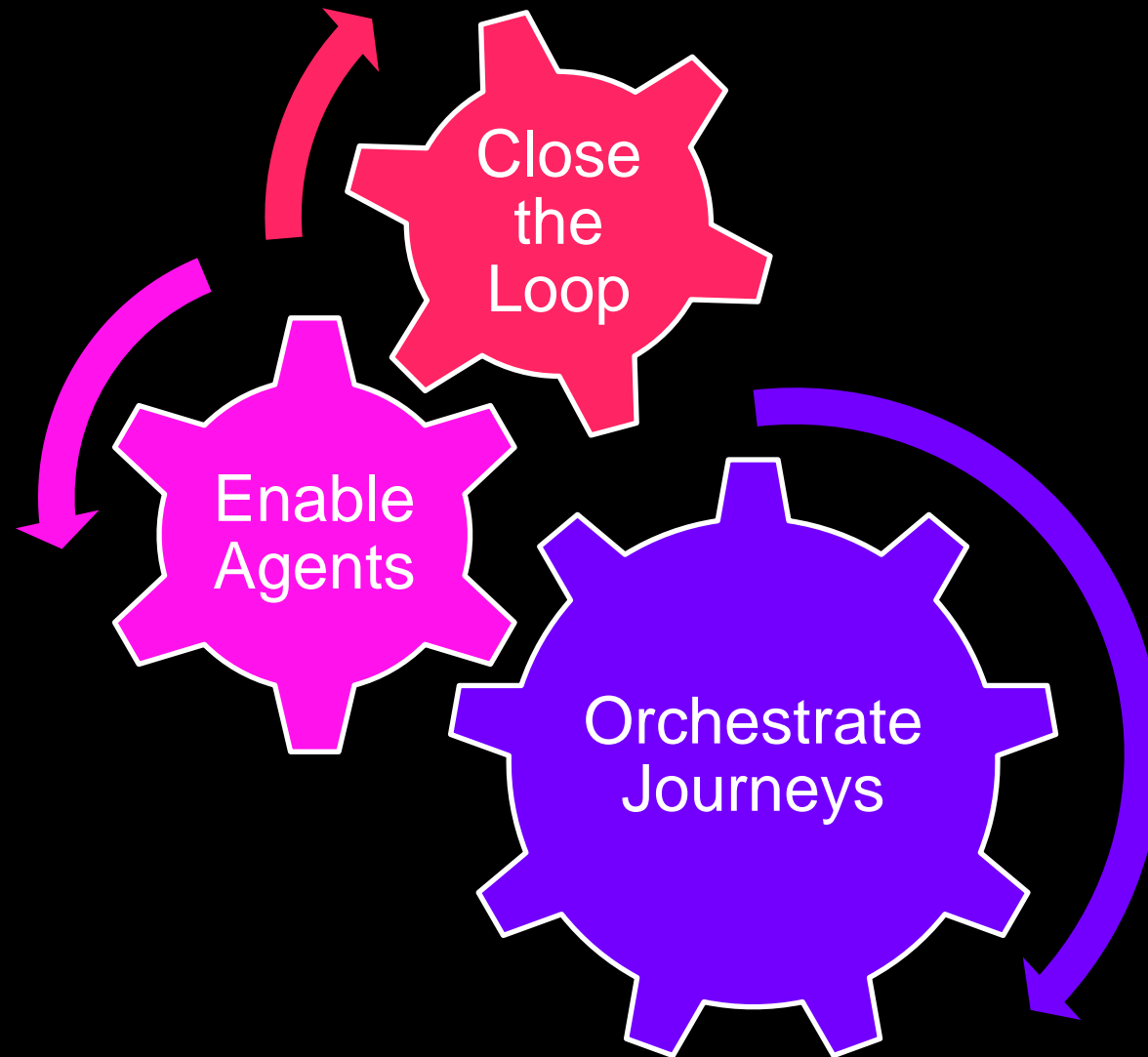
Top Reasons for Using AI (n=584) All, Source: Aberdeen, May 2023

All Businesses

Note: The percentages in Table 1 don't add up to 100%, as the corresponding question on top reasons was asked as a multi-choice question allowing respondents to pick up to two choices.

Source: Aberdeen Research - Create More Authentic Customer Experiences with AI

Keys to Using AI to Personalize CX & Ease the Agent Load



NICE

<http://www.nice.com>



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