



Creating Value in Call Center Operations

呼叫中心运营中客户价值的创造

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Who is Stream?

思隽简介



- ☪ **15+ Years Experience**
- ☪ **Financial Strength**
 - ~800M Revenue
- ☪ **Robust Global Footprint**
 - 50 Service Centers in 22 Countries
 - 40% Onshore
 - 20% Nearshore
 - 40% Offshore
- ☪ **30,000+ Employees**
 - 13,000 APAC
 - 12,000 Philippines
 - 1,000 India
 - 8,000 North America
 - 4,000 CALA
 - 5,000 EMEA
- ☪ **Diversified Service Offerings**
 - 35% Sales/Revenue Generation
 - 20% Customer Care
 - 40% Technical Support
 - 5% Back-Office

**EMPLOYER
OF CHOICE**

**PROVIDER
OF CHOICE**

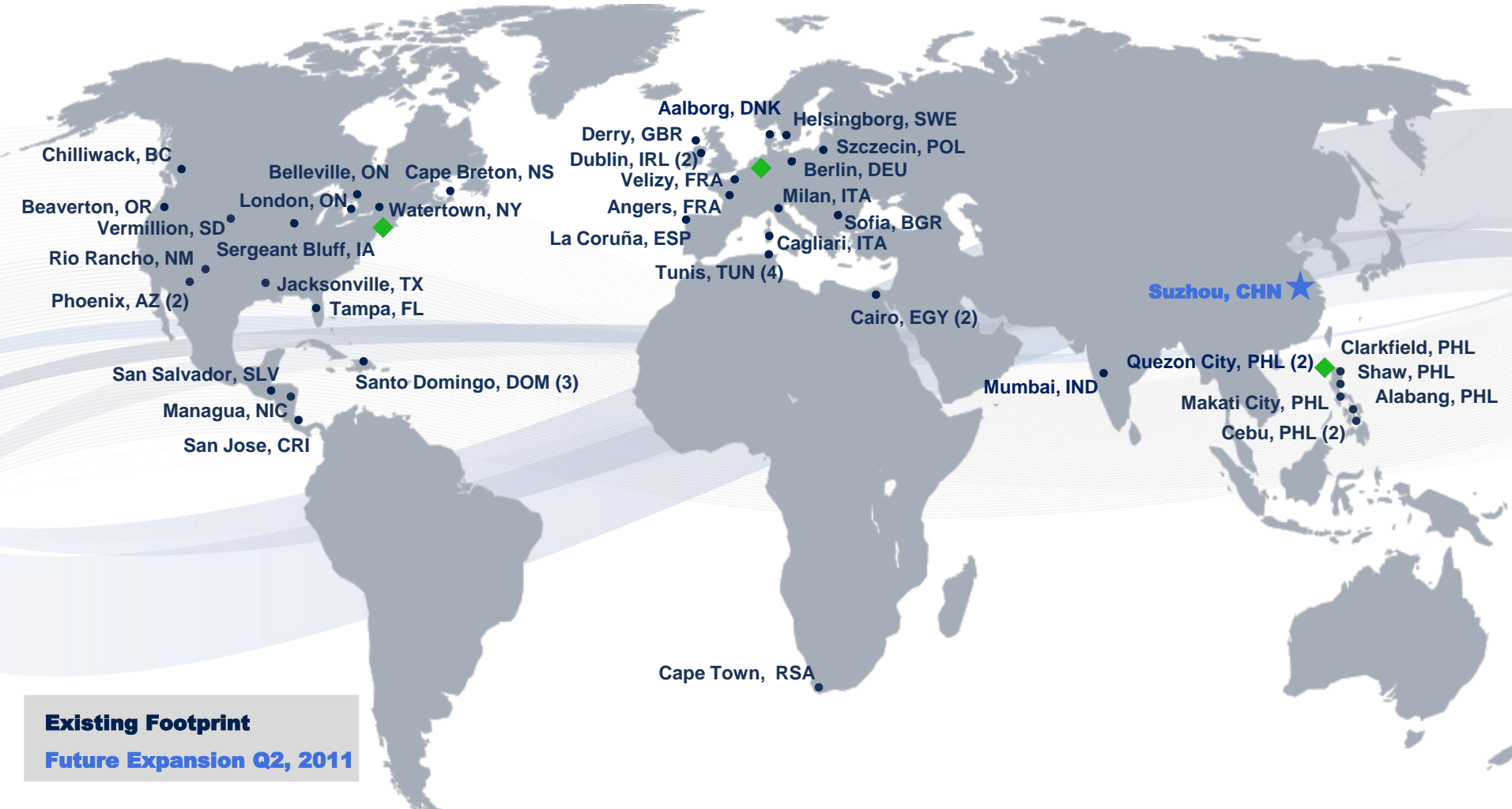
Stream's Global Footprint

思隽的全球足迹

◆ CORPORATE HEADQUARTERS
BOSTON, MA, USA

◆ EMEA HEADQUARTERS
AMSTERDAM, NLD

◆ APAC HEADQUARTERS
QUEZON CITY, PHL



Existing Footprint

Future Expansion Q2, 2011

Client Diversification

客户类型

COMPUTING & HARDWARE



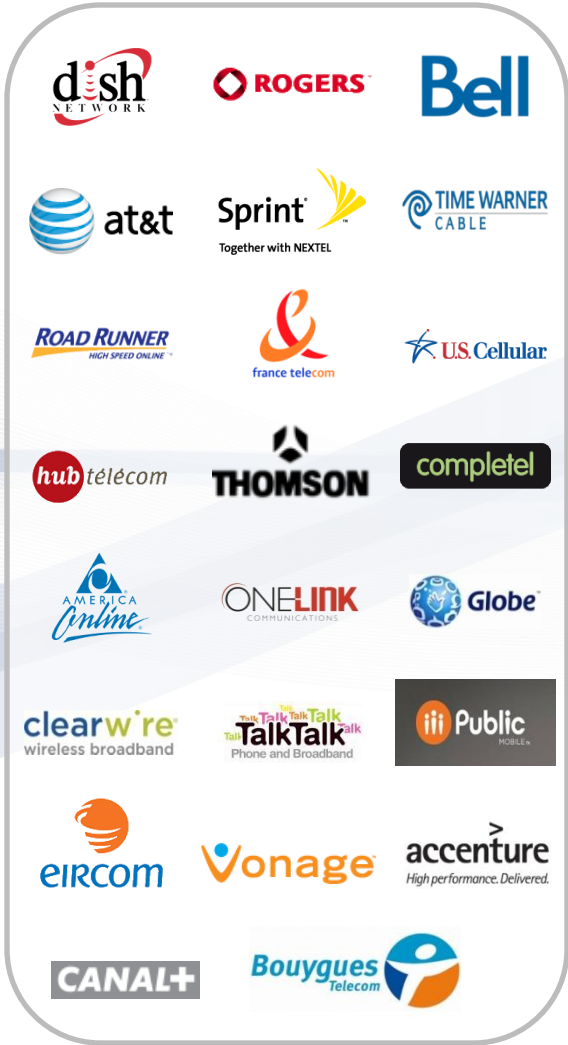
FINANCIAL SERVICES & HEALTH CARE



SOFTWARE & NETWORKING (SaaS)



TELECOMMUNICATION & SERVICE PROVIDERS



OTHER



Stream Suzhou 思隽(苏州)



Footprint (square feet): 76,000
Total Capacity: 1,800

Stream's Suzhou service center offers a capacity of 1,800 service professionals and management personnel in 76,000 square feet, providing multilingual BPO support for Fortune 1000 companies.

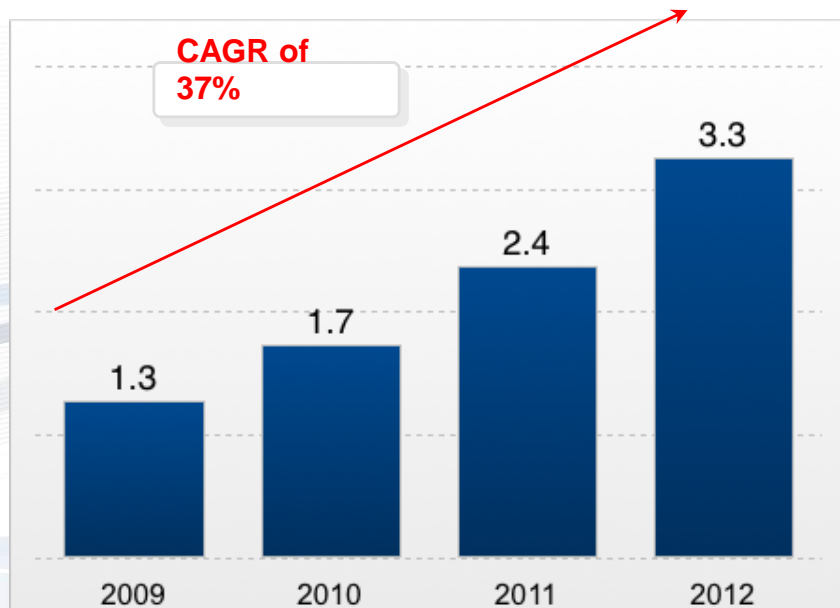
In addition to several training areas, large conference rooms and an on-site cafeteria, the campus style park offers housing, local shops and restaurants. Ample parking along with local bus and train service provide easy access for the regional workforce.

With the available telecommunications and utilities infrastructure combined with a large labor market, as well as on-site quality and training facilities, Stream offers the opportunity to balance costs while meeting our clients' offshore support needs.

China's BPO Market

中国的BPO市场

China Outsourced Contact Center Market Size - US \$B, 2009-2012



Source: IDC August 2009, IDC #CN221106S

- Ministry of Commerce (MofComm) 1000/100/10 Initiative launched in 2007
- MofComm has more than 22,000 registered BPO companies
- Average size is less than 75 Seats
- 85% are outbound sales, 65% are Telecomm related, 20% are Financial Services
- Market leaders are primarily data entry services
- CRM leaders are less than 2000 seats total with significant client concentration



Why Are Companies Outsourcing **为什么外包？**

Drivers to Outsource

外包的驱动因素

Traditional Drivers to Outsource

传统的驱动因素

- Cost containment and reduction in light of current global economic downturn
- Liberate capital
- Focus on company core competencies
- Access latest technologies without upgrade expenses

Emerging Drivers to Outsource

新出现的驱动因素

- Improve flexibility for quicker response to changing market conditions
- Leverage best practices in support; moving contact to lower cost/higher-value platforms
- Gain local expertise and coverage in global markets
- Competitive advantage—access to best-in-class technologies, processes and capabilities

Negating Drivers to Outsource

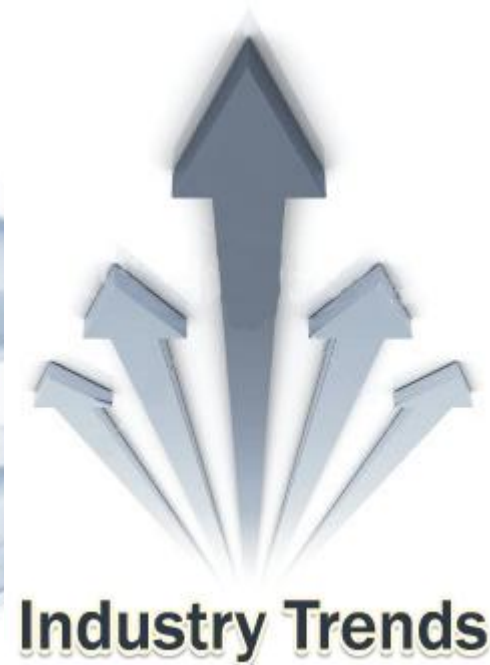
不利于外包的因素

- Highly regulated industries
- Loss of business knowledge and process control
- Negative view of offshore outsourcing given today's economic climate

Outsourcing Industry Trends

外包行业的趋势

- **Ongoing industry consolidation**
 - Vendors buying small, niche, and occasionally, regional players to fill gaps in current portfolio and broaden market reach
- **Continued vendor consolidation of service providers—move from pure play to fully integrated BPO**
- **Savings and return on investment (ROI)**
 - Continued customer focus on short-term savings and ROI is driving demand for innovative customer retention programs as well as investments in technology and newer service delivery models
- **Service offerings**
 - Analytics services continues to provide differentiation and valuable insight into customers
- **Globalization—improved quality and security of offshore destinations**





Investing to outperform
以最佳投入，致卓越绩效

Creating Real Value

创造真实的价值

Lifetime Value Factors

- ✓ Brand Loyalty
- ✓ Sales Conversion
- ✓ Customer Value
- ✓ Quality Metrics

Accuracy Factors

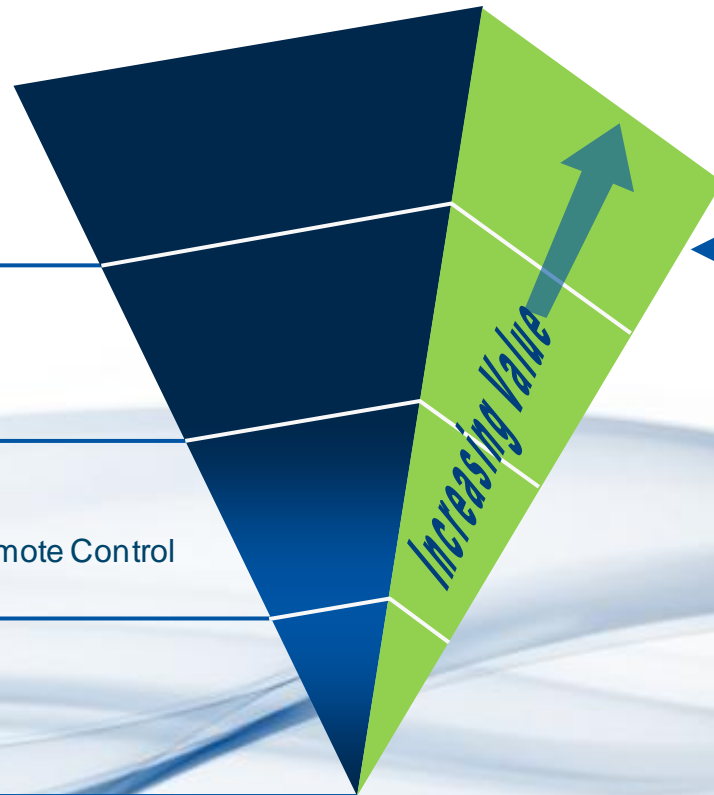
- ✓ First Time Resolution
- ✓ Dispatch Rates
- ✓ Renewal Rates

Systemic Cost Reduction

- ✓ IVR
- ✓ Remote Diagnostics & Remote Control
- ✓ Telecom Savings

Call Handling Factors

- ✓ Average Handle Time
- ✓ Utilization Rate
- ✓ Recursive Training



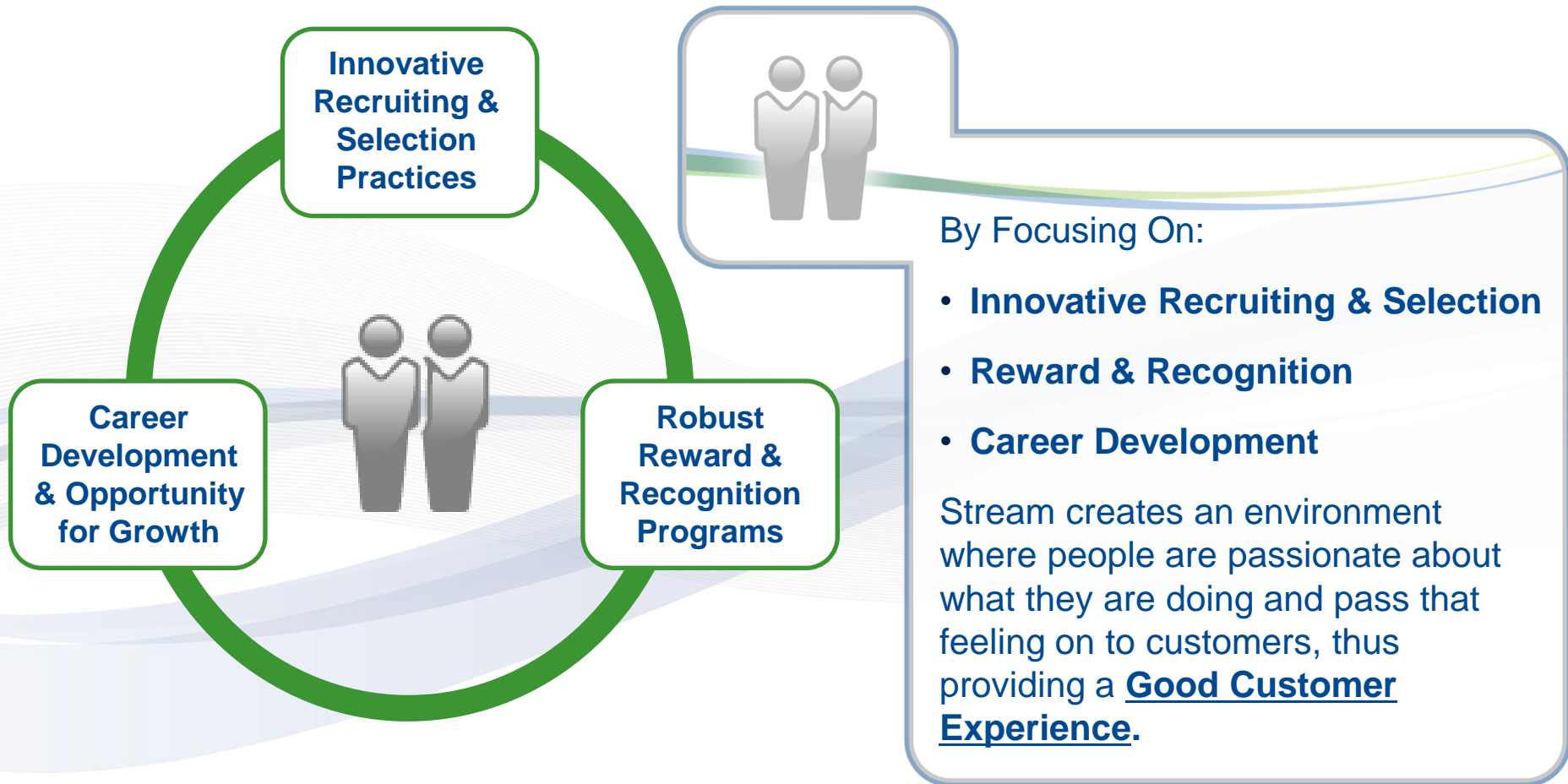
Stream focuses on the top of the pyramid, which includes the factors with the highest impact on our client's total value

Focus on People, Process and Technology 聚焦于人员、流程与技术



Focus on Talent = Employer of Choice

聚焦于人才 = 理想雇主



On Going Learning Process

不间断的学习流程

NEO: New Employee Orientation is our introduction to the company. Here we review Stream's values, mission and goals, and introduce key policies and procedures.

CCT: Customized Communication Training (Accent Neutralization, Customer Service Skills mindset and handling difficult customers)

NTP: "New To Product" (New Hire) training teaches the client's products and services and the tools used to perform the job. This class is designed to develop the skills necessary to deliver an exceptional customer experience.

StreamLine: StreamLine starts the moment that NTP training ends and lasts for 90 days. During this time new employees receive extra support, coaching and training to help ensure success.

NPI: New Product Introduction training is delivered to all existing employees whenever a new client tool, product or service is introduced.

Stream U: Free to Stream employees, Stream University offers self-guided learning opportunities in both the technical and management spheres.

Recursive: Based on internal assessments, quality monitoring and gap analysis, Stream employees undergo targeted recursive training.

Structured Process for Improvement: TQO

结构化的质量改进流程



A Systematic Process Turns Data Into Meaningful Results

以系统化的流程, 把数据变成有意义的结果

A systematic approach can help make sense of the data and spotlight the processes and behaviors that drive customer experience and profitability

Measure inputs/
process/
behavior

Data sources include QA, training, switch, CRM

Ask the right questions

Map the customer experience, read what customers are saying, and then ask them about it.

Determine what really matters

Calculate what *really matters* to customers and how much through factor analysis

Roll up into summary metric

Easy to interpret, while preserving actionable detail

Link to financial outcome

What is a point of CSAT worth?

Identify Behaviors that Drive CSAT – Make Changes to Impact the Customer

发现影响客户满意度的行为 – 进行改变、创造影响

Behavior (QA Worksheet) Category Relative Importance to CSAT

Issue Identification
Listening Skills
Language Use
Positive Response

Communication Skills

1.78

Set Expectations
Verified Resolution
Call Management

Problem Solving Skills

2.40

Proactive Advice
Rapport
Transparency
Active Listening
Educating Customer

Customer Engagement

1.21

12 behaviors showed predictive value and were incorporated into the CSAT coaching model. The remainder were discarded from the CSAT model (but not necessarily the QA form.)

Problem solving skills had **double the impact** of customer engagement

Statistics-Based CSAT Model Shows Process & Behavior Changes That Yield Top Results 基于统计的满意度模型，揭示最大效果的流程与行为改变

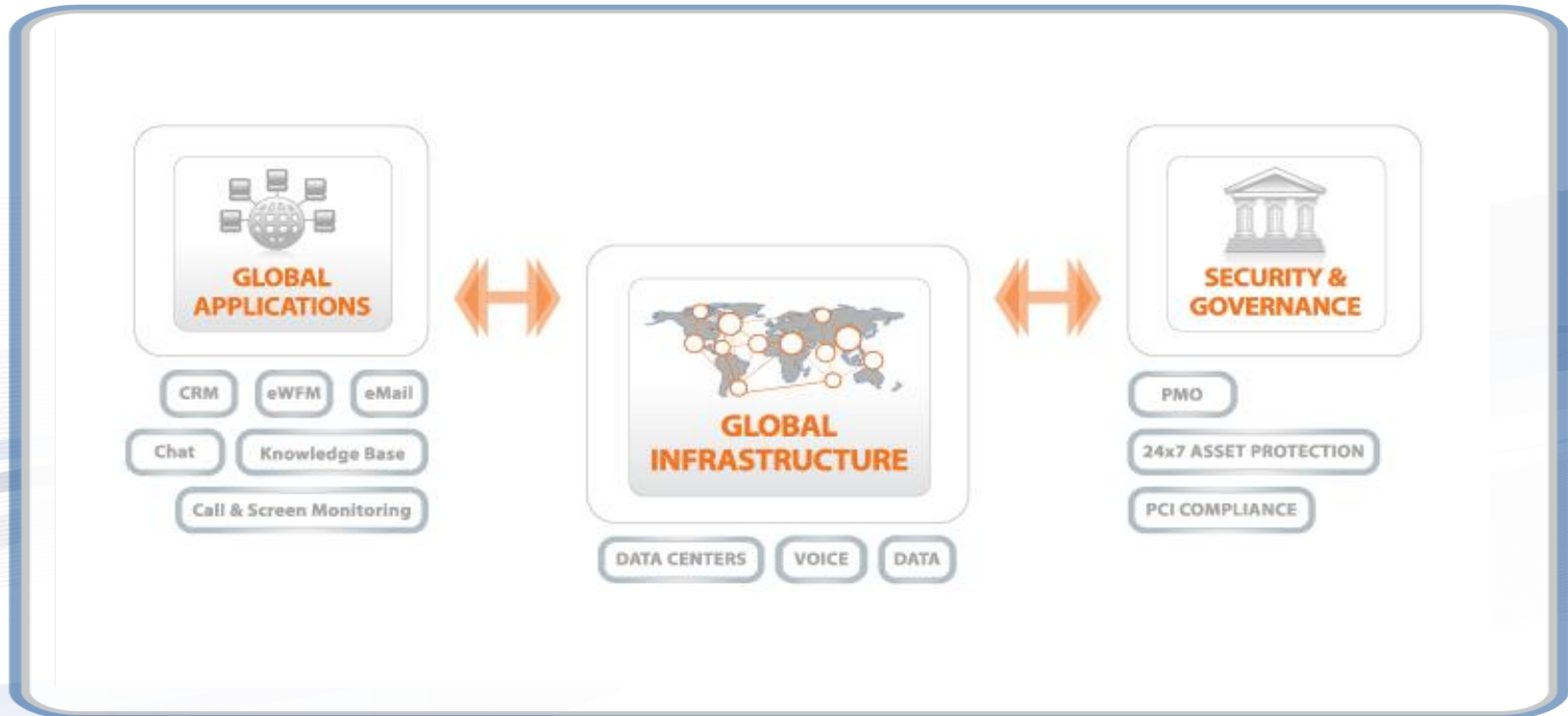
Customer Satisfaction Index
83.93

Composite Weighting



Despite strong performance on installation questions for this Telco client, its heavy impact in the model indicates investment here may have the greatest effect

Global Technology Infrastructure 全球技术基础设施



STREAM'S GLOBAL TECHNOLOGY INFRASTRUCTURE

Global Operations, Advanced Technologies and Security Ensure Client Programs Operate Efficiently and Securely

Strategic Technology Platform

战略技术平台

COMMUNICATION SERVICES

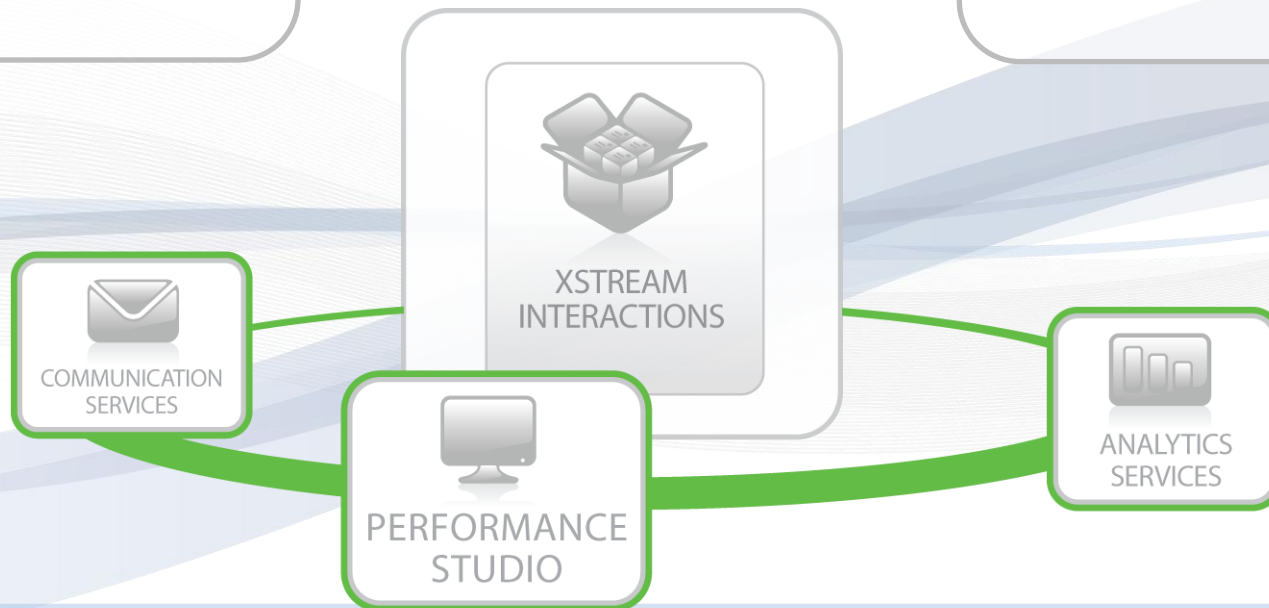
IVR, chat, email-based services. Programs and service delivery tools used during customer communication

PERFORMANCE STUDIO

Desktop, value-based, agent applications. Navigator - agent portal streamlines tools used during a customer interaction

ANALYTICS SERVICES

Real-time data analytics, predictive modeling and trend reporting



WHAT IT MEANS:

Robust technology platform delivers operational efficiencies and drives long-term, customer value.

The background features a series of overlapping, wavy, translucent blue bands that create a sense of movement and depth. The bands are most prominent in the lower half of the image, where they overlap to form darker shades of blue, while the upper half is mostly white with faint, lighter blue traces of the waves. The overall effect is clean, modern, and professional.

Moving out of the classroom

案例分析

People: Investing in Culture and Corporate Brand to Improve Agent Retention 人员:投资于文化和公司品牌,改善人员流失



S Business Challenge

Gaming division for large technology client was experiencing:

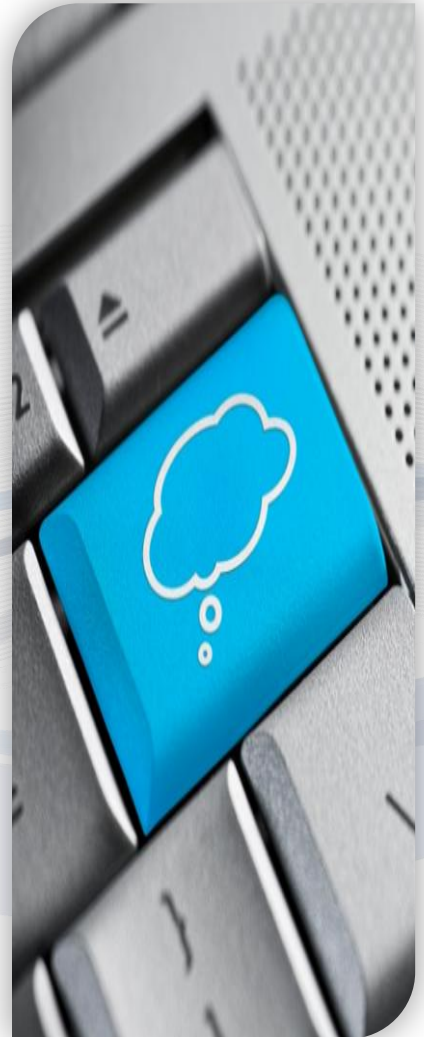
- Poor CSAT performance
- High agent attrition
- Increases in customer churn

S Solution

- Revitalized site environment to emulate gaming culture and immerse agents in corporate brand
- Invested in cutting-edge technology to align with product launch
- Developed customized gamer job profile to attract and retain highly-qualified candidates

S Results

- Achieved unprecedented 'save rates', increasing from single to double-digits (5% to 45%)
- Exceeded >99% agent retention (voluntary)
- Cost of renovation and branding of sites were offset by performance improvements



Business Challenge

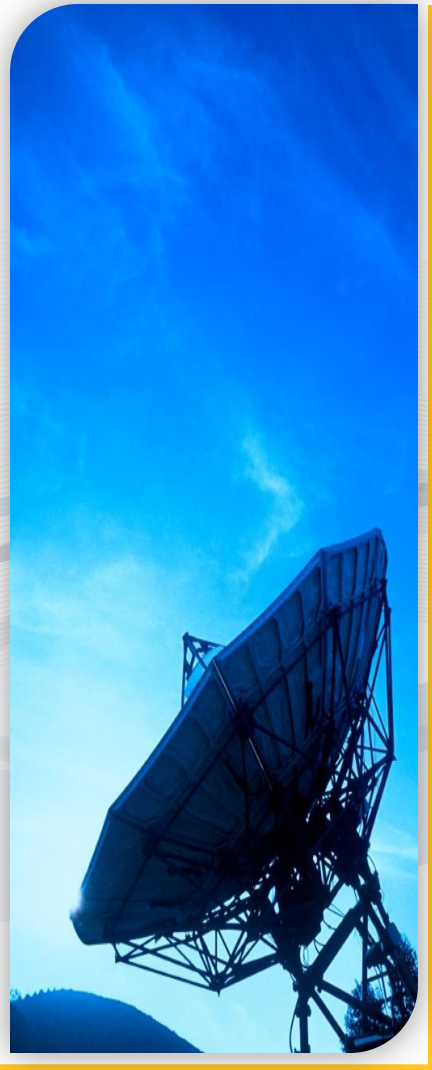
- As business grew, client needed tech support and account services to keep pace with its internal teams
- Wanted an experienced support partner with ability to expand basic support services
- Client was focused on increasing CSAT and brand loyalty while containing costs
- Essential to enhance brand as competition in the market continued to increase

Solution

- Stream began with small, basic tech support team and gradually increased size as performance and client market share grew
- The management team documented operational processes and developed custom reports to reflect the client's key performance indicators (KPIs)
- Stream introduced fee-based support programs for the 'Premier' customers to generate additional revenue
- Created progressive on-the-job training focused on excelling most qualified team members

Results

- CSAT levels dramatically surpassed client expectations
- Superior cost-savings at 35% of the cost of a captive center
- Expanded service to include enterprise customers in Europe and Asia Pacific
- SPs increased by 44% from '08 to '09 – demonstrating Stream's commitment to outstanding service and our strong partnership with client



Business Challenge

- Increase operational efficiencies and reduce operating costs
- Increase CSAT by decreasing AHT
- Provide a mechanism to offer upsell/cross-sell opportunities

Solution

- Developed and implemented 'unified agent portal' called Navigator
- Navigator enables the integration of disparate systems thus optimizing agent productivity
- Deployed on approximately 2,000 agent desktops

Results

- Reduced AHT by 2.5 minutes - resulting in 8% cost savings
- Enforced process adherence – reduced need to toggle between 12 client tools
- Alerted agent when upsell opportunities were relevant, leading to additional revenue generation
- Client ultimately deployed within its own captive service centers

🌀 People

- Engage, Energize and Educate

🌀 Process

- Process is more important than results;
process leads to successful results

🌀 Technology

- Enable your processes and people to
deliver for your customers



Thank you!
谢谢！

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