



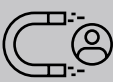
# Digitally Empowered Contact Center

Technology and humans working together, each doing what they do best,  
to drive high impact business outcomes

# Introduction

The world of customer experience (CX) is experiencing an onslaught of tech solutions. While there is much hype around driving automation and digital deflection, the fact remains – contact center operations need the right balance of humans and technology to drive superior customer and business outcomes.

**We bring the right technology and skilled human associates together so you can:**

 <p>Deliver outstanding CX</p>	 <p>Lower cost to serve</p>	 <p>Improve customer acquisition and retention</p>
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Our Digitally Empowered Contact Center (DECC) offers omnichannel interaction (voice, email, chat, text, social, and white mail) for customers. Smart AI bots auto-handle easy inbound interactions and transfer complex interactions to our associates (locally or globally). These associates are supported by AI- and RPA-based virtual advice bots to help them to handle interactions better, faster, and more accurately.

# Contents

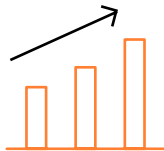
- Improving outcomes in customer service and retention
- Improving outcomes in customer acquisition and cross-selling
- Creating momentum for change
- How we can help

# Improving outcomes in customer service and retention

Factors that create higher NPS and customer loyalty include:



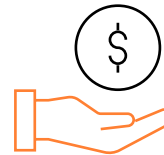
An optimal mix of digital channels, offered the right way



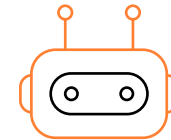
Analytics to drive continuous process improvement



Automation and analytics to support associates



An effective revenue protection process



Chatbots for 24/7 service and to free up associate time



CX strategy that aligns with your brand promise

We expand each of these below with a short case study of work we've done.

## CASE STUDY 1

# An optimal mix of digital channels offered the right way

Driving success with the right channel mix takes a threefold approach. First, offering customers the channel of their choice, while also nudging them to self-service options. Second, harnessing technology to handle routine, transactional tasks, freeing up associates for issues that require judgment or the human touch. Third, deploying next-gen communication technologies such as WhatsApp to offer asynchronous chat capability, meaning customers can pick up and set down conversations whenever they like, rather than waiting by their device.

For one client, we'd already introduced chat and email support, but many customers were still calling in out of habit, even for simple, routine requests. We analyzed all inbound calls on the IVR to identify customers suitable for digital deflection – for instance password resets, account activation, account balance, bill disputes, and so on.

We then reworked the IVR to offer these identified customers the option to interact using SMS or Facebook Messenger. The result was 30% of calls on IVR diverted to SMS or Facebook Messenger.

**30%** digital deflection

## CASE STUDY 2

# Analytics to drive continuous process improvement

Our client's webchat team of 200 associates had analytics and continual improvement embedded in its operations. We analyze 50% of chat transcripts each month to identify which associate behaviors correlate with positive customer outcomes, such as NPS, first-contact resolution (FCR) and retention. We then translate these insights into policies, scripts, training, coaching and incentives to drive positive customer engagement. For instance, the team gets better results by incentivizing the right behaviors in associates through competitions and league tables rather than basing them on outcomes.

### Our team achieved:

- Overall chat NPS up from +30 to +62
- Bottom quartile chat NPS up from -20 to +26
- 45% drop in cost-per-contact - \$16 Mn cost savings over three years
- FTR up from 60% to 78%
- Industry-leading customer retention rate

**45%**

drop in cost-per-contact

## CASE STUDY 3

# Automation and analytics to support associates

The technologies have been around for years: unified desktops, intelligent knowledge bases, next best action analytics and automation. The challenge is making these work given the constraints of existing IT systems and availability of IT resource.

One of our clients had a complex 17-step process that routinely took 15-20 minutes during customer calls. Customers and associates alike hated it. We saw a potential for automation. The trick with automation is to start simple, build up knowledge of the complexities and exceptions, and gradually expand the bots to include more and more tasks. This automation project is still young but has already taken three minutes off the process.

**3 minutes** slashed from complex customer process

## CASE STUDY 4

# An effective revenue protection process

Our client had a win-back team calling customers intent on leaving – this is standard practice in their industry. To improve the performance of this team, we introduced two innovations.

The first was a propensity model that used historic data to predict which customers would most likely agree to stay. Insights from this model drove call prioritization and data strategy. The second innovation highlighted key information about each customer – for example, which competitor they're switching to, and any recent complaints – to associates at the start of each call. This helped associates tailor conversation strategies and equipped them with relevant talking points.

The result was a 60% increase in win-back success, as well as positive feedback from associates. They now feel more empowered and enjoy their role more.

**60%** increase in win-back success



## CASE STUDY 5

# Chatbots for 24/7 service and to free-up associate time

It's possible to waste millions on chatbots that don't deliver. We recommend starting with a tight use case so the chatbot can handle a particular, narrow customer situation, yet do so incredibly well.

Our client's business required sending out bills to customers, who are mostly aged 50 or over. Customers visiting the website often had the same questions about their statements or paying in installments. We identified the patterns and then used them to build, train, pilot, and launch a chatbot in 10 weeks – and we did this for less than \$40k. This fully interactive bot enables customers to get answers quickly, and they can ask any question they like, either by typing or through speech recognition.

The business case here lay in faster collection of bills, particularly for customers wanting to transact outside business hours when human support is not available. By focusing on such a narrow use case, this business was able to experiment with a chatbot quickly and cheaply. While still in its early phases, the chatbot is already handling 1,000 customer interactions per month.

**\$40k** experimental chatbot handling  
1000 interactions per month

## CASE STUDY 6

# CX strategy that aligns with your brand promise

Our client, a premium brand was struggling to grow its customer base owing to high customer attrition. Their customer support model was too transactional: customers called in and associates worked to fix the problem, but the interactions were rather cold. The management team realized that in overlooking the emotional side, they were missing an opportunity to strengthen the relationship, make customers feel better, and embody the brand's premium image and values.

Our solution was to introduce a persona-based support model. We identified six different customer personas and their preferences. We then developed a personalized support strategy for each persona. The new approach emphasizes the emotional aspect of customer support, and outlines a set of operational practices to reflect the client's premium brand.

This initiative is targeted to deliver a one percentage point reduction in attrition and \$1 Mn incremental revenue over three years.

# Improving outcomes in customer acquisition and cross-selling

Customer acquisition depends on many factors, including fundamentals such as product, price, positioning, promotions, and contact center elements such as lead generation strategy, telephony platforms and how associates and technology work together. The six factors discussed under Improving Outcomes in Customer Service and Retention are also relevant.

Here we set out the digital opportunity with two case studies, one for acquisition and a second for cross-selling.

## CASE STUDY 7

# Customer acquisition

We achieved \$50m incremental revenue for our client over three years by deploying insights from multiple analytics initiatives. One of the initiatives analyzed 20,000 calls to understand the root causes of sales under-performance. It identified patterns such as:

- Associates proposing packages they were most familiar with, rather than asking questions to understand customer needs and proposing a specific bundle to match.
- Associates handling objections poorly.
- Conversations ending without the associates asking for the sale.

Next, we revised our policies, scripts, training, coaching and incentives to encourage the right behaviors. An example of how incentives are now better used is - the team runs internal competitions and league tables based on associate behaviors - with high reward offered for behaviors that analytics identified as most valued by the customers. Three years later, results are \$50m higher than they would have been at prior performance levels.

**\$50m** incremental revenue

## CASE STUDY 8

# Cross-selling

Cross-selling across product categories, a harder ask than cross-selling within a product category - was a strategic imperative for the client. The goal was to make customers stickier and drive loyalty by bundling several services together. Non-sales conversations with customers offered a huge opportunity to add a cross-sell pitch and achieve this objective.

**We analyzed 40,000 non-sales conversations and found that:**

- Associates had the opportunity to make cross-sell pitches on 22% of non-sales interactions but were only doing so a third of the time.
- Customers pitched in this way tended to be satisfied with their current packages, and needed a strong reason to take the offer.
- The switching process was too long and cumbersome.

As a result of these insights, we developed training to help associates spot opportunities to cross-sell, pitch compelling reasons to switch, and better handle objections. We also worked with our client to simplify the switching process. As a result of these changes, associates pitched cross-sell offers more often and were more successful when they did. And the outcome was impressive - the client's cross-selling performance doubled.

**2X** cross-selling performance

# Creating momentum for change



Shift focus from transactions to relationships



Humans and technology work together differently



Treat CX operations as a P&L center



Selling the vision internally



Funding without negative P&L impact



Proving value



Creating an integrated tech vision and roadmap



Resolving internal IT constraints



Contact center infrastructure



Automate easy, repeatable interactions



Improve complex interactions



Quantify value/measure the right things



**Philosophy/vision components**



**Navigating your organization**



**Making it real**

Long-term CX success for businesses means faster customer acquisition, improved customer satisfaction and retention, and better cross-selling. For senior leaders, a near-term success may lie in getting a vision and strategy in place and, critically, a practical roadmap to get there. Leaders also need to create momentum for change – see diagram.

# How can we help?

**Firstsource** is a business process management company offering leading-edge solutions in digital customer experience and intelligent back-office processes.

We help businesses enhance customer experience and satisfaction, acquisition, retention, and cross-selling. We support senior executives build momentum for change by crystallizing their vision, defining a strategy, creating a roadmap, and overcoming the leadership hurdles along the way.

## Why we're different

1

### Stitching CX technologies together

You can source CX technologies from anywhere, but you need to stitch them together to heighten the impact. Optimizing CX journeys end-to-end maximizes the outcomes. This means deploying CX technologies across the value chain. This is where we add value: selecting the right ones for your business situation and stitching them together to ensure they deliver the outcomes that matter to you.

2

### Walk-crawl-run strategy

We listen to your needs, propose and discuss what's realistically achievable in the next three-to-six months, and how you can build on that. Deploy a few initiatives, create small successes, enjoy the benefits, and then go on to build bigger things.

3

### Skin in the game

We'll work with you to zero in on realistic ROI targets, and we'll stay accountable for the results. We'll share the risk, putting our skin in the game.

# Our experience

We serve clients in Banking and Financial Services, Healthcare, Communications, Media and Technology, and diversified industries.. We work with:



**BFSI:** Three of the top six UK retail banks, two of the top six UK motor and household insurers and two major asset finance companies.



**Fintech:** Three fintech digital disruptors.



**Telecoms & Media:** A top-two UK broadcasting and media company, leading MVNO in the UK, and two of the top six US telecoms and broadcasting companies.



**Utilities:** Top-three utility company in the UK.



**Life Sciences:** Two clinical research organizations.



# Let's talk

To learn how we can help you take your CX operations to the next level, visit our [\*\*contact page\*\*](#).

For more information visit our [\*\*Digitally Empowered Contact Centre\*\*](#) solution hub.

For more insights follow us on social media:





# Helping customers **stay ahead** of the curve through transformational technologies and capabilities

Firstsource Solutions Limited, an RP-Sanjiv Goenka Group company, is a leading provider of transformational solutions and services spanning the customer lifecycle across Healthcare, Banking and Financial Services, Communications, Media and Technology and other industries.

Our 'Digital First, Digital Now' approach helps organizations reinvent operations and reimagine business models, enabling them to deliver moments that matter and build competitive advantage.

With an established presence in the US, the UK, India and the Philippines, we act as a trusted growth partner for over 100 leading global brands, including several Fortune 500 and FTSE 100 companies.

[www.firstsource.com](http://www.firstsource.com)

