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CFO Program Webinar

Optimizing Customer Contact Center (CCC) in New Normal

18 December 2020
Deloitte Tohmatsu CFO Program for Multi-national companies

Today's agenda

8.30 – 8.35am	5 min	Welcome & Introduction	Pankaj Arjunwadkar, Partner Deloitte Tohmatsu Consulting LLC
8.35 – 8.45am	10 min	Interactive Survey 1	
8.45 – 9.00am	15 min	Session 1 Contact center cost optimization	Joseph Philbrook, Associate Director, Deloitte Tohmatsu Consulting LLC
9.00 – 9.15am	15 min	Session 2 Advanced IT Solutions	Shuhei Takahashi, Senior Manager Deloitte Tohmatsu Consulting LLC
9.15 – 9.25am	10 min	Interactive Survey 2	
9.25 – 9.30am	5 min	Q&A	
9.30am		Closing	

Introduction

Pankaj Arjunwadkar
Partner, Deloitte Tohmatsu Consulting LLC

Interactive Survey 1

Question 1 - 5

Please share your situation/thoughts with us!

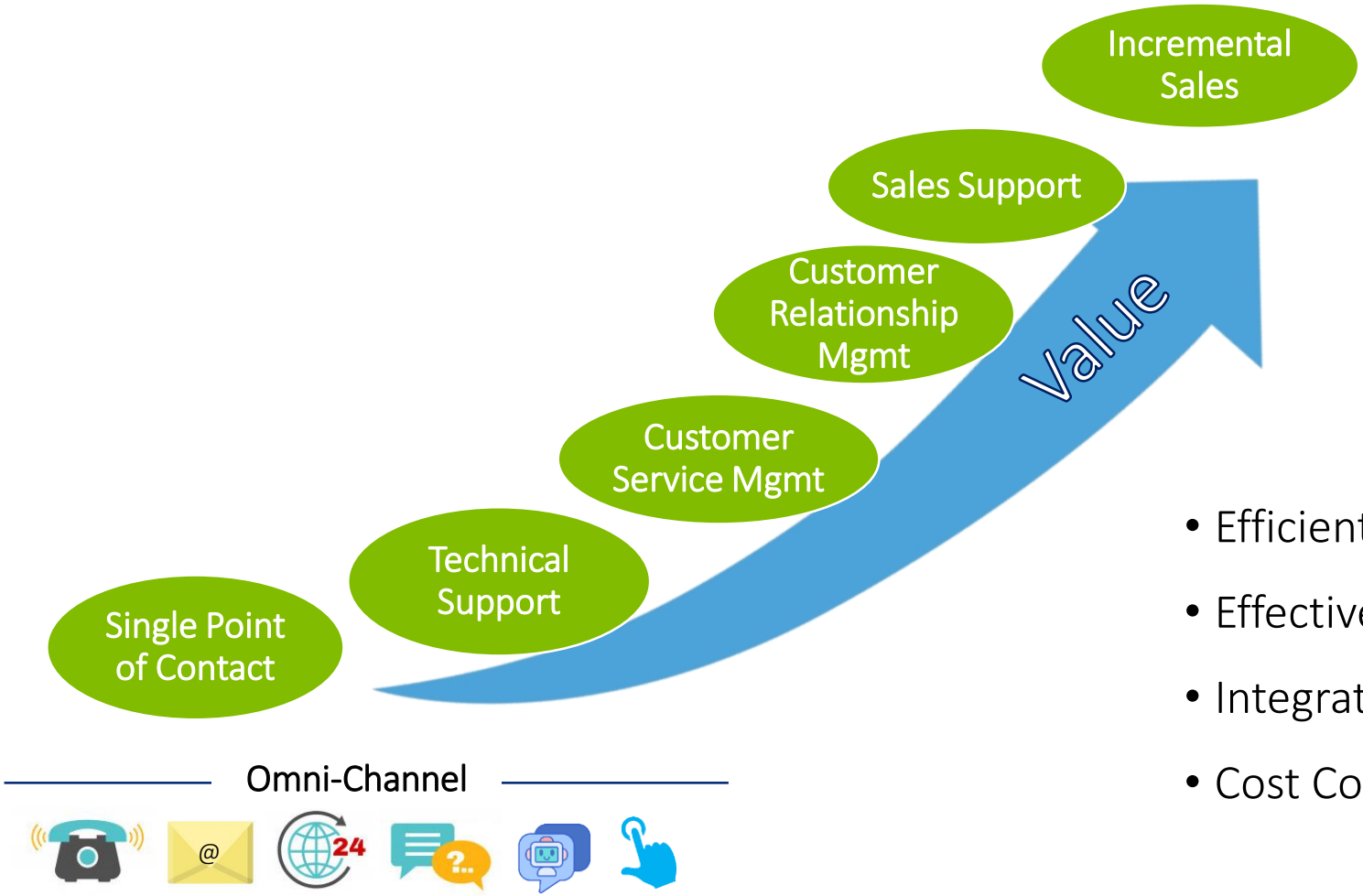
	Question	Option	Result
Q1	How many people do you have in your company's contact center?	1. Less than 99 2. 100 - 499 3. 500 - 999 4. More than 1000	1. 43% 2. 57% 3. 0% 4. 0%
Q2	Do you have any experience with contact center optimization program?	1. Yes, I have 2. In progress 3. I know it but no experience 4. No I haven't heard of it	1. 17% 2. 0% 3. 50% 4. 33%
Q3	Do you feel a contact center is a department that has some opportunity for efficiency or productivity improvements?	1. Yes, I think so 2. I am not sure 3. No, I don't think so	1. 83% 2. 17% 3. 0%
Q4	Do you have a plan on the contact center investment initiative in short or long term?	1. Yes, in the next 6 month 2. Yes, 1 – 2 year 3. Yes, but timeline is TBD 4. No plans at the moment.	1. 0% 2. 17% 3. 33% 4. 50%
Q5	Have you out-sourced the contact center operations?	1. Yes, I have done 2. In progress 3. Not yet, I am considering. 4. I don't have any plans.	1. 33% 2. 0% 3. 0% 4. 67%

Session 1
”Contact center cost optimization“

Joseph Philbrook
Associate Director, Deloitte Tohmatsu Consulting LLC

What is the purpose of a Contact Center?

Value Delivered



- Efficient
- Effective
- Integrated
- Cost Competitive

Contact Center Cost Optimization: How much cost is enough?

What do we mean by “Cost Optimization”?

reduction

the action of making something smaller or less in amount, degree, or size

Example:
“we want to achieve a ***reduction*** in the number of lost customers due to poor service”

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optimization

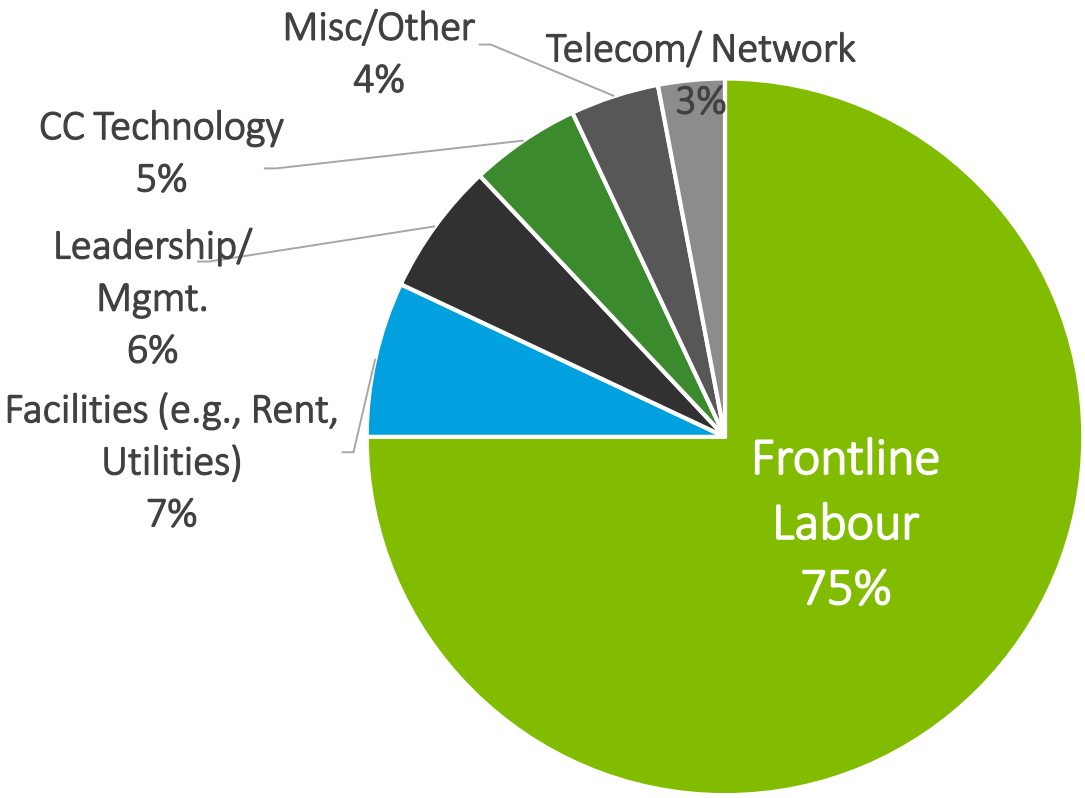
the action of making the best or most effective use of a situation or resource

Example:
"companies pursue the ***optimization*** of their business"

Optimization delivers the most value from a set of inputs and is the outcome of good investment decisions

Frontline labour dominates the Contact Center cost landscape, and increases as percentage of total as Contact Centers scale

Contact Center Typical Cost Structure



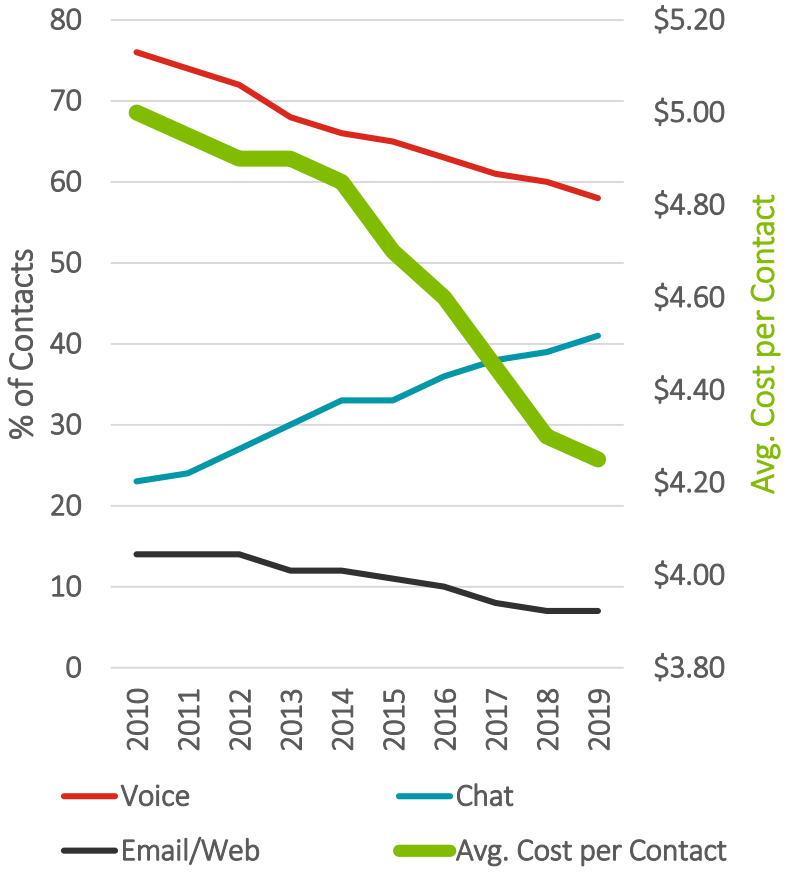
Source: Based on 150-seat contact center; publicly available sources

Strong link exists between Contact Center Key Metrics and Average Cost per Contact; meaning Operational & Financial Performance are inseparable

Contact Center Key Metrics…

- Contact Forecast Accuracy
- Abandoned Rate
- Service Level
- Average Speed to Answer
- Contact Duration
- First Call Resolution Rate
- Wrap-Up Time
- CSAT
- Agent Utilization
- Absenteeism & Attrition

…Driving down Average Cost per Contact



Source: Industry data

Importance of Strategy: Knowing what your Contact Center can do (should do) is the starting point for investment decisions

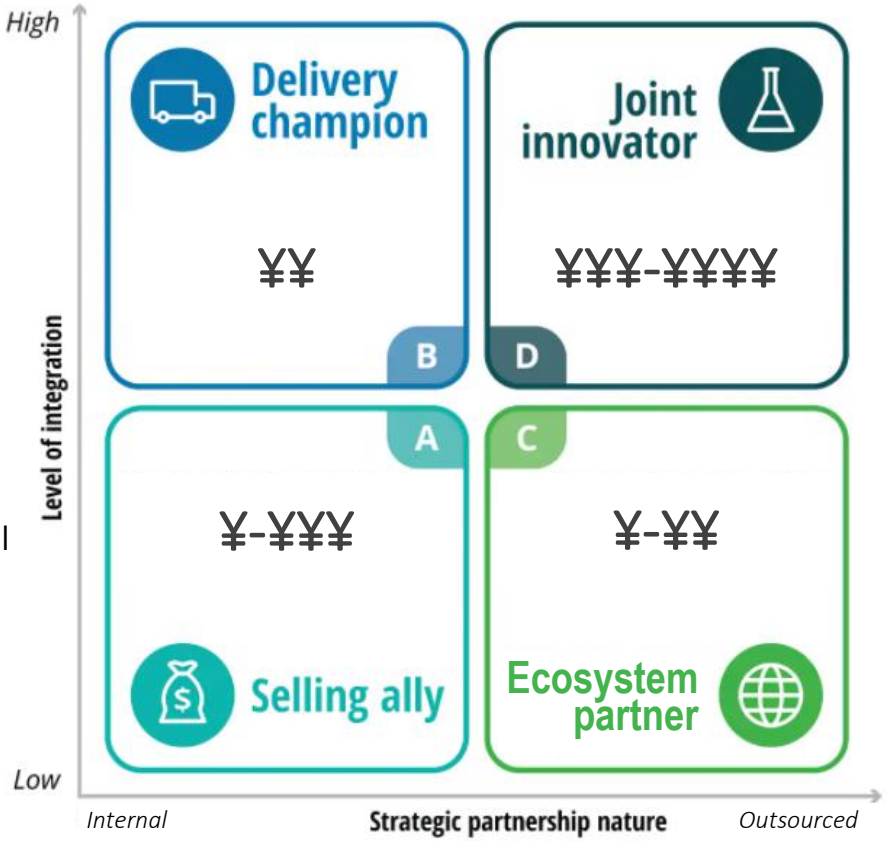
Contact Center Strategic Positioning

Investment Level
Low(¥) to High(¥¥¥¥)

Delivery champions drive efficiency & key metrics; focus on and require access to existing customer accounts

Often in combination

Selling allies work alongside Commercial functions to sell into existing accounts, open new accounts around existing products/ services



Joint innovators work together with your organization to bring new levels of customer insights and new markets

Ecosystem partners invest alongside your organization to deliver on key metrics while taking on operational complexity & risks

Various Contact Center investment approaches can be followed to unlock short- and long-term value from your Contact Center assets

Investment Approaches

Investment Focus	Invest. Amount	Benefits	Payback Period
Process improvement incl. metric measurement & incentives	Low	Incremental	Less than 3 months
Frontline staff recruitment, upskilling & training; culture change	Low to moderate	Incremental	6 months to 1 year
Contact Center outsourcing	Varies[1]	Medium to High	Within 1 year
Integrated Contract Center platform implementation	Moderate to High	High	6 months to 2 years
Adopting Advanced technologies	Low to Moderate	Medium to High	Less than 3 months

1. Note On Outsourcing:
   - Investment required to Outsource the Contact Center depends heavily on the starting point in terms of existing capabilities and current levels of investment
   - In other words, cost uplifts can be large for companies which have historically under-invested in Contact Centers
   - Costs may also increase significantly for companies who are expecting world-class Contact Center performance in partnership with an Outsourced Contact Center provider

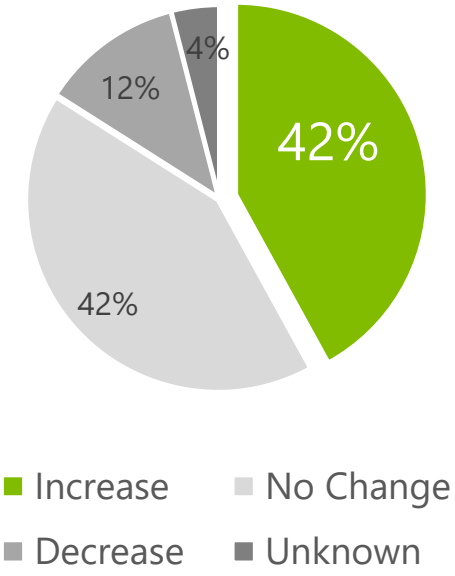
Session 2
“Advanced IT Solutions“

Shuhei Takahashi
Senior Manager, Deloitte Tohmatsu Consulting LLC

IT investment to contact center is going to increase, aiming productivity improvement by solutions such as FAQ/Knowledge, Chatbot, and Text Mining

IT investment plan at contact center

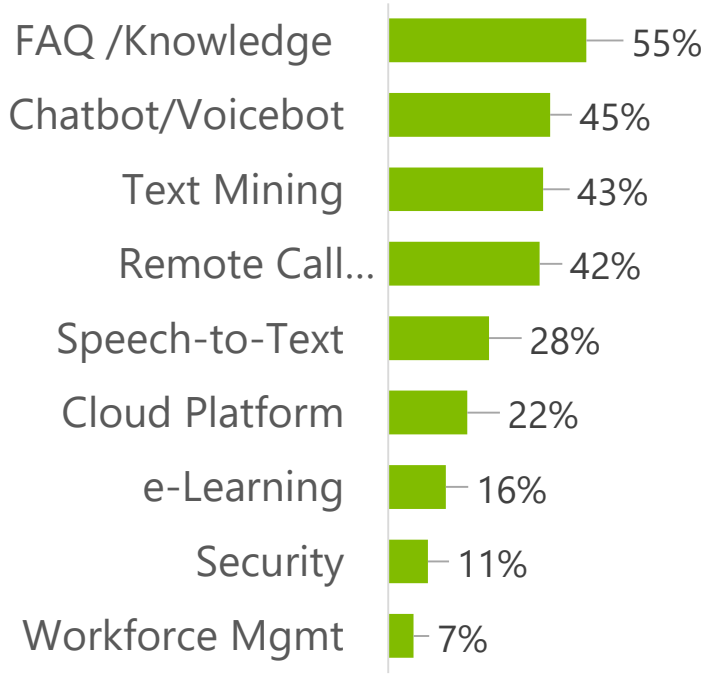
42% of Contact Center intend to increase IT investment



Source： RIC Telecom “Contact Center White Paper 2020”

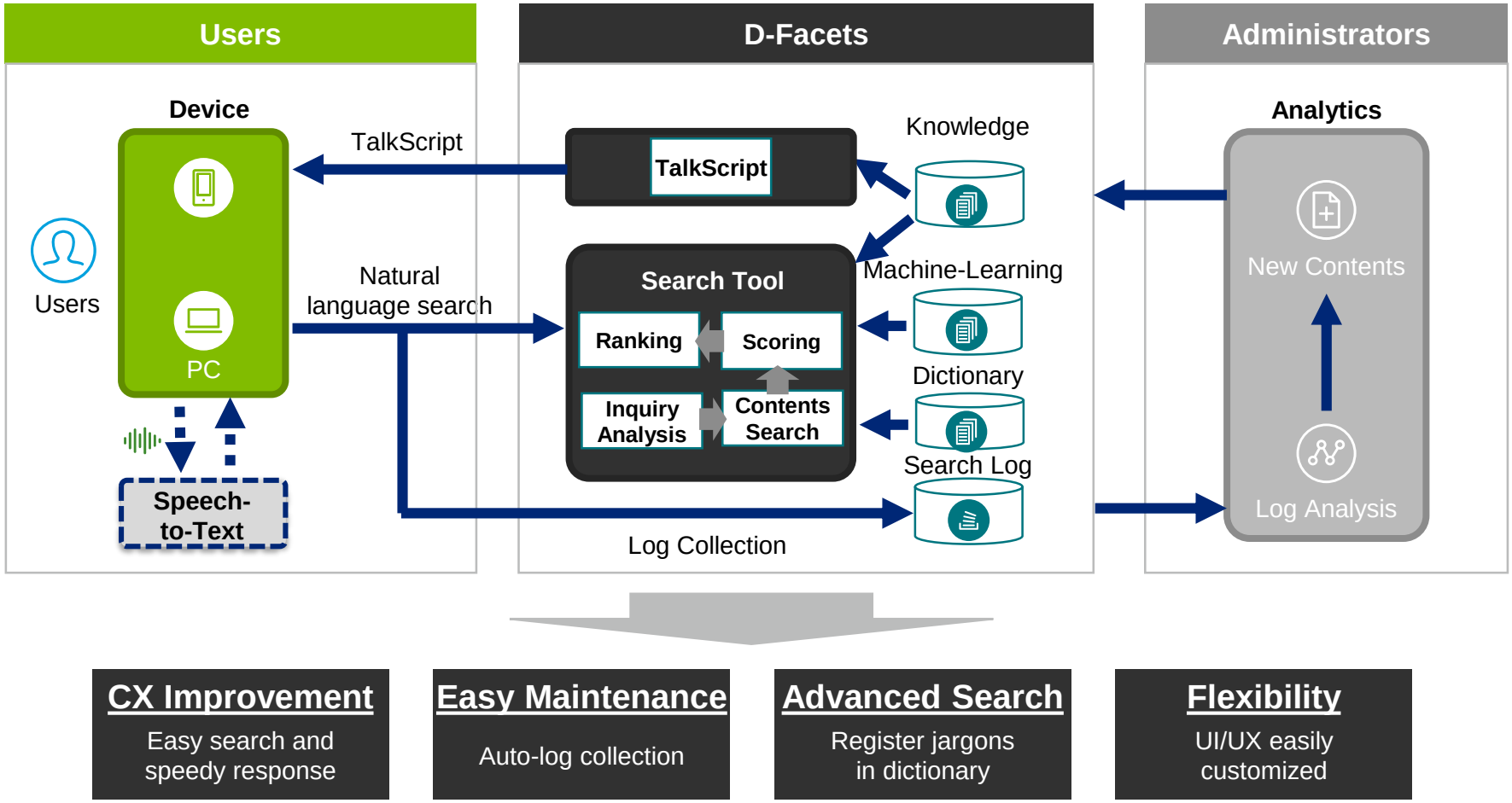
Priority of IT solutions

FAQ/Knowledge, Chatbot, and Text Mining are high priorities



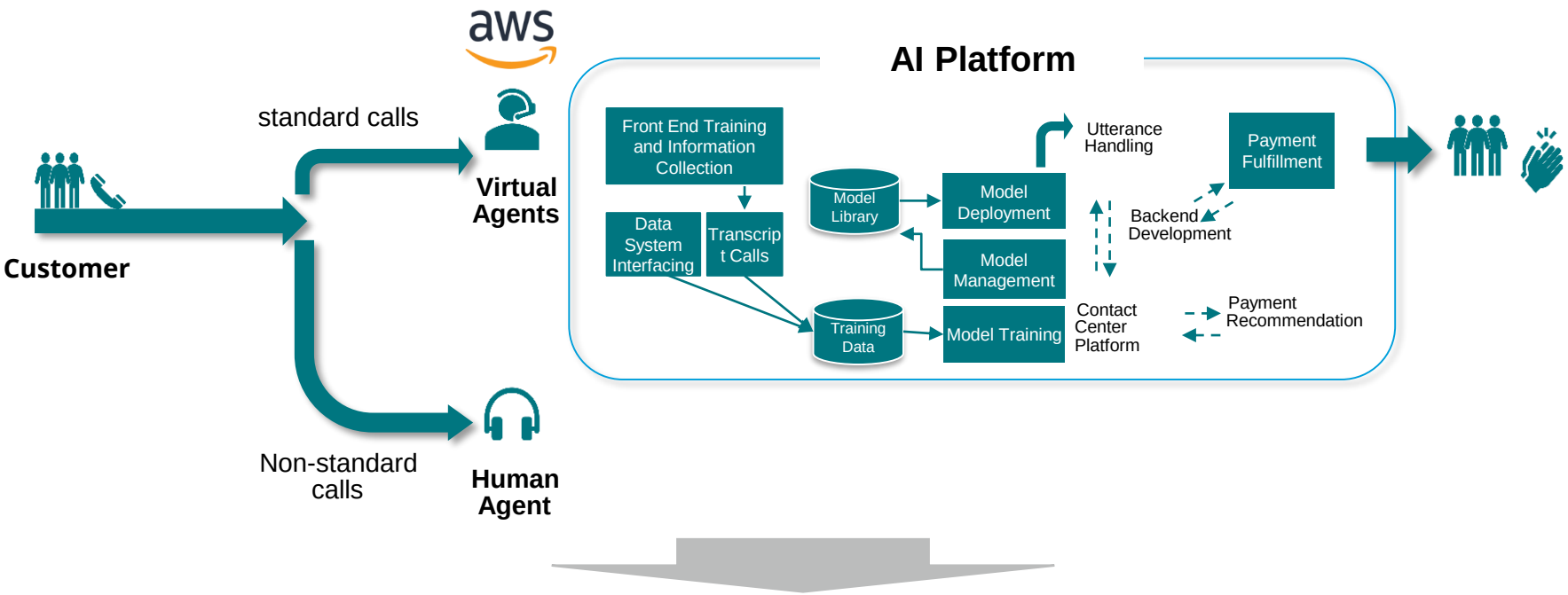
D-Facets enables users to reach necessary FAQ/knowledge easily with natural language voice search

FAQ/Knowledge Solution: D-Facets



Building Next-Generation AI enabled Virtual Agent for Fortune 10 company by leveraging advanced AI based natural language tools

Voicebot Solution: AWS

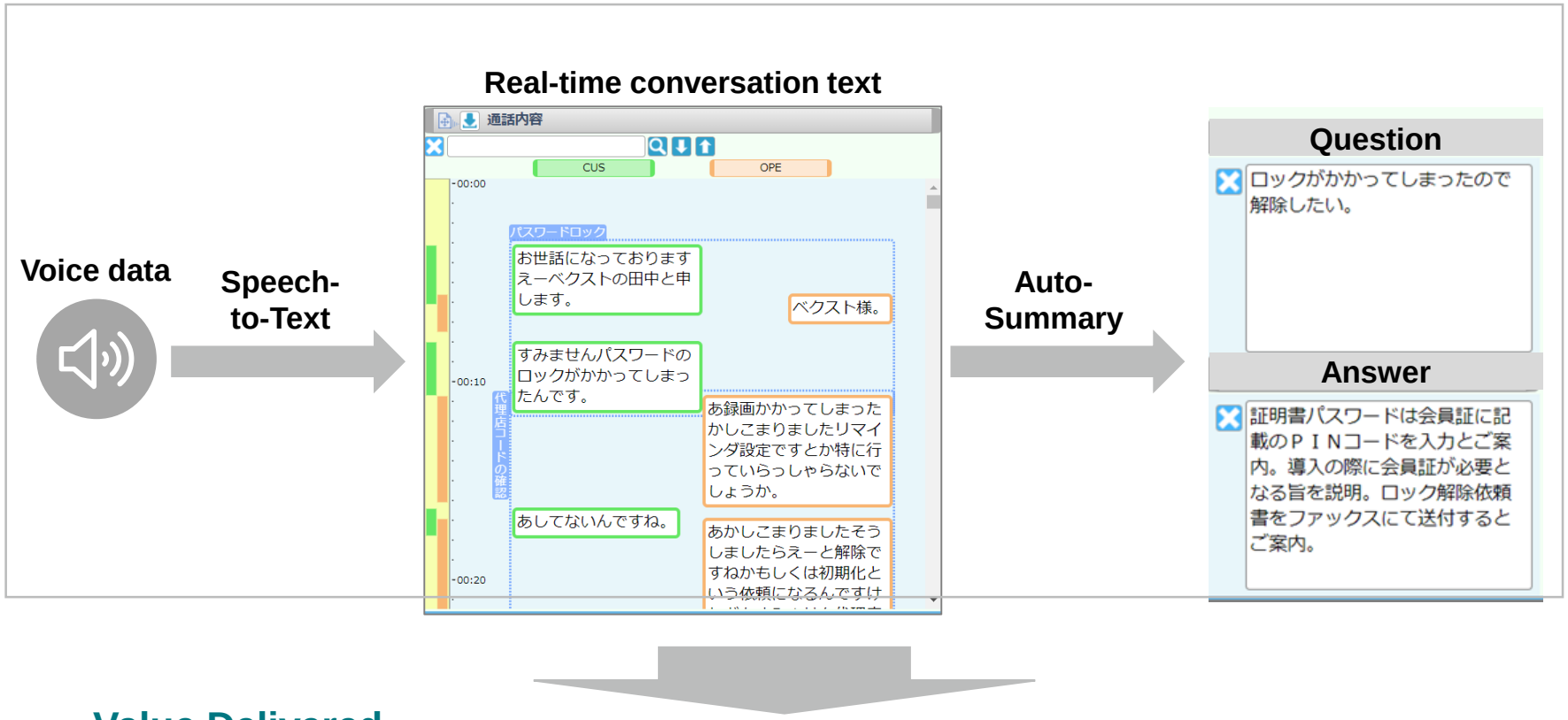


Value Delivered

- **Calls handled by Virtual Agents**
- **Identified opportunities to increase collections effectiveness**
- **Better customer experience with humanlike voice conversations**

Accuracy of text mining is getting advanced and can summarize conversation automatically with least modification by contact center agents

Text Mining Solution: VextResume



Value Delivered

Reduced “After-Call-Work”
(ex 6min ⇒ 2.5min)

Interactive Survey 2

Question 1 - 2

After you find our insights and solutions, what would you like to do next?

Please share your impression and future plan with us!

	Question	Option
Q1	How has the webinar changed your perspective on investment opportunity in the contact center?	1. Very positive 2. Somewhat positive 3. Not changed much
Q2	When are you going to take an action for next step?	1. Next month 2. Next 6months 3. Next FY

Q&A

Thank you! & Happy holiday!

Please take a moment to fill out the feedback survey via the URL on Chat.

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