



CLIENT: ICCM – Bridging the Gap

PROJECT: Turning a Call Centre into a Profit Centre

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We create, enhance and deliver brand connections.



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Agenda



- Objective
- Who we are
- Perception Versus Reality
 - Corporate Value Chain
- Evolving from a Cost to Profit Centre
- Four Case Studies
- Summary Matrix
- Supporting Material

Objective



- Provide a easy to following framework to evolve your call centre from a cost to a profit centre
 - This framework is not limited to call centre but all technologies that you manage
- Highlight a five step methodology as well as examples how others applied them in the real world
- Develop a game plan that could get support within your organization

Who we are



- CIM is Canada's largest 3rd-party sales management and marketing company with offices in Toronto, Montreal and Chicago
 - 320 full-time employees
 - 2,200 in-field representatives
 - 3,000-5,000 profile candidates and alumni
 - Over 152,000 applicants



LAUNCH!



Mobility Solutions
Data Management Solutions

Perception Versus Reality



- Perception
 - Contact Centres or call centres are a cost, a necessary evil required in servicing clients
 - Although there are Service Level Agreements, Operating Objectives, KPIs, Dashboards and measurements, why are clients not happy
 - There are a lot of up front costs that may never get fully utilized
 - Adding to the business woes is if a call centre is part of a shared service, meaning their ability to influence is hampered
- Reality
 - Perception is Reality
 - Unless the business is prepared to leverage technology beyond it's initial purpose, they will remain dissatisfied
 - As long as the business remains dissatisfied, most of the leadership effort behind technology will be on the defensive
- Opportunity
 - Look for opportunities to ascend the 'corporate value chain' from cost centre to efficiencies to **profit centre**

Corporate Value Chain



Moving up and to the right...

Profit Centre

- Measure of Success
- Profit
- Margin
- Value Proposition

Efficiencies

- Measure of Success
- Return on Investment
- Hard Savings
- Soft Savings

Cost Centre

- Measure of Success
- Operating Budgets
- Service Levels
- KPIs

If you were a CFO, would you invest:

- someone who spends money
- someone who saves money
- someone who makes money

Strategic Goals



- Strategic alignment becomes increasingly important as one branches beyond his/her duties
- Examples of strategic goals:
 - Growth
 - Operational Excellence
 - Innovation
 - Customer service
 - Community service
 - Leadership
- Not being aligned, will prevent one from moving beyond day-to-day operations
- *Value of a project is directly proportional to its alignment*

Evolving from a Cost to Profit Centre Roadmap



- Getting alignment on the organization's strategic goals
 - Customer Service, Efficiencies, US Growth
- **Understanding the tactics (technology) that can be leveraged**

Tactics



- Technology represents the tools that can be deployed differently to achieve a new set of objectives
- Examples of Technology
 - *Phone system and related (voicemail, etc)*
 - *Interactive voice response (IVR)*
 - *Automatic call distribution (ACD)*
 - *Metrics/Reporting/CDRs*
 - *Recording*
 - *Internet/Web*
 - *Service Oriented Architecture*
 - *Voice over IP*
- Understand what portion of the technology can be sold for a profit, building a sense as to when does it make sense to 'build vs buy' any incremental investment
- *Remember that you are not a tech-shop*

The Mesh



Operation Excellence

Customer Service

Growth

	Operation Excellence	Customer Service	Growth
Web			
Remote Agents			
Workforce Management			
Recording			
Reporting			
ACD			
IVR			

The Mesh



Operation Excellence

Customer Service

Growth

Web			
Remote Agents			
Workforce Management			
Recording	Detailed Search Parameters	Training	Business Intelligence
Reporting	Metric Capture, Analytical Tools	Satisfaction Metrics, Analysis	Trend Spotting
ACD	Equitable Distribution	Call Resolution	Multiple Groups & Subsidiary/Parent Integration
IVR			

The Mesh



Operation Excellence

Customer Service

Growth

Web	24/7 Communication	Instant Messenger	E-Commerce
Remote Agents	Connectivity, DR/BCP	HR Benefits	Location Based Routing
Workforce Management	Effective Scheduling	Shift Swapping	Effective Subsidiary Addition
Recording	Detailed Search Parameters	Training	Business Intelligence
Reporting	Metric Capture, Analytical Tools	Satisfaction Metrics, Analysis	Trend Spotting
ACD	Equitable Distribution	Call Resolution	Multiple Groups & Subsidiary/Parent Integration
IVR	Skill Based Routing	Self Service	Campaign Management

Evolving from a Cost to Profit Centre Roadmap



- Getting alignment on the organization's strategic goals
 - Customer Service, Efficiencies, US Growth
- Understanding the tactics (technology) that can be leveraged
- **Being a Cost Centre of choice**
 - **Establishing a baseline or matrix for existing internal services**
 - **Demonstrating back to the business the cost centre alignment**

Case Study of a Cost Centre



- Company: Marketing Firm
- Strategic Goals: Improve infield execution
- Tactics: IVR
- Problem: Infield execution took longer than planned as a result of calls back to Head Office not being answered by the most knowledgeable person
- Solution: Implement a skills based routing solution, avoiding callers being transferred around and increasing first call resolution.
- Measure of Success: Improve first call resolution and average turn-around time to resolve a call

Case Study of a Cost Centre



- Company: Regional Airline
- Strategic Goals: Improving client satisfaction of their key accounts
- Tactics: IVR, Reporting and Recording
- Problem: High value clients are waiting too long, agent performance is unmanaged
- Solution: Implement VIP direct line with top agents; introduce quantitative and qualitative monitoring. Record calls for learning opportunities; review reports to enforce accountability
- Measure of Success: Establish a baseline of service levels and identify top performing agents

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- **Evolving to Efficiencies**
 - **Quantifying hard and soft costs**
 - **Identifying the solutions to reduce or avoid costs**
 - **Establishing an ROI**
 - **Demonstrating back to the business the efficiencies materialized**

Case Study of Efficiencies



- Company: Manufacturer of truck parts
- Strategic Goals: Improve customer satisfaction without impact productivity
- Tactics: ACD
- Problem: In order to improve customer satisfaction, productivity was impacted as employees answered phones. Customer calls reaching the plant floor were causing distractions leading to errors and downtime.
- Solution: Informal queue on the plant floor implemented, protecting the production line
- Measure of Success: In the first six months of implementation, production downtime has been reduced by over 65% resulting in over \$80K in recovered production time



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- **Evolving to a Profit Centre**
 - **Understanding Profit and Margin**
 - **Establishing a value proposition**
 - **Ensuring that the “client” believes in the value**

Case Study of Profit Centre



- Company: Marketing Firm
- Strategic Goals: Design an Energy Efficiency Program for one of Canada's Power Utilities that educates the consumers on the benefits of energy conservation
- Tactics: IVR, DB, Web Services and Reporting
- Problem: Needed a cost-effective means of tracking infield movement, providing the Utility with daily performance measure and safe-guarding the infield team
- Solution: Integrate WEB and IVR platform to provide a Reservation/Check-in/Check-Out Service, providing real-time activities to the Utility and monitoring infield whereabouts
- Measure of Success: Secured the business while increasing the margin



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The Matrix



	Cost Centre	Efficiencies	Profit Centre
Web	<ul style="list-style-type: none"> • One way communication 	Customer Input & Sales	<ul style="list-style-type: none"> • Synchronize other client touch points
Remote Agents	<ul style="list-style-type: none"> • Expensive H/W, Service 	<ul style="list-style-type: none"> • Used as part of BCP 	<ul style="list-style-type: none"> • External opportunities
Workforce Management	<ul style="list-style-type: none"> • Scheduling 	<ul style="list-style-type: none"> • Scheduling by wage/skill 	<ul style="list-style-type: none"> • External opportunities
Recording	<ul style="list-style-type: none"> • Quality assurance 	<ul style="list-style-type: none"> • Best practice modeling 	<ul style="list-style-type: none"> • Compliance
Reporting	<ul style="list-style-type: none"> • Manage SLA adherence 	<ul style="list-style-type: none"> • Work flow analysis 	<ul style="list-style-type: none"> • Provide client insights
ACD	<ul style="list-style-type: none"> • Basic call distribution 	<ul style="list-style-type: none"> • Situation call routing 	<ul style="list-style-type: none"> • Distributed routing via a cloud
IVR	<ul style="list-style-type: none"> • Basic routing capabilities • Simple self-serve 	<ul style="list-style-type: none"> • Advanced skills based routing • Dynamic bulletins and call deflection • Advanced self-serve • Agent check-in and monitoring 	<ul style="list-style-type: none"> • Custom priority routing • Commerce self-serve • Call back

Q&A

- Questions and Thank-you!

