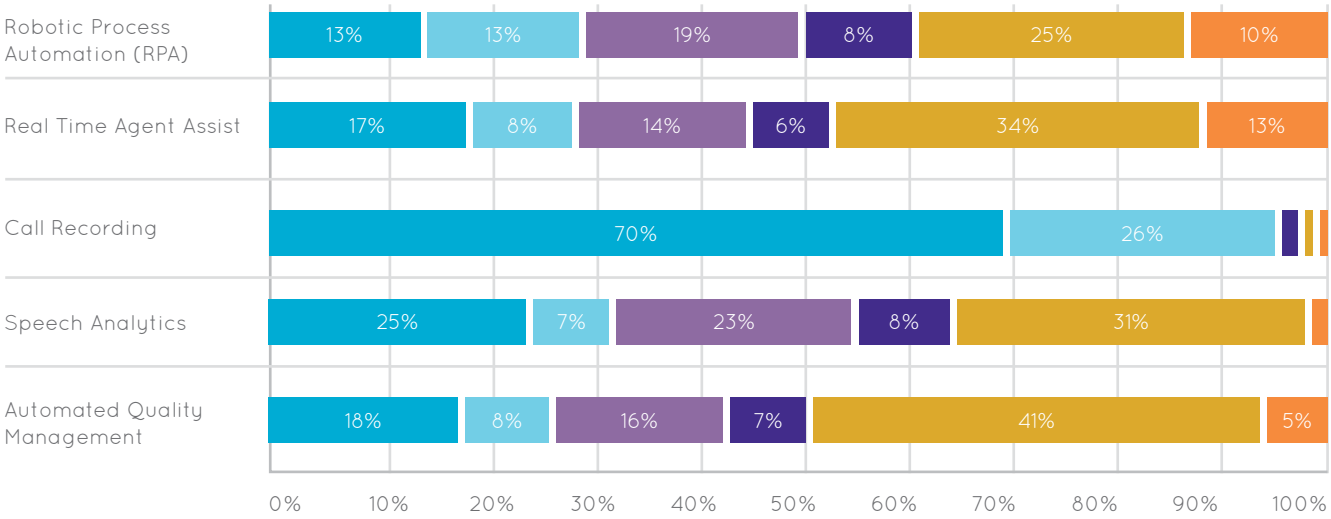
TECHNOLOGY ADOPTION

BEST PRACTICE REPORT

VERINT

SMAART RECRUITMENT

DESCRIBE YOUR LEVEL OF ADOPTION WITH THE FOLLOWING TECHNOLOGIES



Call Recording and Automated Quality Management

Call Recording has the largest future technology upgrade percentage of any category in the survey. Almost 70% of CCM responders indicate that they have no plans to upgrade their call recording. However, given the small numbers looking to tackle this in 2022 & 2023 it looks to be that the remaining 26% are thinking about upgrading now, perhaps driven by the speed of cloud adoption throughout the pandemic. Those responding may be wanting to improve their existing functionality or to enhance the technology to take account of all the new interaction channels that now need recording and analysing. It is not sufficient to upgrade just voice and screen recording as most organisations will need to record all interaction types - all unstructured data! For example, MS Teams has become prolific and is now used as a servicing channel for customers and needs to be recorded as per other more traditional service offerings.

With almost 41% of those surveyed having no plans to implement Automated Quality Management (AQM) it is assumed that most contact centres will need alternate means to address the issues that would have been addressed via an AQM roll out. Using call recordings and the associated quality management practices in contact centres to handle risk and compliance issues is critical. (AQM) can auto score up to 100% of recorded voice and text-based interactions. It therefore offers greater insight, objectivity, and consistency than traditional sampling techniques. The automation allows users to re-allocate quality resources from scoring evaluations to higher value activities such as coaching agents. CCMs need to consider what else can be done to ensure regulatory adherence and help address these issues as randomly sampling around 2% of all callers will be less and less acceptable as the complexity of the interactions arriving at the contact centre increases.

Currently using, no plans to upgrade/replace
Currently using, planning to replace/upgrade
Will implement in 2022
Will implement in 2023
No plans to implement
Don't know what this is!

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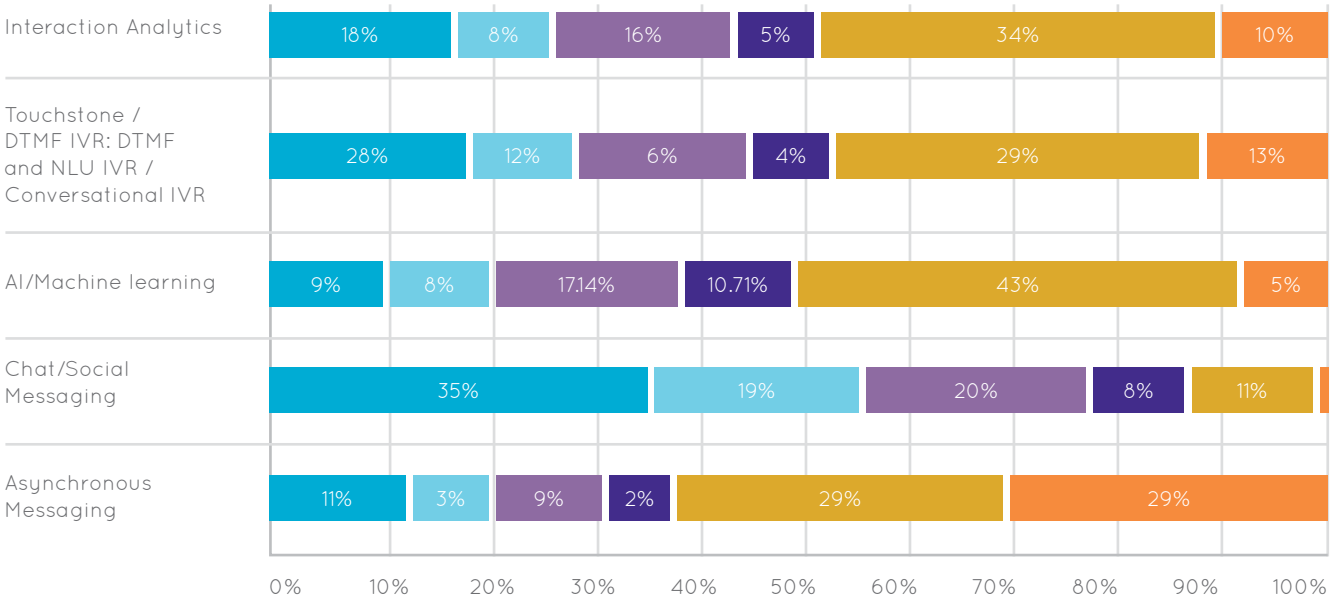

Analyzing Unstructured Data

While 25% are using speech analytics it is interesting to note that almost a third expect to add speech analytics to their technology suite over the 2022-2023 calendar years. Contact Centres are usually the biggest generators of unstructured data for an organisation: what did the customer say, why did they call, did they seem happy, where they vulnerable or at risk etc. Thousands of interactions a day that, if addressed, enable the business to adjust course by pivoting quickly by tweaking an IVR, informing an IVA, identifying where to remove customer effort and failed demand from a customer journey, or remediating a pain point. Also of note is that, in the responses on Artificial Intelligence (AI) (Q74) almost 41% of respondents think that speech analytics is an AI solution when it is not; Speech Analytics do not use, or need to use, any AI or machine learning. Speech Analytics transcribes 100% of recorded calls to automatically discover and analyse words, phrases, categories, and themes. Analysis of these insights can assist to identify drivers of dissatisfaction to reduce churn, identify customer contact drivers and self-service opportunities, and discovery trends and unknowns in interactions.

It is also noted that 70% of users do not currently use speech analytics to tackle customer insights or drive quality management practices. Without Speech Analytics as a tool to gain these insights, understand quality issues etc, it is assumed that users are recording calls and are then expending large amounts of manual effort to trawl through the interactions for regulatory and compliance purposes - painstakingly searching for and assessing calls for themes and trends within the conversations. In effect looking for a needle in a haystack and they would be missing a huge number of regulatory compliance issues.

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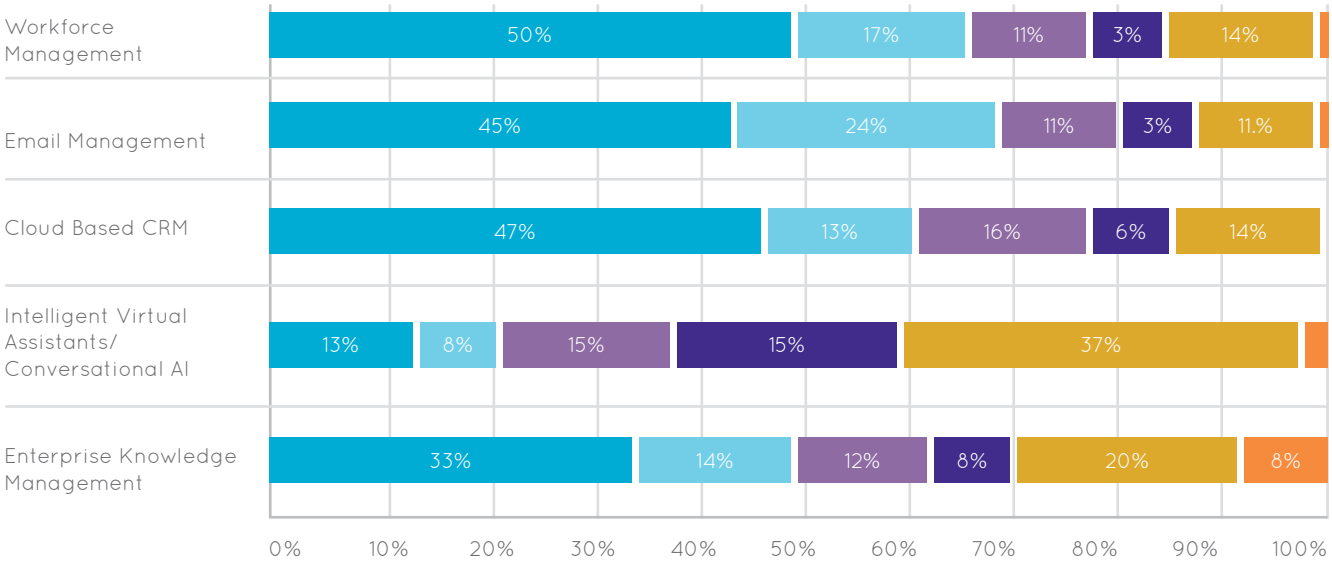

Agent Support Technologies

With increasingly tech-savvy customers accelerating through the sales and service journey, organisations are dealing with more complex queries. On the other hand, organisations are dealing with a hybrid workforce, meaning contact centre agents can no longer simply put their hands up to get assistance from team leads or colleagues. Additionally, retaining staff in a contact centre by offering state of the art technology is as important as currency in customer facing technology platforms. AI enabled technology to support agents will in the future be critical to attract and retain employees.

Real-Time Agent Assist (RTAA) can bridge this gap by listening to conversations and providing instant access to information and knowledge in sync with the conversation. This not only means a reduction in handling time and a faster speed to competency but also higher compliance. We have seen a recent shift in remote on boarding of agents who take their first call from the comfort of their homes. Having RTAA means they have a personal coach to guide them every step of the way. This means agents no longer must learn internal systems and procedures to the same extent but shift their focus to using their empathy and soft skills to build enduring relationships with customers. The technology already increases automation during the call by providing real-time recommendations to the agents, alerting supervisors when agents are on a call that might need their assistance and summarising the call outcomes, including follow up actions post-interaction. The next generation of RTAA solutions is starting to focus on employee motivational aspects that align with their personal and organisational goals.

Surprisingly the survey reveals a low number of organisations that plan to implement RTAA in 2022 and 2023 and a larger than expected cohort (approx. 13%) that do not know what RTAA is. As the contact centres go through the next evolution and battle with the change in customer dynamics, complex working environments and increase in compliance regimes, technologies like RTAA will become a must have. Our recommendation is to use speech analytics to identify the right use cases, experiment with a department or subset of users to prove the technology to internal stakeholders and expand from there.

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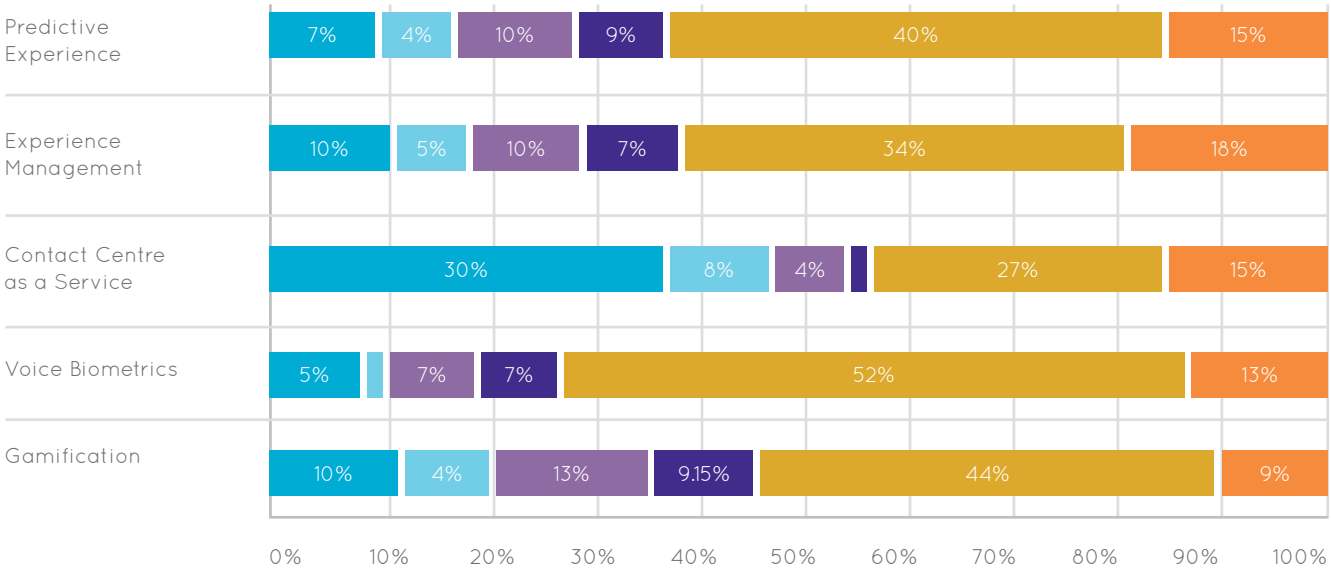


Knowledge Management

Knowledge Management has always played an interesting role in Contact Centre operations with a broad mix of solutions being deployed within contact centres and the broader organisation. These range from robust file storage solutions based on directories and email through to formal, robust Knowledge Management platforms.

The last two years have placed significant stresses on the older directory approach, as organisations have struggled to provide current and accurate information to work from anywhere employees, with clear, demonstrable impact on operational performance and efficiency, employee experience and compliance to process. These issues along with the continuing drive to digital transformation and self-service, and the concomitant need for a single source of truth, is reflected in the survey's findings that over a third of all respondents (33.8%) are looking at upgrading their knowledge capability over the next two years, with most of these organisations (77.1%) either actively working on the upgrade or intending to do so in 2022.

These organisations are looking to take advantage of significant developments in the Knowledge Management space and ensure that their investment in Knowledge Management align with their corporate object of improved Customer & Employee Experience, Digital Transformation, and enhanced Compliance.

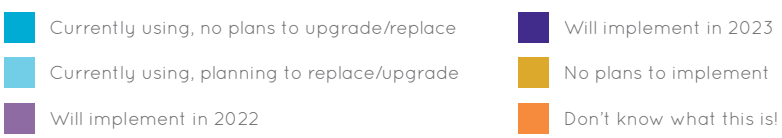
These organisations have realised that knowledge management is more than "search and storage" with the understanding that a knowledge management solution needs to deliver four critical components. Simply put these are: Creation: the ability to create multi-faceted, user friendly content with a enterprise level approval and publishing work flow; Search: the ability to allow users to find content using their own language, breaking free from the old keyword model, and if possible leverage Zero Click Knowledge, where the system derives context from the users actions to proactively present suggested content; Curation: the ability to receive and action feedback and suggestions, maintain strict publishing and version control and access reporting on what content is being used (and which is not being used); and finally; Presentation: the ability to deliver content to multiple internal and external end points from a single, controlled, source of truth.

Social & Asynchronous Messaging

These solutions support customer and workforce requirements for digital-first experiences by providing consumers with a choice of engagement channels—and empowering your workforce to support them as they shift channels, depending on what consumers find most convenient. It is a misnomer to assume only younger generations are willing to engage in a messaging experience as there has been a considerable shift in the last 3-4 years on the uptake of technology with specificity to mobile experiences through phones and tablets. The percentage of those amongst the different age groups will vary to some extent with heavier weighting towards the younger groups as a greater overall percentage of those willing to use messaging/self-service to solve their problems.

In general terms, for repetitive, low value high volume interactions you will see a greater overall uptake in the usage of messaging as opposed to high value, lower volume interactions where the human connection is required (e.g. purchase of an expensive or high value item or complex customer service issue). What we see as the bigger shift is the focus towards differentiation in digital channels to attract new customers. Traditionally consumers are left on their own post click of a digital ad to simply navigate the website to track down FAQ's or a self-service quote tool which ends in a call back from being filled out as opposed to engaging with the customer at that specific moment. AI can help nurture sales leads, guide the customer through an end-to-end sales process addressing specific questions at each stage of the buying process including the ability to escalate to a live agent whether onshore (business hours) or offshore (non-business hours) to complete the transaction. If an agent is unavailable, the customer journey, along with the conversational history and intent (sale of X item) is passed to the agent the following shift for immediate follow up. Rich experiences can be enabled such as videos helping to explain the product, visualisations of comparable products and end to end functionality to complete the transaction such as collection of personal data, one click payment options (apple pay) and ability to send any legal notices or documents via SMS or email for adherence to customer experience legislative requirements.

The customer can continue their journey without having to repeat themselves and have the flexibility to deal with real life as it comes while allowing the simplicity of getting what they need from your organisation in the most efficient convenient manner possible all with a few clicks on their mobile device.



TECHNOLOGY ADOPTION **SUMMARY**

Ian Harrison

Director, Customer Experience Optimisation
Verint

As customer interactions touch an increasing set of organisational interfaces it is interesting that most CCM's have not turned their attention to experience management and understanding across the enterprise. Concepts like Experience Management and Predictive Experience are becoming more prevalent and yet many of those surveyed have little idea as to what this is! Many organisations capture an overwhelming volume of experiential data in customer and employee interactions across all channels and touch points. How do you figure out where to prioritise resources effectively and ensure every action taken has the maximum possible impact on the customer experience?

Future interactions will progressively move to multi-channel and therefore the need to have insights from more than just contact centre interactions will become increasingly critical. This also raises the issue of the role of the CCM...in the future they will be required to demonstrate how contact centre interaction data, post call surveys, text verbatims etc adds value, and integrates to, the wider enterprise data set. No longer will post call survey and speech analytics etc (from the contact centre) be enough. Information will be required from the various channels, how the customer started their journey with the organisation, why did the website or self-service not provide them with what they needed, where did they get struck in the online channel and, when they ended up in the contact centre, what did they say, how was their sentiment etc.

Critically with the plethora of devices and Operating systems...was there an issue with a certain sales campaign on a particular device for some customers. Digital Behaviour Analytics will be increasingly used to capture millions of clicks, gestures, and taps across digital assets – independent of surveys – to visualise the holistic customer experience and opportunity for improvements. These visual and quantitative analytics tools assist to identify anomalies and problem areas, explain where users struggle, analyse problems or hesitation, and uncover barriers to successful CX.

The challenge for many of the CCMs is that the technology in contact centres is evolving rapidly into a complex mixture of solutions such as SaaS, Experience management, CCaaS, digital sales and self-service apps to name just few. Additionally, the pandemic has driven more and more customers online. This has not only created a challenge to attract and retain staff it has also brought forward the requirement to have the latest customer experience enabled by the best technology supporting both employees and their customers.

So, what does the future look like? The technologies implemented now need to deliver on the evolving expectations of the customers over the next few years. Customers may not describe or understand what they require in the language that follows, but CX professionals need to offer these sorts of capabilities for their customers:

- A service model delivering personalised service outcomes.
- The provision of proactive help and advice offers fast resolution while keeping customers informed.
- A consistent unified customer interface that accurately overviews the customers interactions.
- Integrated interaction channels enabling seamless movement across channels and a personalised experience
- Self-service channels that have an innate user interface that is enjoyable to use and engenders loyalty.
- Employees supporting customers with desktop solutions that enable them to work from anywhere.

The responses from the Contact Centre Managers indicate that they are largely aligned in how they think about the future CX requirements. The data shows that they are looking to upgrade or invest in Speech Analytics, Chat and Social Messaging, IVAs and knowledge management.

For the agents a single view of the customer needs to be provided via a desktop that removes complexity, automates manual transactions and assists in identifying compliance and conversational adherence issues so that the agent can show care and empathy as opposed to becoming preoccupied with ticking off regulatory obligations. Agents increasingly need the support of AI enhanced real-time insights and reporting to facilitate better customer service and provide intuitive information when it is needed.

Revamping Customer Engagement Using Integrated Technology

Opportunity

IAG has revamped its customer engagement efforts to support its plans to be a digital-first business. The company wanted to create world-class experiences for customers and employees and transform the way it interacts with customers in an increasingly digitally-driven and interconnected world.

With its workforce supporting 14 brands operating across five countries, IAG is Australia's and New Zealand's largest general insurer. The company has various policy and claims platforms, as well as multiple customer relationship management systems, making it difficult to create a cohesive and seamless customer experience irrespective of the customer's specific brand, product, or channel of engagement.

The company is pioneering the now, next, and future state of insurance to keep pace with the phenomenal changes brought about by the digital age and industry disruption. At the forefront of this initiative are the company's efforts to provide inspired, personalised, and frictionless customer experiences.

Historically, IAG handled sales, service, and claims processing predominantly through assisted channels such as telephone or face-to-face via multiple complex systems. Through digital, the goal has been to flip this equation so that more business is handled via digital channels.

Alongside simplifying and reducing costs across its core technology platforms and processes, the company aspires to leverage customer insights to deliver highly personalised and relevant omnichannel experiences.

Solution

Leveraging Verint® Workforce Engagement™ technology integrated with its systems of record, IAG developed "ORBIT." ORBIT is a consolidated customer engagement platform supporting a frictionless and connected experience across its brands, products, and customer touchpoints, in turn helping to eliminate disjointed customer interactions and transfers.

The system provides a full view of the customer and their insurance relationships, with contextual information to simplify customer interactions and streamline customer engagement processes.

Telephony integration supports call line identification and automatic screen pop and customer identification. Web chat capability and email routing is also supported. Co-browsing allows agents to assist customers online as needed, while infused knowledge management provides relevant articles and FAQs to further help improve customer interactions.

Optimised agent allocation is achieved through skills-based routing. Agents no longer need to toggle between multiple screens and systems, as all is accomplished seamlessly in one portal.