

The Top Six Reasons to Simplify the Customer Service Desktop



jacada



Top Six Reasons to Simplify The Customer Service Desktop

Hint: Whether you have 1, 3, or 25 applications, you are still dealing with complexity.

Desktop Complexity is a common problem we are all familiar with. Perhaps ten years ago, the typical customer service desktop was not so complex; maybe one or two green-screen applications and a phone sitting next to the computer was all an agent needed. Today, we see desktops with up to twenty or more applications. However, complexity is not only dictated by the number of the applications on the desktop. Agents are perplexed by a single application whose screens are cumbersome and getting into the application to simply get the data they need is akin to hacking into NASA. And agent 'productivity' tools like email, chat and soft-phone scripting only add to the chaos.

In fact, in some call centers have tried to solve this problem by giving each agent two or three monitors.

Desktop complexity presents one of the biggest obstacles to call center success and it resides on nearly every agent's desk and pervades every call. Given call centers' continual focus on cost reduction and hesitancy to change existing applications and systems, the problem continues to worsen.

What does it mean to clean up or simplify the desktop? It means setting up your systems and applications to support the agent; implementing a unified service desktop, which gives agents access to anything they need to successfully complete a call within one simplified view, is the smartest way to get your desktops in order. A unified service desktop enables the agent to access process-specific tools and is a single point of access to all the mission-critical applications and tools required to effectively complete a customer interaction.

A unified desktop solution should sit 'on top' of your current applications; it should not be necessary to "rip and replace" your existing applications. Those systems are tried and true and support your current business. By adding a Unified Desktop you can start to change the way those systems are used and deliver the service that fits the call and suits your business instead of letting the system design drive your business. Re-engineered systems that are aligned and support natural call flows can make call center agents happier, increase efficiencies and customer loyalty, reduce costs... basically improve performance against all of the metrics you are already measuring. In no particular order, here are the top six reasons you should unify the customer service desktop.



Ticking Costs

There is a reason you are already measuring average handle time (AHT). Naturally, if you can shorten the length of customer service calls, you can service more calls, thereby increasing efficiency and decreasing costs. If you save time, you save money.

But you already knew that. However, you'd be surprised how many people do not realize how costly desktop complexity can be. Agents spend an incredible amount of time navigating through disparate applications and/or a large number of screens in a single application. As they say, time is money; that system navigation and account review time really adds up. Simplifying the desktop, consolidating information, and aligning applications with the natural call flow drastically reduces AHT.

Further, the simpler the desktop, the easier it is for agents to learn. It is during the time between hitting the floor and researching proficiency when inexperience leads to outcomes such as multiple calls to reach a solution. Studies show this failure to resolve an issue quickly largely influences a customer's intention to churn. In a study by the CFI Group, customers who do not have their issue resolved are eight times more likely to defect. Reducing the amount of ramp up time needed to get agents fully productive and able to resolve issues translates into increased customer retention.

Loyalty: Agents Can Focus on the Customers

There are those who argue that the focus on AHT is misplaced and myopic, and that more earnest focus should be placed on loyalty and satisfaction. But AHT is clearly a cost and efficiency measure that is a.) not totally without merit and b.) not going away, even if you think it is.

Let's think about AHT differently. An agent can have a five-minute call with a customer that is comprised of five minutes of navigating through systems to service the customer and wrap-up the call. Or an agent can have a five-minute call with a customer that contains three minutes of dealing with the systems and data and two minutes of nurturing that customer relationship, building rapport and loyalty or cross-selling products and services. I'd argue that's time well spent.

Even if you do not reduce the total AHT, you can increase customer loyalty by changing the quality of the interaction, which is made possible when agents are able to focus on the customer, rather than clunky systems. Don't forget that one bad interaction with a call center agent can destroy all the customer loyalty your company has worked to earn. And no customer wants to have to provide his phone number or account number four times in one call because an agent has to search for him in the billing, inventory, CRM and order management applications, none of which are integrated...which leads us to...



Reduce Attrition through simplification of the desktop

Life as a call center agent is not easy. The pay is not (typically) great, the security measures can be overbearing and, as has been reiterated throughout this article, the systems and applications are burdensome. Agents are often set up to fail rather than succeed.

Of course it's not easy for the call center management either. It's been widely reported that call centers spend between 60% and 70% of their budgets on agent salaries. Training and ramp up time to get an agent fully productive can take many weeks. Add to that the difficulty in keeping good agents, once such an investment has been made in recruiting and training them, and its many months before the call center sees a return on that investment. According to a Benchmark Portal study, one out of three agents answering the phone is new and typically less proficient. When an issue is handled poorly the probability of re-purchase is below 32%. When it is handled well the repurchase probability goes up to 89%.

There is no argument against creating a quality customer experience by the call center. However, according to Ventana Research, a major reason that agents resign their jobs within six months is the difficult systems and technology they must work with to do their jobs.

53% of call center managers believe that agent attrition is the key obstacle to reaching quality goals. 85% agreed that attrition impacts overall achievement programs significantly. It's pretty clear that simplifying the desktop will have a huge impact on agent satisfaction, and by extension, customer satisfaction. Given the direct correlation between agent satisfaction and customer satisfaction, making your agents happier is a very smart move.

Compliance: Complex Systems/Processes = Exposure

Security has been a concern in the corporate world for some time and contact centers are increasingly faced with compliance and security challenges, as agents must access sensitive customer data. If your agents are toggling back and forth through a number of applications or they are looking at 50 or 60 screens per call, how can you be sure they are following your security policies? How will you mitigate the security and compliance risk presented with outsourced or home agents, when they are not physically in the same building as you and you cannot see them and monitor their behavior?

Cluttered desktops and complicated systems and processes present a real challenge to ensuring that compliance policies are being followed. The desktop and systems should support you in your compliance and security efforts, not thwart them. A unified service desktop allows you to mask sensitive information and present to your agents only the data they need to see and nothing else. Further, optimizing the processes within the applications that are part of your



unified service desktop will ensure that certain screens are displayed and processes are followed.

Deliver Service and Drive Revenue

Over the past 5-7 years, most call centers have begun shift their business from merely providing service to providing service and generating revenue (sales). In some industries the call centers are generating a large portion of the revenue for the business. Call center agents in the banking industry drive 25% of the new revenues and this number reaches as high as 60% for the telecommunications industry.

Call centers are often the main face and voice of the business to the customer base. Delivering service is key to the success and longevity of those relationships providing the tools to allow your agents to effectively drive additional revenue is paramount to your success as a business. The Unified Desktop enables you to provide guidance on how to handle calls and suggestions for the most appropriate path to take to drive additional revenue. Individual applications on their own do not make the connections between the various enterprise-wide relationships that the customer may have with your business. The unified desktop allows you to identify these relationships and flag connections for the agent to enable them to make the right suggestions to drive the additional revenue.

Flexibility: Embrace the Latest Call Center Trends

Eliminating desktop complexity gives you the freedom to explore some of the interesting trends now surfacing in call center operations. Outsourcing, virtualization, home agents and universal agents... these are great concepts and they all offer a number of appealing benefits. However, if you want to implement any of these concepts in your call center you must first simplify the desktop or risk negating all of the benefits that made them attractive in the first place. There is no point embarking upon any of these initiatives only to shackle your agents with chaotic desktops and laborious processes, which will quickly eat up any efficiency gains you were hoping to realize.

For example, let's assume you are planning to implement a universal agent program, so your agents will be able to handle any call type at any time from any place, eliminating the need to silo them into particular groups or specialties. This creates obvious efficiencies. But unless you streamline the application processes and combine your systems into one, easy-to-navigate desktop, the improvements in agent utilization that you gain by implementing a universal agent model will be eliminated by the inefficiencies that will result from process and application overload.

So what's the bottom line? You can make lots of changes and implement lots of software in the name of improving your performance against your call center metrics. Maybe a new soft-phone will cut down your AHT by a second or two and



maybe new, more comfortable chairs and headsets will increase your agent satisfaction score by a few points. However, simplifying your desktop can, in one step, improve your performance in many important metrics for efficiency, effectiveness and corporate governance.

About Jacada

Jacada is a leading global provider of unified service desktop and process optimization solutions that simplify and automate customer service processes. By bridging disconnected systems into a single, intelligent workspace, Jacada solutions create greater operational efficiency and increase agent and customer satisfaction. Founded in 1990, Jacada operates globally with offices in Atlanta, Georgia; Herzliya, Israel; London, England; and Munich, Germany.

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