Contact Center 2.0

Moving from contact center to customer experience center

wipro holmes

wipro

As per a Harvard Business Review[i] article, studies show that a 5% increase in customer loyalty can increase profits by up to 95% and the cost of acquiring new customers is 5 to 25 times more than retaining existing ones. New disruptive competition is surfacing on a daily basis and the battle for supremacy is getting fiercer by the day. Retaining customers is hence critical to every business and a customer retention strategy is important to not only reduce customer churn but also to drive revenues. Contact centers have an important role to play in achieving this as customer satisfaction is what ensures customer loyalty. The relatively older contact centers use IVRs that provide voice-based options and keys-based inputs to select options. This approach can be very frustrating for the customer, especially if the number of options is large. Many a time, such systems are not easy to use, which further add to customer misery.

The high labor costs of non-automated and semi-automated contact center implementation are yet another concern for enterprises. Some of the key challenges in customer service operations are:

- Dispersed data across disparate sources and channels for a customer

- Delayed problem diagnosis

- Inconsistent experience across multiple channels like voice, email, chat and social media

- Heavy dependency on operating procedure without insight on prioritization

- Effective customer retention and cross selling and up selling

- Security is also a cause for worry especially when dealing with PII or financial data with new digital products and services. A malicious agent has more avenues for potentially swindling customers in a traditional contact center

- Due to the diverse nature of customers, there are often challenges pertaining to hiring multilingual agents or having agents for different languages

Re-imagining the next generation customer support

There are three distinct personas that need to be looked at: the end user, the enterprise and the agent. Our view is that the contact center needs to be re-imagined along the lines of
1. **Augment/empower me,**
2. **Help me** and
3. **Advise me** to each of the personas involved, viz., the end user, enterprise and agent respectively. We call this the **"AHA"** moment (Fig. 1)—the digital business moment in a contact center 2.0 for tomorrow's millennials.

*i *https://hbr.org/2014/10/the-value-of-keeping-the-right-customers*

Retaining customers is critical to every business and a customer retention strategy is important to not only reduce customer churn but also to drive revenues.

Augment/ Empower me

End user

Help me

Enterprise

Advise me

Agent

Figure 1: The 'AHA' moment in a contact center

Innovation with human-machine interface to surround the heart

Let's explain this with the following 3 points:

1. **Augment/Empower me (target is end user):** Eliminating the need for reaching out to call centers is all about "Do it yourself anytime, anywhere" by embedding AI within systems of engagement. Here again we all experience how new-age companies like Uber, Amazon or Robinhood have embedded intelligence

within core customer engagement systems to preempt and address customer queries right there as opposed to reaching out separately to customer service desk.

2. **Help me (target is the enterprise):** How we enable customers to get connected seamlessly and agents to do their job more productively is another area that is getting transformed with AI.

- An example would be real-time NLU-based speech analysis solution to discover the intent of the customer and provide appropriate agent communication scripts to manage the customer better, monitor live calls and alert supervisors when there is a need for intervention

- Facial/emotion detection of call center agents to look for fatigue, stress and other expressions leading to negative customer experience

- Real-time QA check on call recordings (after the detection of the above fact) to check if the actions performed by agent were in compliance with the policies

3. **Advise me (target is the agent):** Multi-modal capabilities in terms of transforming traditional call centers to blend voice and video modes together with augmented reality. Example of a use-case would be providing technical support—blending voice and video together, guiding the caller to troubleshoot the machines resulting in reduced average handling time and significantly enhanced customer experience.

Implementing the next-generation customer support
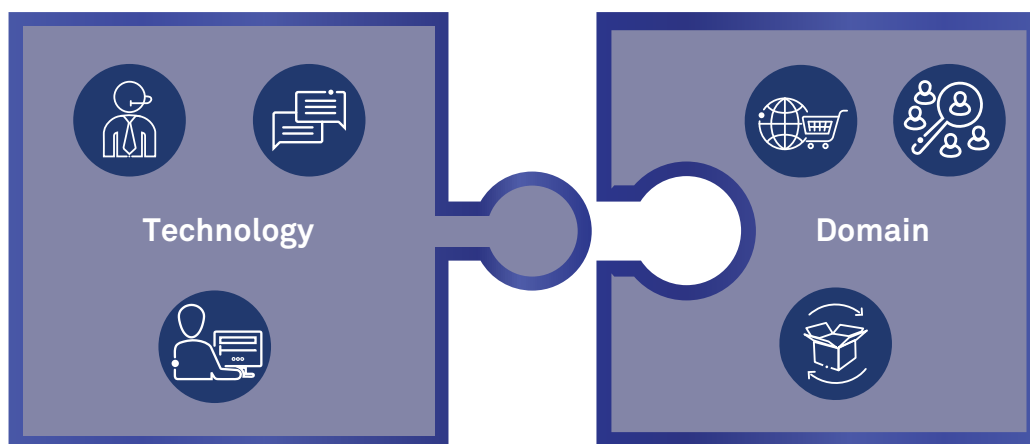
Domain

At Wipro, having the experience of deploying AI-based solutions across 250 enterprises, we recognize the imperativeness in bringing "domain context" into any AI solution.
Let us take some simple examples to illustrate the same.

Procure to Pay - Scenario 1

Imagine a "procure to pay" scenario where a large organization with a contact center for vendors supplying parts for manufacturing where a vendor can call for information and requests pertaining to payments, change in delivery schedule etc. Chat bots can handle these. NLU is used to analyze the vendor contract through an in-built system that stores all details and helps in initiating mails in situations when the contract is about to expire and needs renewal or sending mails to alert deadlines and SLAs.

Procure to Pay - Scenario 2

Taking the same scenario, let us take the example of vendor selection. A contact center solution can be implemented that also serves the procurement staff in the organization.

Therefore, the contact center provides a speech interface for executing procurement operations and in this case, is able to take calls from the procurement staff that aim to select a vendor and place orders. The SLA data from the thousands of vendors is recorded in the system and used for recommendations. So, if the procurement staff requests to place an order with a vendor whose SLA was not satisfactory, the chat bot alerts the staff member.

Hence, as part of the next-gen customer support solution, Wipro believes in codifying the "domain context" into a domain ontology model that acts as an extensive knowledge corpus relating to the business context that is important to make the AI solution respond just like humans do.

Technology

Traditionally IVRs have been the focal point of all customer engagement convergence including relatively recent advancements that simplify IVR into, say, a virtual IVR. At the end of the day, the IVR was used as a technology for deflecting customer conversation, as scaling both the workforce and systems were incredibly complex. However, there has been an emergence of some next generation IVR technology like Amazon Connect that makes it easy to set up and manage/govern a customer contact center and provide reliable customer engagement at any scale.

Scaling interactions with quality of service at the heart is what a crowdsourcing-ready workload scheduler would do to move from a Contact Center to Customer Experience Center. The reason I say, "is crowdsourced-ready" is because onboarding former employees as freelancers/specialists enables one to elastically tap into a knowledge pool. You can also resolve customer issues more efficiently by putting customers in touch with the right agents. This next-gen IVR should be instantly and automatically scalable regardless of whether it is a peak or lean traffic period and thus save costs.

Examples of implementing the next-generation Contact Center 2.0

Use case	Key needs	Benefits
Self-help with a "Do it Yourself" Cognitive Virtual Agent	• Smart virtual assist to provide personalized, intelligent and contextual "Self Help Experiences" across different enterprise business • Handover to the live agent in real time for all unresolved queries. • Facility of knowledge ingestion from multiple sources	• Faster issue resolution • Higher customer satisfaction • Lower support costs • Greater process efficiency
Virtual SME (digital avatar) to help in troubleshooting	• Personalized and contextual step-by-step instructions are overlaid on the user's device though augmented reality • Real-time virtual assistance lessens the dependency on the remote expert to resolve minor issues • Handover to remote expert can be possible anytime during the engagement with virtual SME	• Faster issue resolution • Higher customer satisfaction • Lower support costs • Greater process efficiency

Use case	Key needs	Benefits
Remote SME for advanced human help	• Real-time expert guidance and peer-to-peer collaboration • Expert "Do it Yourself" visual assistance and troubleshooting • "Do as I do" coaching using Remote Annotation	• Enhanced visibility • Faster decision and follow-up action • Increased process efficiency
Immersive training for more effectiveness	• Immersive learning using VR	
Sentiment analysis across audio, video and text data	• Analyze the data for customer sentiment in real-time, type of request, customer satisfaction, distribution of request types and other parameters	• Better gauging the real-time interventions needed so that the customer experience is managed
Auto aid for human agents to action	• When a customer initiates contact through voice/chat/social media, the customer retention solution relays real-time information on the customer's churn propensity along with his satisfaction scores to make the agent aware of any possible risks. Next-Best Action engine forms an optimal response for agents by modifying prompts as needed	• Proactive instead of reactive
Increasing cross-sell and upsell conversion rates	• A real-time cognitive campaign engine that personalizes offers and recommendations for every individual customer based on their usage patterns, preferences, lifecycle state, satisfaction/sentiment and much more	• Significant increase in revenue per user for every organization and enhanced loyalty.

Anticipated impact: Making customer service transformation tangible

For contact centers that have only seen slow, incremental change in the last decade, analytics & AI-based capabilities present a significant leap in the way customers are managed and retained. This can help contact centers transform from being a cost center to a profit center through the following levers:

Reduction in contact volumes: By adopting smart bots and analytics to increase digital channel adoption and improving first contact resolution rates, companies can target to achieve 8-15% reduction in overall contact volumes.

Improvement in agent productivity and performance: Simplified data/application access and real-time prompts that automate decision-making can help agents focus on more productive tasks and deliver a great experience

on every customer interaction. This leads to a significant improvement of about 20-25% across key contact center performance metrics such as average handle time & first contact resolution rates.

Increase in revenue per user: Personalized customer retention and cross-sell/upsell offers can drive better retention & conversion rates of up to 10-15%

Contact Centers will soon be passe and Customer Experience Centers will rule the roost as customers become more exacting and competition gets more intense. In conclusion, in a modern customer service organization, customer service teams will fix problems for many customers at once, instead of chasing issues one at a time. They will respond faster to concerns and move beyond operational demands to deliver proactive strategies that drive business growth. Wipro has the IP assets and experience to bring such experience centers to life. There are, of course, the grey areas of AI and robotics as they are dependent on data quality, and capabilities are not always black and white—humans teach us this. Harnessing decades of experience, a deep bench of experts, end-to-end capabilities and a partner ecosystem to work with clients, we address and resolve business challenges of our customers. We understand the importance of data privacy and work within constraints thereof to deliver unique and transformational customer experiences that are critical to enterprise success.

About the author

Sanjay Nambiar-Vice President and Head of Wipro's AI & Automation Ecosystem.
He is responsible for building AI partnerships, formulating go-to-market strategies and driving service delivery for enterprise clients. With over two decades of experience in client relationship management and business development roles, Sanjay specializes in shaping new offerings and driving business outcomes across multiple verticals including retail, consumer goods, financial services and telecom.

Wipro Limited
Doddakannelli, Sarjapur Road,
Bangalore-560 035,
India

Tel: +91 (80) 2844 0011
Fax: +91 (80) 2844 0256
wipro.com

Wipro Limited (NYSE: WIT, BSE: 507685, NSE: WIPRO) is a leading global information technology, consulting and business process services company. We harness the power of cognitive computing, hyper-automation, robotics, cloud, analytics and emerging technologies to help our clients adapt to the digital world and make them successful. A company recognized globally for its comprehensive portfolio of services, strong commitment to sustainability and good corporate citizenship, we have over 160,000 dedicated employees serving clients across six continents. Together, we discover ideas and connect the dots to build a better and a bold new future.

For more information, please write to us at **info@wipro.com**

IND/B&T/MAY-SEP2018