Keys to success in contact centre technology implementations

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What did we do?

- One to one depth interviews conducted February 2023
- Featuring leaders from a range of sectors

Use cases for new implementations

- Customer targeting and personalisation
- CRM
- Knowledge management
- Consistent KPIs for front line
- Team building for the hybrid environment
- Bring B2C CX into the enterprise

"Our jobs as technologists is to make the Monday morning experience similar to the Sunday night experience."

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Drivers of change

- Gaps in customer experience
- Gaps in colleague experience
- Decline in operational metrics, e.g. AHT, abandon rate
- Platform end of life
- Shift from reactive to proactive upgrades
  - Driven by mission and strategy

"You can never rest on your laurels. Needs are constantly evolving. But ultimately, it comes down to cost-benefit analysis and making sure that if you are going to evolve again, there is definitely a return on that investment."

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Organisational considerations

- Pros and cons of centralised versus localised structures and decision-making
  - Central teams reduce duplication and promote best practice/leading edge
  - Local teams understand their needs best
- Need people who can bridge the gap between Operations and IT
  - Tech upskilling creates career opportunities for contact centre colleagues
- IT always plays a critical role
- Operations teams must understand the culture of the technical organisation
  - Demonstrate impact on users

"You always have folks in Operations who are more technically minded. They get an opportunity to flex those interests and skills, while at the same time being still part of Operations where they can make a difference."

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Agile methods are gaining traction

- Bring functional teams together in collaborative tribes
- The tyranny of the MVP?
- Minimum Customer Detriment

"As part of an MVP there should be a fundamental principle of minimal customer detriment. We test it in a small groups before we roll it out to ensure there is minimal detriment."

Technology considerations

- Build versus buy?
- Consistency versus variation
- Integration layers/ middleware often done in-house
  - D+A key use case for in-house
- Open/modular architectures are still more promise than reality
- When re-platforming:
  - Have a data strategy
  - Consider the resource needed to implement

"I've seen a move for organisations to build their development capabilities so they don't have to deal with black boxes. And because they are the ones who understand their business and should be driving those capabilities. So they may still have a vendor for the core telephony platform, but more and more organisations are building themselves all the analytics on top."

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Implementation considerations

- Have a clear roadmap with room to flex
- Document requirements clearly in the internal and external brief
- Book resources early
- Regularly check in with colleagues during implementation
- Build in some budget tolerance for things you can't plan for
- Consider need for consultancy hours
- De-risk by spreading knowledge and writing documentation
- Human change management is the hardest part

"Things are almost always harder, more complex, more risk prone, and take longer than technologists would like to believe."

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Considerations when partnering with integrators

- Integrators offer:
  - IP and experience working with specific platforms
  - Professional services to maximise use of new tech
  - Proactive and tailored advice
- Be aware of possible biases if involving integrator in vendor selection

"We could have built those connectors [between Twilio and Google] ourselves. But they're highly complex, and we're looking to deploy very quickly, so why would we?"

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Thank you!

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