

Happy Agents = Happy Customers

The connection between agent experience and customer experience and its bottom line impact has been inferred over the years, but a new study conducted by Serenova™ & Dr. Natalie Petouhoff's Customer Experience Research Group looked more closely at this impact on both operational costs and revenue generation in the contact center.

Customer service and contact center agents are the most customer-facing entity a company has.

92% 

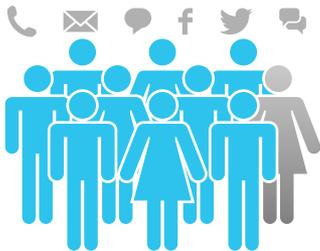
of consumers believe that a customer service agent's perceived "happiness" has an impact on their customer experience with the brand.

85% 

of consumers agree that their experience with a brand's customer service agents has a major impact on their impression with the brand overall.

Servicing the Social and Mobile Customer

Consumers today want to **INTERACT** with companies and brands in **MULTIPLE CHANNELS**.



90%

of consumers value the ability to communicate with a live person on any channel – voice, email, chat, SMS or social.

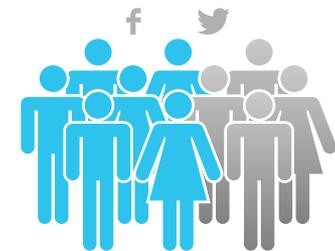
And they expect **QUICK RESPONSE** and **CONSISTENT SERVICE** in any of them.



85%

of consumers using phone and live chat expect responses within one hour.

BUT, they **DON'T THINK** companies are able to do this effectively today.



61%

of social media users feel that brands do not effectively communicate with them in these channels.

Research Overview

3 different contact centers participated in the study.

Case #1

\$60M

private social media
company providing
subscription-based
service

Case #2

\$700M

public consumer
goods/electronics
manufacturer

Case #3

\$31B

public
telecommunications
company

CASE STUDY 1:

\$60M private social media company

Our research clearly identified operational costs and negative revenue impact in this company's contact center – where agent productivity was impacted by the lack of integration of social channels and separate agent applications requiring lots of manual steps.

THEIR CONTACT CENTER TODAY:

- ❗ 60 contact center agents who answer questions ranging from technical “how to” questions to billing questions
- ❗ Agents primarily measured on reduction of subscriber churn or subscription saves and quality of contact
- ❗ Current CRM system is highly customized and is provided by/integrated to an outsourced service provider
- ❗ Additional system/software investments needed to integrate chat and social channels

Their Agents' Pain Points

“ We are measured on reducing subscriber churn, and the social channels are negatively affecting those metrics. ”

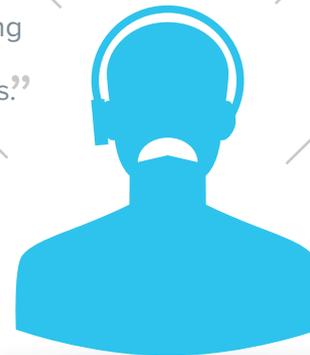
“ We have no control over social channels, so it's frustrating talking to subscribers who are canceling because of something they saw on Facebook? ”

“ Marketing is just now realizing how many customer service issues are on social channels. ”

“ We have 5-6 screens open at all times and are constantly toggling back and forth. ”

“ It's stressful when the technology involves lots of manual steps. ”

“ Remembering different login passwords is tedious and tiresome. ”



CASE STUDY 1:

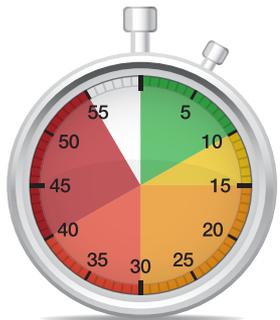
\$60M private social media company

How it impacts their bottom line

Lost Agent Productivity

Lost Revenue from Negative Social Word of Mouth

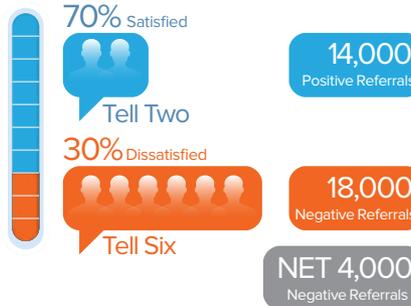
Opportunity to Increase Customer Lifetime Value from Proactive Engagement



- :10 Retrieving passwords to the various systems
- :05 No screen-pop (no CTI) with customer data populated to the desktop
- :15 Scrolling down screen/excess mouse use
- :10 After call work time - add potential revenue lost/saved to excel spreadsheet
- :15 Toggling between 5-6 screens

- \$236 k

10,000 Customers Served



- \$245 k

2% of subscribers extend subscriptions to



+ \$544 k

TOTAL FINANCIAL IMPACT = \$1.0 M

CASE STUDY 2:
\$700M electronics manufacturer

Our research clearly identified operational costs and negative revenue impact in this company’s contact center – where agent productivity was impacted by a siloed channel approach and the lack of integration of chat and social channels.

THEIR CONTACT CENTER TODAY:

- 75 agents handling email, chat and phone – over 50,000 interactions per month
- Supports “premium quality” brand with over 2500 different products globally
- Agents primarily measured on quality of contact and technical proficiency
- Additional investments needed to integrate chat and social channels

Their Agents' Pain Points

“ We have no control over our social channels. When posts are left ignored, we’re basically losing customers.”

“ I need 2 big monitors to fit all the windows I need to access while on a call.”

“ We’re measured on FCR, AHT and C-Sat scores...when we can’t get the info quickly, they all go down.”

“ Even if we did handle social, it would be a separate system that would require manual entry.”

“ We don’t have visibility into all the interactions, so our First Contact Resolution is not accurate.”

“ We need to constantly cut-and-paste from our chat application to our CRM.”

CASE STUDY 2:

\$700M electronics manufacturer

How it impacts their bottom line

Lost Agent Productivity



- \$554 k

Lost Revenue from Negative Social Word of Mouth



- \$960 k

Opportunity to Increase Customer Lifetime Value from Proactive Engagement



+ \$719 k

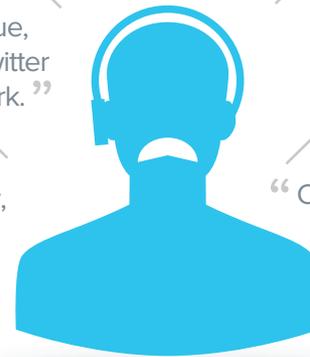
TOTAL FINANCIAL IMPACT = \$2.2 M

CASE STUDY 3:
\$31B telecommunications company

Our research clearly identified operational costs and negative revenue impact in this company’s contact center – where agent productivity and retention were impacted by a siloed channel approach, the lack of integration of social channels and slow and inaccurate knowledge databases.

THEIR CONTACT CENTER TODAY:

- ❗ 6 contact centers in the US with over 17,000 agents (this study evaluated one of the contact centers with 1,005 agents)
- ❗ With many contact center jobs in the area, this center experiences higher than average agent attrition rate of 49%.
- ❗ Due to the highly technical nature of support at this contact center, additional complexity is an inherent part of the interaction with the customer.
- ❗ Current CRM system is a 10-year old legacy system that is highly customized.
- ❗ Additional investments will need to be made to provide a “desktop of the future” integrating all channels including chat, social and internal collaboration.

Their Agents' Pain Points


“ We have to manually tabulate Tweets serviced and closed – and that’s kept in a Word doc.”

“ I have to toggle back and forth between 4-5 screens for every additional channel.”

“ Since there’s no universal queue, only one agent can monitor Twitter at a time to avoid duplicate work.”

“ We actually have to cut and paste from Notepad into the CRM fields.”

“ We have to cut and paste each Tweet from one system to another, and then we have to manually enter each Twitter handle in CRM for future reference.”

“ Our knowledge base is so slow that I have to search my own Excel spreadsheet for canned answers.”

CASE STUDY 3:

\$31B telecommunications company

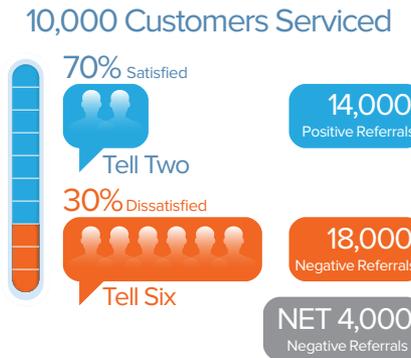
How it impacts their bottom line

Lost Agent Productivity

- 45 seconds per Twitter conversation
- 27 seconds per email
- 18 seconds per call
- 50% potential improvement in FCR
- 10% improvement in agent attrition

- \$5,421 k

Lost Revenue from Negative Social Word of Mouth



- \$640 k

Opportunity to Increase Customer Lifetime Value from Proactive Engagement



+ \$3,180 k

TOTAL FINANCIAL IMPACT = \$9.2 M

6 Steps to Improving Your Bottom Line



- 1 Utilize a single, integrated agent desktop to eliminate cutting and pasting among disparate systems to maximize interaction visibility and agent productivity
- 2 Reinvest in a state-of-the-art multichannel agent desktop that includes tight email, voice, social channels and mobile and chat integration
- 3 Invest in a state-of-the-art knowledge management database that provides easy to find answers for agents reducing AHT and FCR, improving agent satisfaction
- 4 Gain shared responsibility with Marketing or PR for Facebook/Twitter social customer service issues to respond quickly to negative WOM
- 5 Create social governance rules with Marketing/Customer Service/Sales/PR
- 6 Train agents for social and chat interaction on behalf of the company
 - a. How to respond to negative WOM
 - b. How to engage customer without selling
 - c. When to escalate to management on new issues

Next Steps



- 1 Review the case study in depth
- 2 Get executive buy-in to benchmark your organization
- 3 Get outside help to benchmark your content - and bolster credibility
- 4 Review the analysis
- 5 Create the business case for change to people, process and technology
- 6 Present it to executives and get approval
- 7 Present a short- and long-term plan
- 8 Get to it before your competitors beat you to it!

Introducing LiveOps Engage™

Since 2000, Serenova™ has led the industry in the innovation of 100% cloud-based contact center technology. With over 30,000 global users, handling over 70 million customer interactions per year, Serenova™ consistently exceeds expectations for service and performance for over 300 enterprise customers around the world including salesforce.com, Symantec, Amway and Royal Mail Group.

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