

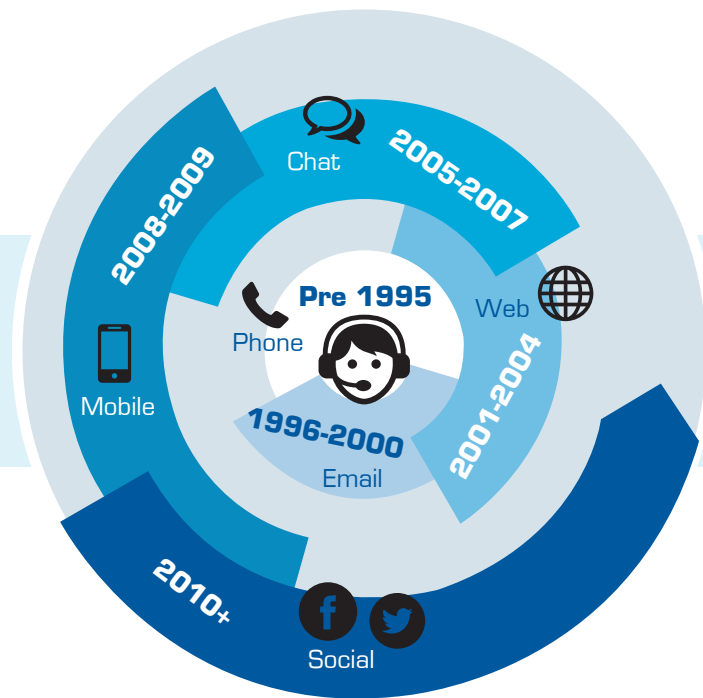
Connected World.
Connected Experiences.

**Tech
Mahindra**
BUSINESS PROCESS SERVICES

The **Evolution** of **Customer Service**



By
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BPO 4.0:

The BPO industry has evolved from being cost arbitrage focused to customer impact focused under the guise of customer experience and process ownership. The terms BPO 4.0/industry 4.0 have all led to BPO/KPO operators moving up the value chain and doing things far beyond traditional contact centre processes.

The main areas that the new wave of BPO strategies have impacted are **process benchmarks, business analytics, tighter integrated processes between client and vendors, more integrated resources, and initiatives focused on customer impact.**

	BPO 1.0	BPO 2.0	BPO 3.0	BPO 4.0
Main drivers for BPO	Cost reduction Service enhancement Technology refresh	Carrying out sub-processes that are too expensive onshore	Cost reduction Process standardization	Customer impact Cost-effectiveness Process best practice
Main levers used for transformation	Major platform implementation Onshore lean six sigma	Offshore labor arbitrage Offshore six sigma	Offshore labor arbitrage Offshore six sigma Technology tools	Offshore labor arbitrage Offshore six sigma Technology tools
Technology approach	Major new platform implementation	Interface to client systems	Vendor tools	Business analytics
Wrap-around technology	Limited use of client-specific workflow & process dashboards	Vendor workflow and agent & process dashboards	Vendor workflow and agent & process dashboards Process analytics	Process analytics
Processes transferred	New (untried) processes based around new technology	Client processes unchanged	Best client practice rolled out across organization	Best client practice rolled out across organization
Timing of transformation	Prior to service roll-out	Post service transfer	Some pre-service transfer; some post service transfer	Mainly pre-service transfer with ongoing enhancement
Resources used	Client personnel transferred to vendor	Vendor account-specific offshore personnel	Vendor account-specific offshore personnel	Combination of vendor account-specific personnel and shared multi-client resources
Volume flexibility	Essentially non-existent	Some ability to flex up and down within predefined limits and timescales	Some ability to flex up and down within predefined limits and timescales	Increased flexibility due to use of shared multi-client resource teams



State of Social

Since the boom of social media in 2006 to what mainstream social networking sites have flourished in to, they have become a channel of choice for marketers. The focus is on story-telling, however due to the open nature and self-organizing communities, people also vent, complain, critique, and compliment

So, both marketing and brand care teams are involved in responding to social media posts and it became a cross-functional business consideration of huge importance. Enterprises worldwide have now formed their response management teams. Typically, all brand engagement is managed by marketing and all complaints, inquiries, and complaints by care teams. Marketing teams also undertake social listening, analytics, intelligence, and other activities such as campaigns, paid media, crisis monitoring and management on social media.

The current state, solely from a care standpoint, is focussed on getting queries in from social channels, typically FB and Twitter, routing them to appropriate workflows, and ensuring on-time response. More advanced brands also integrate CRM and other digital support channels seamlessly to respond to their end customers better. But the focus areas from a social response/care standpoint are:

Popularity of Business Contact Channels, By Age

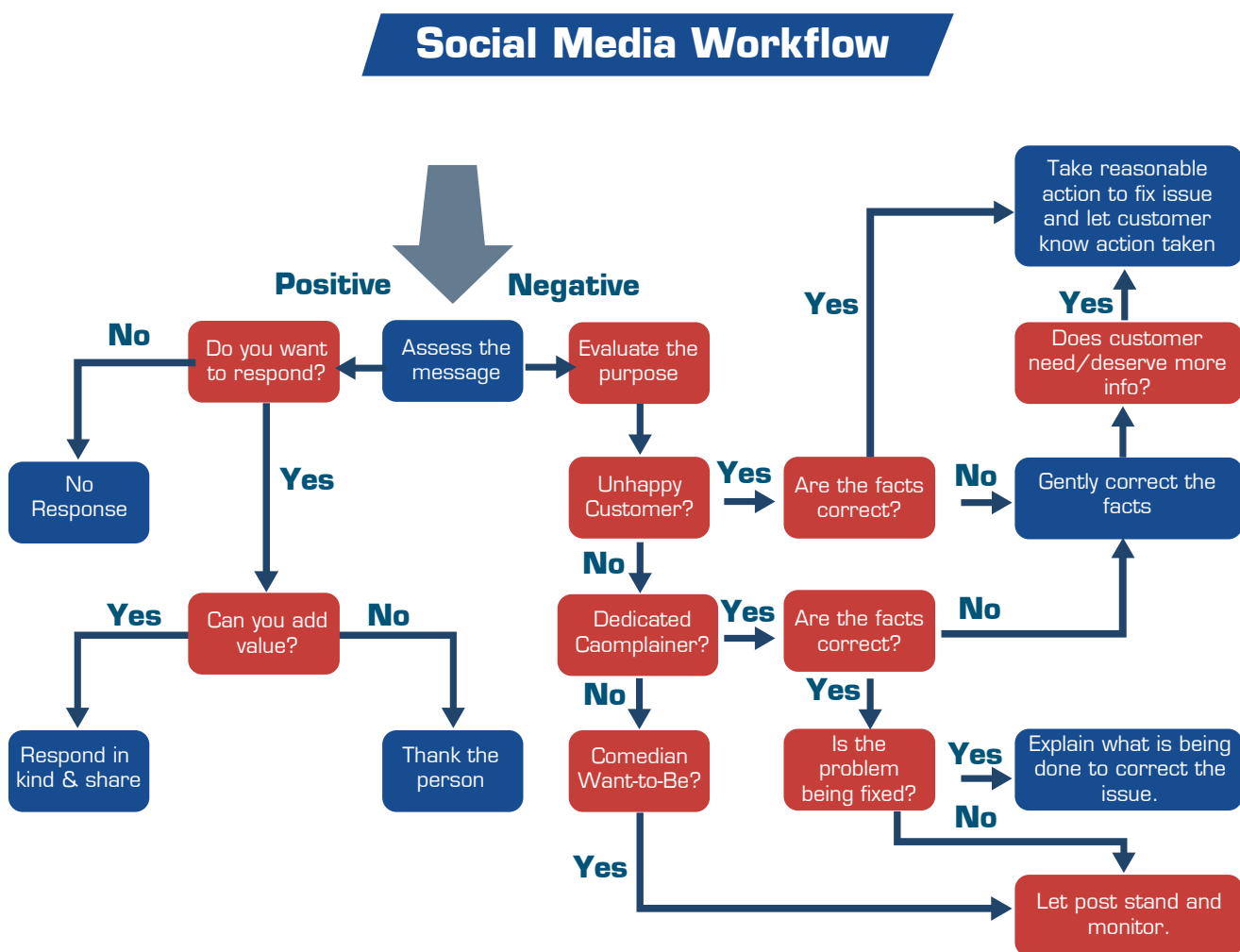
	(1st choice)	(2nd choice)	(3rd choice)	(4th choice)	(5th choice)
	Internet/Web Chat	Social Media	Electronic Messaging	Smartphone Application	Telephone
Generation Y (born 1981-1999)	24% (1st choice)	24% (1st choice)	1% (3rd choice)	19% (4th choice)	12% (5th choice)
Generation X (born 1961-1980)	21% (3rd choice)	12% (4th choice)	28% (2nd choice)	11% (5th choice)	29% (1st choice)
Baby Boomers (born 1945-1960)	7% (3rd choice)	2% (5th choice)	24% (2nd choice)	3% (4th choice)	64% (1st choice)
Silent Generation (born before 1944)	2% (3rd choice)	1% (4th choice)	6% (2nd choice)	1% (5th choice)	90% (1st choice)

Improving Productivity and Customer Experience on Social Channels

The quintessential fact has been and is that social media data is noisy. Complaints or calls for attention come in the form of comments, posts, private messages, on dedicated care handles or within marketing complaints across channels many times by the same customer.

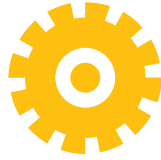
Workflow: So the first step in providing a robust social response stack is ordering these multi-channel messages and routing them into separate queues, automatically so the end respondent can focus on the mere query resolution.

The emphasis these days is on accurate routing via rules and algorithms. In addition, setting up separate contact centre-esque modules helps in faster turnaround times.



SLA: Not all queries are equal. There will be influencers (> 1,000,000 followers), frequent complainers (complains every-day, or thrice today) and people who have complained on other channels (reference to a call or an email). The first step is acknowledging this fact. Once the segments are identified, prioritize actions with suitable teams mapped to ensure that complaints are responded to appropriately.

Live Agent Dashboards:



One key aspect of productivity metrics is the ability to measure the goings on in real time, coupled with standard care metrics such as average handling time, case ageing, and SL, to make the process accurate and measurable.

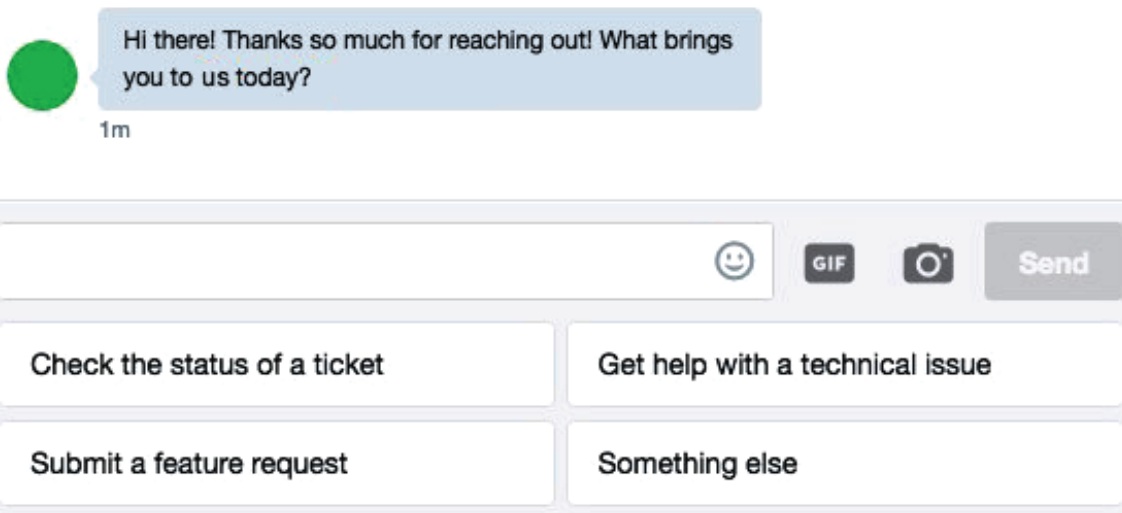
Instant Messenger and Channel Based Response



Even though integration of cross-channel communications is quite important, responding with expertise and formats relevant to a particular channel are of utmost importance to ensure customer experience consistency. The basic process to ensure this happens is by ensuring channel-based expertise (Twitter and FB specialists), using link shorteners, and moving comments to private messages.

Channel-based Response Features

Specific channel-based response features include interactions as in the following screenshot:



This example show how building features in the response technology and building process to use these effectively allows for quicker turnaround times, consistency, and CX.

This allows for quick segmentation of data and also with an AI layer allows for self-serve to be integrated with social response management. A similar approach is possible via Facebook Bots on FB Messenger.

Concurrency

While responding one on one is important, the rise of IMs within the social network ecosystem has brought on a need for concurrency within the social engagement stack. The emphasis should be on setting up processes for chat specialists to be part of responses, primarily for FB Messenger, Twitter DM, weChat, Line, etc.

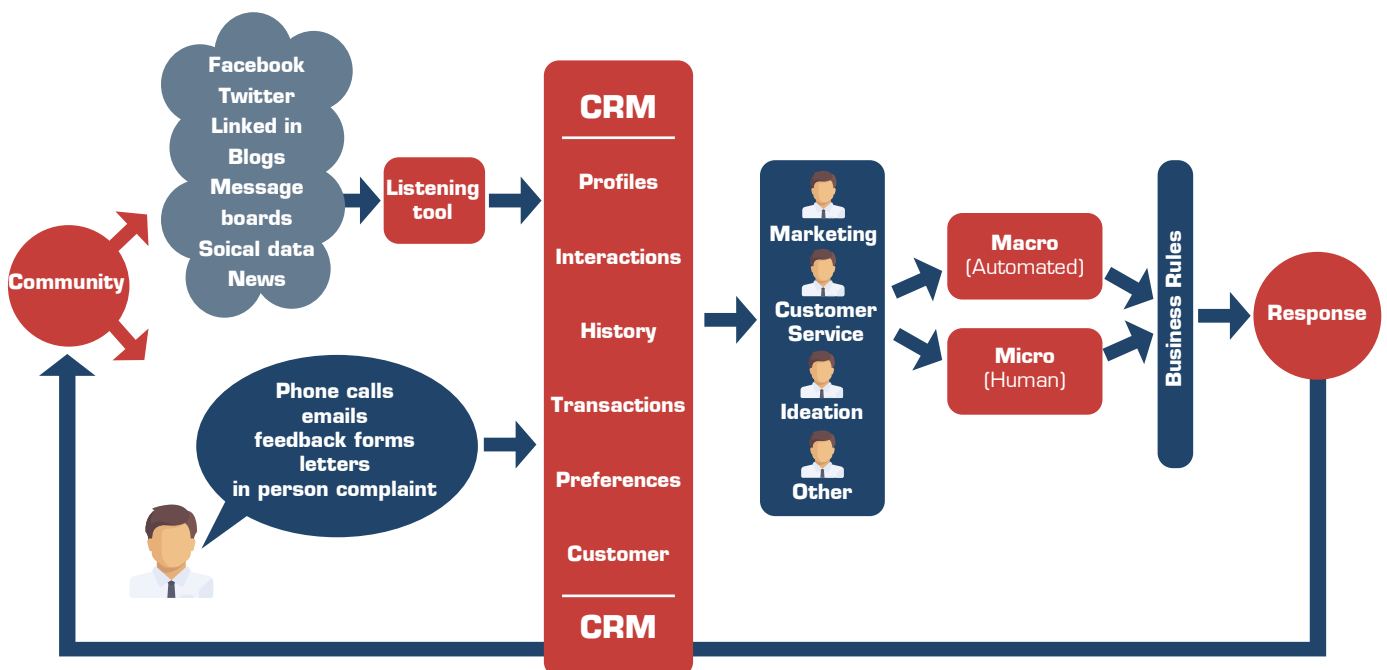
This saves time, leverages existing capability from live chat teams and streamlines response. Integrated with core systems, it is a superior, optimized response management system.

Tight-knit Integration of Social with other Digital Support Channels

One of the less addressed aspects in reality in an otherwise stable technology ecosystem is that of integration of social with other channels – both for data insights and as a part of digital engagement.

The reason that this is of utmost importance is customer experience. It avoids social agents having to ask for the context again, many times on queries that are at a point of escalation. The secondary reason is that it saves time by allowing cross-channel context, enabling faster turnaround time. This has to be two-way integration to allow for the social context to transfer into the larger engagement platforms.

Social CRM Process



Social Media Integration

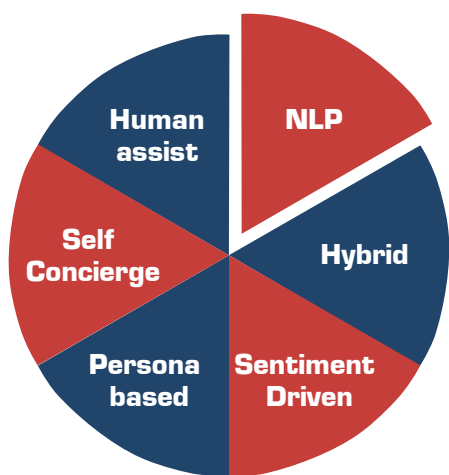
Adding cases automatically to the CRM, getting contact details from the CRM for activated customers and getting more details of the user from the CRM, IVR systems, chat systems, and more.

AI in Social Media Response Management

Automation in social media started with basic things such as auto responses mostly trigger based. Started with tweets to new followers, promotional keyword based messages, and more. With the emergence of AI-based personal assistants such as SIRI and Google Now we saw adoption of bots across various, mostly IM-based social networks such as KIK (19k bots), Facebook (11k bots), and weChat (15k bots).

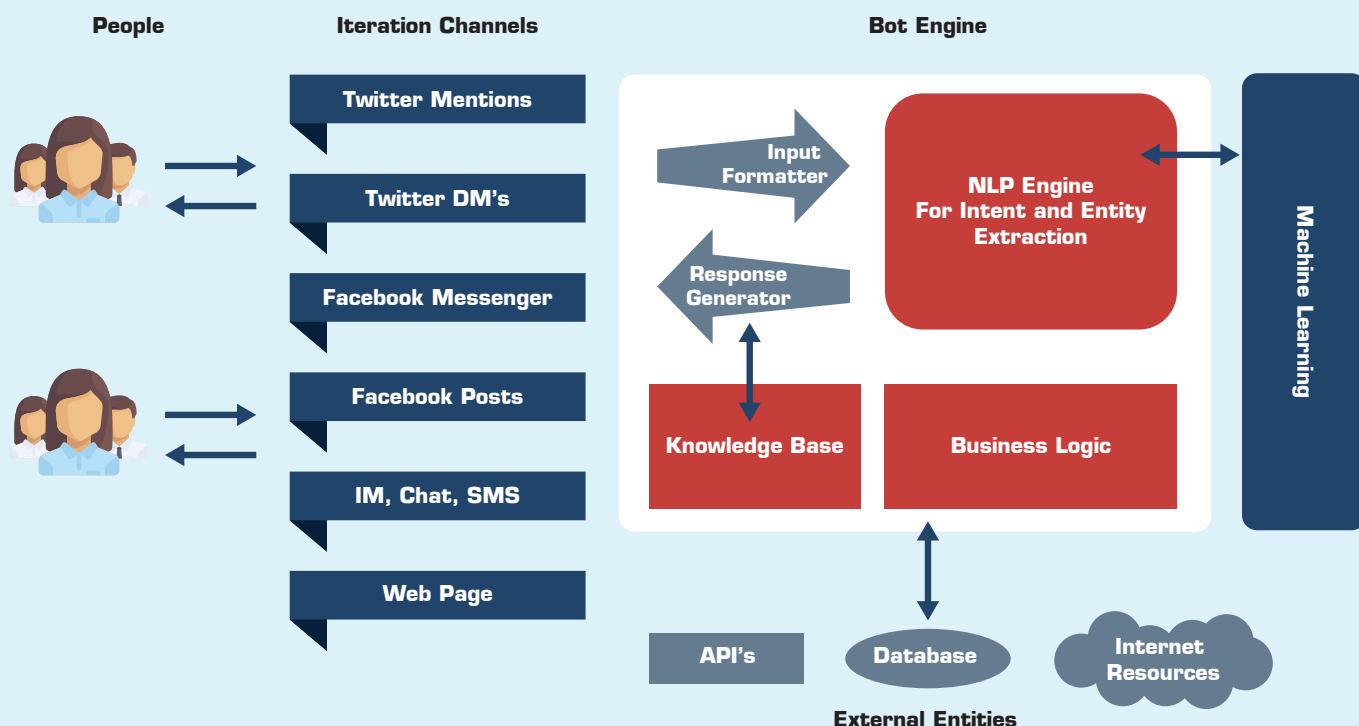
While basic adoption has been very use-case driven, the incumbent bot providers have been able to bring on the table things such as NLP, persona, sentiment analysis, etc. on the brand side.

Bots - Basic Features



But the biggest challenge as of now is that these need to be integrated with core systems and most important aspect is seamless handover. Once the initial buzz about bots fades away, integration will be the key in enabling both cost and CX improvements. There will be overall automation benefits by channel and specific self-serve use cases depending on the vertical, geography, and brand.

Social Bot Architecture



IMs and Displacement of Live Chat

Live chat is dying, at least in its present form. The exponential increase in usage of instant messengers and in-built messenger systems on social networks has arguably been the metaphorical final nail in the coffin for an already dated technology. This has led many of our clients to either abandon live chat altogether or look to augment and even replace current live chat technologies with technologies such as chatbots and integrated customer management layers. The benefits of using social IMs for chat include:

- a) **Savings** in license cost of the chatbot
- b) **Better** UX than any chat provider
- c) **Integration** into social CRM
- d) It **retains context** since the person is typing it on the IM or the SNS messenger of **their choice**
- e) All new channels based on geography (line weChat in SEA, FBM worldwide) could integrate into one single social management layer

About the Author...

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“Niranjan (NJ) is an experienced, commercially-driven digital marketing practitioner and consultant with more than 12 years of experience. He has worked with organizations ranging start-ups to Fortune 10 organizations in the digital marketing office. He is a consultant for clients across the US, UK, Asia Pacific, Middle East and Japan. Data, Marketing, and Technology are his USP and has vast experience with tools such as Salesforce Marketing Cloud, Adobe Marketing Cloud, and a plethora of "big data" and digital marketing/social media tools.

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