

A Digital Expert navigates contact centre agents through complex technical queries

A multi-national petroleum company's contact centre offers support to a broad network of retail clients. This help is primarily related to the effective resolution of all technical queries that impact the running of each service station.

To service the wide range of possible queries, specialized teams were set up. The IVR system implemented upfront query categorization so that specific calls were channeled to specific agents. Agents attempt to diagnose the root cause of each customer query, and then aim to dispatch the relevant local contractor to offer onsite support.

Whenever an agent is unable to effectively categorize a query, they log the ticket within the Client Relationship Management system which would workflow the query to a small team of technical specialists for resolution.

Given the pressure on these specialists, call backs were delayed, negatively impacting the customer and the business financially. As a result, the business was looking to capture this expertise within a digital expert.

The challenge

- The varying call volumes across different query categories resulted in sub-optimal workforce utilization, with certain specialist teams being idle while other teams were overwhelmed. Given the specialized nature of the calls, agents could not easily be transferred across teams.
- It took approximately six weeks to formally train new agents, with many agents taking a further three to six months to be deemed competent on the floor.
- This lead time reduced the Contact Centre's reaction time when responding to changing customer demands. Given their technical nature, up to
- 80% of calls were being sent to the experts (second tiered). This was largely because of the cost implication of dispatching the wrong contractor if the root cause of the customer query was incorrectly diagnosed.
- Free-text call reports varied dramatically in detail and quality, making follow ups, reporting and analytics very difficult.
- Customers were increasingly asking for the ability to self-solve via the web portal. Informational support was not working, given the highly contextual nature of the queries.

The requirement

- + Create multi-skilled teams, capable of handling any call category
- + Increase first-call resolutions
- + Improve call consistency and quality
- + Improve client service ratings
- Reduce the time taken to get a new agent performing effectively
- Reduce call volumes as a result of improved digital self-service



The solution

The business decided to build a Digital Expert capable of solving all known inbound technical queries at the level of a human experts. The Digital Expert was designed to firstly augment the staff and secondly offer customers the ability to get technical queries resolved via digital self-service channels.

A small team of Automation Engineers worked with the service team to capture all the rule-based decisioning logic that the few experts were applying to resolve all known query types. The team initially leveraged the detailed documentation available on the knowledge base but found that much of the implied logic was missing. This was then filled in during workshops with key subject matter experts within the business.

To offer the agents real-time access to their Digital Expert, a widget was embedded in their screen. The Digital Expert was then integrated with the

operating systems (SAP) to ensure the logic was in context with available data, plus resulting actions could be automated.

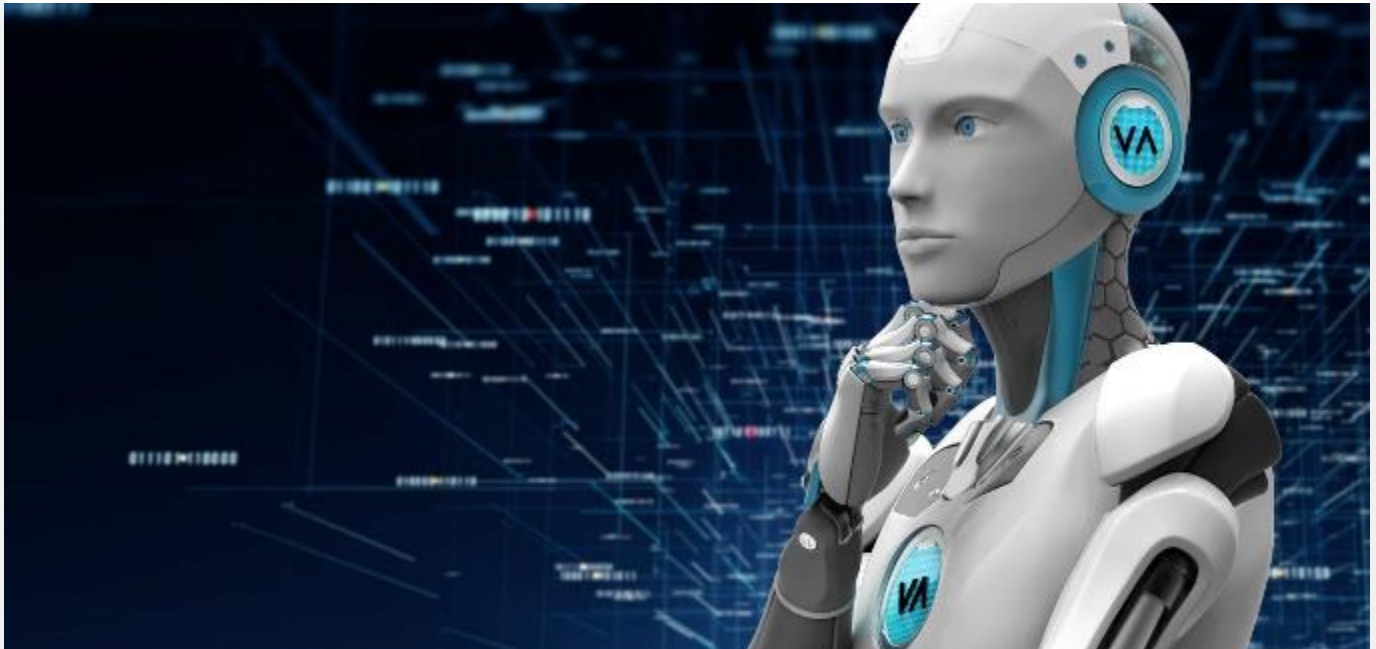
As a call came in, the Digital Expert would help the agent ask the right questions, offer the right answers and take the right actions at the right time, while providing a detailed call report to prove it.

If, after diagnosis, the agent was not able to resolve the issue remotely, the Digital Expert would identify the right contractor based on the identified problem, location and service level agreement.

After six years of successfully supporting staff-assisted channels, the business is looking to deploy the Digital Expert into the new customer self-service portal. This portal is planned to be accessible via the website and mobile app.

The results

- VA First-call resolutions increased from 20% to 98% (and the outstanding 2% were identified as calls where agents didn't use their Digital Expert)
- VA Training has reduced by 40%, primarily in the content areas that were focused on technical understanding. The focus has shifted to compliance-related training and call-handling skills.
- VA Agents were able to answer any query type, rather than operating in specialist teams. This allowed for simplified workforce management in adjusting to varying call volumes.
- VA The Digital Expert removed compliance risk. Every question asked, answer given, and action taken was automatically tracked and fed into the call reports.
- VA The detailed call data provided by the Digital Expert provided query insights previously only dreamed of, allowing for more proactive maintenance to occur.



The benefits

The Digital Expert allowed the entire Contact Centre team to deliver consistent, compliant and context-relevant customer service without the historic risk of varying agent knowledge and experience. No matter who answered the call, the customer can be assured that they will be asked the same questions, offered the same answers, and experience the same outcomes.

This unlocked the specialists to be redeployed to more value-adding work, and allowed the contact centre to hire customer engagement, rather than technical specialists. By perfecting the Digital Expert's logic within the contact centre first, it allows the business to deploy the Digital Expert into the self-service channels with great confidence.