



5 new techniques you can use to drive both outbound and inbound performance and compliance

How the latest intelligent data innovations will improve performance for large-scale outbound customer acquisition and retention campaigns

By Humphrey Davis, Owner of CallCentreSearch.com and Michael Page, Director, C-Centric

A SMART DATA REPORT **AUGUST 2016**

Contents

Operating within an increasingly challenging outbound customer contact market	2
Recognising that many customer acquisition and retention programmes simply aren't up to best practice standards.	2
Tired of Marketing data not working?	
Taking back control of outsourced operations	
Achieving powerful data mobilisation and analysis through the application of intelligent data	3
Gaining greater visibility and control	
Managing your outsourcing engine	
Addressing key compliance challenges	
Smarter data for outbound campaigns	5
Optimising your marketing data spend - opening up additional outbound channels such as Local Retail Calling	6
Driving successful customer acquisition and retention campaigns with C-Centric	6

About the authors

Humphrey Davis

Humphrey has 15 years consulting experience of running ground breaking call centre transformation programs. His work has covered major client organisations such as EE, Virgin and TalkTalk across EMEA and Asia. With in-depth knowledge of key multi-channel contact centre sales, service, data optimisation and partner management disciplines, Humphrey also founded CallCentre Search – LinkedIn's largest call centre group.

Michael Page

Michael is founding Director of C-Centric, a leading specialist in applying advanced data management and analytics to multi channel contact centres. Michael was previously a consultant at Acxiom Corporation and has consulted on clients such as M&S, Prudential, DMA, EE, TalkTalk and BBC Worldwide.

Operating within an increasingly challenging outbound customer contact market

Organisations with large-scale outbound customer contact operations don't need reminding of the increasingly challenging customer contact environment in which they operate. TPS opt-out registrations are at an all-time high, of is receiving record levels of complaints, and there are unprecedented seven figure financial penalties now being levied against those firms that don't follow the rules.

However, despite what is undoubtedly a complex and frequently flawed customer engagement landscape, all of the country's major brands - across sectors such as energy, telecoms, broadband, mobile and financial services - continue to use outbound customer contact to drive their customer acquisition

and retention activities. Why? Because it still largely works - even when all its inevitable difficulties are taken into account.

Outbound also clearly delivers at large scale, and the leading telcos, ISPs, utilities and financial service providers all make millions of outbound sales calls each year. Their goal is simple: to capture the hearts, minds and direct debit mandates of as many customers as they can at the lowest CPA (cost per acquisition) that they can achieve. The ROI for outbound telemarketing in terms of CPA continues to compare favourably with other direct or indirect forms of marketing, it's an approach that is cost-effective and - to some extent - measurable.

Recognising that many customer acquisition and retention programmes simply aren't up to best practice standards

While large-scale outbound campaigns continue to deliver results, the reality for most organisations is that the overall process is rarely streamlined and frequently doesn't deliver the levels of control, integration and compliance required for today's complex multi-channel customer engagement activities.

For major customer acquisition campaigns it is common for companies to use more than one contact centre - some may be in-house, some outsourced and others still could be based offshore. It's also pretty much guaranteed that each of these centres will be using different technologies, their own distinct operating processes and bespoke reporting standards - making it impossible for campaign owners to monitor and manage actual overall campaign performance levels as it's difficult to compare like with like.

So what can organisations do? If they're to truly succeed in gaining control over all aspects of their lead generation and contact centre management, then they need to adopt a more integrated approach, evolving towards a position where they can manage every stage of their outbound customer acquisition campaigns - regardless of where the actual activity is taking place.

Traditionally there have been two main barriers to this: the quality of the data that's actually being mobilised for campaigns, and the lack of a suitable software solution to help them monitor and manage high volume customer acquisition campaigns across multiple contact centre sites and outsourcers.

If you're running outbound campaigns, or trying to manage multiple outsourcers, this should come as no surprise. However, it's a high pressure, non-stop environment and there's hardly time to think about underlying barriers to success when you're flat out just trying to get things done. You know that data acquisition is challenging - particularly if you're using a number

of outsourced contact centres - and you're having to juggle with largely anonymous footprints, external and partner-based datasets, as well as customer detests that are typically stored on internal, channel-based systems.

Tired of marketing data not working?

From an organisational perspective you know that your outbound teams are sometimes going to have to work with variable leads, however the actual downside to this only tends to surface downstream at the outsourcers. Inevitably though, the repercussions from poor quality data and leads will find their way back upstream - often in terms of missed sales targets, but also with a potential impact on compliance. So why - given the importance of customer acquisition - is data quality still such an issue?

At its heart the issue is one of ownership. Of course no one wants to work with average or sub-standard data, but if you're an outsourcer it's perhaps sometimes easier to go with what's in front of you. The problem typically starts with how organisations actually source and mobilise their data, and often this is dictated by internal issues rather than specific quality issues.

There's also a knock-on effect when organisations pass poor quality data down the line to outsourcing partners. Their smarter agents can quickly spot bad data and will find ways to avoid it by passing it on to their less skilled or experienced colleagues. When you have a complex promotional campaign - with mobile phones or broadband, for example - this can be devastating to its chances of success. And when campaigns aren't performing, outsourcers will typically throw more numbers at the challenge - often exacerbating the problem.

Taking back control of outsourced operations

If your business is running multiple outsourcing firms for customer acquisition, then it's not unreasonable for you to want to know exactly how each of your campaigns and which outsourcers are performing best. However the reality for most Outsourcing Managers is that they're presented with overly-complex non-standardised spreadsheets by each of their outsourcing partners, that are not only hard to understand but also difficult to slice and dice.

Simple questions are often the most difficult to answer. Have you actually been dialling the data I sent you? How far are your agents through the data? Why haven't they completed this week's list? Can I see the dialling history? Have they actually done what you said they've done? You need the answers, but when you're engaged with multiple outsourcers you rarely get the information you need.

Given that running a team of 100 agents at an outsourcer might cost your organisation upwards of £3m-£4m a year, it's really quite surprising that such significant levels of investment are monitored and managed so imprecisely. What's needed is a much more intelligent approach to marketing data mobilisation - one that recognises the critical role of lead quality to any successful outbound telemarketing operation, and that also provides organisations with the ability to evaluate performance across different contact centres - regardless of the diallers or reporting systems they're using.

The goal for major organisations - with customer bases of 800,000 plus who typically run 3, 4 or more outsourcers - should be to deploy the latest innovative data mobilisation, monitoring and analysis techniques to take back control of all their outbound activities. Rather than the traditional method of making cold calls to undefined consumers, adopting such a Smart Data approach will allow organisations to transform their marketing data and take their outbound acquisition and retention activities to a new level.

"After so many years working to deliver commercial transformation across multiple sales channels for leading telco firms, it has become clear that the traditional approach to outbound data is becoming a barrier to successful acquisition and retention programmes. You've simply got to have a more intelligent data strategy in place in order to be competitive."

Humphrey Davis, CallCentreSearch.com

Achieving powerful data mobilisation and analysis through the application of intelligent data

Often outbound can seem like the biggest of Big Data challenges, and its successful deployment a long way from current methods. A next generation marketing data vision for outbound customer acquisition and retention shouldn't be seen as too much of a stretch: after all it's already prevalent in online engagement and digital strategies that can take advantage of more obvious customer footprints.

However transitioning to such a Smart Data methodology is inherently difficult. It's not just a question of managing data and people - organisations need to find ways to identify and interpret streams of data coming from multiple sources, and then quickly redirect the operations of their disparate calling teams. This effectively requires a constant analysis of all their outbound processes, with the ability to switch from agent level to management level throughout a campaign.

What's needed is a more structured, software-driven approach to data mobilisation - one that starts with helping organisations

to source large volumes of explicitly permission-based warm leads for their outbound customer acquisition and retention telemarketing - and then goes on to enable a more intelligent, end-to-end approach to data management.

"The good news is that there's already loads of data that allows you to ID customers who are already in play - that's why you need the kind of trigger-based signals (such as behaviours, logins, inbound calls, abandoned baskets or store visits) that indicate that customers are likely to be more receptive to an outbound interaction."

Humphrey Davis, CallCentreSearch.com

Gaining greater visibility and control

Adopting a Smart Data approach is all about making the most of your data investment, and that means being able to track outbound performance at every stage of the process. Getting this right is critical as it can lead directly to a reduced CPA and increased sales per hour while still meeting regulatory requirements.

Establishing your own marketing data transformation programme is never going to be easy, as it requires access to a broad range of skills and capabilities. Being successful at outbound telemarketing means managing and understanding huge volumes of data in order to coordinate the efforts of thousands of people across multiple sites. It's potentially the most expensive aspect of any successful customer acquisition campaign, and requires real data expertise as well as sophisticated technology to manage effectively.

"Realistically you're not going to have the resources in-house to get your own intelligent data initiatives up and running. Traditional bureaux, database teams and in-house resources don't have the expertise, as you're really looking for database analytics skills and the ability to source relevant data from potentially 100s of different online and offline sources. In addition you really need to be fully up to speed with current legal and compliance requirements - we're talking much broader skill sets."

Humphrey Davis, CallCentreSearch.com

Managing your outsourcing engine

Working on an end-to-end intelligent data powered approach to outbound can also help organisations in terms of gaining control over their extended outsourcing operations. Until now it's been hard for Campaign Managers to manage multiple outsourcers, with practical concerns making it just too difficult to run more than 2 or 3 parallel outsourcers on outbound initiatives. Typically this meant you had to engage bigger centres and bigger teams on your larger campaigns, making it even harder to analyse performance at a granular level.

Now, the combination of intelligent data mobilisation and software-driven campaign management opens up the potential for entirely new levels of control and compliance. Not only can you mandate that your outsourcing partners follow a standard lead management and reporting approach, you can also drill down to find out which outsourcers, teams and individual agents are making the most of your valuable data. Instead of trusting the outsourcer, you can actively start to manage the outbound process. You know that there's a huge delta between good and bad agents: bad agents burn data; the good ones help you reach your sales targets. Now you can identify those good agents and insist that they're the ones working on your campaigns.

By uncovering the true performance DNA of each of your outsourcing partner contact centres you can really start to optimise your outbound campaigns in a much smarter way. This means getting answers to key questions. Who's actually on your campaign? Has the outsourcer succeeded in retaining their best agents? Are your selected agents being switched to other campaigns? Are there any attrition issues? Which agents are burning through your data faster than they should?

Addressing key compliance challenges

Imagine that you could stop worrying about data protection and dialling compliance because effective monitoring was built into your Marketing data platform from the outset. With the ICO now able to fine organisations up to £500,000 for a breach, and Ofcom issuing seven figure fines for persistent silent calls, compliance is a real concern for outbound operations teams and the broader business.

As ever, prevention is much better than cure, so it's important to look out for solutions that can red flag silent call alerts, cross match all complaints against specific centres and agents, and offer early warning detection of rogue agent behaviour. It's also useful to be able to identify any unauthorised customer record contacts that would breach TPS.

Given these and other benefits, it's increasingly clear that organisations need to be working with a specialist intelligent data partner that can deliver both the key data sourcing and analytics skills needed to fuel your outbound campaigns, along with a next generation technology platform that can manage every stage of your large-scale outbound customer acquisition campaigns. Both elements are critical if you're to succeed in addressing the full marketing data lifecycle, from initial lead identification and mobilisation, through to monitoring and ongoing real time reporting of call outcomes.

Only one organisation - C-Centric - combines all the in-depth data sourcing, customer acquisition performance management, compliance and data management, and hosted software solutions needed to allow major customer service organisations to get their intelligent marketing data programmes up and running. C-Centric's proven track record in sourcing data includes developing a large network of high-quality data sources from over 40 different suppliers, as well as privileged access to media lists that aren't supplied to brokers.

"It's compliance that really keeps Outbound Campaign Managers up at night - hoping that they don't get that call from the CEO's office for a problem that might end up in the Daily Mail! Adopting an end-to-end intelligent data strategy should mean that compliance becomes second nature, and that you're secure in the knowledge that robust early warning systems are in place to make sure that stupid things don't happen."

Humphrey Davis, CallCentreSearch.com

Smarter data for outbound campaigns

With its next generation C-CAM hosted software solution, C-Centric now sets the standard for helping transform marketing data - allowing organisations to feed contact centres with quality leads, constantly optimise campaigns based on real-time reporting, and also deliver clear visibility of costs. Designed from the ground up to address the specific needs of large organisations looking to deploy next generation outbound campaigns, C-CAM helps outbound teams manage their multiple contact centres and outsourcer relationships to improve results, save management time and drive down data and operational costs, and ensure compliance.

C-CAM is a next generation Software-as-a-Service (SaaS) based application that has been introduced specifically to help run large-scale outbound customer acquisition, cross-sell and up-sell campaigns more intelligently. It provides organisations with a true unified dialler and data management approach - feeding lead data out to contact centres from a central repository, and then receiving raw event data back from multiple centres across their variable dialler and ACD platforms. Uniquely, C-CAM then synthesises all this data to provide outbound campaign management with a single integrated set of reports, significantly increasing management control.

Because C-CAM is a hosted solution it is particularly easy for organisations to deploy both internally and across their outsourced partners' multiple contact centres within just weeks - regardless of the specific ACD or dialler technologies being used.

"C-CAM really allows organisations to drive much smarter customer acquisition and retention campaigns - opening up new levels of control and performance opportunities for Outbound Managers. And by supporting multiple outsourced contact centres, organisations get to compare apples with apples for the first time when evaluating performance. This means there are no hiding places for outsourcers - and that's a good thing for everyone involved."

Humphrey Davis, CallCentreSearch.com

Once deployed, C-Centric and C-CAM help organisations to address all their key Smart Data challenges, with benefits including:

Taking control of your outsourcing partners

C-CAM's real time insight helps you to understand the 'DNA' of each of your contact centres - whether outsourced or in-house.

Applying Big Data techniques to your campaigns

With C-CAM you can sieve terabytes of data from campaigns to deliver the deep insight essential for constantly improving processes and delivery - leading directly to optimised ROI and CPA performance.

Ensuring compliance by monitoring and managing all outbound programme activity

C-CAM helps you comply fully with Ofcom regulations as well as best practice DMA guidelines - protecting you from massive fines and brand damage without negatively impacting overall sales performance.

Maximising your data investment

C-CAM ensures you make the most of your expensive outbound marketing data investment, monitoring performance - right down the agent level across all your contact centres.

Campaign-wide visibility of true performance levels

Get clear visibility for the first time of the real performance levels across multiple call centres to enable true cross-agency benchmarking.

Optimising your marketing data spend - opening up additional outbound channels such as Local Retail Calling

While an innovative data approach can drive further optimisation through outsourced contact centre operations, for many larger organisations there's still other major customer-facing resources that are often under-utilised - their network of retail stores and the potential of homeworking, for example.

For major service providers the potential of the retail network has long been apparent, however the challenge has been how to plug these stores and their sales expertise into ongoing outbound activity in other channels.

From a practical perspective, operators know that the resource is there. While acknowledging that stores are often busy, there are also periods of relative downtime where already trained staff could be used for local outbound support. In a 200-store network, you've probably got access to around 1,000 people with all the skills you need to engage customers.

Entrusting the 'last yard' of communication to local employees can also help in terms of customer engagement - encouraging retail employees to spend time talking to customers helping them to find the best phone or plan, for example. With the option to invite customers into stores to view products and sign contracts, the opportunities for up-selling/cross-selling are more seamless. Taking advantage of local resource in this way makes smart sense, and it's an approach that is increasingly winning favour with best practice outreach programmes.

Trials have already shown that store-based staff perform as well as - and often better - than their contact centre colleagues. In the mobile phone arena, for example, outbound calls could be treated as reviews - let's check what you've currently got - is it the right phone or tariff? Are you due an upgrade - come in and do a mobile health check...

Deploying such a Local Retail Calling initiative as part of your other outbound programmes is easily enabled using C-Centric's approach and its intelligent marketing data capabilities. Because C-CAM is a SaaS solution it can easily be accessed on in-store PCs or tablets. C-CAM also ensures that any store-based contact activity is tracked and managed exactly like a retailer's other outbound customer campaigns - ensuring consistency in terms of customer data and offers.

Having an integrated omnichannel smart data resource such as C-CAM can also prove a great way of integrating other resources - such as homeworkers - into your outbound plans. Again the hosted element of the solution means homeworkers can do their calls, scan through records and access C-CAM leads all using the same PC or tablet. As an application it also demonstrates the flexibility of C-Centric's innovative intelligent data approach - removing barriers to service and providing further opportunities for organisations to optimise their CPA performance.

Driving successful customer acquisition and retention campaigns with C-Centric

C-Centric helps major organisations across a range of sectors - including energy, telcos, utilities, financial services providers and media first - to improve the data management, analysis and compliance of their high-volume outbound telemarketing and customer acquisition and retention campaigns. At its heart is a team that has spent the last 20 years plus helping the world's leading brands manage award-winning contact centre and acquisition programmes.

By combining C-Centric's proven outbound expertise with a team of specialist marketers, data analysts and technology experts, the company offers a powerful range of services and technology solutions to support customers in driving next generation of Smart Data enabled campaigns through their contact centres.

C-Centric's data mobilisation services cover data sourcing and leveraging untapped data sources; real-time technology to deliver leads; the development of Smart Data strategies; and comprehensive contact centre compliance and data protection. Specific contact centre consultancy services include dialler strategies, performance issues, script enhancement, quality support, training and outsourcer selection/management. The company complements its service delivery with its hosted C-CAM Smart Data database management and call centre performing monitoring application.



c-centric

For more information, visit www.ccentric.co.uk

26-28 Hammersmith Grove, London, W6 7BA

Telephone: +44 (0)203 369 2368

Fax: +44 (0)203 151 2368

E-mail: info@ccentric.co.uk

Registered Company: C-Centric Ltd Reg No. 07096453 VAT Number 981 9699 43