

HOW TO TRANSFORM YOUR CONTACT CENTER

From a Cash-Eating Monster to a
Happy-Customer, Money-Making Machine

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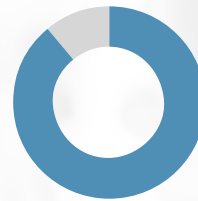
1 THE SIMPLE SECRET TO GREAT CUSTOMER EXPERIENCE

Customers may not remember what you said or what you did, but they will always remember how you made them feel.

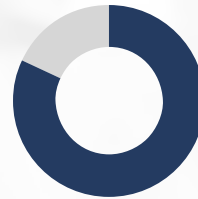
A whopping 70% of consumers say that the best way to provide them with great service is to make them feel like their time is valued (Forrester).

Yet, this is precisely where many companies stumble.

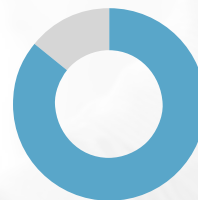
The bottom line: Customer defections cost U.S. businesses a **staggering \$1.6 trillion in lost revenue** (Accenture).



89% of consumers say they have switched brands after a poor experience



82% of consumers have stopped doing business with a company following a bad customer experience



86% of consumers are willing to pay up to 25% or more for better service

2 IS YOUR CONTACT CENTER A COST CENTER OR MONEY MAKER?

The Wall Street Journal recently reported that Boards and CEOs expect IT to be more of a revenue generator than a cost center.

So, what if you could turn your contact center into a revenue multiplier? What would happen if your contact center could provide better, faster customer service?

How much would that reduce customer defections, and boost customer lifetime value?

How much more value would that add to your organization?

Intuitively, you know that the longer customers stay with you, the more they add to your top line growth.

In fact, reducing customer defections by as little as five percent can nearly **double profits** for your business.

But the important question is, what happens when a customer interacts with your contact center via phone, email, web, text, chat, whatever?

Is your contact center agent able to get all of the customer information they need to resolve the problem fast, without having to navigate multiple systems and put the customer on hold?

2 IS YOUR CONTACT CENTER A COST CENTER OR MONEY MAKER?

YOU KNOW THE DRILL

You call the cable company or airline to get a billing issue resolved. The self-service system authenticates your identity, asks why you're calling, then puts you on hold for 20 minutes to wait for "the next available" agent.

When you finally get through, the agent has no idea why you called in the first place. Which forces you to repeat information you provided in the self-service system.

Is this ever okay?

This is precisely what happens when your back office systems don't talk to each other, when your contact center agents have limited visibility into customer touch points across your organization.

BUT IT DOESN'T HAVE TO BE THAT WAY.



3 AIM PUTS PATIENT EXPERIENCE FIRST

AIM Specialty Health is a benefit management services organization that serves some of the largest health payers in the industry. They process more than nine million cases a year.

Prior to implementing the **Appian Low-Code Development Platform**, AIM managed each of their clinical solutions as independent systems.

“What Appian has allowed us to do,” says AIM CIO, Phil Merrell, “is integrate all of our systems underneath the Appian platform,” ...(and) orchestrate across all of these systems, to bring our data and processes into one unified platform instead of eight independent platforms.”

SEEING THE BIG PICTURE MATTERS

The Appian platform allowed AIM to integrate and bring together otherwise disparate processes and

data, so that company staffers can understand ... the right place, the right time, and the right quality of care delivery for specific patients.

“Today, we have a contact center and we have a portal environment,” says Merrell. “With the Appian platform, we have scaled that capability to where we have workforce integration within our contact center, so our agents are able to see the patient experience across clinical solutions.”

This is the kind of magic that happens when intelligent automation aligns with customer expectations, when customer engagement kicks in, when lifetime customer value exceeds short-term business goals.



4 IF YOU CAN'T SEE IT, YOU CAN'T MAKE IT BETTER

Imagine not knowing what happened in your contact center yesterday, what's happening right now or, worst of all, what's likely to happen tomorrow. That's not the sort of situation you want to be in when you're on the hook for customer experience in your organization.

Case management solves this problem by:

- Providing a 360-degree view of customer interactions
- Giving agents fast, easy, access to the information they need for faster call resolution
- Integrating systems across your organization to create a single view of the customer.

WHY YOU NEED CASE MANAGEMENT IN YOUR CONTACT CENTER

Gartner views case management capability as the engine of “highly intelligent, successful, customer service experiences.”

The term “case management” can mean different things to different people, depending on who you are and what you do. Doctors and lawyers are very familiar with the concepts of medical cases and legal cases — as it relates to a patient's or client's experience over time.

In IT, Help Desk trouble tickets are also called cases.

4 IF YOU CAN'T SEE IT, YOU CAN'T MAKE IT BETTER

The Federal government buys the goods and services it needs through procurement cases. Pharmaceutical companies track drug compliance cases. Sometimes a “case” can be a person. Sometimes it’s a physical object. Other times it could be data.

So, what is case management? It’s work that involves unstructured processes, ad hoc interactions, and lots of data from different sources that must be collected, parsed, and summarized to make decisions.

BETTER, FASTER, FIRST CONTACT RESOLUTION

When you add case management functionality to your contact center, it gives you a single unified, 360-degree view of processes, information and

interactions across all of the customer touch points in your organization.

Which empowers your contact center agents to make better, faster, smarter customer service decisions.

The problem is, many contact centers are operating without it—and customers can tell.

Case in point: More than 80% of customers end up on hold every time they contact a business, listening to the least favorite thing they want to hear:

“

**YOUR CALL IS IMPORTANT TO US,
PLEASE CONTINUE TO HOLD.**

”

5 BRIDGING THE CUSTOMER EXPECTATION GAP

A whopping 70% of companies claim to prioritize customer satisfaction—but only 1% actually meet customer expectations (Forrester).

To exacerbate the situation, consumer touch points are multiplying faster than ever.

THE OMNICHANNEL TREND

Research shows that, on average, consumers use about six digital channels and half use more than four (Marketing Week).

Digital leaders understand the importance of leveraging the omnichannel trend, and adapting to new technologies that extend the customer journey.

Here's the thing. If you ask your customers, 73% will likely tell you that they believe you care more

about generating sales than delivering a consistent experience across customer touch points in your organization.

The moment this mindset prevails in your organization is the moment you begin to give up on your customers.

That's not you, of course.

You understand the importance of providing consistently effortless customer experience throughout the customer journey.

6 ANYTHING THAT CAN BE AUTOMATED WILL BE AUTOMATED

The futurists are predicting that 85% of all customer interactions will be handled without human agents by 2020.

In the age of digital transformation, the future of the contact center looks a lot like business process management integrated with case management, artificial intelligence and bots.

So, how does your contact center stack up?

THE MAGIC OF DIGITAL LABOR

What if you could harness the power of a 24x7x365 digital workforce in your contact center, with the capability to link systems, processes, and activities across your entire organization faster than you ever imagined?

And what, for example, if these bots could automate “return” authorizations for customers, and automatically escalate cases for special handling, based on the specific business rules of your company?

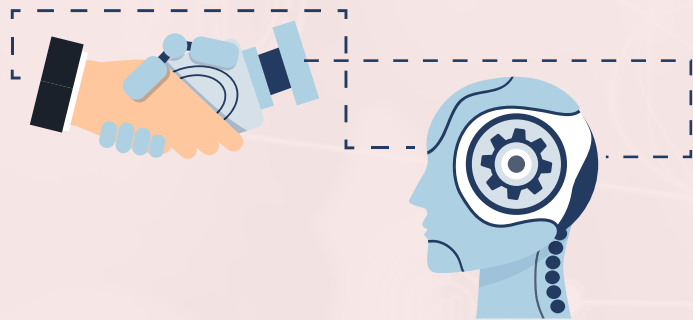
Intelligent automation can do massive amounts of this kind of routine work better, faster, and more accurately than humans ever could.

Which makes customer experience better and more efficient. And when we make it easier for customers to engage with us, defections don’t happen, and customer satisfaction goes up.

7 INTELLIGENT AUTOMATION: NOT JUST A FASTER WAY OF DOING THINGS

It's easy to think of intelligent automation as just a faster way to do things.

But it's so much more than that. With the right combination of business process management, artificial intelligence and robotic process automation, it's a bit of a miracle.



THE MORE CUSTOMERS USE IT, THE SMARTER IT GETS

Which is one of the reasons intelligent automation is able to personalize customer service and transform the customer experience.

“Every time you make a search on Google, they’re using natural language processing to make sure that they give you the most relevant results first,” says Jorge Sanchez, artificial intelligence (AI) expert and Director, Product Strategy at Appian.

PERSONALIZING CUSTOMER SERVICE

“When Netflix gives you a movie recommendation,” says Sanchez, “it’s actually going through a lot of different algorithms, in some cases using AI, to

7 INTELLIGENT AUTOMATION: NOT JUST A FASTER WAY OF DOING THINGS

make sure that they know what a person with your profile has watched before, and what people with similar profiles have watched.”

“Then, based on this information,” says Sanchez, “Netflix can make recommendations on what you might be interested in watching next. So, from a business perspective, this kind of intelligent automation provides tremendous business value.”

Sanchez says that the future belongs to organizations that do the best job of augmenting human labor and expertise with intelligent automation.

BETTER PATIENT CARE

Faster time to revenue. That’s what psHEALTH was able to achieve with a low-code approach to developing software applications.

Based in the United Kingdom, psHEALTH provides cloud-based, customized, patient management solutions to independent healthcare providers in the United Kingdom, including referral management, care coordination, patient case management, patient outcome tracking and more.

Officials at the company wanted to bust the status quo for traditional software development, and transform patient care, generate new revenue streams, and distinguish themselves from competitors.

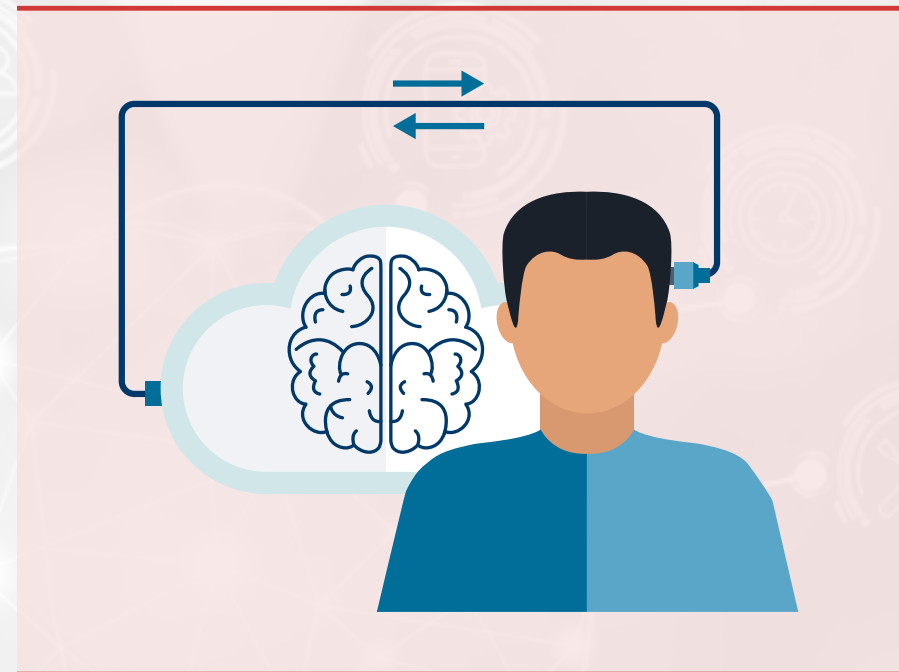
7 INTELLIGENT AUTOMATION: NOT JUST A FASTER WAY OF DOING THINGS

The solution: Appian's Low-Code Application Development Platform, which allowed psHEALTH to **deliver patient care applications to customers in weeks instead of months**. And accelerate top-line growth with new subscription-based revenue streams.

HOW TO CREATE CUSTOMER VALUE WITH AUTOMATION

When you augment human labor with automation, you get remarkable business outcomes. There's a parallel in high-performance contact centers.

And Target Group is a case in point.



8 TARGET GROUP SURPASSES EXPECTATIONS IN JUST TWO WEEKS

Many of the world's top banks use Target Group to manage their lending and investment portfolios.

"We deliver and run contact center solutions for many of the largest financial services institutions in the world," said David Williams, Head of BPM at Target Group.

Discussing Target Group's use of Appian's low-code software development platform, Williams said:

"We achieved an 80% reduction in customer service processing time through a custom remediation program solution that we built and delivered in just 2 weeks."

(Note: Appian is a platform that allows you to build enterprise software applications 10 to 20 times faster than regular development. With Appian,

you don't code applications. You draw them—like a flowchart. This approach is called low-code development.)

It's safe to think of making incremental improvements in operational efficiency as the way to reach your contact center goals.

But the goal can't be incremental improvements. It needs to be transformational in terms of creating value for your customers.

The opportunity is there.

And low-code development may be your best and fastest way to take advantage of it.

9 BARCLAYS CRUSHES CUSTOMER SATISFACTION GOALS

With operations in more than 40 countries, Barclays turned to Appian's modern low-code development platform to replace aging call center software.

Using the case management functionality of Appian's platform, Barclays was quickly able to unify their customer information, and eliminate time spent navigating multiple systems to access customer data.

(Note: Appian was recently named a Leader in **"The Forrester Wave™: Cloud-Based Dynamic Case Management, Q1 2018"** report, which says the ultimate potential of case management is "understanding the worker's and customer's context, providing real-time guidance, and enabling future case planning.")

CREATING HUGE CUSTOMER VALUE

Within a month of deploying Appian, **Barclays saw a remarkable 64% increase in customer satisfaction scores and, shortly thereafter, measured an 84% increase in operational efficiency.**

The transformation was so successful, Barclays expanded the low-code effort to include, Fraud Management, Billing Disputes, Global Commercial Payments and more.

"With Appian," says Roy Aston, Barclaycard Group CIO, "we're on a hugely transformational journey in a low-code environment, where we can build advanced, highly-automated workflows and business processes that create value for our customers."



10 AVIVA SEES 9X INCREASE IN CUSTOMER RESPONSE TIMES

Automation is way more efficient than human labor.

(Note: A customer transaction completed in an Interactive Voice Response System costs about 50 cents, compared to \$5 or \$6 for an agent-handled call .

If you're the sort of senior exec who believes in creating value beyond cost savings, intelligent automation is the perfect solution.

Case in point: Aviva.

As the largest insurance company in the United Kingdom (UK), Aviva has operations in 16 countries and over 36 million customers.

SIMPLIFY SERVICE DELIVERY

Officials at Aviva wanted to unify disconnected customer data and processes that were walled off between several departments and systems. For front-line customer care employees, resolving a single customer service request could mean accessing up to 22 different systems.

To simplify and streamline service delivery, Aviva turned to the intelligent automation in the enterprise data unification functionality of Appian Records.

"When a customer calls," says Paula Whitwell-Lumsden, UK Customer Operations Strategy & Transformation Director, "our front line advisors can launch a screen in Appian that surfaces every policy that a customer has with Aviva."



10 AVIVA SEES 9X INCREASE IN CUSTOMER RESPONSE TIMES

“In the past,” says Whitwell-Lumsden, “our advisors would have to access and navigate anywhere from 12 to 22 systems on a daily basis. Now, they’re down to one system, which is Appian.”

With the Records (case management) functionality of Appian, Aviva was able to use Appian as the unifying system of engagement for data spanning multiple legacy systems.

Additionally, Aviva was able to simplify customer self-service by connecting Appian to their customer portal (using Web APIs). This allowed customers to transact business without having to go through Aviva’s contact center.

9X INCREASE IN SERVICE DELIVERY SPEED

Here’s a quick rundown of what Aviva was able to do by combining Appian with robotic process automation:

- Boost productivity of customer advisors. Enable them to spend more time with customers, and less time doing routine work
- Reduce operational service costs by more than 40%
- Consolidate 22 systems into just 4 Appian applications
- Accelerate customer service response times by 9X

11 THE INTELLIGENT CONTACT CENTER: CRACKING THE OMNICHANNEL CODE

FLYING BLIND WITH CUSTOMER EXPERIENCE

The problem with the traditional multi-channel approach to customer experience—via voice, Web, SMS text, social media, whatever—is that you get limited visibility into the customer journey and no context for customer interactions across your organization.

The alternative is an omnichannel approach, which gives you a unified 360-degree view of the customer journey no matter how, when or where customers interact with your brand.

Studies show companies that have the best omnichannel customer engagement strategies retain an average of 89% of their customers, compared to just 33% for companies that don't.

Every day you spend with no omnichannel visibility into customer interactions is another day you put customer engagement at risk.

WHAT ARE YOU WAITING FOR?

One way to augment your omnichannel capabilities is with the **Appian Intelligent Contact Center™ Platform (ICC)**, a new cloud platform with intelligent dashboard functionality that gives contact center agents a 360-degree view of customer interactions across the customer journey.

11 THE INTELLIGENT CONTACT CENTER: CRACKING THE OMNICHANNEL CODE

The ICC is not an “out-of-the-box” solution. It’s a smart customer engagement platform for custom applications that provide a unified view of customer interactions via voice, chat, email, SMS, social media and more.

USER-FRIENDLY TEMPLATES FOR AI AND MACHINE LEARNING

On top of that, the ICC also includes dashboard capability to monitor key performance indicators, a variety of templates for custom applications, and application templates that can be easily integrated with artificial intelligence and machine learning capability for specific vertical industries.

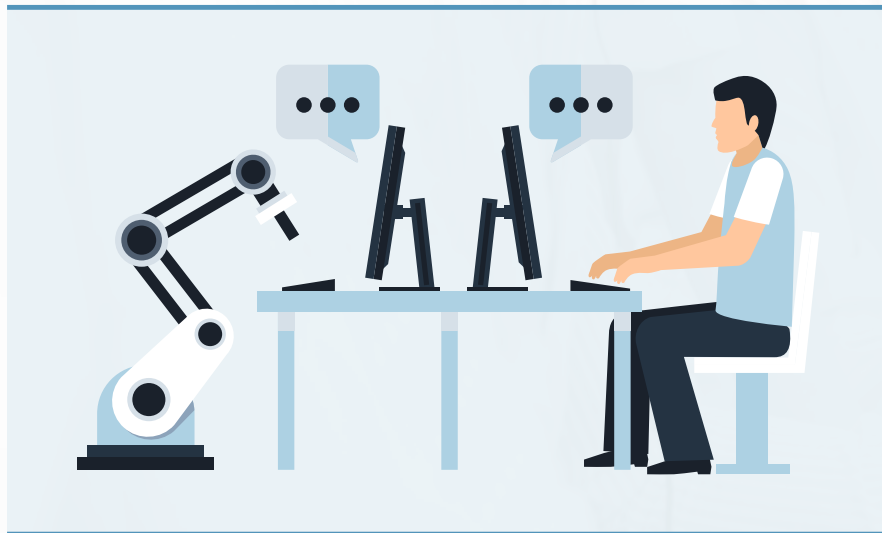
The ICC is smart enough to know and display (via agent’s desktop):

- Customer’s name and account information, based on the number they’re calling from
- Historical customer interaction data, across multiple channels
- Prompts to speed agent’s response. For example: “Are you calling about the order you placed yesterday?”
- Personalized offers and recommendations, based on a customer’s previous purchase history
- Activity logs for specific customer-agent interactions, and more

11 THE INTELLIGENT CONTACT CENTER: CRACKING THE OMNICHANNEL CODE

BUILT-IN SENTIMENT ANALYSIS CAPABILITY

Because it's built on a low-code, cloud-based, platform, you can easily expand the ICC's capabilities through user-friendly, low-code, design techniques.



Additionally, ICC offers built-in sentiment analysis and integration capabilities backed by an ecosystem of strategic technology partners in cloud-based, cognitive, and machine learning services.

This sentiment analysis capability gives contact center agents the insight they need to take the best next action to resolve specific customer problems faster. Imagine how much more productive your agents could be if they knew the emotional context of customer conversations in chat sessions, texts, emails, and social media streams.

If you're ready to elevate your customer experience game, Appian Intelligent Contact Center can help.

12 LOW-CODE APPROACH TO BETTER CUSTOMER ENGAGEMENT

Transformative change is possible in the contact center, if you're willing to learn how. And Bendigo and Adelaide Bank is a good place to start.

At Australia-based Bendigo, officials fast tracked improvements in customer engagement by using Appian low-code development to deploy more than 30 enterprise applications to run everything from ATM, Credit Card, and Fraud Management processes, to Loans, Mortgages, and Merchant Services.

By taking a low-code approach to intelligent automation, Bendigo was able to quickly integrate data, make it available to applications across the bank, and create faster, personalized, more engaging customer interactions across multiple customer touch points.





12 LOW-CODE APPROACH TO BETTER CUSTOMER ENGAGEMENT

FROM FIVE SYSTEMS TO ONE IN A WEEK

In another case, a major healthcare company used the speed, power, and case management capability of the **Appian's Low-Code Platform** to simplify the integration of five legacy systems into one and deploy it within a week.



It was the easiest, fastest way to simplify the site-inspection compliance process for over 100,000 providers in this large provider network.

In just 4 weeks, company officials were able to deliver a fully-mobile Site Provider Inspection app, unify massive amounts of data, and integrate numerous fragmented systems, with a single, user-friendly, platform interface.

The result: a better customer experience for company representatives, who are now able to visit a doctor's office or hospital, pull up the app on a mobile device and approve or disapprove a site in real time.

13 SPRINT: MAKING CUSTOMER EXPERIENCE COUNT

In the wireless industry, network coverage drives customer satisfaction.

So, Sprint invested in a low-code-powered network densification effort to pack more signals in a larger geographic area to provide better coverage.

The goal: Deploy some 70,000 mini signal amplifiers—an incredibly complex legal, regulatory, technology and overall project management challenge.

To get such an enormous number of sites selected, approved and installed, Sprint had to survey 20 times as many potential sites—or more.

Within three weeks, they were able to deploy an Appian solution to handle the mind-numbing, data management, process and program management

challenge of surveying several hundred thousand potential sites.

The speed and power of low-code development allowed Sprint to accelerate decision-making across the entire project by giving stakeholders fast access to data, in the right context, via desktop and mobile devices.

Before Appian, network densification on such a **GINORMOUS** scale could've taken up to 30 days. But Appian cut the data collection, analysis, and reporting time for the 8,000 business processes involved down to an amazing average of just 7 days.

14 EPILOGUE: BACK TO THE FUTURE OF CUSTOMER EXPERIENCE

The best customer experience starts in the back office.

So says George Westerman, a digital big thinker, MIT Sloan Professor and author of *“Leading Digital: Turning Technology into Business Transformation”*.

“...Most of the conversations [about digital transformation] are about the customer experience. Why is that? Because that’s what people can see.”

“But a better place to start is operations. Because if you’ve got a messy back office, it’s really hard to get a unified view of your customer.

We’ve seen it many times—the best digital transformation efforts start with the back office first. And if you get that right, amazing things can start to happen, that just weren’t possible before.”



Appian



Appian provides a leading low-code software development platform that enables Financial Services Institutions to rapidly develop powerful and unique applications. The applications created on Appian's platform help companies drive digital transformation and competitive differentiation.

For more information, visit www.appian.com