



Service Delivery Optimization:

Increase Enterprise Efficiency and Effectiveness

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Introduction

Your company likely has a contact center that efficiently and effectively handles customer interactions via telephone calls as well as through channels such as text chat, SMS, and e-mail. Yet are you aware that just a fraction of the activities that are handled by that center impact the customer experience throughout your business? In many industries today, including insurance, telecommunications, and financial services, as many as three times the number of employees who manage customer-related activities actually work outside of the contact center in line-of-business (LOB) areas doing such things as processing claims, managing sales orders, reviewing and approving new loan applications, and managing account inquiries.

Because customer service relies on resources outside the contact center as well as within it, all employees responsible for customer service delivery must work as efficiently and cost effectively as your contact center professionals do. This includes: meeting internal service objectives and customer-facing service level agreements (SLAs); improving resource utilization across the enterprise; and increasing business agility by empowering business users to respond to unexpected changes or new opportunities—all of which leads to an improved customer experience, increased loyalty, and reduced churn.

This white paper outlines the particular challenges facing service delivery operations—both within and outside of the contact center. It then describes the type of solution required to address these challenges. Finally, it shows how Genesys enables you to optimize service delivery across your entire enterprise.

A Leading German Insurer

This company employed 1,500 “first line” generalists and 3,500 “second line” experts to handle customer service costs. These back office employees were split into dedicated silos handling approximately 4.5 million calls and 15.3 million tasks per year. The CEO wanted to streamline business processes and virtualize the organization’s customer service resources while at the same time defending the firm’s leading position as a low-cost provider. But this had to be done without disrupting “business as usual” or abruptly changing the overall organizational model.

Using Genesys iWD to capture tasks via WebSphere MQ, the company expects loads to be harmonized across organizational silos, leading to a 20% productivity increase across all employees. The Genesys distribution model also provides flexibility to assign tasks based on skill levels, task complexity, and SLAs using a dynamic and active “push/pull” distribution mechanism.

Today’s Service Delivery Challenges

No matter what department they belong to, employees in increasingly decentralized, customer-impacting roles outside the contact center face unique challenges when managing human-related tasks that typically reside in the back office, such as:

- > **A more expensive, yet often times underutilized, workforce.** Personnel responsible for customer service outside of the contact center are generally expert workers and, as a result, are more highly paid than those within the center. Given that staff costs account for the majority of an organization’s total customer service budget, underutilization of these resources adds considerably to line of business (LOB) operating expenses.
- > **A backlog of work.** Amid squeezed budgets and cost-cutting mandates, the need to do more with less has caused many organizations to accumulate significant backlogs of work. These backlogs can be days, or even weeks, old—causing unacceptable delays in meeting customers’ needs, and often resulting in customer frustration.
- > **A proliferation of customer-facing channels and systems.** With an increase in the number of customer touch points—including Web, fax, e-mail, SMS, chat, and phone—as well as systems to support them, employees manage tasks across multiple workbins and task lists. In addition, because individual employees will choose the next task, each will often have a different interpretation of the next most important task. This result may be that more important, or higher value, tasks are not quickly selected—thus remain unfulfilled longer—which can negatively affect customer satisfaction.
- > **Lack of operational insights.** Few organizations have sufficient visibility into operational performance outside the contact center—including resource availability—and, more importantly, into whether service is in fact being delivered to the expectations set with the customer or to service objectives set within operations.

Enabling Service Delivery Optimization Beyond the Contact Center

Although they might not consider that they have much in common with the corporate contact center, functional LOBs in fact share many of the same principal goals when it comes to delivering customer service.

Enabling optimized customer service delivery is all about ensuring that the organization is operating in the most effective and efficient manner possible. Oftentimes people will confuse the two terms, but they are, in fact, focused on very different areas:

Effectiveness is getting the right things accomplished. Many customer service organizations today can be characterized as having decentralized operating models with many departments and lines of business loosely coupled by technology, systems, and processes. Some of these involve “hand offs” of tasks, but in many cases they operate independently from each other.

Efficiency is a measure of getting the most from your employees. As discussed earlier, the resources involved in service delivery go beyond the traditional confines of the contact center to resources across the mid- and back-office.

A Leading British Telco

Struggling with unmet order fulfillment and strict fault-resolution service level agreements (SLAs), this company was facing an excessive backlog of 800,000 service requests that had been escalated for further attention—a number that was growing by 20,000 daily. Additionally, for every missed delivery date, it had to pay a huge fine for missing the SLA.

The company had an existing workflow system from which employees “pulled” work items and allocated the job to engineers to complete the tasks. Genesys iWD was integrated with this existing platform to enable a “push” style of task distribution and to monitor whether tasks were actually being completed within the time frames dictated by SLAs. By finally being able to appropriately manage and distribute tasks, the firm prevented further missed installation dates and fines, improved overall service levels, and increased customer satisfaction.

Any improvement in efficiency and effectiveness will result in increased value to the organization, while also improving customer satisfaction. There is untapped potential in existing customer service delivery operations that, when properly leveraged, can provide additional capacity to the enterprise without additional costs.

Service Delivery Optimization has Four Key Pillars:

- 1) Increase employee performance across the enterprise.** Like supply chain management solutions that provide benefits to the manufacturing process and deliver just-in-time manufacturing, similar principles can, and should, be applied to the delivery of service to customers. An organization that has optimized service delivery will manage tasks from a single, global task list, across all channels and systems, and will prioritize and proactively distribute tasks to the right resource, at the right time, and at the right location.
- 2) Adhere to internal service level objectives.** Service level objectives can be either internal or external. If they are internal, they are often objectives set for teams that link back to a bonus program. If external, they are communicated to a customer and tied to a service level agreement, and may have penalties for missed delivery. In either case, there is an expectation on operational performance for the delivery of service, and a goal to achieve it. An organization that has optimized its service delivery operations will be managed based on the service level of the task and value to the organization versus the underlying system, workbin, or channel.
- 3) Increase visibility into operational performance and compliance.** You can't manage what you don't measure! It is an old management adage that rings true in today's competitive, and in some cases, challenging marketplace. Unless you measure operational performance, you don't know if it is getting better or worse. Sure your customers will tell you if it is getting worse, but by then it is too late—you've lost them. In the end, you can't manage for improvement if you don't measure to see what is getting better and what isn't. An organization that has optimized service delivery operations will have a comprehensive set of processes and task-based statistics providing insight into business performance, and can compare against key performance indicators defined by business users. These business insights must be available in real time and historically to see trends over time.
- 4) Increase agility throughout the enterprise.** Business agility is the ability of a business to adapt quickly and cost efficiently in response to changes in its business environment. These changes could be as a result of a new market opportunity, a launch of a new product and associated process, or a competitive threat. An organization which has optimized service delivery will invest in business applications that increase its business agility, and empower business users to sense (through the business insights discussed above) and respond through a highly configurable environment, without having to engage in large scale IT projects time and time again.

A Top Spanish Telco

The customer service organization of this company was comprised of a dedicated group of 250 mainly outsourced agents working with shops/dealers in the field. This group was further split into smaller teams by process type such as complaints and new contracts. All tasks were manually distributed to the agents with no transparency as to quantity or quality of work. Agents were able to selectively choose tasks in a “pull” mechanism, which consequently left many tasks unfulfilled and uncompleted, and SLAs slipped.

By implementing Genesys iWD, the company was able to get visibility into all processes, teams, and outsourcers. A “push” mechanism was implemented that automatically ensured tasks were delivered to the best available agent/expert within specified SLAs. At the same time, management got full transparency into SLAs, resource utilization, and performance. As a result, efficiency subsequently improved 20% across all agents.

Genesys – Expertise and Experience in Optimizing Service Delivery Operations

For nearly 20 years, Genesys has been a leader in the contact center space. We’ve helped contact centers in top organizations across all industries worldwide to efficiently and cost-effectively identify, prioritize, and route customer interactions, thus ensuring delivery of stellar customer service. Now, Genesys intelligent Workload Distribution (iWD) allows you to apply this industry experience and best practices to enable an optimized service delivery from anywhere in the enterprise.

Genesys iWD dynamically prioritizes the distribution of work tasks to the people best suited to handle them. Built on the powerful and proven Genesys Customer Interaction Management (CIM) platform, Genesys iWD provides out-of-the-box functionality designed specifically for the business user that integrates resources, contact center capabilities, and internal business processes—and delivers business benefits quickly for a compelling return on investment.

Genesys iWD works in concert with existing enterprise software applications such as ERP, BPM, and CRM, as well as homegrown legacy systems, to create a single, global task list, which is sorted based on business value. Only with a global task list can the enterprise ensure the right resources, regardless of location, are proactively receiving the most critical or highest value tasks, regardless of media-type or system, at the right time and right location.

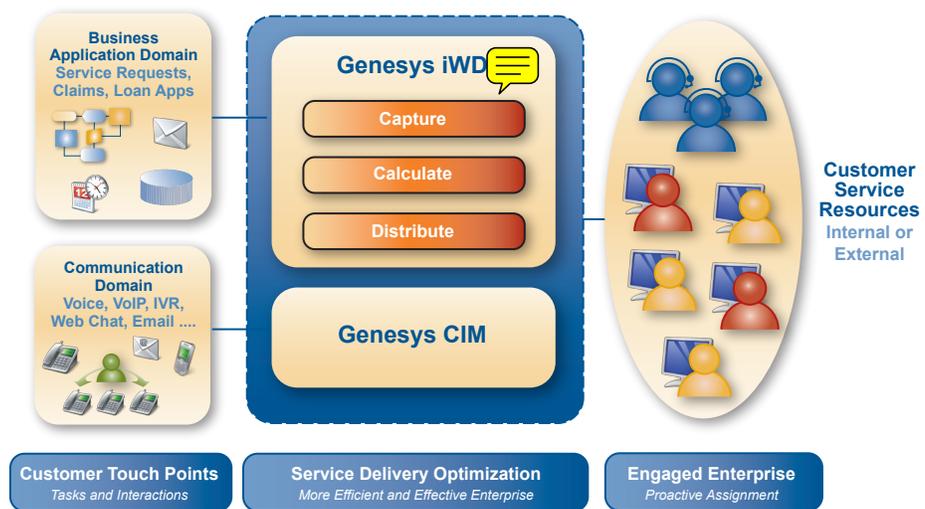


Figure-1 Genesys iWD automates the prioritization and distribution of work tasks to the people best suited for the service delivery

Recommendation

Heads of customer care, customer service personnel, and LOB owners who are challenged to manage significant backlogs of tasks, adhere to service level agreements according to customer or regulated mandates, or need a faster time to value through business user empowerment for configuring and managing tasks, should immediately explore how an optimized service delivery environment is enabled through Genesys iWD. Genesys iWD delivers business benefits quickly for a compelling return on investment (ROI), shorter time to market, lower project risk, and increased functionality for a true competitive advantage, enterprisewide.

Additional Information

Genesys Worldwide

Genesys, an Alcatel-Lucent company, is the world's leading provider of contact center and customer service management software – with more than 4,000 customers in 80 countries. Genesys software directs more than 100 million interactions every day, dynamically connecting customers with the right resources – self-service or assisted-service – to fulfill customer requests, optimize customer care goals and efficiently use agent resources. Genesys helps organizations drive contact center efficiency, stop customer frustration and accelerate business innovation.

For more information: visit us on the Web: www.genesyslab.com, or call +1 888 GENESYS (1-650-466-1100).

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