From Service to Relationship Center

What's the difference between a good customer service operation, and a great one? 80% of customers say the experience of a brand is just as important as the product—so what does it look like to keep up with their rising expectations? This paper leverages industry insights to outline reliable paths to future-proof service operations in three simple steps. The gap between a call center and a profit center is smaller than you think. Dive in to learn how to close it, and how Deloitte Digital can help.

From Service to Relationship

The future of customer service is based on connection, empathy, and personalization. And what's best for your customers is best for your business. Traditional contact centres are no longer meeting modern customer expectations. Instead, future-proof contact centres need to become hubs housing the customer relationship and transition into experience centers with connected platforms. This will result in improving your customer lifetime value and your company's profitability, while growing life-long customer relationships.

Just as well, because the role of the agent has seen a significant shift from someone who closes tickets to the face and voice of your brand. With the speed of digitalisation accelerating at a rapid pace, business leaders need to ensure their strategic priorities take into account the changing needs of staff and customers to transform the contact centre into an experience hub.

Strategic priorities for the next years[1]

- Elevating the customer experience
- Improving efficiency, reducing costs
- Increasing revenue, cross/upselling during service interactions
- Improving staff satisfaction

90%
of customers agree good customer services makes them more likely to make another purchase[2]

80%
feel the customer experience is just as important as products services[2]

60%
agree that the pandemic has raised expectations for customer service[2]

Deloitte Digital in partnership with Salesforce is helping organisations to reinvent the service experience to deliver high quality, meaningful interactions across the whole value chain in line with their strategic priorities.

The goal of this paper is to leverage industry insights to outline reliable paths to future-proof service operations. We'll start by exploring the key trends impacting customer service. Then, we'll guide you through how to transform service delivery in **three easy steps**:

1. Define your operating model
2. Learn our best practice approach to streamline your transformation
3. Find the right technology

Service transformation encompasses all the customer touchpoints during and after a sale. After all, a sale is just the beginning of a relationship elevating the customer experience

Market Trends

So, what trends are shaping the future of service, and how can you make them work for your business today and in the years to come?

01 THE SPEED OF DIGITALIZATION

The pandemic caused digital strategies to accelerate at a rapid pace. Many businesses evolved their workplaces by 5-10 years in just a few weeks, redefining a new normal based on flexibility, availability, and empathy.

80% of decision makers are **accelerating digital initiatives**[1]

75% of businesses are more reliant on **data than before the pandemic**[1]
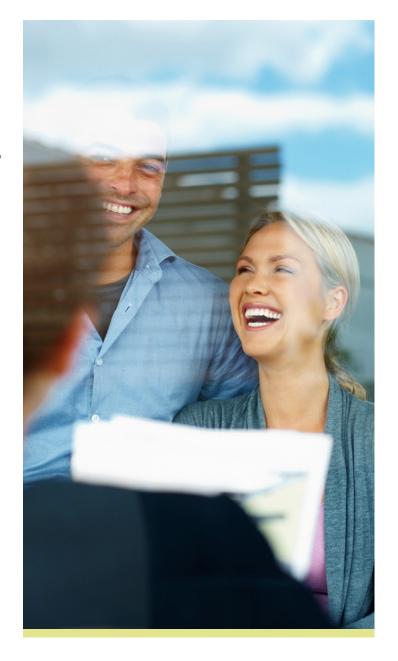
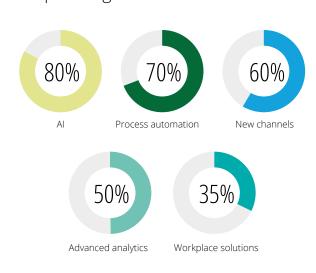**75%** of companies expect to migrate **to cloud in the next two years**[2]

To provide seamless, omnichannel service from anywhere, businesses rapidly migrated to cloud or platform-as-a-service offerings, which are scalable and support 'work from anywhere' initiatives.

Customers now expect seamless, meaningful interactions across multiple channels – increasingly including social media – and fast resolution rates across the whole customer journey from marketing to sales to service. Every interaction between the customer and your company needs to be seamless across all digital and offline channels. Achieving this relies on more than just a great service platform, centralised data is crucial to unlocking the 360-degree visibility necessary to delight and serve customers.

Digitalisation is also critical when it comes to improving the employee experience. Cultivating a culture of trust and purpose where staff have both the technology and flexibility to delight customers has been linked to higher productivity and satisfaction. In turn, happy staff leads to happy customers.
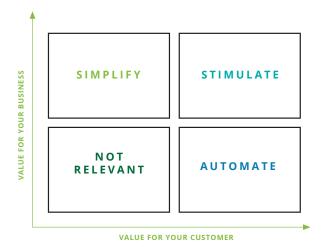
In the next two years businesses are planning to invest in[3]:

80% AI

70% Process automation

60% New channels

50% Advanced analytics

35% Workplace solutions

02 DATA DRIVEN INSIGHTS

Combining the human experience with richer insights will help to deliver outstanding service and grow lifetime value with your customers. By analysing data across the entire customer lifecycle, you can identify areas for optimisation, better manage resources and your team, and anticipate customer needs. In fact, by identifying common pain points, you can resolve or at least proactively communicate issues before they risk impacting the customer experience, which will reduce the number of support calls.
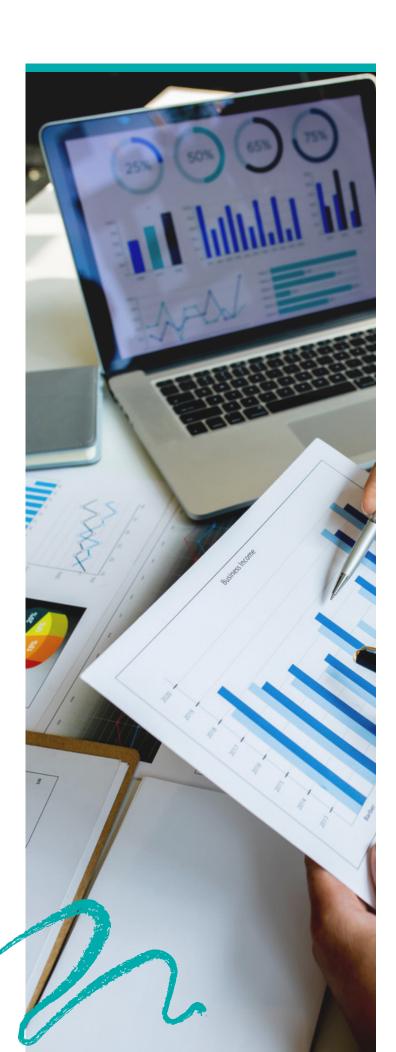
Try differentiating your customer interactions based on the data at hand: automate touchpoints that have a high value for your customer but limited value for you as a business, and simplify support processes that have a high value for you but mean little to your customer. This can be done, for example, by means of pre-filled forms or by reducing the number of questions e.g. based on artificial intelligence and by using public data.

	VALUE FOR YOUR BUSINESS	
	SIMPLIFY	STIMULATE
	NOT RELEVANT	AUTOMATE

VALUE FOR YOUR CUSTOMER

Finally, consider eliminating interactions that are low value for both parties and focus on creating a rich experience for interactions with a high value both for you as a business and for your customer.

Achieving 360-degree visibility will also empower your agents to have better interactions with customers and improve first-time resolution rates, without having to make customers repeat information.

Good data is crucial for personalisation – 85% of customers prefer personalised interactions with an agent over convenient but impersonal interactions with bots, and 85% are willing to securely share their data to make that happen.[1]

[1]Deloitte: From Service to Relationship Center (January 2022)

03 AUTOMATION, AI, AND "INVISIBLE" CONTACT CENTRE

Be present where your customer is and provide seamless service anytime, anywhere without being the obvious contact center. Disruptive channels such as social media and instant messaging are giving rise to 'no human' assistance for simple enquiries by leveraging chatbots and AI. Customers use a broad range of entry points to communicate with brands to make purchases and find fast access to product information. By monitoring customer behaviour, you can identify frequently asked questions and look at where you can improve your process to prevent these issues from happening.

Automatically identify your customer across all channels and leverage bot technology for both voice and chat channels to capture key information while the customer waits in the queue. This will give them a better waiting experience and ensure the case is routed to a relevant agent who can handle the request quicker, or even better – have the bot resolve the issue directly without human intervention.

"Personal service no longer means human service, but...human service remains pivotal in complex or high value customer interactions."

| PREVENT | DIGITALIZE | SELF-SERVICE | ASSISTED SELF-SERVICE | HUMAN TOUCH |

PREVENT

Preventing situations that raise (service) questions by offering excellent service

DIGITALIZE

Digital communication instead of letters. Providing digital content. Encouraging the use Portals & Apps

SELF-SERVICE

Let customers ask questions in their own language, with automated response channels

ASSISTED SELF-SERVICE

Human support through digital channels. A seamless warm transfer to the live chat agent

HUMAN TOUCH

Providing a human service for the times when a customer really needs assistance

TECHNOLOGY EXAMPLES

- Data Management
- CRM
- CMS
- RPA

TECHNOLOGY EXAMPLES

- Chatbot platform
- Prefilled forms (Artificial intelligence)
- Salesforce
- API-platform
- CMS
- Portals/Extranet
- Live Chat
- Cloud Telephony

TECHNOLOGY EXAMPLES

- Sentiment analysis
- Advisor

04 WORKFORCE EVOLUTION

Before the pandemic, just 6% of customer service agents worked from home. But by the end of 2020, more than half of in-house agents and 35% of outsourced staff were working remotely.[1] While it's great to offer staff the flexibility of hybrid working, it needs to be done properly to ensure remote workers get the right level of training and support – especially if they're dealing with difficult cases and unsatisfied customers.

Investing in the right technology needs to be paired with proactive training, establishing best practice processes, and running programmes to ensure employees feel supported and connected to the team no matter where they're working.

In exchange, companies can reduce contact centre overheads and widen the talent pool. With access to better workers at lower cost, it's no surprise that approximately 80% of service organisations are adopting or accelerating their work-from-home strategies.[1]

05 COLLABORATION IS KING

While self-service, chat bots, and greater visibility of the customer are all helping to boost first-time resolution rates, complex issues can still be time-consuming to resolve. Remote working also makes it more difficult for agents to discuss issues with colleagues to find a solution, so there's increasing pressure on companies to balance the customer expectation of zero downtime and no handoffs with resolving more difficult issues quickly.

Collaboration-based tools play a pivotal role here, empowering agents to collaborate with experts across the business in real-time without exiting the service console. The right platform can help to keep customer data secure and centralised, and by leveraging the power of AI you can create experiences that combine the speed of digital with the human touch of your agents.

[1]Deloitte 2021 "From cost center to experience hub" report

Your Business Operating Model

In order to run your business smoothly, it is imperative to understand the ins and outs. Through formulating and adhering to a business operating model, it is possible to have more control of the different aspects of your organisation.

There are two factors involved in determining the best operating model for your business: the number of customers and the value of interactions. Based on this criteria there are four models that typically map to the quadrant by industry, but this isn't set in stone. Finding the right model will depend on the unique needs of your business, including which services can be outsourced, which need to stay in-house, and your technology requirements.

Illustrative positioning by sector*

VOLUME

INNOVATION LED

- Telco & Media
- Travel & Hospitality
- Insurance
- Retail
- FSI- Mass Market

LOW VALUE, HIGH VOLUME

High volumes of low value interactions can take a lot of resources to manage, so services need to be optimised and cost effective. That means diverting as many cases as possible away from the contact centre by empowering the customer with self-service or virtual assistants. When the customer does call in, they still expect outstanding service, so it's important that agents have the best technology available.

Often, segmenting customers and directing them to different teams or outsourcing some services is the easiest way to give each group a personalised experience. This is usually a hybrid contact centre focused on cost optimisation where some vertical services can be outsourced.

TAILORED

- FSI Corporate
- FSI Affluent

HIGH VALUE, HIGH VOLUME

When companies have high volumes of high value cases, they need good technology in place to create unique and personalised customer experiences across the whole lifecycle, on every channel.

A large volume of customers will be performing high value transactions, so agents need to have the information they need to respond quickly with relevant, personalised support. Specialist services can be outsourced to a dedicated third-party with expertise in that area.

EMERGING

- Fashion
- Health
- Food & Beverage

LOW VALUE, LOW VOLUME

For businesses with low volumes of low value cases, the challenge might be to build stronger relationships with customers that result in higher volumes of interactions where the company can add more value to the relationship. Customer service, therefore, becomes part of a tactical strategy, and cases can be routed by topic to the most relevant agent.

Establishing a hybrid contact centre will help companies to focus on adaptability and agility, with the option of outsourcing services for tactical situations to third parties. This approach scales well, and hiring freelancers working from home when higher volumes of calls are expected will keep it cost-effective.

HUMAN

- Health
- Wholesale
- FSI Private
- Automotive
- Automotive
- Luxury

HIGH VALUE, LOW VOLUME

Companies with low volumes of high value interactions often need to go the extra mile to provide customers with a luxurious and intimate customer experience. It's imperative to establish a personal relationship with every customer and to demonstrate that you know them well. This is easier with an in-house contact centre that uses technology to handle time-consuming tasks so agents can focus on giving customers high-end, valuable support services with a personal touch. Industries that benefit from this model require personal, one-to-one customer relationships and agile, cross-functional teams. In fact, taking a human approach should extend beyond your contact centre into every customer interaction, both digital and face-to-face.

VALUE OF CLIENTS

B2C   B2B

*Sector positioning is illustrative. Actual positioning for each company may vary depending on own business objectives

The
Deloitte Digital Approach

It's estimated that by 2025, 40% of customer service organisations will become profit centres by establishing leading digital customer engagement strategies. Our approach to customer service digital transformation is split into four phases to guide you through the process from end to end.

Ultimately this stage is to determine the final goals of your contact centre and how to support your company strategy, defining which areas of the customer service experience to optimise and how to win by creating a sustainable competitive advantage that maximises long-term value.

Identifying opportunities for technological innovation and where to create efficiency can lead to practical benefits like higher revenues and productivity gains.

Guiding questions:
- Can you describe your ideal customer service strategy in one word?
- What are your customer service aspirations?
- Which business and technological trends do you want to prioritise?
- How can customer service create a sustainable competitive advantage and long-term value?

CASE STUDY

Creating a luxury support experience in the travel and hospitality sector

360° support from envisioning and design to build and go-live

Issue

Design and build next-generation experience centre to support launch of new luxury division

Solution

- Defined four experience principles, five jobs to be done, and seven mean-time-to-market KPIs
- Mapped processes, flows, and product requirement documents for the experience centre
- Evaluated market to select the best-fit technology and implemented Service Cloud and CTI solution
- Analysed 11 locations for contact centre and established remote work policy model
- Implemented governance practices and supported the IT team to coordinate and monitor ongoing projects

Impact

Defined the brand new tailor made engagement model for luxury division, launched at worldwide level and in different languages

Successfully launched B2C and B2B digital channels

Deloitte Digital's approach to experience design is to identify optimization opportunities by leveraging user research to outline the user journey and pinpoint the highest-priority moments of that journey. This involves analysing user behaviour to identify pain points and using those as drivers to design a new solution to improve the human experience. Next, we translate your company vision into customer experience design principles, and break those down into experience elements such as journeys, channels, goals, and interactions.

We then map out every stage of the user journey and the activities that need to be performed, and create stakeholder profiles to combine experience design principles with these activities. At this stage, it's important to match relevant activities to each stakeholder.

Finally, we select key moments based on relevant activities for each stakeholder across the journey and map that against the customer journey. This helps to further define the role of each stakeholder in the overall customer experience.

Guiding questions:
- What's the ideal customer and partner experience across the service lifecycle?
- What is the value proposition for each group?
- Should the experience be self-service, assisted by an agent, or a hybrid approach?

CASE STUDY

Start-up disrupts the utility market with the power of digital

Delivering a digital-first customer experience

Issue

Create an omnichannel customer experience that supports a B2C subscription model with a fixed monthly fee

Solution

- Defined commercial processes
- Supported implementation of technology infrastructure
- Helped select and configure Service Cloud, including Customer 360, Email2Case, click-to-call, chat integration, Knowledge base, Reporting and analytics
- Helped select and configure Amazon Connect

Impact

Realized flexible and scalable cloud infrastructure to sustain rapid growth of manged volumes (X2 call volumes in 1Y)

Enabled full flexibility of workforce distribution, with 35 active call centre operators 100% work-from-home compliant

03 OPERATING MODEL DESIGN

Once you have defined your strategic objectives and the target experience, it is time to consider how the entire operating model needs to evolve accordingly. This means re-thinking your customer service framework through the lens of several layers of analysis. Deloitte Digital's approach considers **nine core elements:**

01 CUSTOMER SEGMENTS
Who are your customers, agents, and employees, and crucially, what do they need?

02 CONTACT REASONS
Why are customers engaging with you?

03 INTERACTION STRATEGY
How can you balance optimising costs with achieving high levels of customer satisfaction?

04 TALENT AND ORGANISATION
How should your teams be structured in terms of roles and responsibilities?

05 CONTACT CHANNELS
Which channels should you use to engage with customers? Should certain types of cases or customers be diverted to different channels?

06 CONTACT PROCESSES
What processes can be used to create more valuable customer interactions?

07 LOCATION STRATEGY
Where should your in-house contact centre be located?

08 DATA AND TECHNOLOGY
What should you implement, how should you use data, and how can you leverage analytics?

09 VALUE CREATION
How can customer service lead to more valuable interactions for the customer and your company?

Guiding questions:

What is the organisational design and what's the best way to incentivise talent?

What's the best approach to outsourcing and freelancers to manage the customer base and generate value?

What technology, infrastructure, and architecture is required to drive performance?

Motorcycle manufacturer gets hands-on with customer care

Elevating the customer experience with an integrated service platform

Issue

Take customer care in-house to better manage interactions across multiple channels

Solution

- Define and configure Service Cloud and integrate Amazon Connect CTI
- Implement omnichannel functionality with contact attributes and 'call customer' screen pop
- Design self-service touchpoints where customers can request call back from the website
- Enable reporting

Impact

Transitioned from outsourced model to in-house, cloud-based contact centre

Seamless and enhanced experience for agents and customers

Enabled transition to remote working during pandemic in less than 2 months, guaranteeing business continuity

---

PHASE 04 EXECUTION

Execution finally puts governance in place to oversee the whole project, including agile delivery, streamlining change management, and measuring impact KPIs.

It's important to keep a few things in mind at this stage – what's the best time to go to market, how can we leverage digital touchpoints, and at every stage, can we link what we're doing back to the overall business needs?

To accelerate delivery, we as Deloitte Digital collect and formalise the business requirements for your contact centre and put a rollout strategy in place. This involves analysing the current strategy for rollout and understanding the synergies and constraints from other aspects of the digital transformation.

Guiding questions:
- What's the best approach to change management across the organisation?
- How can we identify barriers to innovation and accelerate business transformation?
- How can we align the project to all stakeholder needs?

The Right Technology

Getting to the heart of customer service with a connected platform

Centralising service operations on one platform can help to delight your customers and optimise the employee experience at every touchpoint. Salesforce Service Cloud is a comprehensive platform that enables organisations to connect and personalise every step of the customer journey.

Salesforce calls this Customer 360. It's a seamless, connected service that drives customer loyalty and lasting relationships. The platform's rich features support field service, chatbots, voice, data analytics, automated workflows, and everything in between.

With one platform you can harness the power of data to anticipate customer needs, identifying and removing pain points in the customer experience to reduce the number of support cases.

Service Cloud gives your organization a free online training platform, artificial intelligence tools, and easy integration with a communication platform like Slack to keep your team up to speed and empower them to bring their heart and soul to every customer interaction across any channel.

On average, after implementing Salesforce solutions contact centres experienced:

-25%
decrease in support costs[1]

+28%
increase in agent productivity[1]

-24%
decrease in support volume per customer across all channels; which resulted in:

+27% increase in case resolution via self-service, automation, and/or AI[1]

+28% increase in sales revenue sources by service/support teams[1]

+28% increase in chat, SMS, messaging, video, or social media support[1]

+30%
increase in customer satisfaction, customer effort, or Net Promoter Score[1]

+28%
increase in customer retention[1]

salesforce | **Deloitte.** Digital