

16TH ANNUAL

CALL CENTER WEEK™

2015 Conference + Expo

Post Event Executive Report

The global leader in customer service transformation
Personalizing your journey one step at a time





EXPO HALL



INTERACTIVE LEARNING



CALL CENTER IQUBE



NETWORKING



DRUM CAFÉ



ADVISORY BOARD MEETING



AWARDS CEREMONY



PEER CONNECTION



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About CALL CENTER

Call Center IQ is the premier, 24/7/365 customer service community that leverages data, intelligence and networking from more than 85,000 call center and customer service leaders to keep you ahead of the curve — and your competition. Join for free today: www.callcenter-iq.com

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CHAIRMAN'S LETTER

What a week it was at Call Center Week. 2015 is the year of the largest Call Center Week hosted in history, with more than 2,000 attendees representing 1,200+ companies. Perhaps what's more impressive - the level of energy and engagement stayed high from the beginning to end.

As Chairperson of Call Center Week, I had the opportunity to interact with keynote speakers, participate in breakout sessions and engage with many of you in the Expo Hall. It is clear to me that more of you are focused on transitioning your contact center operations to become more customer-centric and engagement-focus. For me, three themes emerged from a week of activities.

- Omnichannel experience and personalized customer interactions can help contact center drive business outcomes to increase growth, revenue and customer lifetime value.
- Mobility and cloud, although not new topics, are clearly top-of-mind. What is interesting is that more organizations now have more tangible plans to build mobility and cloud into their contact center environments.
- People are just as important as technology. Hiring, training and retaining multi-skilled agents can improve customer engagement and elevate net promoter score.

I have enjoyed serving as your Chairperson for Call Center Week, and I welcome the opportunity for you to continue the conversation with Avaya. With the convergence of customer service operations and contact center technology, it is exciting to be at the forefront for this new era of customer engagement.

Regards,



Gary E. Barnett
Senior Vice President and General Manager
Engagement Solutions
Avaya Inc.

2015 EVENT OVERVIEW

 **2000+**
ATTENDEES

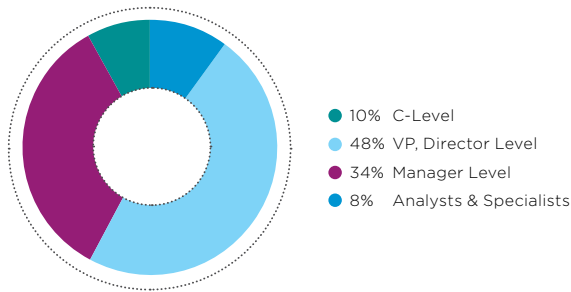
 **120+**
SPEAKERS

200+ 
SPONSORS & EXHIBITORS

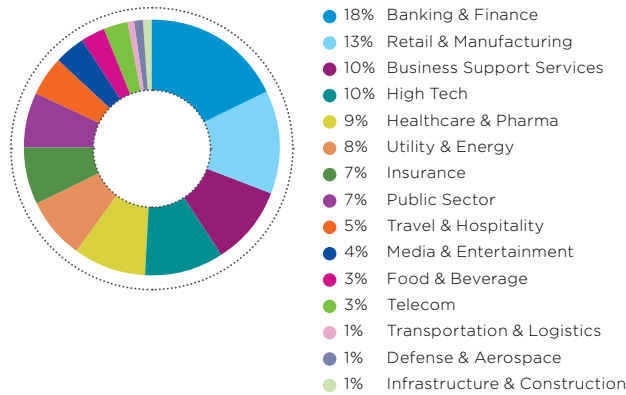
1200+ 
ATTENDING COMPANIES

 **61% NEW COMPANIES**

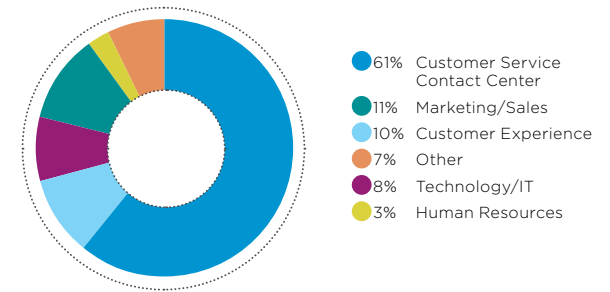
Attendee Seniority



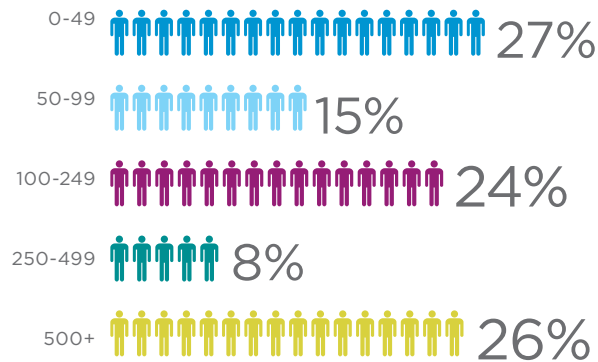
Attendee Industry



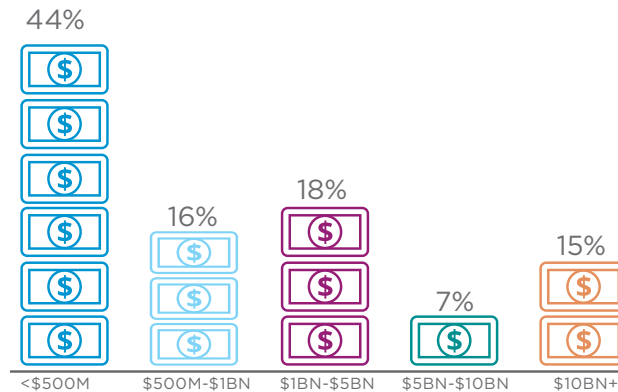
Attendee By Function



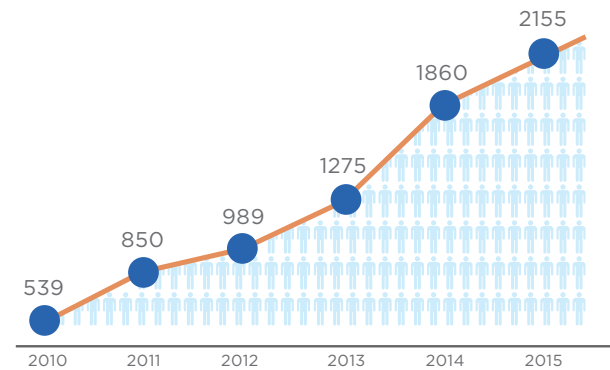
Contact Center Size (By Seats)



Annual Company Revenue In USD



Attendance Keeps Growing!



WATCH CALL CENTER IQ

View the full video interviews with our speakers on our YouTube Channel, Call Center IQ. A special thanks to Content Managers, Dan Herczak and Michael Scheno.

Google Interview Series



Mediaocean Interview Series



Welcome to CCW 2015

A breath of fresh air ushered in a new era of content, conversations and chats of contact center excellence at this year's CCW. You could feel it buzzing in the atmosphere of the Convention Center in the famed Mirage Hotel and Casino in Las Vegas.

Yes, we were there for fun. Attendees took in both banter and games in the expo hall theater - checking out the newest technologies while indulging in cupcakes and champagne in the afternoons. Everyone became a musician in the main hall during a drum café so powerful the room bounced to its beat.

While Vegas is a destination for fun and frivolity, it's also the home of new ideas, networking and brainstorming for new contact center solutions. A fair share of the chatter was dedicated to time-worn issues such as creating a winning culture within your center while also providing a valuable customer experience.

While these issues should stay front-of-mind, it became clear that technology remains a sore spot felt in call centers small-to-large. Questions on the uncertainty of tech application in the future abounded. How do we better track the customer journey? What makes for intuitive technology and do we have the budget for it? Will we ever be fully automated?

Fortunately, we had experts on hand who have walked these paths before or are navigating them now. These pages contain interviews with our top speakers who have learned lessons you'll be sure to glean insights from. But, don't take my word for it. See for yourself what they have to say.



Sincerely,

Hannah Hager
Digital Content Director
Call Center Week

CREATING A WINNING CULTURE

Check the pulse of your culture to ensure its health

Interviews by Hannah Hager



It's no secret that employees make or break the viability of an organization.

It should also be of no surprise that a healthy culture is at the heart of that success. Achieving it is another story, however, and many have run afoul of a toxic culture that poisons productivity. What is the antidote?

There might not be one, says Diane M. Magers, CCXP, Office of the Customer at AT&T Business Services.

"I don't think you can ever change a culture. You can leverage it and make it better, but unless you're a Zappos who has come in on day one and set that expectation, it's very difficult to change," Magers says.

Difficult, yes, but not impossible. Zappos, which is widely considered an industry benchmark organization on positive culture, was referenced in a study by John Kotter and James Heskett, the authors of the book, *Corporate Culture and Performance*. Their study found that organizations with performance-enhancing cultures saw astounding results: namely 682% revenue growth and 756% in net income growth. Just take a step through their doors at next year's Call Center Week and you'll see why Zappos excels at culture. (Hint, they publish books featuring tidbits on their employees.)

For everyone else who isn't Zappos, the first step to rectifying a toxic culture is to

take a hard look at the root of the problem. Cultures don't create themselves. Managers can be so focused on performance numbers and metrics that their employees themselves become just a number. They become starved for engagement, purpose and direction and instead find themselves going around a gerbil wheel of work, Magers says.

A culture built without a higher purpose – or one that doesn't appreciate individuality – can not only permeate new hires, but also drag down the ability of tenured agents to connect emotionally with the customer. Perhaps no one knows this better than Kimberly Warrick. She's the Client Service Manager at New Jersey Shares, a non-profit center helping underserved communities in New Jersey. Her agents field calls from citizens seeking assistance for basic life necessities such as heat and water.

For this reason it's imperative for Warrick keep their spirits high. One way she does this is by walking the floor everyday in order to understand her agents' strengths and weaknesses. She also motivates them through different parties and contests. It may seem too simple, but Zappos has an institutional mandate to conduct random acts of kindness. They've even hosted internal parades. Why can't we enjoy the same activities inside and outside of work?

Perhaps most importantly, however, is Warrick's not afraid to roll-up her sleeves. "I think it's important to understand the

customer base that they're serving. From time to time, take a call to see what your reps are experiencing and really help them grow," she says.

Troy White has the same face-forward mentality. As the Service Delivery Executive at The World Bank, he makes a point of greeting his agents each morning to ask them how they're doing. When he speaks of his center, he endearingly refers to it as having a "family culture." Again, another "Zapposism."

While it's often frowned upon to mix personal and professional, White says it's just the nature of the beast. Magers agrees that the engaged agent is the one who feels heard and will work harder for you. Agents are internal customers of the company, a point that is stressed in the open, two-way dialogue that is the foundation of the "conversation strategy" used within AT&T Business Services.

By developing personal relationships with his agents, White has become the embodiment of providing customer service to internal employees. He's a walking example of how his agents should think of themselves and the service they provide.

"We call it one brain light bulb at a time," Magers says. "Really getting people to think about their job, about their customer, about the company ... It's about giving them a purpose so they know how they matter to the organization."

"I don't think you can ever change a culture. You can leverage it and make it better, but unless you're a Zappos who has come in on Day One and set that expectation, it's very difficult to change."

–Diane Magers, CCXP, Office of the Customer at AT&T Business Services

[Watch the full interview with Troy White, Kim Warrick and Diane Magers](#)

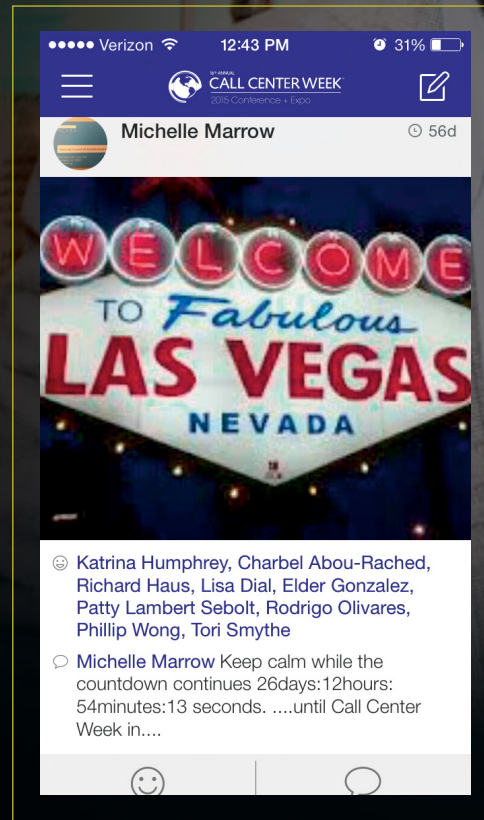
CCW BRINGS YOUR COMMUNITY TOGETHER TO HAVE FUN, LEARN & NETWORK



awesome few days in Vegas at
#callcenterweek headed to Tampa
with too much great stuff, had to
check my bag. Fingers crossed.
- @LetsGrowLeaders



Leavin' Las Vegas. Thanks to
#CallCenterWeek for great show
& to #CCWAwards for naming
@Fonolo Best Tech Solution!
#ccw2013 #cctr
- @shaiberger



Customer Centricity & Experience

Where technology and heart collide

Most of us are well aware that customer retention is far more fruitful than forging new relationships. And most of us know the key to any long-term relationship is open communication.

However, nothing gold can stay without continued effort. Customer centricity has been redefined in today's digital paradigm as customers reach out to brands on multiple digital and social media channels. Tracking customer lifetime value and conducting journey mapping are only two of many ways to meet your customer where they want to be met.

Last year, research firm Forrester released key findings of customer experience in its report, "The Business Impact of Customer Experience."

“Hire right for the personal touch, for empathy, for people who can proactively think of creative solutions for customers and then empower them to do so.”

– Melinda Lamb, Head of Operating Effectiveness – Customer Experiences, Cigna

It identified three principles of CX's impact on business:

- Organizations that rank higher on the Customer Experience Index have a greater likelihood of repeat customers
- Better CX equates to more dollars. The firm's models show that moving from a below-average to an above-average ranking translated to million-dollar revenue increases
- Customer experience needs a lot of tender loving care – customers expect greater levels of maturity from organizations the more time they spend with them

A common pitfall within organizations is to view customers through the lens of their journey, when what you're really trying to understand is their experience, says

Eric Newton, Director of North American Support at CareerBuilder. The only way to mitigate this is to involve the customer.

Oftentimes the customer never speaks directly to you; but they're always listening. Any interaction with a brand is part of a CX, so why is it that organizations still heavily rely on surveys to check the pulse of their CX? While surveys shed light on valuable data points, more often than not customers don't always know what they want or even what's available to them. Instead, he suggests opening up a two-way dialogue. Host focus groups to “listen with your eyes,” and see how real-life people interact with your website or mobile app.

Mindy Lamb, Head of Operating Effectiveness – Customer Experiences, at Cigna, takes it one step further. Cigna has opened up multiple channels because

Lamb has found that customer centricity begins and ends with technology. It is the basis for understanding individual customer segments, namely what they value and need now and will in the future. From there, the business can dig into additional acquisition opportunities, she says.

Lamb asserts that while contact centers are here to stay; their status is shrinking as more technologies become available. The upside is a 360-degree customer view that better informs the business to make smarter investment decisions on future products and services. Likewise, the customers benefit from the company's deeper knowledge of their specific needs.

Don't be deterred if the budget for the best technology suite isn't there. It's all well and good to talk a big technology game, but the fact remains that the agent

him- or herself is at the root of customer centricity. This means you need to hire and retain the right agents – those who can't be trained into what Lamb calls the “servant's heart.”

If those skills aren't present at the baseline, then that agent will never be successful at really getting to the heart of customer centricity. And neither will your center.

Want more from Eric Newton and Mindy Lamb?
WATCH THEIR INTERVIEWS

TRAIN, EMPOWER & ENGAGE

Relieve the inhibitors to
employee engagement
and success



Do you ever have those days where you'd rather not trek to the office? It's only human to find oneself disenchanted with work from time to time and contact center managers would be remiss to expect agents to come in everyday ready to get down to business. A Gallup poll conducted in late 2014 found that a mere 30 percent of U.S. workers are regularly engaged, which costs companies an upwards of \$550 billion annually in lost productivity.

Three main factors prohibit successful employee engagement within a call center, according to Tom McCoy, Executive Director at The Employee Engagement Institute. The inhibitors include a sense of isolation, a feeling of inadequacy and lastly a lack of purpose or contribution to the community.

To abate the sense of isolation, contact center managers must forge a culture of partnership where agents are engaged in the business through a model-based approach of intrinsic and extrinsic reward systems, he says. There must be partnership on all levels – on the frontline, frontline to customer, peer-to-peer and organization to employee.

While it's true that workers show up seeking both social and material reward, and it's important to ensure their cash money payment is sufficient, McCoy says the key to contentment goes much deeper than that. They need to be well equipped to do the job.

Every organization looks at training differently regardless of whether or not they have the funds to be high-tech. Many companies may scoff at spending large

sums of money on training, but there are proven benefits of investing in employee engagement technologies, says Curt Behle, the ITSM Leader at Zions Bancorporation.

When you think of training you might think about sitting in a room for eight hours listening to a lecturer drone on and on, “Bueller, Bueller,” if you will. It’s boring. The solution is two-fold: You as the manager need to be passionate about the training you’re providing and you also need to ensure the right type of training.

Unique challenges divide entry-level from managerial and executive-level coaching and training, McCoy says. The biggest challenge across the board is managing multiple egos. It’s helpful if the coach is an external consultant and can speak from a position of power without worrying about the consequences.

Big egos prefer to be coached individually, McCoy says, whereas lower-level employees prosper in a group-based coaching environment. He suggests implementing department action teams where individuals get together to coach one another with leadership supervision about how to identify root problems and solve them.

Speaking of working in teams, Behle is a fan of training through gamification, equating it to a sports strategy applicable to business. This is because different team members (players) have different strengths and they need to be placed in their proper positions. Just like a basketball team has a starting five, your center’s starting five are not always the same every year, or every quarter, or every annual review time. Are you playing to their strengths? Do they feel that their placement is purposeful and they’re making a difference?

Regardless, you don’t always get what you pay for in training. Behle claims that he has sometimes discovered more strength finders in a \$10 book that has helped him self-assess than he has sending an agent to a \$3,000 training class.

“Making the best of what you need in the call center environment is not based around heavy technical and engineering-type components ... it’s a lot of soft skills you can’t obtain from a heavily technical class,” he says.

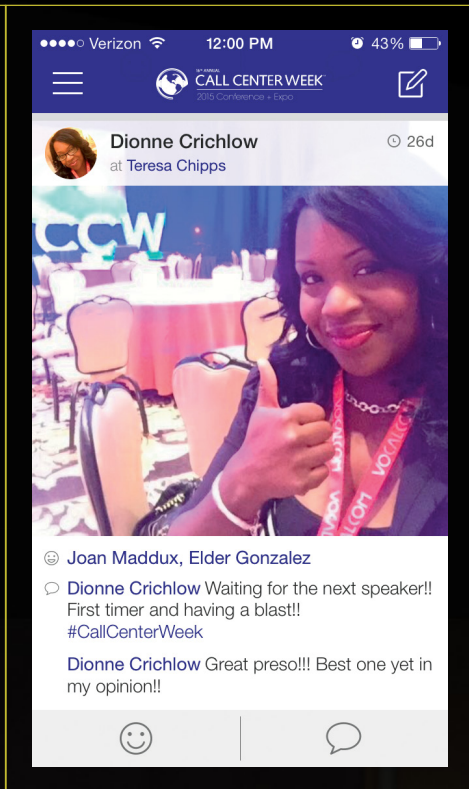
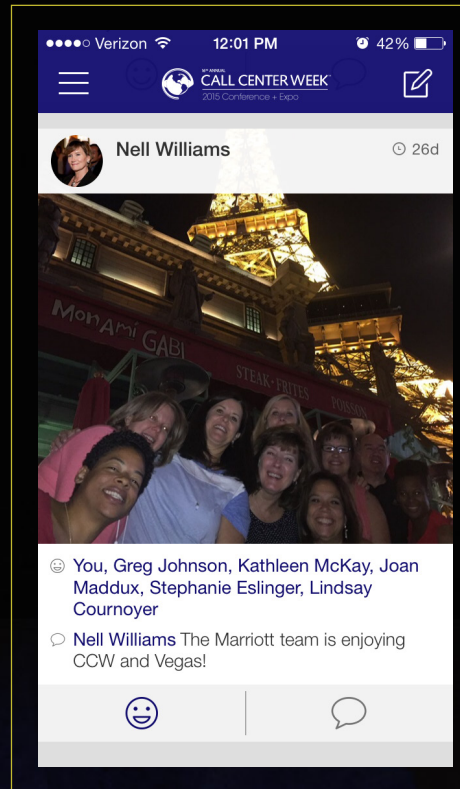
“Big egos prefer to be coached individually, whereas lower-level employees prosper in a group-based coaching environment.”

– Tom McCoy, Executive Director at The Employee Engagement Institute



[Watch Tom’s interview](#)

NEW RELATIONSHIPS ARE BUILT AND EXISTING ONES GROW



Technology

Developing a symbiotic relationship between agents and engineers

A lot of blood, sweat and tears have been spilt during the last few decades figuring out how to deliver the highest caliber customer experience and satisfaction. But perhaps what was missed during that time was identifying the missing tools agents need to deliver upon those promises.

In the past, technologists have helped supervisors prove their worth to key stakeholders or to run operations more smoothly. But the benefits of technology go far beyond that, especially intuitive technologies that are easy-to-use and help aid resolution, instead of creating hiccups.

“Agents have a hard job,” says Shai Berger, CEO of Fonolo. “It’s tough to keep a cheery disposition and deal with customers that are often angry day in and day out. If technology can help them, then that’s a good thing.”

In the future, there will be more need for a symbiotic relationship between the agents and the engineers. The agents always want to know the machinations behind the systems and the engineers would like to better explain why the technologies are built the way they are (clue: budget constraints.)



“[We have] always viewed technology as being like air; the technology needs to just happen.”

– Curt Behle, ITSM Leader at Zions Bancorporation



In the future, automated services will drive down call center volume as processes are streamlined and cost-cutting measures implemented.

“[We] have always viewed technology as being like air; the technology needs to just happen,” Curt Behle at Bancorporation says. “The mechanics need to just work so the agents and everyone else can make their job happen seamlessly for the customer.”

As the creator behind one of the industry’s top call-back solutions, Berger is one of the first to point out that placing a phone call into a call center is a really poor experience. So, he and his team are on a mission to eliminate the hold it’s placed

on the industry. The callback is not a new feature, it’s been around for a long time, but hold times continue to pick away at abandonment rates and negatively impact ROI and other key performance indicators. If that same caller receives a callback option, however, then they are 20- to- 40 percent less likely to drop the call.

“We’ve also shown that callbacks can reduce the handle time ... and that the callers are more pleasant when they reconnect and don’t waste time venting about how long they were waiting on hold,” Berger says.

Now that’s letting the technology do the talking.



PERSONALIZATION

While realistic, personalization remains illusive

“[Personalization] is usually why the VIP treatment gets the extra dollars.”

- Mayur Anadkat, Director of Product Marketing, Five9



Personalization has been a buzz word for awhile, but while realistic, it also remains illusive because there haven't been enough examples of it being executed very well.

"I really think the term captures the vision of the solution, which is people want to feel special, either when they're interacting with the business or the sales capacity. It's usually why the VIP treatment gets the extra dollars," says Mayur Anadkat, Director of Product Marketing, Five9.

You've heard of IQ and EQ, but what about CIQ? Conversational intelligence is about the quality of the conversation between the agent and the customer. When managers say they have X amount of calls coming into the center, Diane Magers at AT&T's first question is, "Are those conversations negative or positive?"

It's important to dig deeper into the experience surrounding the tactical function. CI isn't just about knowing every single

conversation, but how you helicopter up to the themes of what's being said and how customers are leaving the interaction. Information is available to everybody, but intelligence is when you add wisdom to it and look at it in order to generate insights, Magers says.

This is why it's important to journey map - to identify customer's expectations, pain points, and the proactive and reactive effects of those conversations. The organization can redesign itself around the needs by segmenting customers based on what they need and value most, says Mindy Lamb of Cigna. Are you delivering a service that's personal to them because not everyone likes to converse in the same way? Are you meeting their changing needs as they move through different lifecycles? Measure and closely track your Customer Lifetime Value in order to tailor those experiences, to determine where you interact with them and how you engage with them.

Now that's the VIP treatment.

IN-DEPTH INTERVIEWS

10 LEADERS WHO SHAKE THE CONTACT CENTER INDUSTRY



CREATING A WINNING CULTURE
With Troy White, Service Delivery Executive at the World Bank



TECHNOLOGY AS AN ENABLE FOR CONTACT CENTER AGENTS
With Shai Berger, CEO, Fonolo



HOW TO BE AN EMPATHETIC AGENT IN HIGH-CRISIS SITUATIONS
With Kim Warrick, Client Service Center Manager at New Jersey Shares



ALIGN YOUR ORGANIZATION AROUND THE CUSTOMER
With Diane Magers, AT&T Business Services Specialist



DESIGN YOUR TEAM'S FUTURE THROUGH GAMIFICATION
With Curt Behle, ITSM Leader at Zions Bancorporation



THE IMPORTANCE OF THE CUSTOMER EXPERIENCE
With Mindy Lamb, Head of Operating Effectiveness - Customer Experiences, at Cigna



CAREER BUILDER ON CUSTOMER SERVICE
With Eric Newton, Customer Service Director at Career Builder



PERSONALIZATION & PRODUCT MARKETING
With Mayur Anadkat, Product Marketing Director, Five9



THE IMPORTANCE OF EMPLOYEE ENGAGEMENT
With Tom McCoy, Executive Director at the Employee Engagement Institute



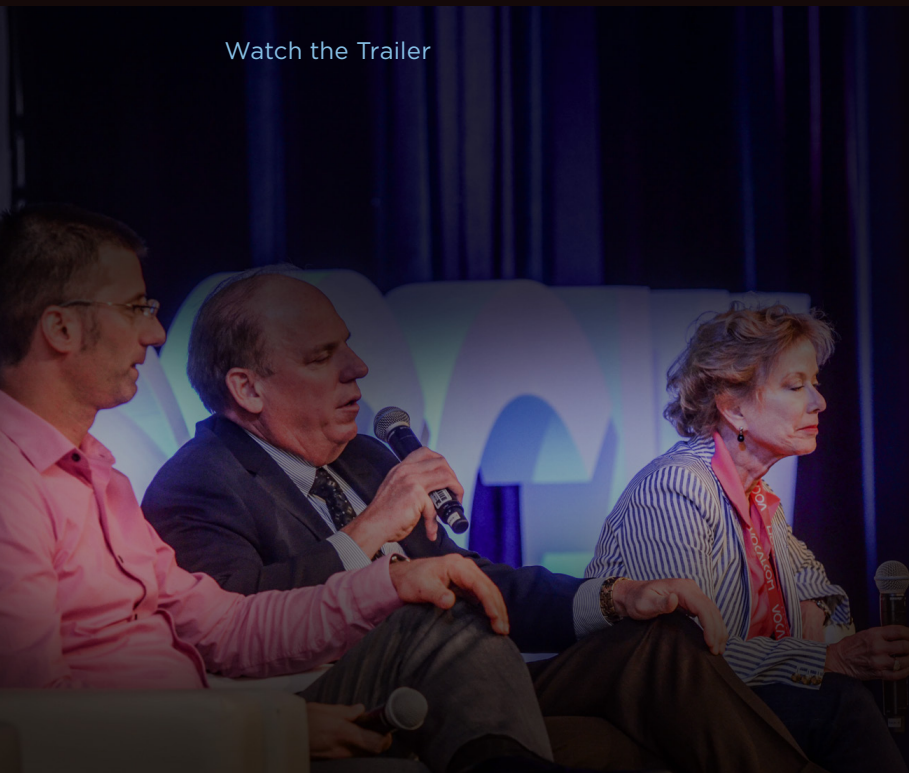
THE EMPLOYEE ENGAGEMENT PROCESS
With Tom McCoy and Randy Woehl, Organizational Development Leader at Cartwright Co.

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- ▶ How a Call Center Eliminated Over 400,000 Minutes in Hold-Time
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- ▶ How Nationwide Saved \$ Millions Using the CX to Drive Call Containment
Nationwide and Convergys
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Cox Communications and Knoah Solutions
- ▶ Believing in Better - How Personalization & Agility Transformed Self-Service at Sky
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 Louisiana Health Cooperative
 Lush Handmade Cosmetics
 MBD Credit Solutions
 MTI
 MTM, Inc
 Macys Inc
 Markel Corporation
 Marriott International
 Marriott Vacations Worldwide
 Mary Kay Inc.
 Mayo Clinic - Mayo Medical Laboratories
 MedSolutions, Inc
 Medallia
 Mediaocean
 Men's Wearhouse
 Meritain Health, Inc
 MetLife
 Michigan Public Health Institute
 Missouri Partnership
 Molina Healthcare Inc
 Money Management International
 Murphy USA
 NACA National Call Center on HIV/AIDS and Related
 NBC Universal Orlando
 NCARB
 NYF Group LLC
 NYS Teachers' Retirement System
 National Authority For Governmental Innovation
 National Restaurant Association
 Nationwide Insurance
 Natural MD Search
 Nestle
 New England Biolabs Inc
 New Jersey Shares
 North Shore LIJ Health Systems
 Northeast Valley Health Corporation
 Northwest Energy
 Nova Healthcare Administrators
 ORNL Federal Credit Union
 Oakley
 One Kings Lane
 Ontario College of Teachers
 Ontario Teachers Insurance Plan
 Ortho Clinical Diagnostics
 PGI

Pacific Dental Services
 Pacific Life Insurance Company
 Panda Express
 Papayas SW
 Parallon
 Partners Financial Services
 Pay Plus Benefits, Inc
 Pearson English Business Solutions
 Pitney Bowes
 Premier Bankcard
 PriceWaterhouse Coopers
 Prime Therapeutics
 ProCaps Laboratories
 ProScan Imaging
 Progressive Insurance
 Providence Health Services
 Qualhousing, LLC
 Quick International Courier
 Quintiles
 RBC Insurance Services Inc.
 RBS Citizens
 ResortCom International
 Ricoh Americas Corporation
 Riga Business School
 Robert Half International Inc
 Rockland Trust
 Royal Canin
 SCAN Health Plan
 SCE Federal Credit Union
 STARS Air Ambulance
 Sabre Holdings
 Saudi Telecom Company
 Scottrade Inc.
 Sears HOMETOWN & OUTLET
 Seven Corners
 Shield HealthCare
 Shutterfly
 Siemens
 SolarCity
 Sonus Networks Inc
 Spectrum Brands
 SpeechStorm Ltd.
 Sperian Energy
 Springboard Nonprofit Consumer Credit
 Stanford University
 Sterling Jewelers
 Sutter Physician Services
 Swimsuitsforall
 Swiss Colony
 Synchrony Financial
 TD Bank
 TDECU
 TTI Floorcare North
 Tandem Transit LLC.
 Teleflora LLC
 Tennessee Valley Authority
 The Associated Press
 The Blue Book Building
 Construction Network
 The Goodyear Tire & Rubber Company
 The Home Depot
 The Office Gurus
 The TJX Companies, Inc.
 TherapeuticsMD
 Think Finance
 Third Base International telecom
 Thomson Reuters

Time Warner Cable
 Toastmasters International
 Total Transit Inc
 Toys R Us
 Transat Tours Canada Inc.
 Travel Insurance
 TriWest Healthcare Alliance
 Tuba Group, Inc.
 UAE Telecommunications
 Regulatory Authority
 UMCU
 UPMC Health Plan
 UPS
 US Environmental Protection Agency
 US New Mexico FCU
 United Health Care Nevada
 United Rentals, Inc.
 UnitedHealthcare
 University of California
 University of Kansas
 University of Michigan Credit Union
 University of Wisconsin
 E-Business Consortium
 VCare Technology Inc.
 VSP Vision Care
 Vacations To Go
 Valvoline
 Veolia North America
 Verascap
 Verisk Health
 Verizon Wireless
 Veterans Care Charity
 Viator
 Viking Cruises
 Vision Financial Corp
 VocalTransit IT Vocal
 Vonage Holdings
 Voya Financial
 WIRB Western IRB
 Walgreens
 WellSpan Health
 Wellmark
 Wells Fargo Dealer Services
 West Bend Mutual Insurance Co.
 West Monroe Partners
 Western IRB, Inc.
 Western Union
 Williams Sonoma Inc.
 Wine Country Gift Baskets
 WineDirect Outbound
 World Bank
 WorldPay Merchant Services
 Wyndham Vacation Ownership
 XO Interactive
 Xerox
 Zappos.com
 Zen Media Group LLC
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- Finalist Announcement: First week in May, 2016
- Winners Announcement: During the awards ceremony on June 28, 2016