



# Why Just Optimize, When You Can Fully Enable Your Workforce?

## Make Your Entire Workforce:

- ✓ 100% More Productive
- ✓ 100% Error-free
- ✓ 100% Customer Experience-driven

Workforce Optimization (WFO) and Skills Based Routing (SBR) are promoted as the solution to address the customer experience challenges faced by contact centers – by routing calls to a pool of Subject Matter Experts (SME) to help teams ‘manage’ workforce skills capability. Or is it incapability?

But what if all your agents had the information and guidance to confidently resolve every customer call – without errors or escalations? This means instead of limiting their capacity to serve and excel you fully enable and utilize every agent you have. Let’s look at how this option helps you achieve the three key goals of any successful contact center.

### GOAL #1: RESOLVE THE ENQUIRY QUICKLY AND TO THE CUSTOMER’S SATISFACTION

How easy is it for your customers to get a resolution? First Call Resolution rates have now dropped to the lowest-recorded level<sup>1</sup> – and SBR contributes to two-thirds of surveyed<sup>2</sup> consumers saying that they feel frustrated at the end of a customer service call, even if their problem was successfully resolved. Why is this? Customers get frustrated when they have to wait in a queue for an agent, explain their problem and then get told, “I’ll need to transfer you to an expert in this area” – creating another cycle of queuing and explaining.

Exacerbating this problem is the fact that SMEs are usually in short supply and customers have to endure long wait times to get to them – especially in

times of service issues, or peak demand, when a large volume of customers need assistance, often with dissimilar problems.

The inability to resolve customer enquiries also has a negative impact on agents – they often feel like a mere cog in the wheel and become disengaged employees who provide poorer levels of service. Indeed one of the leading causes of agent absenteeism and attrition rates is being overwhelmed by the stress of managing unhappy customers.

Why not empower all your agents – and back office employees too while you are at it, with ‘moment of need’ guidance to do their jobs? Like a GPS, give them easy access to information and guidance

to confidently resolve any type of customer enquiry – and eliminate the need for escalations or treacherous transfers of SBR.

As an added bonus, by improving customer satisfaction you’ll also create more loyal customers who are more likely to become brand advocates who actively recommend your product and services.

### GOAL #2: MAKE EVERY EMPLOYEE MORE PRODUCTIVE AND RETAIN THEM

With more customers choosing self-service to perform simpler transactions, 73% of the contact centers surveyed<sup>3</sup> said there was a noticeable increase in the complexity of calls. To solve these problems SMEs on the receiving end of WFO and SBR systems need skills spanning more than one functional area, application, or system. That means an enormous amount of cost and time goes into extended training and then sufficient time to practice and become fully competent. The worst part is there is no guarantee that once you’ve made this investment they will stay with your company.

## Technology That’s Efficient and Customer-Friendly

Here’s how two contact centers leverage SupportPoint to meet business and customer demands – seamlessly.

**Health Alliance Medical Plans**, a health insurer with two contact centers serving 270,000 members, achieved:

- 12% reduction in average call handle time
- Eliminated the need for five full time and two part time positions
- 132% increase in calls answered within 30 seconds

**Bupa Health and Wellbeing**, an international healthcare company with five call centers serving customers in over 190 countries, achieved:

- 30 second reduction in Average Handle Time
- Minimized training requirements; focus shifted to agent’s soft skills to improve quality of customer experience
- 26% decrease in agent attrition



And what is the cost of keeping some of your SMEs idle? As businesses face competition from an increasingly global market they struggle to justify the cost of keeping a pool of experts waiting for calls and often make staff cuts which risk their CX.

**Why not make all your agents SMEs** by guiding them, like a GPS, with best practices that enable them to learn on-the-job – and remove the need for lengthy and expensive training? Give all your agents the ability to find the directions or additional information they need to complete even unfamiliar tasks to expert standards.

Creating a multi-skilled team of this nature is also very cost effective as every employee can pick up new tasks in response to changing customer demands and business needs. Employees also enjoy a significant sense of empowerment in this type of environment improving employee engagement which increases productivity – and reduces turnover.

### GOAL #3: KEEP YOUR KNOWLEDGE UP-TO-DATE TO REDUCE ERRORS AND ACHIEVE COMPLIANCE

While the speed at which your business responds to change dictates success, not keeping up to date now also carries significant legal and financial ramifications

## The Hidden Cost of WFO and SBR

WFO and SBR is not a new idea. More than 100 years ago Henry Ford followed the same principle to improve efficiency on his factory floor, making employees perform the same tasks hour after hour, day after day. But a lesser known fact is the high cost of this efficiency. The monotony burned out Ford's workforce contributing to a 370% turnover rate – in fact more than 52,000 men were hired by Ford just to maintain a workforce of 14,000 working full time.

and penalties. Agents need access to the latest knowledge at the time of the call to avoid making mistakes or compliance errors. WFO and SBR systems alone do nothing to address this issue. This challenge escalates rapidly for contact centers with geographically dispersed or outsourced teams where the content owner may be many time zones away.

Also in an Omni-channel environment it is critical that all updates you make for employees are reflected across all channels, including self-service customer channels – so that they become an 'extension' of your workforce, helping your customers access accurate resolution, at their convenience.

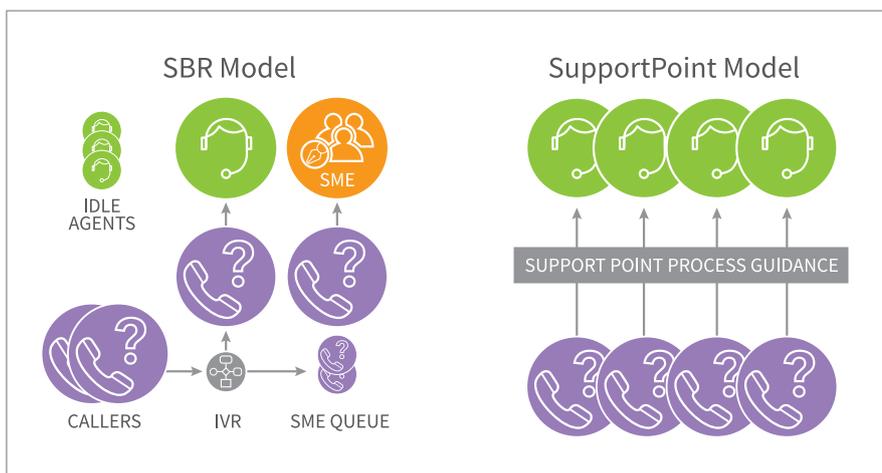
Why not enable content owners to make updates quickly and uniformly to achieve content accuracy? Give every agent on your team, irrespective of where

they are located, be it at home, or in an office across the world, real-time access to the most up to date local information and guide them to comply with relevant industry and government regulations.

Ultimately by empowering every agent with the guidance they need to become accurate and productive experts who provide outstanding CX on every call, you will be free to add value and focus on strengthening customer relationships to improve business profitability – *instead of merely managing the capability or incapability of your work force.* ■

### About Panviva

Panviva is the developer of SupportPoint, a powerful combination of business process and knowledge management we call Business Process Guidance. Like a GPS, SupportPoint determines an employee's location in any task and then guides them through the process by delivering concise, up-to-date data and directions. This improves accuracy, compliance and customer experience while reducing training time and support costs. SupportPoint is used by mid-large Enterprises in Contact Centers, Back Office processing, Learning and Development and Knowledge Management departments to improve customer experience metrics, reduce employee processing errors and streamline staff onboarding and ongoing training time and costs.



- <http://contact-centres.com/contact-centre-operational-benchmarking-reports/>
- <http://www.marketwatch.com/story/new-study-uncovers-critical-flaws-in-standard-call-center-strategy-2015-06-09>
- <https://www.linkedin.com/pulse/agent-apathy-your-company-achilles-heel-liz-osborn>