

Workforce Management for Customer Service Centers

Shift towards Strategic Workforce Management to
transform the Customer Service Experience

Deloitte.
Digital



Let's talk about Workforce Management

How do we transform Customer Service Centers from a cost center to an experience hub?

Human Experience

The human experience is key in transforming the Customer Service Center and making a successful shift to Strategic Workforce Management. By focusing on both Customer and Workforce Experience, and integrating all elements of Strategic Workforce Management, you will establish a talented, engaged, and adaptable workforce that will result in an elevation of the Human Experience, benefiting both customers and employees

Customer Experience

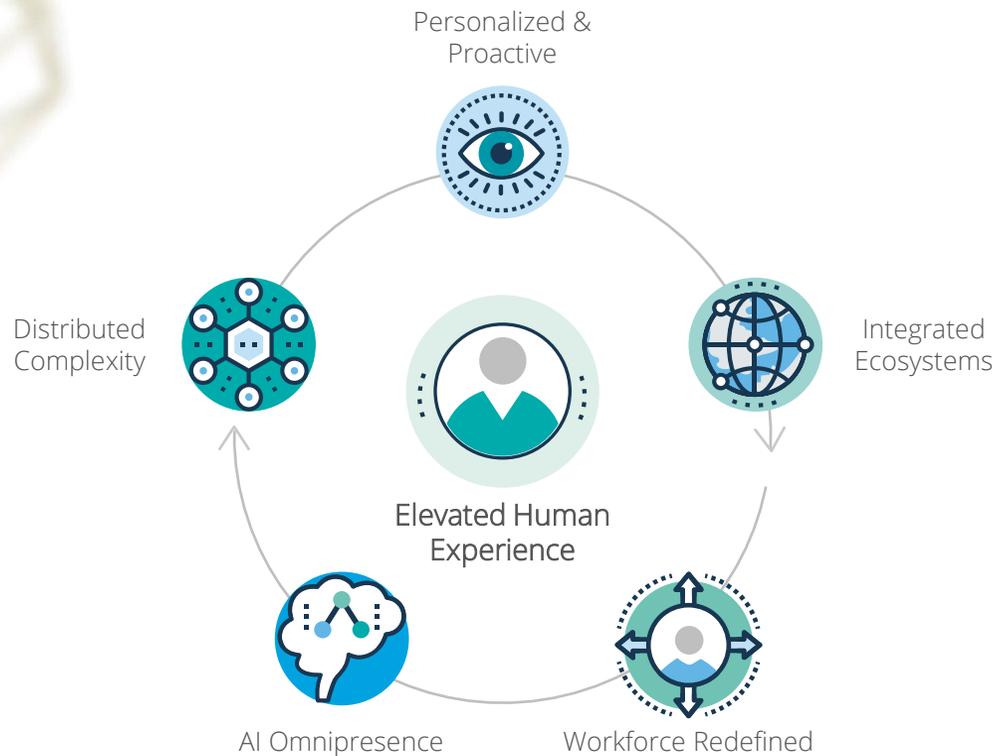
Providing excellent customer service is a combination of the right channel, skills and at the right time. Powering up your Customer Service Center with Workforce Management enables your agents to exceed customer's expectations leading to higher customer satisfaction and retention

Workforce Experience

Unlock the full potential of your most valuable asset: your people. Attracting and retaining employees leads to an accumulation of experience that will benefit your customer, brand and workforce

Key forces driving change in the Future of Customer Service

On both customer and employee side a series of disruptive forces will profoundly change the way Customer Service Centers operate



Complexity is rising in all aspects of service. Expectations of customers and employees are continuously on the rise



Customers demand real-time and personalized outcomes according to their service channel of preference



Service delivery will become more and more interconnected and ecosystem strategies may determine winners and losers



New talent and service delivery models will be required to effectively deliver exemplary service



Artificial Intelligence (AI) will manifest in various levels of maturities but will be omnipresent as a core business requirement

Empowering Customer Service Centers through Workforce Management

Workforce Management holistically covers all different aspects of your Customer Service Center and offers countless possibilities through emerging technologies

Perspectives & Expectations



Customer: Expects adequate help via channel of their preference and a seamless experience without having to repeat themselves when being transferred



Business: The Customer Service Center should provide excellent omni-channel customer service using the latest technologies whilst being cost-effective



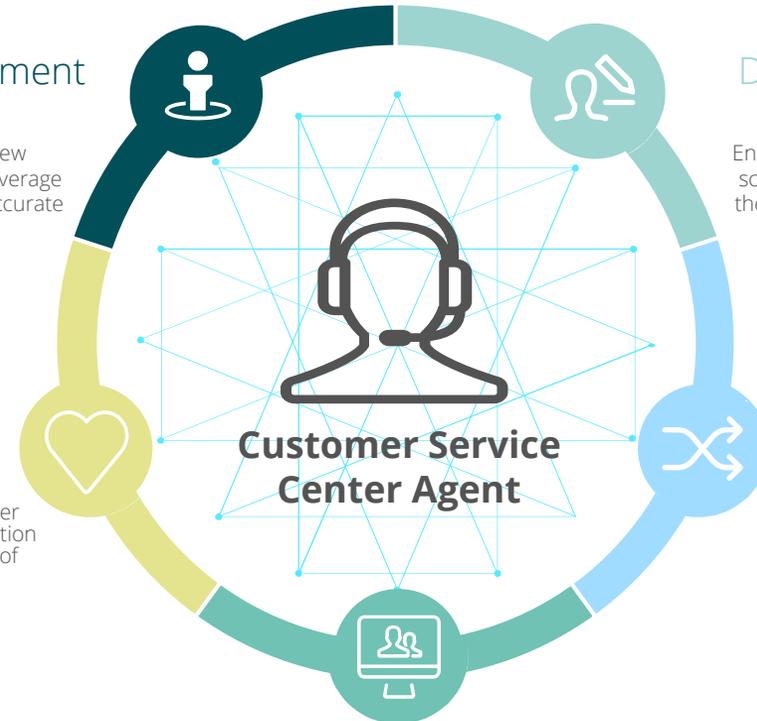
Employee: Wants to work effectively and efficiently, feel a sense of purpose and belonging, be recognized and empowered to grow and move forward

Continuous improvement through data

Measure results and identify new bottlenecks to keep optimizing. Leverage the power of AI to be even more accurate

Making an impact that matters

Empower your employees to better help the customer through automation and empowerment with the goal of advancing in their career will simultaneously impact CX & EX



Dynamic scheduling done right

Enable employees to administer their own schedule deviations and (auto-) generate the schedule based on expected volumes

First time right channeling

Match your customer's ask based on used channel and agent skills to route them directly to the right agent

Seamless customer interaction

Connect your IT infrastructure to access siloes. Provide your agents with a 360-degree customer view so your customer does not have to repeat information already available

Elevate the Human Experience through Workforce Management

Workforce Management is the key to bridge the gap between rising customer demands and mismatched employee needs

CUSTOMER EXPERIENCE

INCREASING DEMANDS

Increasing demands for customer service put extra pressure on contact service centers as it requires **better service** through **more channels** during **wider working hours**

KEY TREND



Customer satisfaction in West-European countries averages at 6.9 (out of 10), indicating Contact Centers can significantly improve to meet increasing customer demands

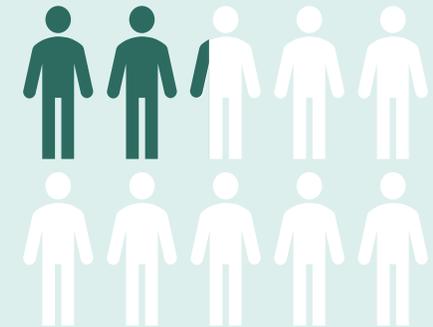


WORKFORCE EXPERIENCE

MISMATCH IN NEEDS

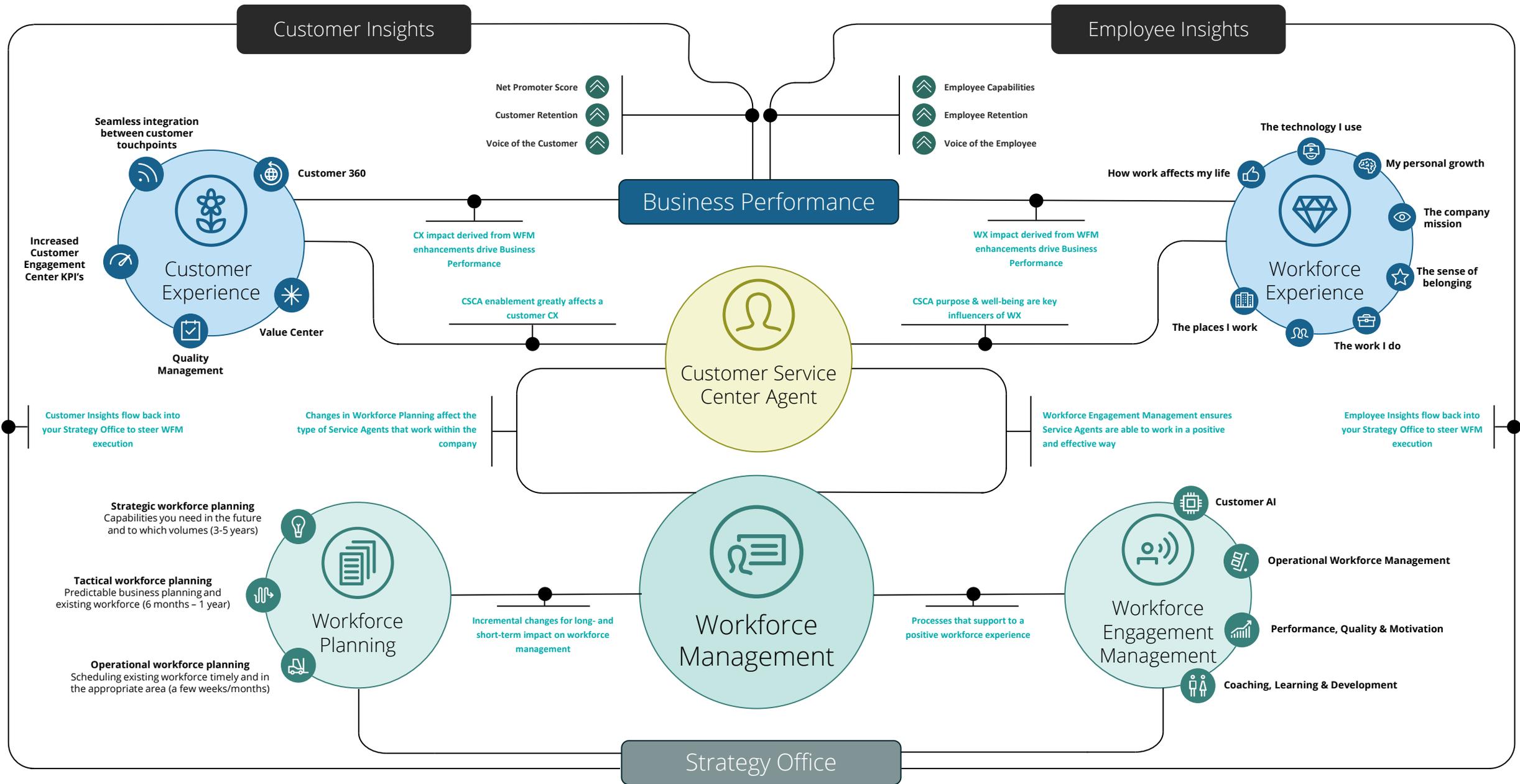
More and more often employees are not satisfied with the way-of-working, causing **reduced efficiency** in contact centers and **lowered employee satisfaction**

KEY TREND



Employees lack involvement: Only 21% of employees globally are engaged at work

Source: Gartner & Forrester



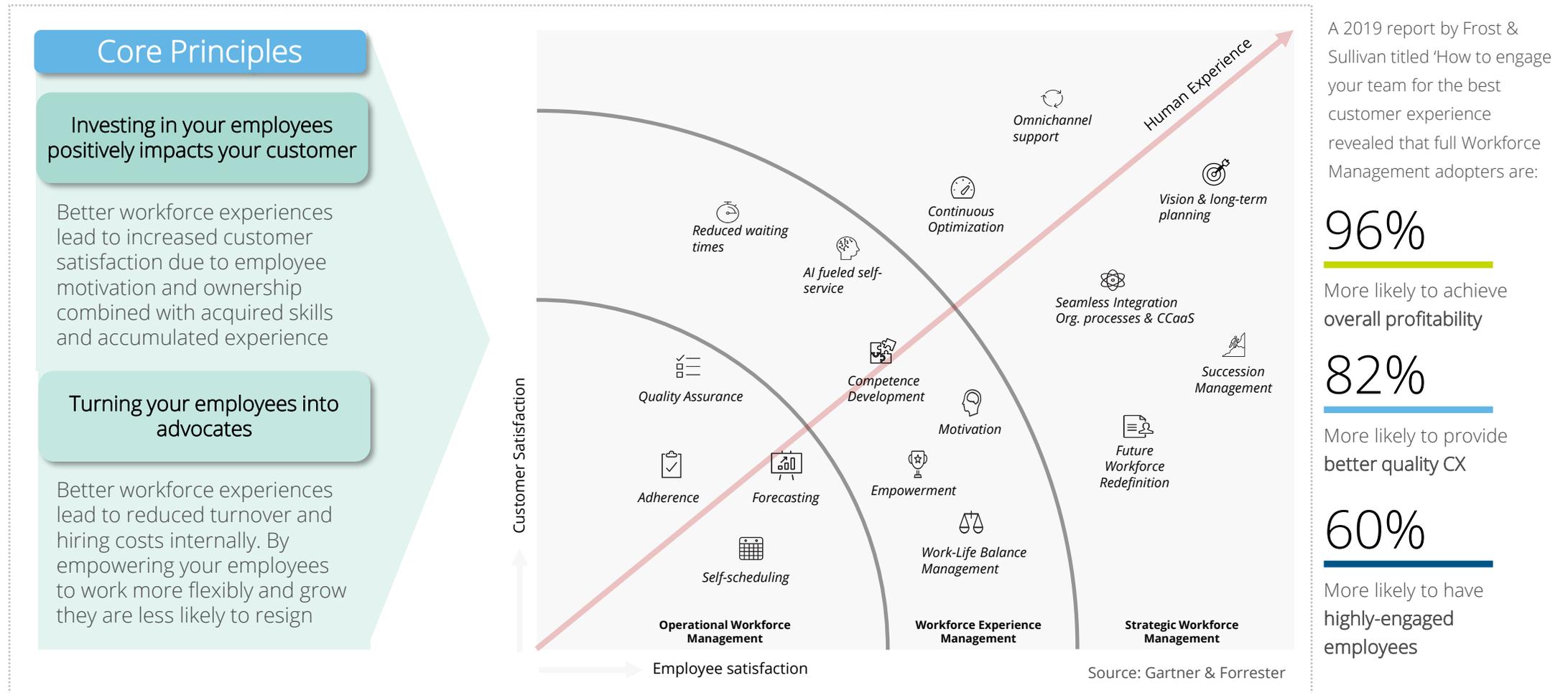
Shift to Strategic Workforce Management

Customer Experience is and will remain the number one strategic priority in Customer Service Centers. Omnichannel strategies and process automations have only solved a part of the puzzle

Strategic Workforce Management will future-proof your workforce, empowering them with the right processes, tools and strategic direction leading to a Best-in-Class Customer Experience

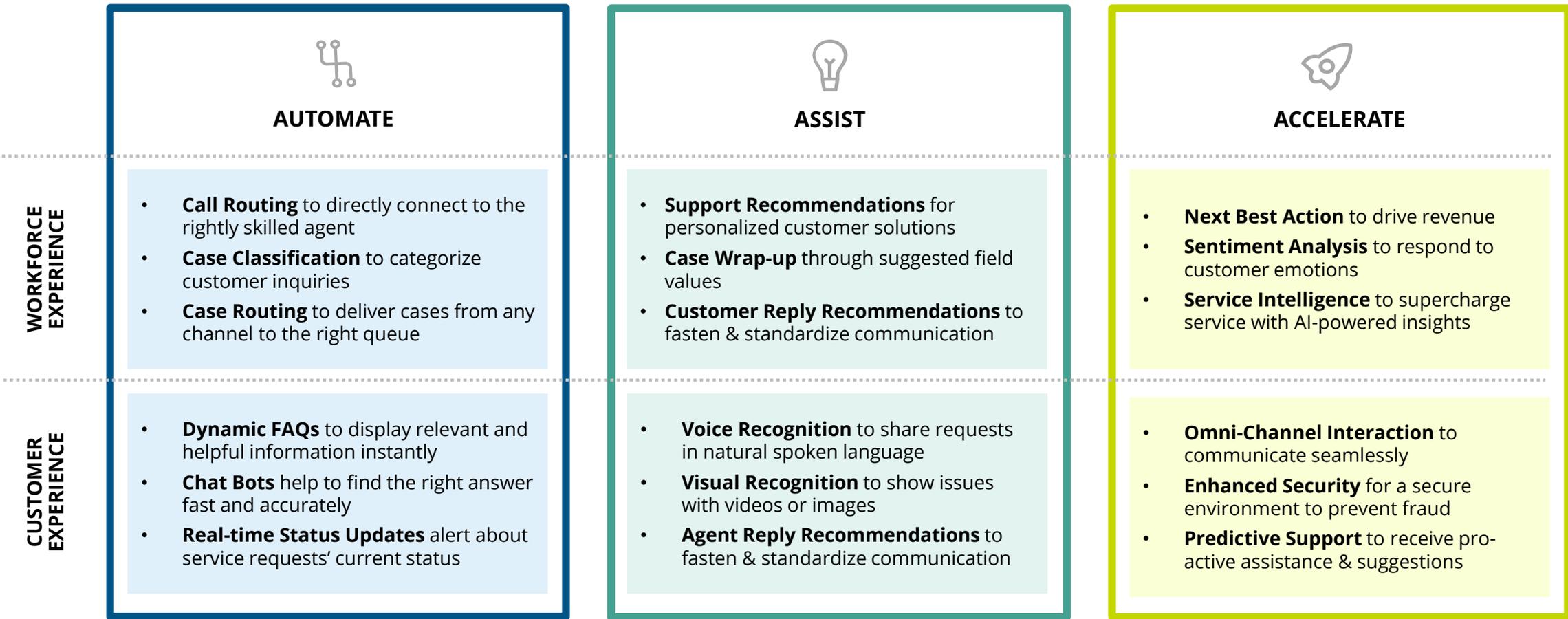
Elevate the Human Experience through Strategic Workforce Management

A distinct strategic view on Workforce Management positively impacts the Workforce Experience, Operational Efficiency & Customer Experience



Accelerate Customer Service by fueling Workforce Management with AI

AI fuels innovation in Customer Service Centers, optimizing processes and personalization with a balanced approach of automation with a human touch



“

I always get nervous explaining technical issues over the phone

It's a gamble whether the agent will be helpful or not

Being on hold for a long time seems inevitable

Making notes is crucial, but I always struggle to capture everything

Customer David



Agent Emily

Helping customers with complex issues is challenging, but it's rewarding when I can resolve their problems

Call reports are time-consuming; I wish I could spend more of that time directly assisting clients

”

This example demonstrates how a network provider effectively combines Generative AI and Workforce Management in customer service interactions, like the one between David and their customer service agent, Emily.

The conversation is skillfully summarized by AI, providing David with a clear and concise document that includes a visual timeline and essential action points. This AI-driven process not only boosts David's confidence in the service but also enhances efficiency for Emily. By integrating AI into their workforce management system, the network provider not only simplifies complex information for customers but also optimizes the workload for their service agents.

Interaction

Assurance of citizen

AI

Data

<p>Reaching out to customer service often involves navigating through technical complexities and misunderstandings. Enter AI-enhanced customer service, a model designed to streamline these interactions. At home, David experiences unreliable internet connection and contacts his network provider, unknowingly stepping into a new era of customer service.</p>	<p>Upon initiating contact, David finds himself in a seamless experience provided by human expertise and AI innovation. His network provider employs AI for workforce management, ensuring efficient analysis and routing of customer inquiries. He is quickly connected to Emily, a customer service agent specialized in resolving such issues.</p>	<p>As David and Emily engage, their conversation is effortlessly transcribed by an AI tool. This transcription triggers the AI to suggest relevant knowledge articles, aiding Emily in her role as a customer service agent, enhancing the support she can offer.</p>	<p>Emily utilizes the information from these articles to guide David through a step-by-step process to resolve his connectivity issues. David appreciates her effective assistance and the problem's resolution. During their interaction, he remembers a recent change in his banking details due to switching banks, and realizes the need to inform the network provider.</p>	<p>Emily swiftly addresses David's banking issue. The AI system rapidly provides a relevant article, guiding her to email David a link to update his bank details via the self-service portal. After resolving his internet and banking problems, David's happier tone, detected by sentiment analysis, indicates a satisfying customer service experience.</p>	<p>After their talk, David gets an auto-generated summary of their conversation, detailing the solutions. Emily verifies its accuracy before sending, ensuring David receives precise information. Simultaneously, as she dispatches the summary, a detailed case record is automatically created for future reference.</p>
<p>Calls network provider</p>	<p>"I'm experiencing unreliable internet at home, which is critical for my work-from-home setup, and I urgently need it to be fixed."</p>	<p>David, pleased with the resolution of his internet issue, now seeks assistance in updating his bank account details</p>	<p>Receives an easy-to-read text report at home including personal visual timeline of steps to take</p>	<p>How may I help you?</p>	<p>Emily, with support from the knowledge base, skillfully leads David to a solution for his internet issue</p>
<p>Conversation takes place, Emily briefly repeats what was discussed</p>	<p>Upon consent, the AI model is activated. The incoming request is analyzed on keywords, account history, and nature of the problem. Depending on the required skills and availability, the call is efficiently routed to best-suited agent.</p>	<p>Audio data is translated to text using speech to text. The AI model sift through the knowledge base and suggests relevant articles based on the transcriptions.</p>	<p>Irritation and error signals are used in real-time for customer sentiment analysis.</p>	<p>The letter is generated in the style of the telecom provider by an AI model.</p>	<p>Phone number is registered at the start of the call if the call is not made anonymously.</p>
<p>The knowledge base is consulted following the ongoing conversation.</p>	<p>The client's consent is registered with the phone number and identity.</p>	<p>Audio data of the conversation is recorded.</p>	<p>The summary is checked by the employee for correctness, and the feedback is stored to optimize the model.</p>	<p>The summary is checked by the employee for correctness, and the feedback is stored to optimize the model.</p>	<p>The client's consent is registered with the phone number and identity.</p>

Summary

- Reaching out to customer service can be stressful for customers, potentially creating a negative image of the company.
- Agents struggle to explain solutions and spend too much time on post-call summaries, reducing their efficiency in customer assistance.
- Artificial intelligence technology enhances customer service efficiency by:
 - Streamlining customer routing:** Directs customers to the appropriate agent, optimizing the process.
 - Assisting in transcription:** Helps agents quickly access and understand relevant information for effective communication.
 - Performing sentiment analysis:** Evaluates customer tone, guiding agents in tailoring their communication approach.
 - Facilitating call summaries:** Generative AI reduces time spent on post-call documentation, improving case record creation.

Benefits for the customer

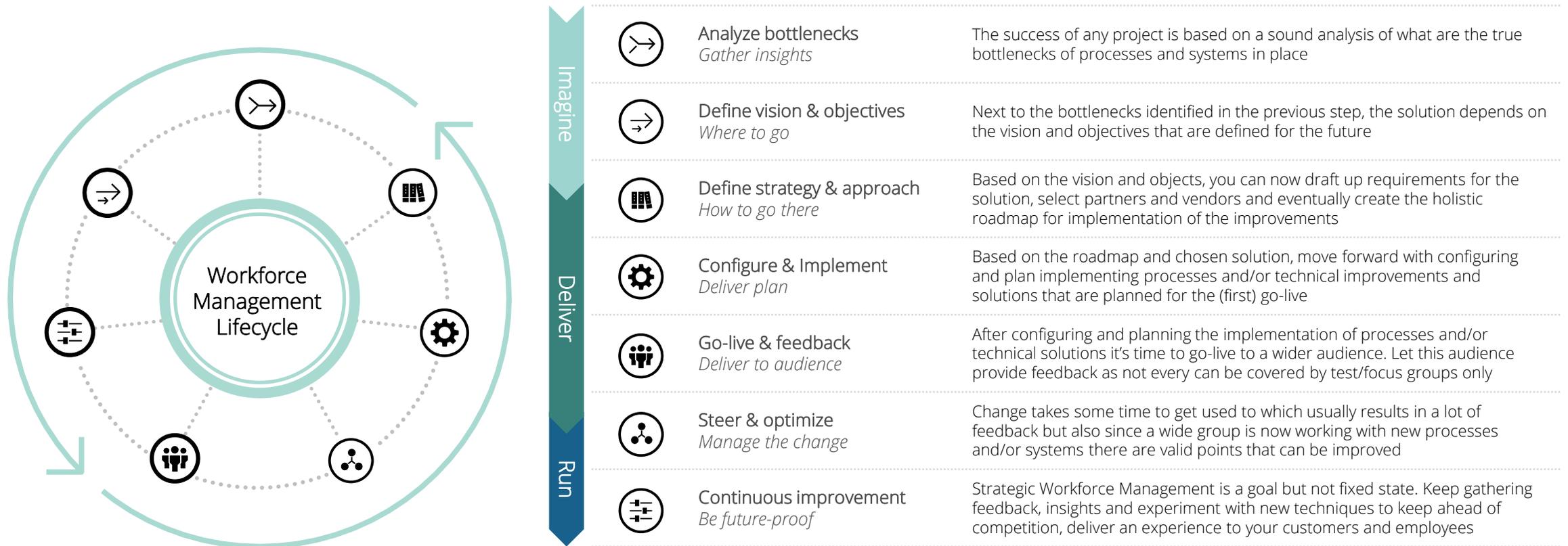
- ✓ The AI model can translate technical language into easy-to-understand language. This ensures that David clearly comprehends the solutions provided to him.
- ✓ Past interactions and account history are analyzed to provide more personalized service, enhancing customer experience.
- ✓ The AI-driven system can quickly route calls to the most suitable service agent, resulting in faster solution of issues.
- ✓ A clear and concise summary of the key points is generated including the actions to be taken.

Benefits for the agent

- ✓ The efficient query routing ensures that the service agent is handling queries they are best equipped to resolve.
- ✓ The AI model can quickly sift through the knowledge base providing the service agent with relevant knowledge articles.
- ✓ Sentiment analysis assists the service agent in interpreting the customer's tone and sentiment.
- ✓ Because 100% of the conversations are checked, quality is better maintained than with random sampling methods.

Strategic Workforce Management is a continuous process

Achieving effective Strategic Workforce Management involves ongoing validation, adaptation, and optimization, to continuously accelerate as a Customer Service Center and remain future-proof



Key takeaways to start the shift towards Strategic Workforce Management

Customer



Growing together

Understand and embrace the diverse preferences of your customers, offering them the autonomy of choice



Recognize your customer

Gather regular customer feedback to refine and enhance your processes and tools confidently



Business



Holistic approach

Handle Strategic Workforce Management as a complete organizational evolution



Retention is key

Maximize cost-efficiency by retaining and valuing current employees, minimizing the need for frequent new hires and training



Employee



Empowerment

Drive best-in-class customer service by continuously investing in employee growth through coaching, learning, and development



Voice of the Employee

Value and implement feedback from your employees, ensuring they know their insights are pivotal for engagement and growth





True Workforce Management is setting up your organization to elevate the Human Experience

This entails building a customer-centric organization with a clear vision on employee engagement and a well-defined workforce management strategy that integrates automation with a human touch



Thank you for your time



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