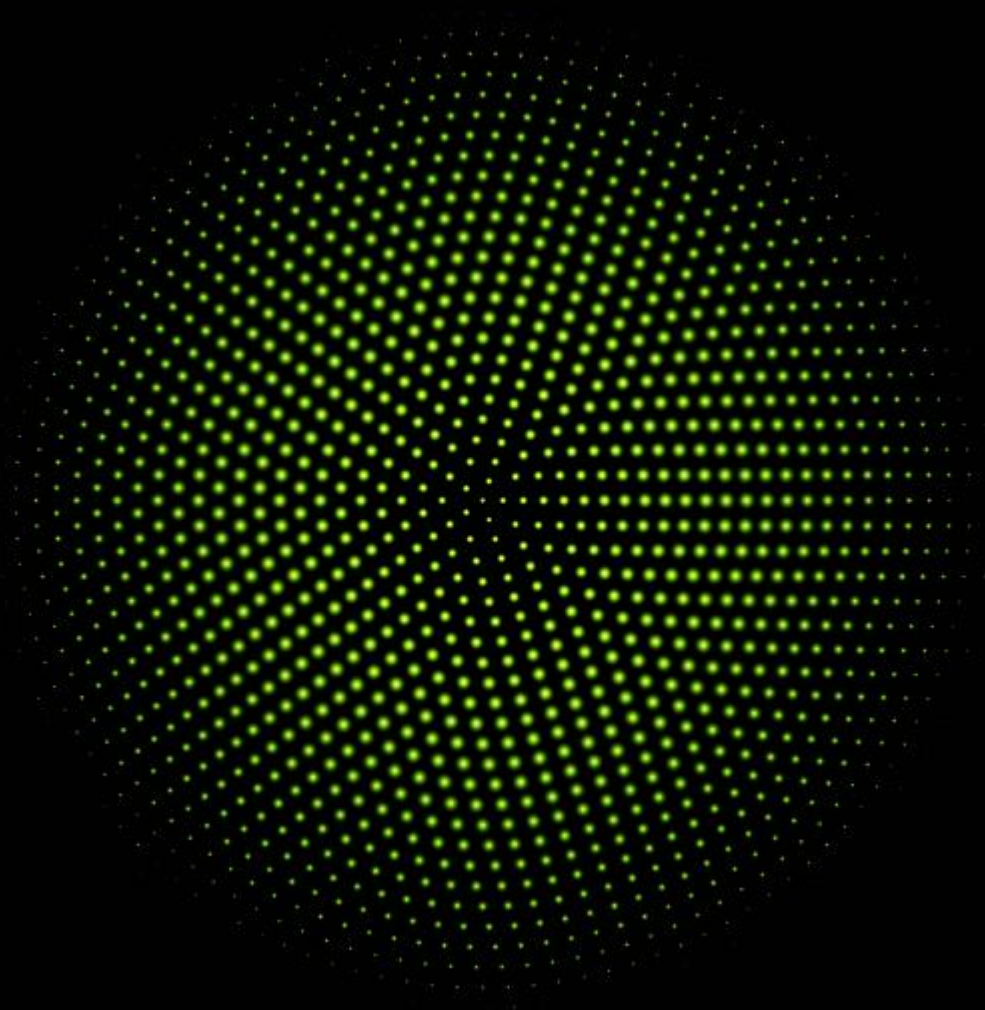


# Deloitte.



Deloitte Cognitive  
Customer Experience  
Intelligent interactions

October 2020



**MAKING AN  
IMPACT THAT  
MATTERS**  
*since 1845*

# About Deloitte Asia Pacific



## One door to the future

In the fastest growing and most complex region in the world, it's time to open the door to opportunity.

The Deloitte Asia Pacific Member Firm (Deloitte AP) is the third largest member firm in the Deloitte network, extending across China, Japan, South Korea, Australia, Southeast Asia and New Zealand.

Clients operate in a more globally connected way than ever before and working together, Deloitte AP facilitates seamless cross-border service.

Central to our firm is a commitment to our global purpose: to make an impact that matters for clients, people and communities..

## Collaborating to serve you better

The coming together of these seven geographies in Asia Pacific brings increased talent and resources to better serve our clients.

Through one contact across the dynamic Asia Pacific region, we connect you to a powerhouse of expertise across geographies and industries.

With the innovation and IP of 60,000 professionals and extensive alliances, we deliver a united focus to solving your most complex and pressing issues.

Accelerate your transformation, realise your potential, and make your future. Together.

**Deloitte Asia Pacific. One door to the future.**

# Deloitte Southeast Asia

## One SEA, One Member Firm

Comprising approximately 400 partners and 10,900 professionals in 25 office locations, Deloitte Southeast Asia brings together eleven geographies – Brunei, Cambodia, Guam, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam into one single member firm.

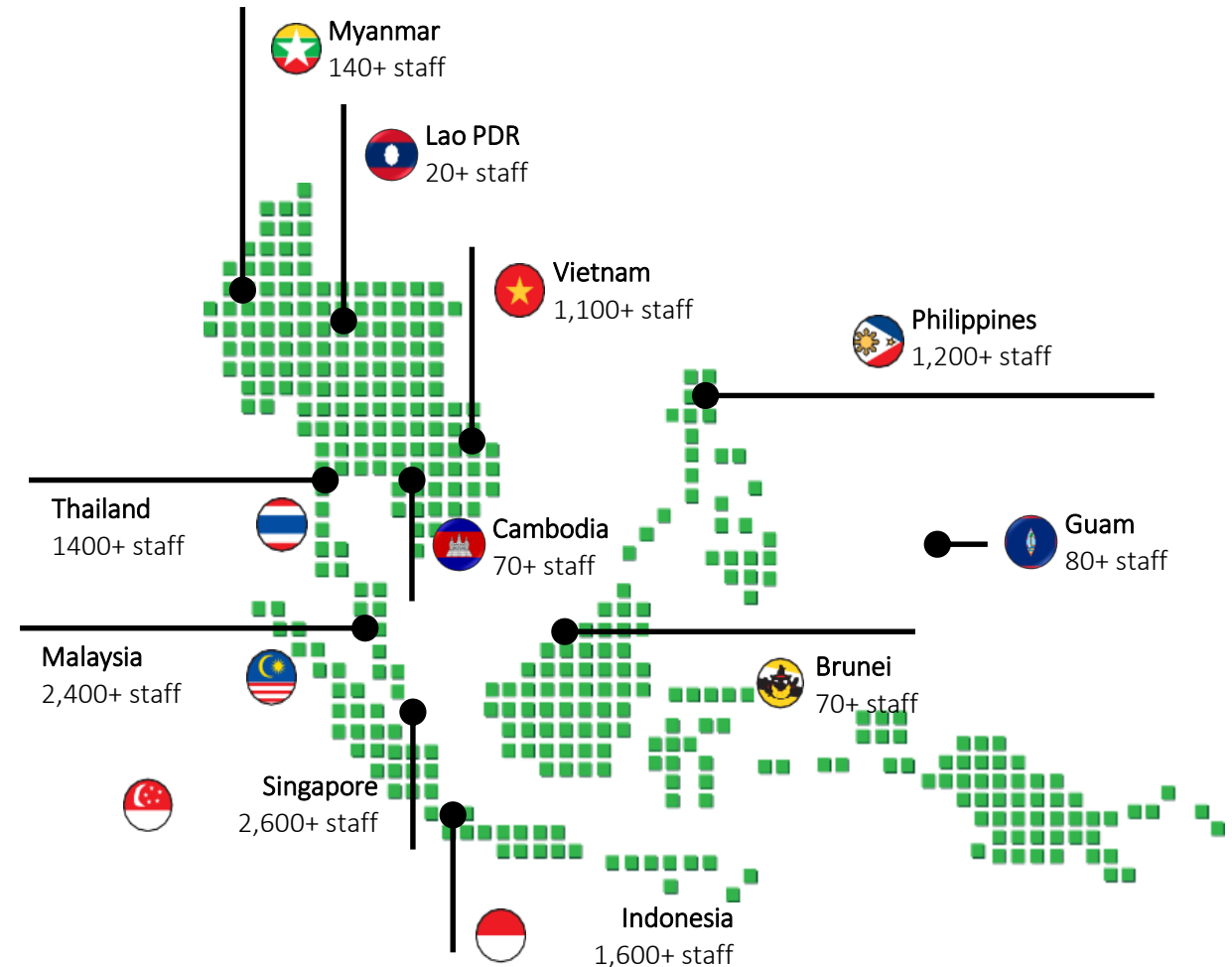
We are one Deloitte for the Southeast Asia marketplace. Being one firm, all our practitioners are well-positioned to combine their individual actions into collective power, and the ability to deliver greater breadth and depth of services to our clients across the region.

The formation of Deloitte Southeast Asia us to leverage our combined size, scale and expertise to the benefit of our clients and to respond more efficiently to the needs and requirements of our increasingly intra-regional and global clients.

Being As One has also provided us the right platform to centralise our resources, strengthen our training and learning opportunities for both our people and clients alike.

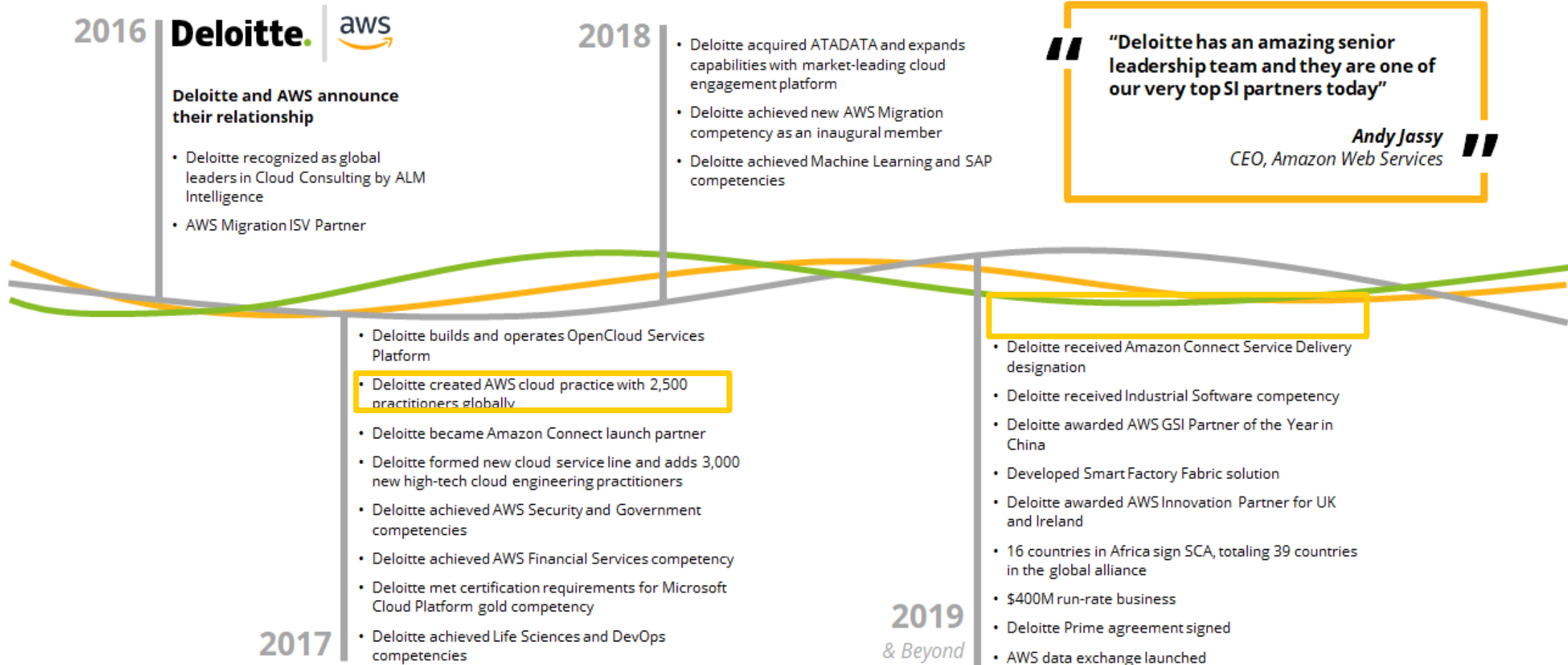
Singapore is the lead office of Deloitte SEA. Deloitte has a unique structure amongst the Big 4 in Southeast Asia – operating As One across the region. This model, including one central leadership team, means we ensure that the best resources are assigned to each project wherever they are based in the region.

Our practitioners cooperate through our cross-border specialist industry team within Southeast Asia as well as with other Deloitte member firms to provide seamless service. Deloitte SEA has centralised learning, systems and evaluation processes in the region.



# Our AWS journey has built a strong, global partnership

Deloitte Consulting has partnered with AWS to build a leading cloud business to support our clients. We've been an Amazon Connect launch partner since 2017. Our DCCX team are partnered with AWS Amazon Connect leadership locally, regionally and globally.



# Deloitte – Analyst Rankings

Deloitte is the only firm with top ratings for breadth and depth from multiple analysts across the customer experience, cloud, managed services, customer servicing, business transformation, cyber, risk, and change management disciplines needed for the success of this project

## Gartner: CRM and Customer Experience Services

In 2020 Deloitte was positioned in the “Leaders Quadrant” for CRM and Customer Experience Services for the 8th consecutive year



Source: Gartner, Magic Quadrant for CRM and Customer Experience Implementation Services, Worldwide. Brett Sparks, Patrick Sullivan, April 2020

## Gartner: Public Cloud Professional and Managed Services

Deloitte is a recognized Leader in the 2020 Public Cloud Infrastructure Professional and Managed Services market according to Gartner



Source: Gartner, Magic Quadrant for Public Cloud Infrastructure Professional and Managed Services, Worldwide. Craig Lowery, To Chee Eng, Scot MacLellan, Ross Winsler, Brandon Medford, May 2020

## Where did contact centre customer experience all go wrong?

Through decades of centralisation and cost driven globalisation, we have lost the human touch, and our ability to create meaningful connections with our customers.



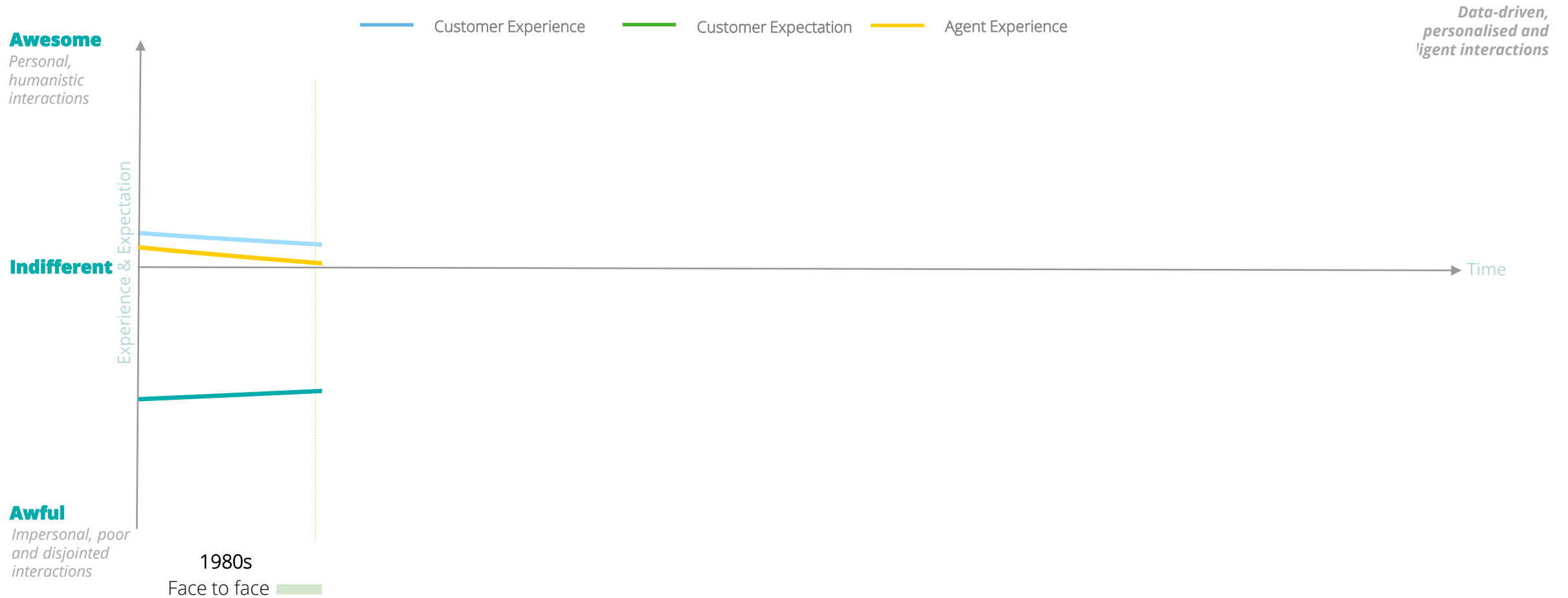
*“Hi Stranger, thanks for waiting for  
20 minutes.*

*I’m just going to ask you a load of  
questions then I’ll put you through  
to someone else.*

*They’ll ask you the exact same  
questions and be of no help either.”*

# The degradation of human connection

Through decades of contact, we have increased the gap between expectation and experience.  
Not in a good way.....





# Intelligent Interactions

Leverage automation and data to transform interactions with customers



## RESPOND

Customer initiates an interaction over a channel available to them – often phone, sometimes chat – and the organisation responds to their enquiry.



## PRE-EMPT

Organisation identifies activity using basic data or processes and interacts with customer over available channels – typically phone, email or text – and the customer then reacts to the request.



## CONNECT

Organisation interprets data to better predict customer's interests and leverages these insights when interacting with customers across contexts and channels, fostering greater intimacy and continuity.



## GUIDE

Organisation uses deep customer understanding to engage with them over their preferred channel, as often as the customer likes, and on topics that matter.



## ADVISE

When the organisation has earned the customer's trust, make decisions and act on their behalf to help seamlessly achieve their goals.

**Majority of organisations  
and customer interactions  
are currently here**

Find out how to deliver unparalleled customer experience:

<https://www2.deloitte.com/au/en/pages/technology/solutions/cognitive-customer-experience.html#video>



# 2019 Global Contact Centre Survey Results

In Deloitte's fourth edition of the Global Contact Center Survey, contact center leaders shared their perspectives on meeting today's challenges and how their businesses will evolve in the two years ahead.



## Customer Experience is a Differentiator

- Customer Experience tops the priority list for 67% of contact center executives



## Navigate Complexity Through Right-Channeling

- 50% expect the complexity of interactions to increase over the next 2 years
- 62% of respondents are presenting dissimilar customer experiences across their offered channels



## AI Omnipresence

- 50% stated that AI is a focus area and that it is ready for broad adoption



## Start with the Basics

- Only 12% are currently focused on advanced capabilities such as customer effort and personalization
- More than 43% ranked access, a basic capability, as their lowest priority 2 years from now



## Looking to the Cloud

- 42% have already moved (or are planning to migrate) their CRM and KM capabilities to the cloud
- 66% are skeptical about moving their ACD or WFM capabilities to the cloud



## CRM Does Not Stand Alone

- Only 4% expressed that 360 Degree View is providing the anticipated value
- Only 39% expressed that Omni-Channel Interaction Routing is providing the anticipated value

Read the report for more details:

<https://www.deloittedigital.com/content/dam/deloittedigital/us/documents/blog/blog-20190513-2019%20globalcontactcentersurvey.pdf>

# New Customer Interaction Goals

What was important yesterday is still important. More important.



## TIME IS PRECIOUS

Customers want convenience  
*'I want to interact with you on my terms, how and when it suits me'*



## EXCEPTIONAL SERVICE, EVERY TIME

Customers expectations are higher  
– not instant gratification,  
but pretty quick



## KNOW THE CUSTOMER

Customers want you to know them. They are prepared to give you some information in return for a better experience



## CONNECTED, MEANINGFUL INTERACTIONS

Agents want to enjoy customer interactions.  
They want the tools (not 30 systems) to make their life easy and their work intuitive



## INTELLIGENT OPERATIONS

Contact Centre leaders don't want NPS. They want insights to tell them everything without asking the customer



## LOWER TCO

Contact Centre owners do not want any more major investment cycles or to be left with legacy

# What about the tech?

Contact centre technology has not changed in years, and neither has the customer or agent experience. Amazon Connect creates the shift.



Expensive to run legacy technologies, pricing built for peak usage,



Never upgrade again....

Simple pay as you go pricing.

Zero Infrastructure.

No more legacy.



Difficult and slow to make changes, difficult integration, cumbersome tools, complex integration



API driven.

Open languages.

Simple integration.



Customers can't choose their preferred method of engagement, it's a disjointed and frustrating experience



Finally...

Real Omni-channel, keeping context over channel and over time.



Dis-engaging experience for contact centre agents, multiple systems, limiting knowledge of the customer and their needs



Agents from anywhere.

Happy, loyal advocates.

Happy Agent, Happy Customer.

# The economic model - where to start

Focus on the benefits – speed to value, customer experience gains and economic cost benefits

## Cloud Contact Centre Economic Model



### Speed to Value

Realise value faster than a traditional model, as it generates gains without requiring the full capabilities stack to be implemented.



### Cost Benefit

The greater flexibility in approaches and structure directly impacts the economic model, generating benefits in all its costs components: Implementation, Platform, and Managed Services







### Customer Experience




As the features and capabilities of the service are implemented, improvements to the customer experience generate the economic model's benefits.

### BENEFITS LEVERS

CREATE THE FOUNDATION, TAKE THE WINS


EXPAND THE BENEFITS, DIFFERENTIATE


 High volume, Low value call deflection	 Medium volume, Low value call deflection
 Basic agent capabilities	 Access to all channels


 Advanced agent capabilities	 Reduced infrastructure costs
 Complex transactions and NLU enhancements	 Feature backlog


# Benefit Levers

## CREATE THE FOUNDATION, TAKE THE WINS

- 

**A - High volume, low value call deflection**  
*Redirecting calls regarding FAQs, appointments, statement of results, examination certificate matters, etc. to reduce handling time*
- 

**B - Basic agent capabilities**  
*Enabling an agent to be more effective at servicing a customer, pre-pop, etc. to reduce servicing time*
- 

**C - Medium volume, low value call deflection**  
*Redirecting calls regarding password resets, admissions, grant enquiries, address changes to reduce handling time*
- 


**D - Access to all channels**  
*Leveraging existing customer journeys (email) to open up additional channels (SMS, social integration, etc.)*


## RELATIVE VALUE


Speed to Value	Cost Benefit	CX Gain
★★★★	★★★★	★★★★
★★★★	★★	★★★
★★	★★★	★★★★
★★	★★★★	★★★★


# Benefit Levers

## CREATE THE FOUNDATION, TAKE THE WINS

- 

**E - Advanced agent capabilities through**  
*Leveraging API's to allow an agent to respond within app, rather than switching screens between separate apps to reduce servicing time, reduce risk of error, improve first time fix rate, etc.*
- 

**F - Complex transactions and NLU enhancements**  
*Enhancing the more complex transactions such as finance queries, payments, and grant enquiries, transactions*
- 

**G - Reduced infrastructure costs**  
*Ultimately removing all monthly costs associated with infrastructure / telco, infrastructure upgrades / refresh, patching, call recording, sw / hw and dw, maintenance, and FTE MAC support*
- 

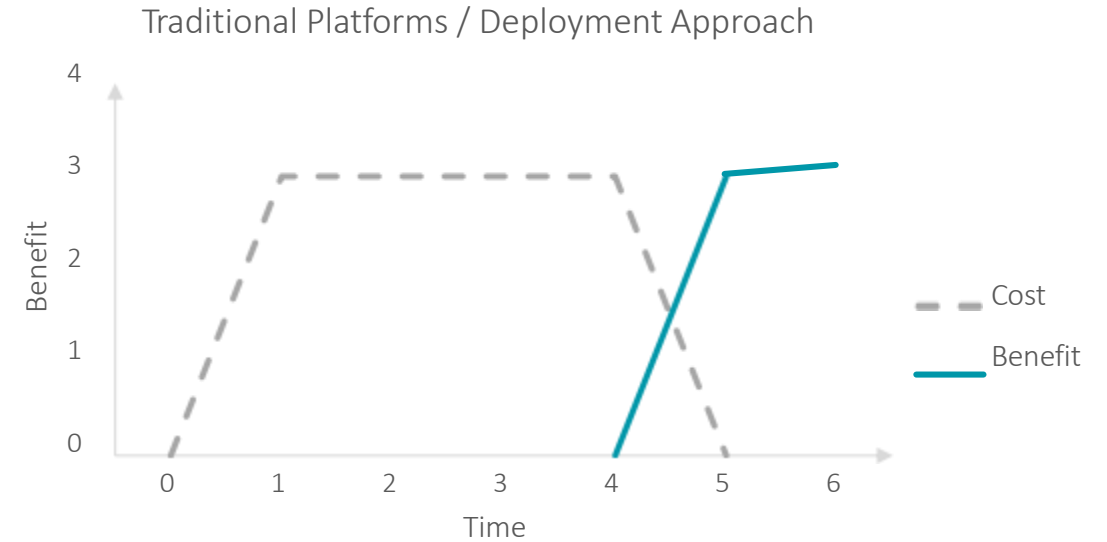
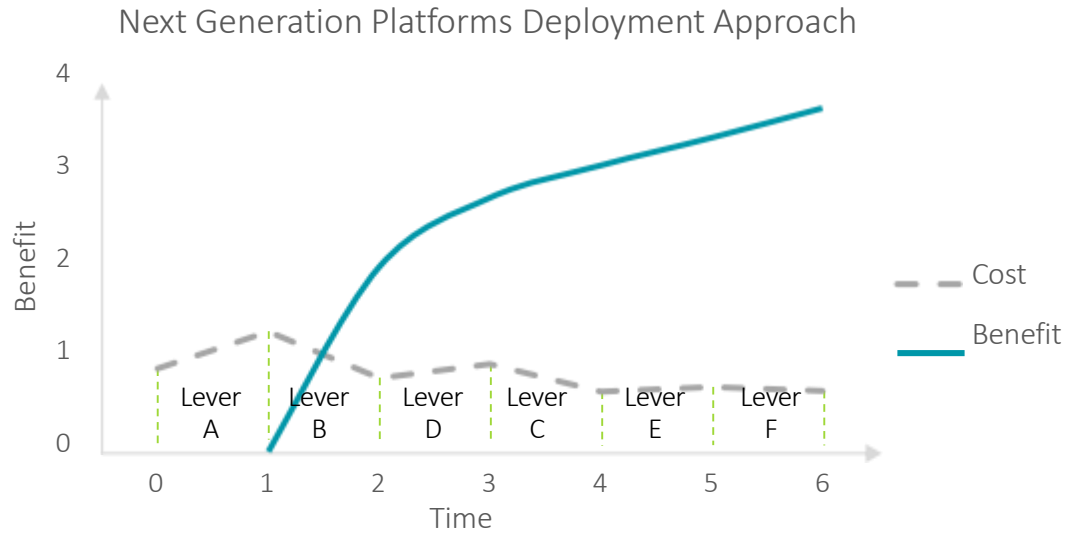
**H - Feature backlog**  
*Driving constant sprints to deliver cost savings, enhanced customer experience, additional agent experience, and advanced features , such as voice biometrics / authentication, tonal sentiment analysis for compliance, and conduct operations*

## RELATIVE VALUE

Speed to Value	Cost Benefit	CX Gain
★★	★	★★★★
★★	★★★	★★★
★★	★★★★	N / A
★ to ★★★★★	★ to ★★★★★	★ to ★★★★★

# New Implementation Approaches

Illustrative



KEY  
COMMENTS

- Focus on speed to value – features are prioritized based on experiential gain, cost benefit
- Features can also be selected agnostic of Lines of Business, build once, apply to many
- Continued upwards benefit trajectory based on incremental change, service improvements and enhancements
- Lower overall cost ‘burn’ over time
- Typically less complex due to tighter scope to design, deploy, maintain and enhance

- Focus on delivering many features in singles drops, leads to slower speed to value
- Delayed benefits realization
- Heavier investment up front
- All features costed whether required or not
- Larger disruption and change implementation required, affect larger number of people



# Case Study – Government Agency

## OVERVIEW

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This state government agency experienced high call volumes from 103,000 health employees. This stretched agents with ‘calls on hold’ for over 2 hours with high abandonment rates of c. 40% . This impacted medical staff with less time with patients, impacting productivity and patient health. The old solution of ‘throw more resources at it’ simply not sustainable. The agency chose to deploy Amazon Connect. Customer continues to drop features regularly (inc. Lever C, D, E, F)

## KEY CHANGE DRIVERS

---

- Major Experience and Customer Service Gaps and Inconsistencies
- Enable Call Deflection and Automation
- Reduce Operational Costs

## LEVER BENEFITS USED

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- ✓ A - High volume, Low Value Call Deflection
- ✓ B - Basic agent capabilities
- C - Medium volume, low value authentication call deflection
- D - Access to all channels
- E - Advanced agent capabilities through integrated application actions
- F - Increased complexity transactions and NLU experiential enhancements
- ✓ G - Reduced and obviated monthly infrastructure costs
- ✓ H - Feature backlog

## OUTCOMES AND VALUE

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- An **integrated and cognitive contact center solution** with integrations between Amazon Connect, Active Directory, API calls to ServiceNow and the creation of call workflows **in rapid 2 – 4 week sprint timeframes**
- Enabled a more **efficient and personalised customer experience** for agents presented with caller’s details, automatic customer identification, pre-empts the most likely reasons for the call, complete customer record pop-up with ServiceNow agent console
- **Over a 6 month period, reduction in \$1.25 million in costs**
- **Average call wait time reduced from 42 minutes to 2 minutes and 30 seconds**
- **38% reduction in Average Handling Time; 50% reduction in abandonment rates**
- **Solution enables the agency to implement new features and automation at speed to continue to deliver benefits and improve customer and agent satisfaction**

# Case Study – Government Agency

## OVERVIEW

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This state government agency undertook a journey to modernise and optimise their services to their customers. As part of this journey, a choice has been made to implement an integrated cloud-based contact centre solution, Amazon Connect from AWS, replacing a legacy Avaya platform.

Customer continues to drop features regularly (inc. Lever C, D, E, F)

## KEY CHANGE DRIVERS

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- End of Life Contact Centre Infrastructure
- Reduce Operational Costs
- Major Experience and Customer Service Gaps and Inconsistencies
- Enable Call Deflection and Automation
- Provide a single agent integrated desktop UI

## LEVER BENEFITS USED

---

- ✓ A - High volume, Low Value Call Deflection
- ✓ B - Basic agent capabilities
- C - Medium volume, low value authentication call deflection
- D - Access to all channels
- E - Advanced agent capabilities through integrated application actions
- F - Increased complexity transactions and NLU experiential enhancements
- ✓ G - Reduced and obviated monthly infrastructure costs
- ✓ H - Feature backlog

## OUTCOMES AND VALUE

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- An **integrated and cognitive contact center solution** with integrations between Amazon Connect, Active Directory, API calls to ServiceNow and the creation of call workflows **in 12-week timeframe**
- Opted for **‘Lift and Shift’ contact flows, then feature-driven experience transformation**
- **Call wait times from between 7-10 minutes to under 1 minute**, service times, 50% of authentication, access resets automated
- Enabled a more **efficient and personalized customer experience** for the agency’s callers, with automatic customer identification via a complete customer record pop-up
- **Improved cross-functional case management capability**, allowing seamless inter-team call transfers with real-time passed information
- **Increased Team Lead performance reporting capability** with real-time and historic custom business reports
- Deloitte engaged with **next wave of automation, new service innovations and experience enhancements** including **voice biometrics and advanced sentiment analysis with Deloitte TrueVoice services integrated with Amazon Connect and ServiceNow**

# Case Study – Big 4 Australian Bank

## OVERVIEW

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As part of the Bank's pursuit to increase its market share and customer service by leveraging innovation, Deloitte assisted the Bank's executives to define a proof of concept (PoC) opportunity to leverage the Amazon Connect service to improve its contact center capabilities, efficiencies and the customer experience. The PoC's purpose was to demonstrate the value that Amazon Connect could provide by delivering operational efficiencies and experience gains before pilot in production.

## OUTCOMES AND VALUE

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- Over 8 weeks Deloitte, AWS and the Bank demonstrate value for one the Bank's LOBs including **specific use cases** for
  - card activation
  - lost/stolen card
  - frequently asked questions
  - account balance
  - customer e-banking password reset
  - transaction enquiry
  - priority queues/intelligent routing, callbacks
  - voice biometrics
  - real-time reporting/analytics – call intent/cost per call visual dashboards.
- **Potential to deflect and automate a significant proportion of 30-40% of the bank's calls** from Agents, freeing them to focus on higher-value customer care
- **Reduction on average handling time from 6 minutes to estimated 1 minute for 80% of PoC call types** enabled through automated queries and basic transactions
- **Significant average call cost savings (64x cost reduction of automated call types vs. human agent handled call types)**
- Reduction in **average human agent handling time from 6 minutes to 3 minutes for 20% of PoC call types** enabled through **natural language voice biometrics, caller context** provided to Agent prior to pick-up, efficiencies in After Call Work

## KEY CHANGE DRIVERS

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- Enable Call Deflection and Automation
- Create new personalized and authenticated customer service experiences.
- Reduce Operational Costs
- Limit Change to Agents (initially)

## LEVER BENEFITS USED

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- ✓ A - High volume, Low Value Call Deflection
  - B - Basic agent capabilities
- ✓ C - Medium volume, low value authentication call deflection
- ✓ D - Access to all channels (as part of Lever H)
  - E - Advanced agent capabilities through integrated application actions
- ✓ F - Increased complexity transactions and NLU experiential enhancements
  - G - Reduced and obviated monthly infrastructure costs
- ✓ H - Feature backlog

# Case Study – Multi-Brand Retailer Group

## OVERVIEW

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This high end retailer is focused on uplifting their Customer Services function and dramatically improve customer experiences. Moving site locations from Sydney to Melbourne, end of life telephony and fragmented customer interactions across online and stores, the retailer has taken the opportunity to re-shape the way they work and engage with customers.

Customer continues to drop features regularly.

## KEY CHANGE DRIVERS

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- End of Life Contact Centre Infrastructure
- Major Experience and Customer Service Gaps and Inconsistencies
- Enable Call Deflection and Automation
- Move to new site
- Recruit and train a new agent workforce
- Provide a single agent integrated desktop UI

## LEVER BENEFITS USED

---

- ✓ A - High volume, Low Value Call Deflection
- ✓ B - Basic agent capabilities
- ✓ C - Medium volume, low value authentication call deflection
- ✓ D - Access to all channels (as part of Lever H)
- E - Advanced agent capabilities through integrated application actions
- ✓ F - Increased complexity transactions and NLU experiential enhancements
- ✓ G - Reduced and obviated monthly infrastructure costs
- ✓ H - Feature backlog

## OUTCOMES AND VALUE

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- **Designed and deployed in 14 weeks**
- An integrated solution with **integrations between Amazon Connect, Active Directory, API calls to CRM (Salesforce), Order and Store systems**
- **Personalized experiences for customers and CRM integration provides agents a single pane of glass**; ‘screen-pop’ of customer’s call context, details and loyalty status
- Ability to **service customers 24/7** with virtual assistant managing queries out of operation hours.
- **60% of customer calls automatically routed** through the virtual assistant to one of the 50+ retailer stores
- **100% automation** of intents like store trading hours, returns and price match policies
- **Saved agents 4 hours and 54 minutes** of agent work time **per week – 12% productivity improvement**
- **Average wait time in queue reduced post go-live from ~15 minutes (in peak trading periods) to ~4 minutes**, enabling customers to be served faster
- **Reduction of Average Handling Time by ~12%** across Customer Service due to AI deflection and automated Salesforce case creation
- **Self-service Disaster Recovery feature** successfully used in production during an evacuation
- Cloud-based softphones enabling **rapid flexibility** for agents to **immediately work from home in response to COVID-19**

# Key lessons learnt



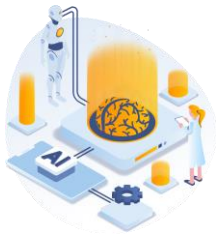
This is not a  
contact centre  
replacement



Begin with  
production ready  
PoCs



Create value-  
feature backlogs



Everything has  
changed,  
everything stays  
the same



Re-imagine your  
customer journeys



Make agents part  
of the change

Where to start...



Think Big



Start Small



Scale Fast

## DCCX Leadership Contacts, Southeast Asia

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