

Frictionless Contact Center Transformation



Executive Summary

The world is moving towards omni-channel solutions to make the contact center or front office operations more efficient. Data, despite being the most important part of front office operations, still remains partially explored. It's time to explore it completely and go beyond the traditional transformation process and uplift your front office operation to the next level.

Contact centers continue to remain the backbone and front runners of driving Customer Experience, irrespective of industry type. **Currently BPS industry is valued at \$175 Billion**, but front office contact center leaders face a daunting task of managing efficiencies, productivity and other KPIs while keeping costs in check. With lack of intelligent data driven insights, it becomes further challenging to identify the root cause and take corrective actions.

This whitepaper will cover how through TechM's unique proposition for **Digital Contact Center Transformation** enabled via **Process Mining & Deep Analytics** and driven by **Predictive Analytics & Machine Learning** will completely change the way friction between processes is been identified and how the processes within contact centers have been managed traditionally.

Amidst this pandemic, having a robust solution like this is even more valuable. Contact centers are swamped with volumes due to closure of stores and workforce challenges; businesses need intelligent insights to optimize performance and cost.

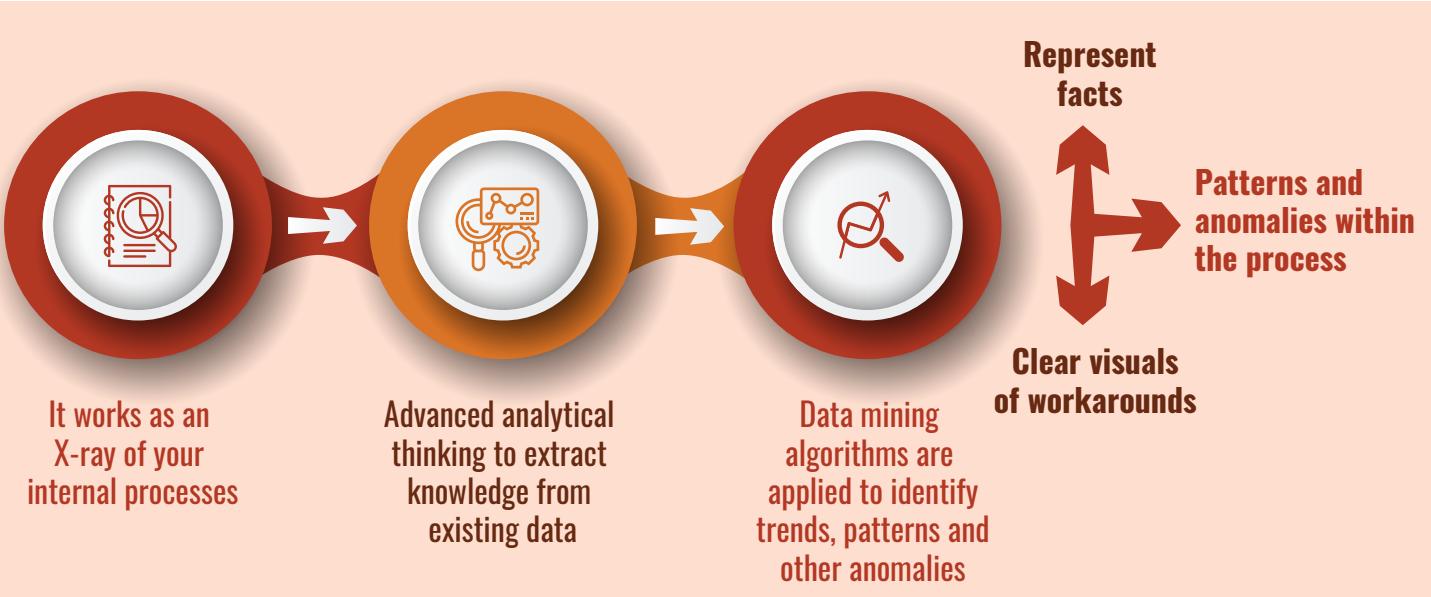
Our solution enabled by **process mining** helps identify all friction points across the IVR & Call journey and assists in highlighting the root causes. Now that's only the tip of the iceberg. It also enables to find out potential automation candidates.

Digital process mining driven contact center transformation model gives flexibility to the organizations to implement and manage remotely and uplift the transformation journey seamlessly.

How does process mining driven contact center transformation works?

Process mining

Process mining is a digital view of end-to-end process with all the variances and anomalies within the process value chain.



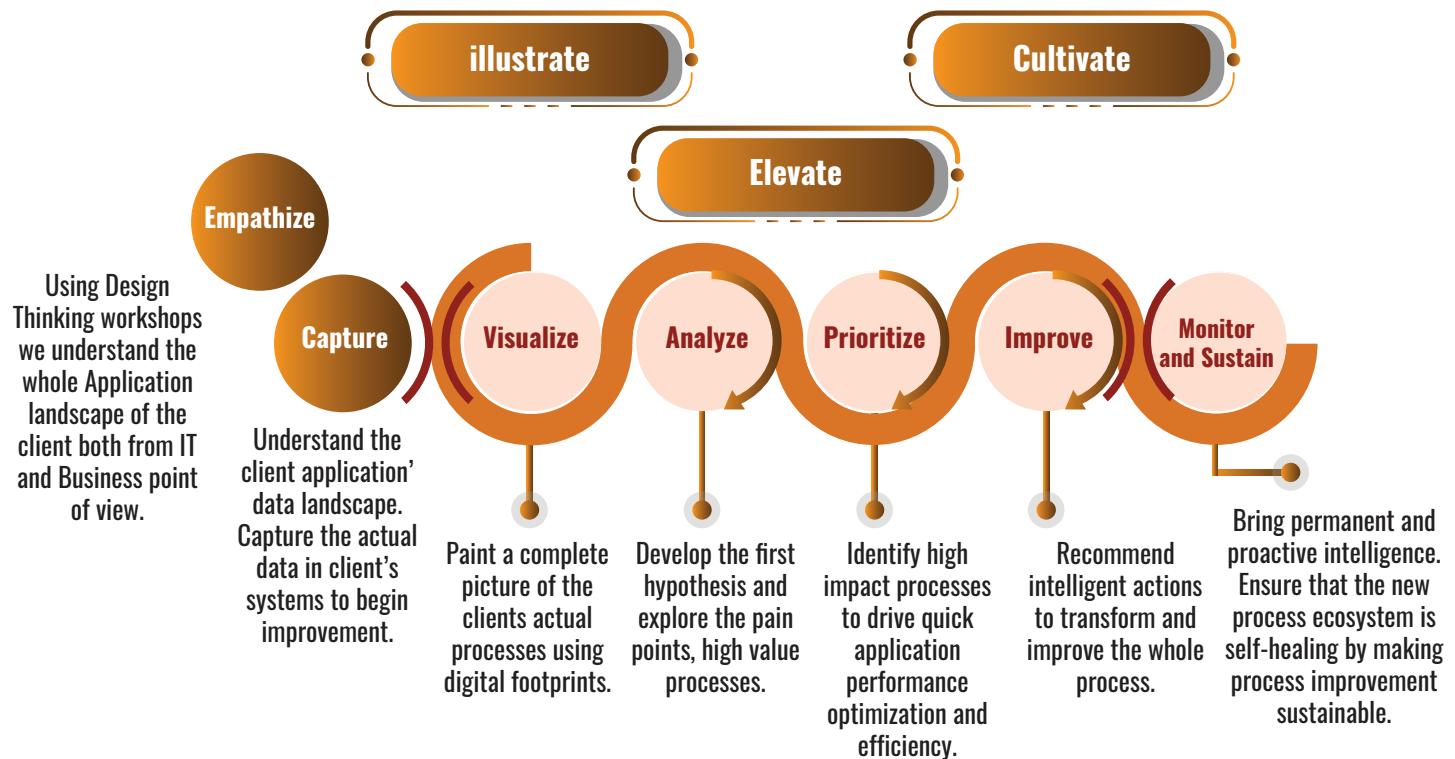
Tool driven process mining has bought the new era in digital transformation across the enterprise.

How does it works?

Through process mining, your source system can be connected like AVAYA, Cisco, CRM etc. and collect all the digital footprints. The digital footprint then can be converted into meaningful business insights, which can help to improve KPI's like agent utilization, short calls, call bounded %, complaint and escalations %, call cycle time etc.

Once the KPI's are identified, then relevant anomalies can be showcased and supported by data evidence to go for detailed RCA and identify different downstream transformation opportunities like automation, operating model change, CI / BPR etc.

Following method shows how process mining works:



What are the Key Challenges Contact Centers are facing?

Let's look at factors creating friction in contact centers



Agent Utilization

- Resource planning challenges
- Limited insights on agent level performance tracking/benchmarking
- Low occupancy levels



Customer Satisfaction

- High number of IVR hang-ups
- High hold time
- Re-occurring FCR errors
- Reactive customer service
- Incorrect tagging in CRM



Workforce Productivity

- Unproductive troubleshooting
- Incorrect routings
- High average handle times
- Unnecessary escalations



Risk & Compliance

- Limited proactive fraud detection capability
- Missing process conformance
- Agent misconduct & compliance issues



Revenue & Cost Impact

- Limited insights available for upsell/cross sell
- Missing self-service & automation potential capability

Process Mining to the Rescue

There remains a vast, largely untapped source of data related to interactions and call journeys starting from IVR until agent closes the call. Much of the communication between various levels of agents is not retained or analyzed, leading to a phenomenon of repeating and recreating the same efforts day after day, which **affects all related KPIs such as AHT, FCR, CSAT/NPS etc.** Mining these records of inter-agent interaction and call journeys could lead to improved interaction and eventually to a machine learning system that can help transform the journey and customer experience.

Our solution proposes a system of studying the interactions between first and second level support agents along with the complete customer journey (reaching the IVR to agent completing the call using **process mining and machine learning techniques** and come up with intelligent insights to **visually enable insights on the friction points** throughout this journey. Not only that, with the help of process visualization, it would be easier to **detect anomalies and manage risks better**.

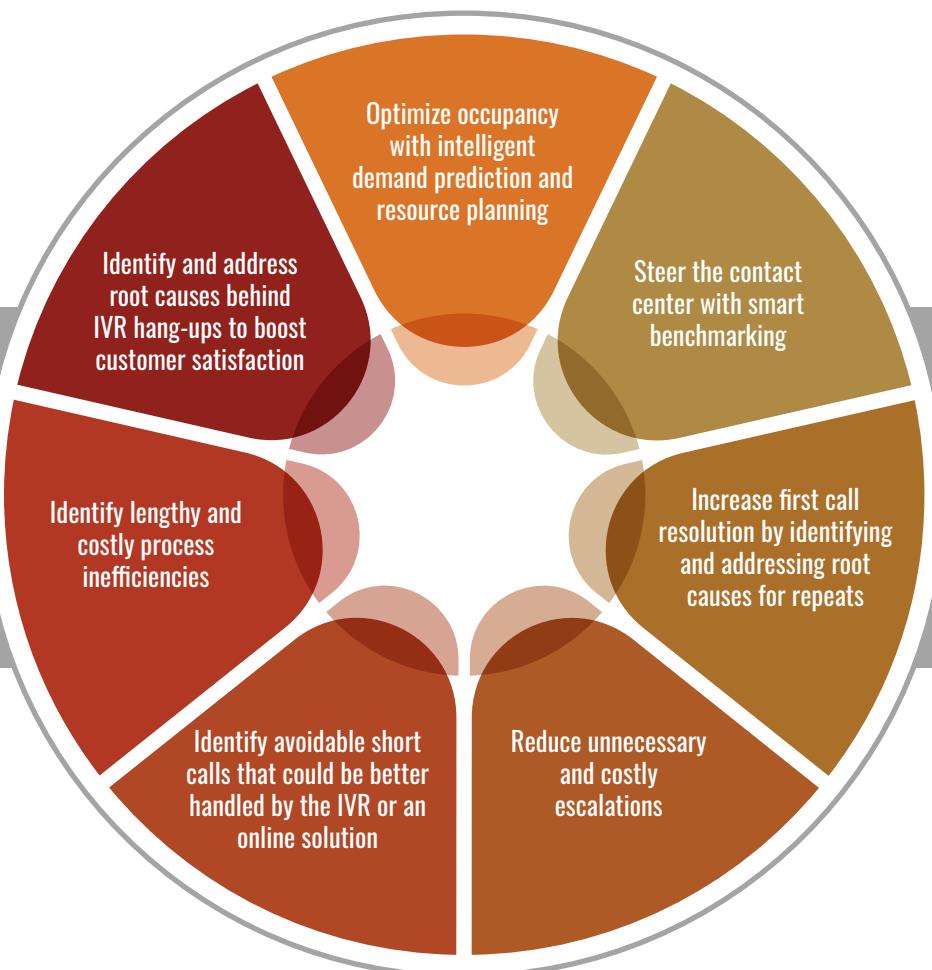
Focus on ACD and IVR systems to manage the customer before they get to a human being called ‘queuing strategy’ is one of the core technologies of call center, but there are no major technology interventions in this space to give real time insights. Process mining can improve the service efficiency of the call center, provide better service for customers, and look out for automation/self-serve opportunities.

Let's understand this with the help of an example of Call Transfers or Escalation to L1-L2. In a typical contact center environment, there are support agents to help newer/less-experienced workforce. In addition, when a first level needs more assistance, they will contact a second-level employee by phone or chat. Some of the benefits of **mining the interaction** between first & second level agents is to determine the kind/category of calls being escalated or agent trend/behavior issue along with the time taken to transfer.

If a call has to be escalated, it would be better for CX, if it's done quickly, rather than letting a first-level employee **perform unproductive troubleshooting**, only to repeat that troubleshooting when the second-level agent takes over a call.

Contact Center Transformation

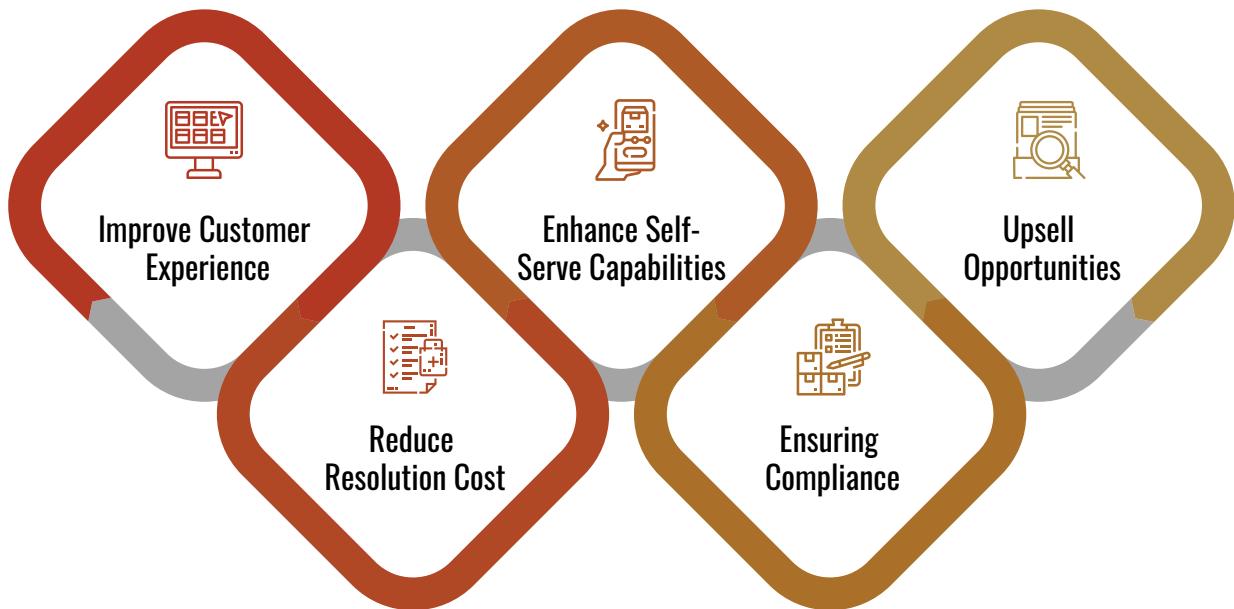
Key Business Insights



Positive Impact on all relevant Contact Center KPIs:

 80% calls answered in <20 seconds	 85% occupancy	 +75% quality assurance
 Below 30% agent shrinkage	 85% customer satisfaction	 +70% first call resolution
 0% unnecessary escalations	 Below 5% call abandonment	 <5 minute AHT

How above KPIs impact your strategic goals?



Conclusion

This solution provides a single platform for clients to drive all of the above listed strategic initiatives in contact centers providing a competitive advantage to increase efficiency & optimize cost by reducing friction. Digital process mining enabled contact center transformation can easily detect opportunities for automation, omni-channel support, revenue optimization and enable business leaders take data-driven decisions towards enhancing the CX.

- Easy to connect and get the IT system data
- Way faster than traditional approach
- End-to-end business analysis at one place
- Complete zero touch workflow processing
- Right fit prioritization and actions
- Accelerate automation journey across organization

About the Author



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PMP Certified Professional with 14+ years of expertise in customer life-cycle management through customer experience strategies, project management, consulting, operations excellence, service delivery, vendor management & process re-engineering. Currently working with TechM BPS as Business Consultant and responsible to define transformation strategy, solutions and value proposition for the telecom vertical. Also responsible for driving Automation/RPA capabilities and presales activities.



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12+ years of industry experience in business process service and consulting. Currently working with TechM BPS as Business Consultant and responsible to define transformation strategy, solutions and value proposition for large enterprise deals. Key personal for capability development and go-to-market strategy of digital process consulting practices along with global roll-out and delivery of the digital process consulting practices, cross vertical consulting programs and consulting revenue. Responsible for building Automation/RPA capabilities and presales activities.

TechM, as a business leader, has built this capability and solution along with Celonis to deliver in the time of need to their customers. For further information on this, please write to us at, **BPSBTSPProcessDiscovery@TechMahindra.com**

About Tech Mahindra

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We are part of the USD 21 billion Mahindra Group that employs more than 200,000 people in over 100 countries. The Group operates in the key industries that drive economic growth, enjoying a leadership position in tractors, utility vehicles, after-market, information technology and vacation ownership.

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