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INTELLIGENT COMMUNICATIONS

How to make effective Outbound Contact Center

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Agenda

▸ Overview of Outbound Contact Center

▸ Telemarketing and Collection business practices

▸ Virtual Agents

▸ KPI in Contact Center

▸ Best Practice in Phone-Based Sales

High-Value Proactive Applications

Customer Service

- ✓ Service follow-ups
- ✓ Customer satisfaction surveys
- ✓ Welcome calls
- ✓ Requested callbacks
- ✓ Appointment scheduling
- ✓ Emergency notification
- ✓ Proactive notification

Sales/Telemarketing

- ✓ Telesales
- ✓ Predictive callbacks based on Internet web clicks
- ✓ Predictive IVR callbacks (natural language)
- ✓ Fund-raising
- ✓ Market research
- ✓ Polling
- ✓ Proactive notification

Collections

- ✓ Early-stage collections
- ✓ Late-stage collections
- ✓ After charge-off collections
- ✓ Low balance accounts with automated Avaya IR or Voice Portal agents

The Changing Role of Outbound Contact

Collections
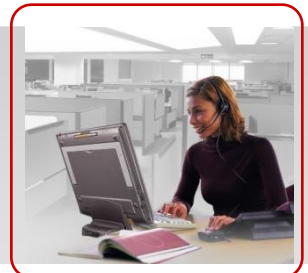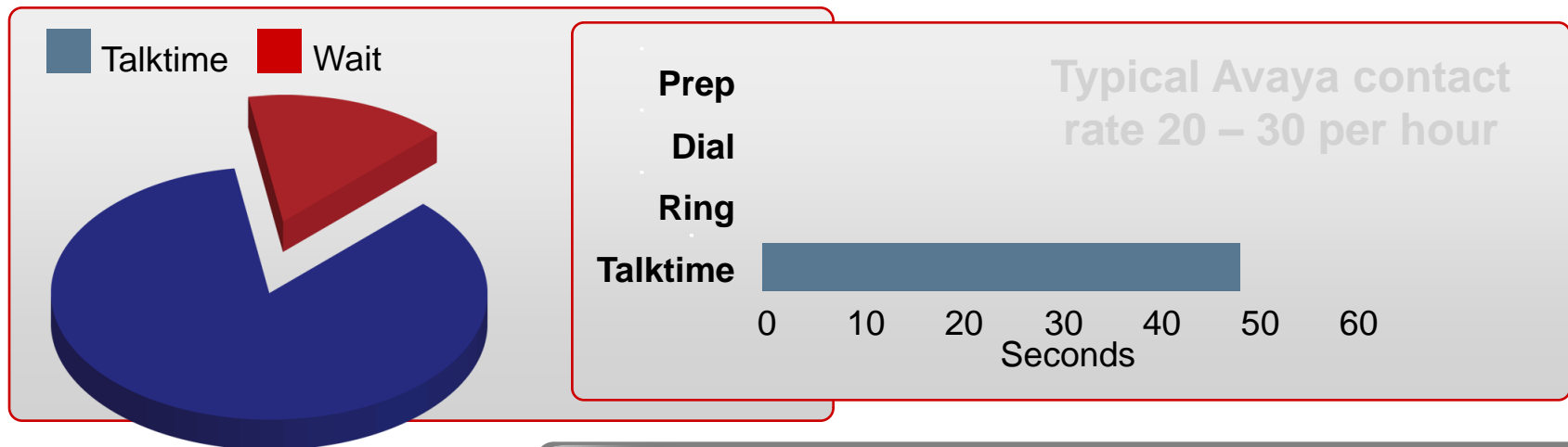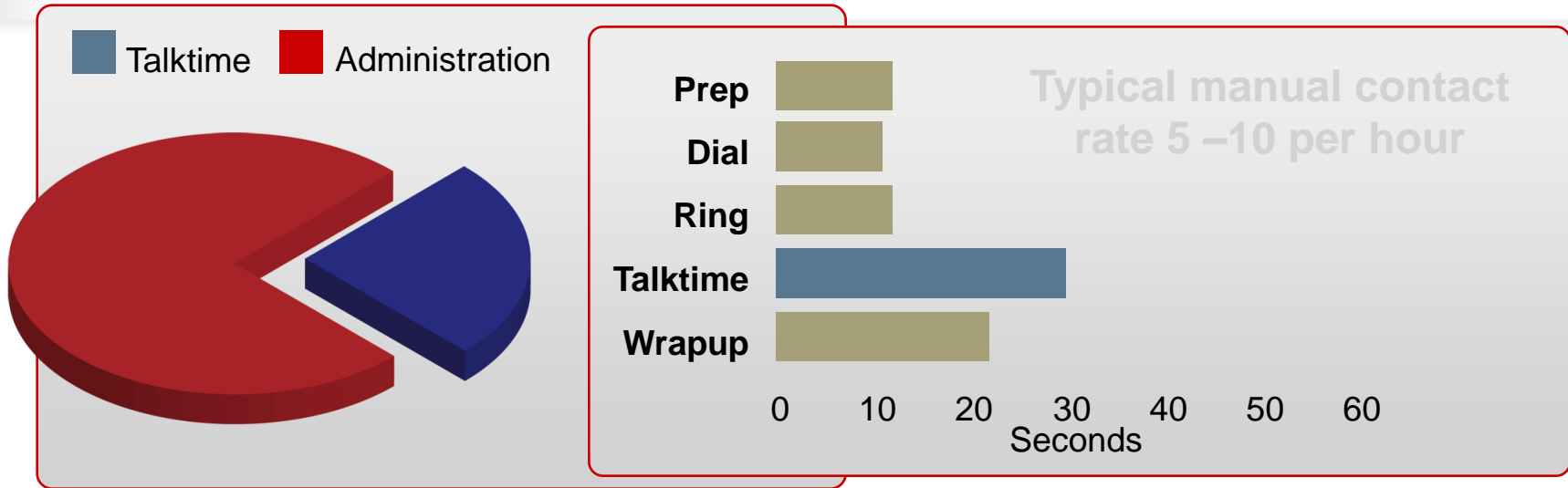
Customer retention & win back

Cross-selling

Fraud detection

Customer satisfaction surveys

'Welcome' calls

Imagine new ways to service your customers!

Manual dialing vs. predictive dialing

Talktime **Administration**

Category	Seconds
Prep	
Dial	
Ring	
Talktime	
Wrapup	

Typical manual contact rate 5 – 10 per hour

(Chart axis: 0 10 20 30 40 50 60 Seconds)

Talktime **Wait**

Category	Seconds
Prep	
Dial	
Ring	
Talktime	

Typical Avaya contact rate 20 – 30 per hour

(Chart axis: 0 10 20 30 40 50 60 Seconds)

200 – 300% contact rate increase

Example Use Case: Predictive Dialing Advantages over Manual Dialing

Hourly Customer Contact
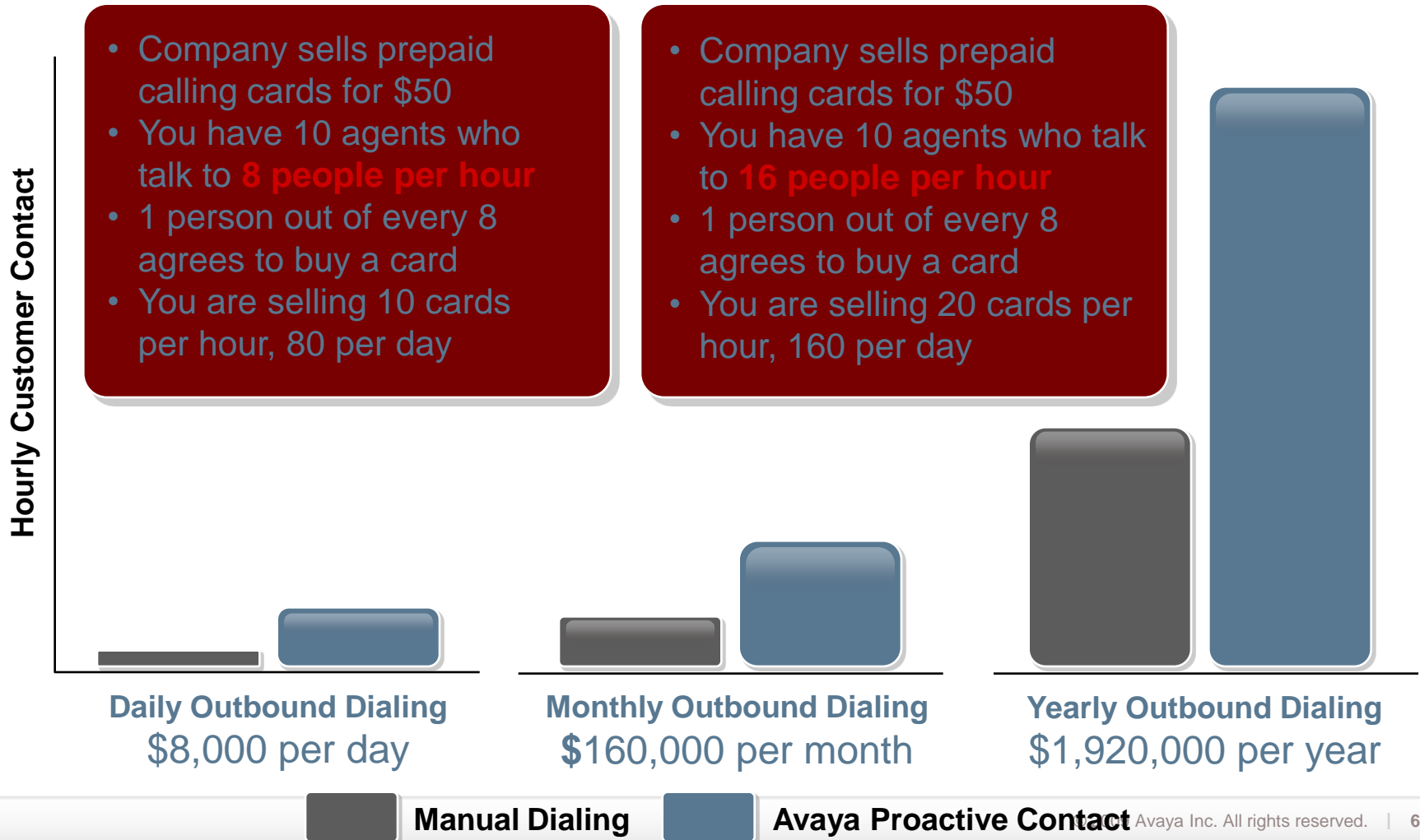
- Company sells prepaid calling cards for $50
- You have 10 agents who talk to **8 people per hour**
- 1 person out of every 8 agrees to buy a card
- You are selling 10 cards per hour, 80 per day

- Company sells prepaid calling cards for $50
- You have 10 agents who talk to **16 people per hour**
- 1 person out of every 8 agrees to buy a card
- You are selling 20 cards per hour, 160 per day

Daily Outbound Dialing
$8,000 per day

Monthly Outbound Dialing
$160,000 per month

Yearly Outbound Dialing
$1,920,000 per year

Manual Dialing　　**Avaya Proactive Contact**

Telemarketing and Collection Practices

Typical Telemarketing Applications

▸ Initial List Building

   – *Acquire a generic list, make qualifying calls, and build your database*

▸ List Scrubbing

   – *Maintain and update your database*

▸ Mailer follow-up

   – *Follow up on mass mailings or targeted mailings*

▸ Cold Calling

▸ Surveys

▸ Account Activation / Welcome Calls

   – *Welcome to our service. Do you understand how everything works?*

Typical Telemarketing Applications

▸ Dormant Account Reactivation

  – *Why haven't you been using our service?*

▸ Winback programs

  – *Call within 14 days of losing a customer – 70% chance of winning them back*

▸ Cross-selling, up-selling

  – *We're calling to increase your credit limit, offer you credit card protection, mortgage insurance*

▸ Proactive renewals

  – *Your Cellular contract, car warranty, insurance premium are about to expire. We can extend that for you.*

▸ Sales Verification

  – *A sales verifier calls to make sure you really intended to buy*

Telemarketing Challenges
List Quality, List Penetration, Constant Change

▸ Many accounts of varying characteristics

▸ Impossible to contact all accounts, especially via manual calling

▸ This requires specific targeting to most desirable accounts first

▸ How are they distributed throughout the list?

▸ How to prioritize which accounts to target first?

▸ How to achieve maximum list penetration?

▸ How to monitor and evaluate results?

Typical Collections Applications

▸ Account Activation

  – *Prevent fraud by calling the customer back after they have called you to activate their account.*

▸ Welcome calls

  – *Establish the relationship via a welcome call.*

  – *Take this opportunity to explain your services*

  – *Initial attempt at up-selling/cross-selling*

▸ First Billing Calls

  – *Call three days after first bill to make sure customer received it, and if they have any questions.*

  – *(Also to make sure they're going to pay)*

Typical Collections Applications

▸ Dormant Account Reactivation

- *Why haven't you been using our service?*

▸ All stages of collections

- *Early, middle, late, legal/charge-off/recovery*

▸ Cross-selling, up-selling

- *We're calling to increase your credit limit, offer you credit card protection, mortgage insurance*

▸ Winback programs

- *Call within 14 days of losing a customer – 70% chance of winning them back*

The Collections Challenge
Delinquencies & Rollover

- 100,000 Accounts of Varying Delinquencies

- Impossible to contact all delinquent accounts via manual calling

- This causes accounts to roll over into the next stage of delinquency

- There's a direct correlation between ability to contact accounts and the roll rate

- Rollover means you're losing money

The 3Ps: Pain Points to look for…

- **Proactive customer service**: Does your customer need to proactively reach out their customer base? Some examples:
  - Appointment reminders: healthcare (doctors' appointments)
  - Payment due reminder: mortgage industry
  - Information update such as late flights or "your order is ready"
- **Productivity**: Does your customer face the pressure to increase productivity and revenue in the contact center?
  - Automate and reach more live customers per agent per day
- **Profitability**: Does your customer face increasing pressure to manage receivables?
  - Deliver superior customer service at a lower cost
  - Reduce debts default rate/ Increase on time - collection

Virtual Agents: What are the possibilities?

▸ Outbound communications using live or virtual agents?

▸ When to use virtual agents?

– Customer transactions are **simple**

– Customer transaction scenarios are **limited**

– To **screen calls** when live agent resources are highly qualified and costly.

Think about it! Many ways to reach out to customers proactively

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Vertical →	Govt and Utility	Health	Financial/ insurance
Customer service	Reach customers proactively with information that they need and value		
Appointment reminder	License plate renewal	▸ Dental appointment ▸ Medical appointment	▸ Tax appointment ▸ Loan appointment
Information update	Utility related announcement	▸ Test results back ▸ Program enrollment	
Surveys		Post surgery survey	Customer service satisfaction
Collection	Improve profitability by managing and reducing the receivables		
Payment reminder/ options	Real estate tax reminder	Friendly payment reminder	Friendly payment reminder
	Customer specific payment due date reminder	Customer specific payment due date reminder	Customer specific payment due date reminder
Revenue increase	Improve contact center productivity by increasing average revenue per agents		
Increased sale opportunity			Cross sell, up-sell opportunities

More Virtual Agent scenarios

Vertical →	Hospitality	Airlines	Telecom
Customer service	Reach customers proactively with information that they need and value		
Appointment reminder	▸ Travel reminder ▸ Reservation reminder	▸ Flight reminder	
Information update	▸ Payment confirmation ▸ Reservation confirmation	▸ Flight Cancellation ▸ Change reservation	Service updates
Surveys	Service experience survey	Customer service satisfaction	Customer service satisfaction
Collection	Improve profitability by managing and reducing the receivables		
Payment reminder/ options	Friendly payment reminder	Friendly payment reminder	Friendly payment reminder
	Customer specific payment due date reminder	Customer specific payment due date reminder	Customer specific payment due date reminder
Revenue increase	Improve contact center productivity by increasing average revenue per agents		
Increased sale opportunity	Cross sell, up-sell opportunities	Cross sell, up-sell opportunities	Cross sell, up-sell opportunities

Enhance The Customer's On-Boarding Experience

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New Account Opening	Card Activation	Acquisition and Cross-Selling/ Up-selling

Strategy

▸ Leverage automation for high touch interaction	▸ Leverage automation	▸ Contact customers of additional services based on usage patterns
▸ Expand customer reach	▸ Validate customer receipt through proactive alerts	▸ Automated outbound calling
▸ Encourage account personalization (e.g., notification preferences)		▸ Focus on improved agent productivity
		▸ "Do not call list" application to lower risk, penalties and fees

Tactics

▸ Multi-channel	▸ Multi-channel	▸ Leverage agents or branch workers skilled in up-selling
▸ New customer welcome	▸ Proactive automated card activation	▸ Campaign & list management
▸ Follow-up on missing info	▸ Remind customer to use their cards	▸ Make enrollment in new services easy
▸ Notify customers of key events (e.g., transfer of direct deposit)		▸ Screen pop info to agent
▸ First bill explanation		

Benefits

▸ Improve customer retention	▸ Lower cost	▸ Increase revenue
▸ Improve customer satisfaction	▸ Improve customer satisfaction	▸ Improve customer retention
▸ Lower cost	▸ Increase card usage	▸ Increase right party contact
▸ Decrease process cycle time		▸ Increase agent productivity

Achieve improved performance by increasing proactive customer contact, capitalizing on cross-sell opportunities, and utilizing automation to lower costs

Deliver Personalized Banking Experience

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Account Status Alerts	Overdraft	Renewals & Bill Payments

Strategy

- ▸ Expand customer reach
- ▸ Preventive and proactive
- ▸ Leverage automation

- ▸ Immediate notification of overdraft
- ▸ Minimize fee accumulation to mitigate customer dissatisfaction

- ▸ Enable stickiness through automated renewal reminders
- ▸ Simplify payment, minimize past due
- ▸ Leverage automation

Tactics

- ▸ Multi-channel
- ▸ Make transaction completion easy
- ▸ Immediate notification

- ▸ Multi-channel
- ▸ Proactive notification
- ▸ Make fund transfer easy

- ▸ Multi-channel
- ▸ Proactive notification
- ▸ Make paying and renewing easy
- ▸ Notify customer if bill payment amount > account balance
- ▸ CD renewal

Benefits

- ▸ Improve customer retention
- ▸ Improve customer satisfaction
- ▸ Lower cost

- ▸ Improve customer retention
- ▸ Improve customer satisfaction

- ▸ Increase revenue
- ▸ Improve customer retention
- ▸ Lower cost

Deliver personalized banking experience by defining a strategy by scenario, enabling proactive alerts and self-service transactions, and leveraging communications

Avaya's Solution Supports Your Strategy With Differentiated Customer Service, Lower Costs, and Improved Collections Performance

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	Current Accounts	**Early Stage or Late Accounts (0 to 29 days)**	**Mid-Stage or Past Due Accounts (30 to 89 days)**	**Late Stage or Active Collections (Past 90 days)**
Strategy	▸ Preventive ▸ Expand Customer Reach ▸ Leverage automation	▸ Contacting customers earlier increases likelihood of collections ▸ Assess risk	▸ Focus on improved collector/agent productivity ▸ Assess risk	▸ Expand contact options ▸ Leverage automation ▸ Assess risk
Tactics	▸ Multi-channel proactive account alerts and notification ▸ Make paying easy	▸ Multi-channel proactive notification and contact ▸ Make paying easy ▸ Automation allows 100% list penetration	▸ Multi-channel contact ▸ Highly skilled agents focus on verified customers ▸ Screen pop info to agents	▸ Multi-channel contact ▸ Skip tracing
Benefits	▸ Lower delinquency ▸ Lower roll rate ▸ Increase custom satisfaction	▸ Lower roll rate ▸ Lower cost per collection ▸ Increase collection rate ▸ Lower bad debt	▸ Increase right party contact ▸ Increase agent productivity ▸ Lower cost per collection ▸ Lower bad debt	▸ Increase collection rate ▸ Increase agent productivity ▸ Lower cost per collection

Deliver improved performance by segmenting customers, defining a collections strategy by stage, assigning agents by skill to stages, and leveraging communications automation

KPI and metrics

Common Inbound Call Center Metrics

Cost

- Cost/contact per call
- Cost/minutes of handle time

Quality

- Call Quality
- Customer Satisfaction
- % Calls requiring rework

Productivity

- Cost/agent-month
- Agent utilization

Agent

- Agent Occupancy
- Agent Turnover
- Absenteeism
- Training hours
- Agents as % of Total FTE's
- Schedule Adherence
- Agent
- Agent Satisfaction

Service Level

- ASA
- Call abandonment rate
- % answered within 30sec
- Average queue time
- Average hold time
- Average time to abandon
- Percent of calls blocked

Call handling

- Call handle time
- Talk time
- After Call Work Time
- First Contact Resolution rate
- IVR completion rate
- Percent of calls transferred

Authors : Eric Zbikowski
http://www.callcentermagazine.com/showArticle.jhtml?articleID=199100188

Common Outbound Contact Center Metrics

Outbound Call Metrics

- Dials per hour
- Connects per hour
- Connect rate (hit rate)
- Abandon rate
- Right Party Contacts (RPC) per hour
- Service level

Outbound Collection Metrics

- Promises per hour
- Promise rate
- Promises Taken

Outbound Telemarketing Metrics

- Sale per hour
- Conversion rate
- Total Sales Revenue
- Average Sale amount
- Total Products Sold

Outbound Time Metrics

- Talk time
- Update time
- Total handling time
- Time between calls (agent idle time)
- Autovoice percentage

Best Practice in Phone-Based Sales

Best Practice in Phone-Based Sales

▸ **More Calls equal more sales**	▸ Use automate predictive dialer, refresh customer database
▸ **Keep Sales Reps Focused**	▸ Reduce agent waste time use dialer to handle and dialing and detection ▸ Integration dialer with Tele-sale/CRM application
▸ **Know Your customer**	▸ Use CRM to analytic customer preference and personolization ▸ Keep track customer past activities
▸ **Fine-Tune coaching and Training**	▸ Manager need to monitor how agents conduct themselves in phone sale scenarios. ▸ Record Good/Bad example ▸ QA evaluation scoring ▸ Develop training plan
▸ **Tackling the Staffing Problem**	▸ Reduce agent turnover, measure agent KPI, pay balance incentive ▸ Remote/Home Based Agent

thank you

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