

The ten lessons for advanced Call Centre Management

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Advanced

Not for beginners or new call centres

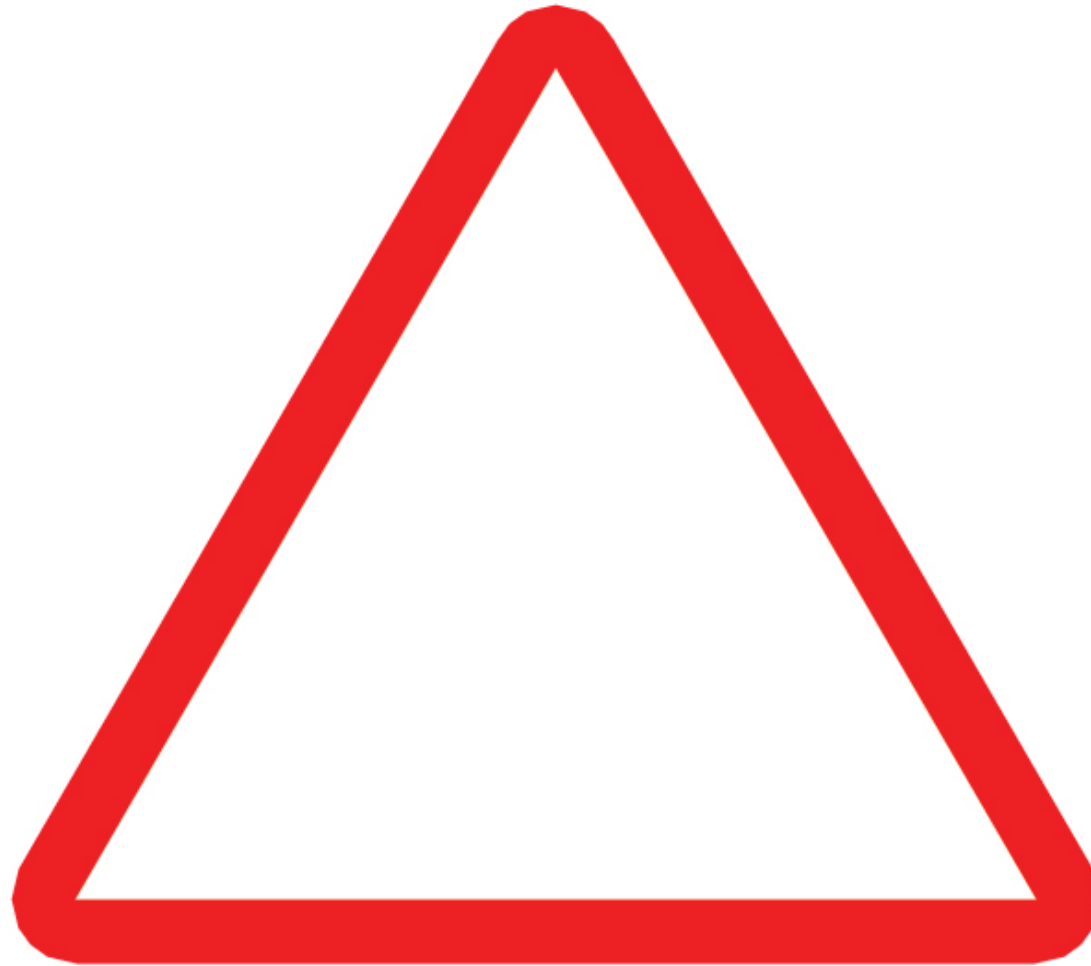
**Lessons to help call centres (and the
China industry) mature**

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The old model

People

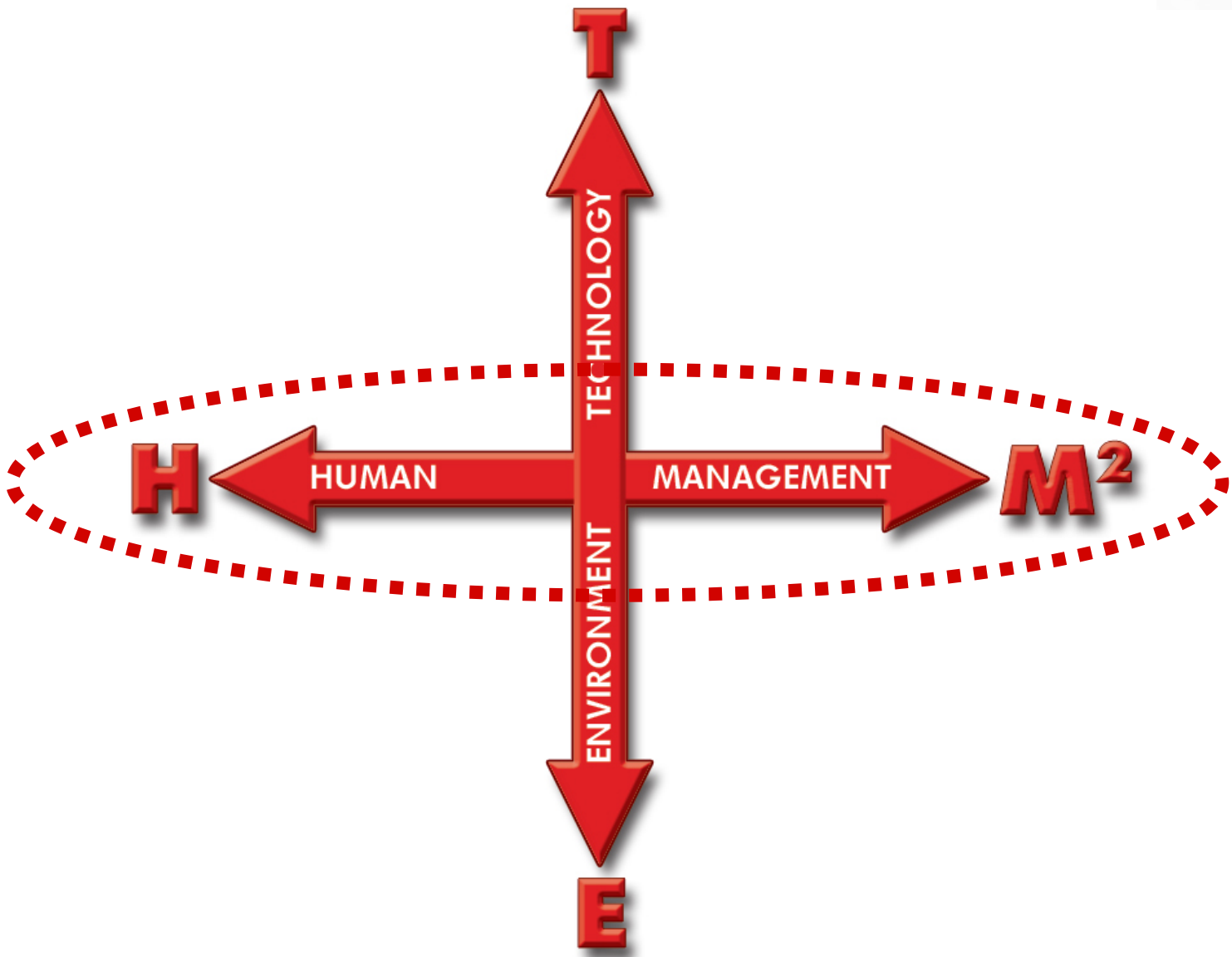


Process

Technology

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THEM model



Lesson One *(Human)*

**Even the greatest army
will fail, if they do not know
why they are fighting**

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Culture and Team

Clearly defined culture

- Why are we here?

Team focus

- Who do I belong to?

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What is your culture?

Service?

Sales?

Fun?

Examples ...

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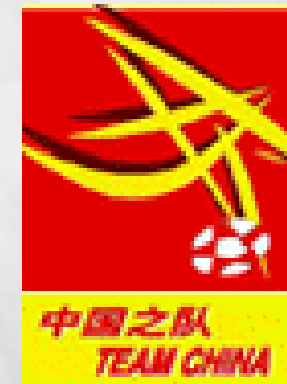


Teams

**Most call centres DO NOT have teams
– they have groups of people forced to
work together!**

True teams have

- Name
- Logo
- Values
- Goals
- Rules



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Lesson Two *(Management - tactical)*

**A wise man asks questions,
but a wiser man asks
the **RIGHT** questions**

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The **RIGHT** question

The most popular question in China is How?

Asking How gets a tactical answer

Asking WHY gets a strategic answer



Asking Why

Extra call load

- Not “How do we handle the calls”
- Try “Why are we getting these calls”

Service Level

- Not “How can we achieve this”
- Try “Why do we have it set at this level”

Our experience

90% of call centre managers do not know WHY the Service Level target is set at its current level

Most technology is purchased by:

- HOW-WHAT-WHY approach
- cost it first, justify it last

Should be:

- WHY-WHAT-HOW
- justify it first (real business need), cost it last

Lesson Three *(Management - strategic)*

**A diamond is only a rock,
until somebody shows
its true value**

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Value beats cost

The CEO will always lower the cost of a low value department

Build a solid value proposition

- Document a full presentation
- Prepare a 30 second elevator version (practice)

Value Proposition

Added Revenue	\$XX
Retained Staff	\$XX
Positive Attrition	\$XX
Marketing Suggestions	\$XX
Product Corrections/Advice	\$XX
Retained Customers	\$XX
% of 'Brand' spending	\$XX
???	\$XX
???	\$XX

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Lesson Four *(Management - strategic)*

**One man cannot serve
two masters**

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Which is Master?

Customer care

Sales

Service Level

Quality

Cost

Innovation

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Lesson Five *(Management – tactical)*

The difficulty in catching a dragon, is waiting for him to show himself

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Process Improvement

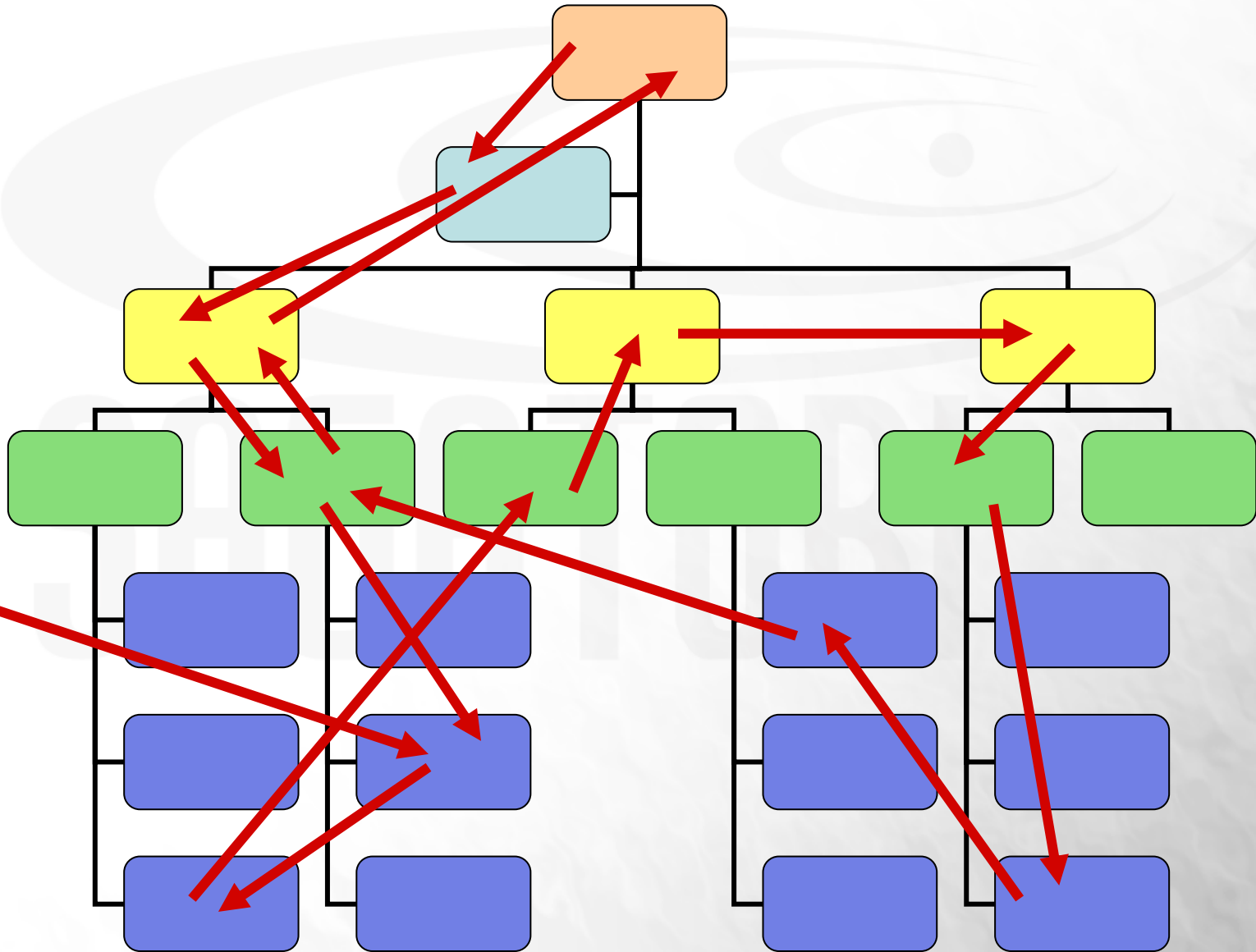
Processes are often not broken

Inefficiency in a process often occurs through 'white space'

Do not focus so much on the timing for each step but the time (white space) in between steps



Process over the organisation



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Lesson Seven *(Management – tactical)*

**The heaviest book is
always the least read**

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Because we can ...

Most China call centres are over-reporting

When we ask WHY, they either don't know or say "Because we can"

If the centre has matured and is attaining most targets, why report them?

- Is it just Glory Seeking?



Exceptions reporting

Many of the world's best call centre operations are moving towards exceptions reporting

- Don't tell me how good you are
- Tell me when something went wrong and more importantly, WHY?

Streamlined reporting means that an entire monthly report **COULD be produced in just two pages!**

Lesson Eight *(Management – tactical)*

**To a man with just
a hammer,
everything looks like
a nail**

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Numbers, Numbers, Numbers

Do not try to quantify everything

- Not everything can have a number attached

Get other 'tools'

- Value
- Contribution to the company
- Brand / Customer Experience
- Emotion

Some things cannot be measured



Valid measurement

Quality CANNOT be measured!

- No unit of measure
- It can be made a standard (like ISO, etc)

Six Sigma can be wrong!

- Measure of success is subjective
- Was the call a success or a failure?



Lesson Nine *(Management – strategic)*

**The architect uses an eraser,
or the builder uses a hammer.**

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Learn to implement smart

Beware of the consultants who have never worked in a call centre!

Test every piece of knowledge for yourself

- Including this presentation

Question everything

- What will work for us?
- Why would we want to do this?

Remember ...

Why and What

BEFORE

How

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Lesson Ten *(Management - strategic)*

**Unused power is
a toothless tiger**

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Knowledge

Information is NOT power

- It is data

Knowledge is NOT power

- It is research

ACTION based on knowledge is REAL power

- Knowledge should cause change

Use this knowledge to change something in your call centre now!



Call Centre Management



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谢谢

