Manufacturing contact center and digital, better together

How to unlock valuable signals from your contact center to improve customer digital experiences

Medallia

Introduction

When we spend years responding to problems, we often overlook how we can prevent them in the first place. Most manufacturing contact centers were built on the premise of responding to every customer contact efficiently, typically aiming for 100% satisfaction in the shortest time possible. But one question often ignored is, "Why do they reach out to the contact center in the first place?" Where was the breakdown in the customer journey? Are digital experiences falling short of expectations?

In this e-book, we'll examine some of the critical touch points throughout the customer journey, where the breakdowns occur, and provide recommendations on a new approach that helps manufacturers unlock experience insights, remove silos, and prioritize actions that improve the overall customer experience.

01 Digital is no longer a channel, it's your brand and your reputation

With the focus on digital, new friction points have emerged

02 The contact center is a gold mine of insights

This key channel for customers has become overburdened, yet full of rich insights that can help organizations understand why contacts are happening in the first place

03 A new approach is required

Expand to capture every interaction — call, inquiry, chat — to improve the digital experience

04 Tackle issues on every front

By listening to signals everywhere, you can eliminate blind spots and understand the best ways to improve digital experiences

Digital is no longer a channel, it's your brand and your reputation

Accelerated by the pandemic, today's journey has changed significantly as manufacturing customers are prioritizing digital experiences. In fact, 75% of people using digital channels for the first time indicate they will continue to use them when things return to "normal."[1]

Consequently, multi-year digital implementation plans have been completely scrapped as companies across the globe have been forced to adopt a digital-first approach in real time. Recent data shows they have vaulted five years forward in consumer and business digital adoption in a matter of months.[1]

Almost every aspect of manufacturing services has pivoted quickly:

- Home appliance manufacturers are providing various methods of purchasing products, installation, service, and support online.

- Manufacturers are ramping up omnichannel communications and logistics services to capture unprecedented DIY home repairs due to the pandemic.

- Consumer packaged goods manufacturers are expanding omnichannel to reach and retain consumers who are shopping outside traditional in-store retail channels.

[1] https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights/
the-covid-19-recovery-will-be-digital-a-plan-for-the-first-90-days
[2] https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/
how-b2b-digital-leaders-drive-five-times-more-revenue-growth-than-their-peers
[3] https://www.entrepreneur.com/article/360209
[4] https://techjury.net/blog/customer-experience-statistics/#gref

Medallia

- Power sports manufacturers are selling vehicles, products, and accessories online, providing in-the-moment support as consumer demand for recreational vehicles soars.

- Auto manufacturers are selling vehicles online as well as providing Product-As-Service (PaaS) solutions which give buyers plenty of choice and flexibility.

Did you know?
Changing digital behaviors has had a surprisingly positive impact on revenue and growth models for manufacturers.
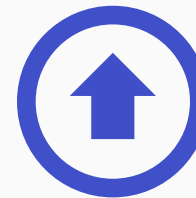
Manufacturing leaders who joined the digital revolution have outpaced their peers, driving 5x more revenue growth, 8x operating profit, 2x returns to shareholders.[2]

10 Manufacturers with an excellent omnichannel experience enjoy a 10% year-on-year growth.[3]

70 70% of customers believe that excellent customer experience needs to be fast, convenient, and helpful. It also must do all those things while still being friendly.[4]
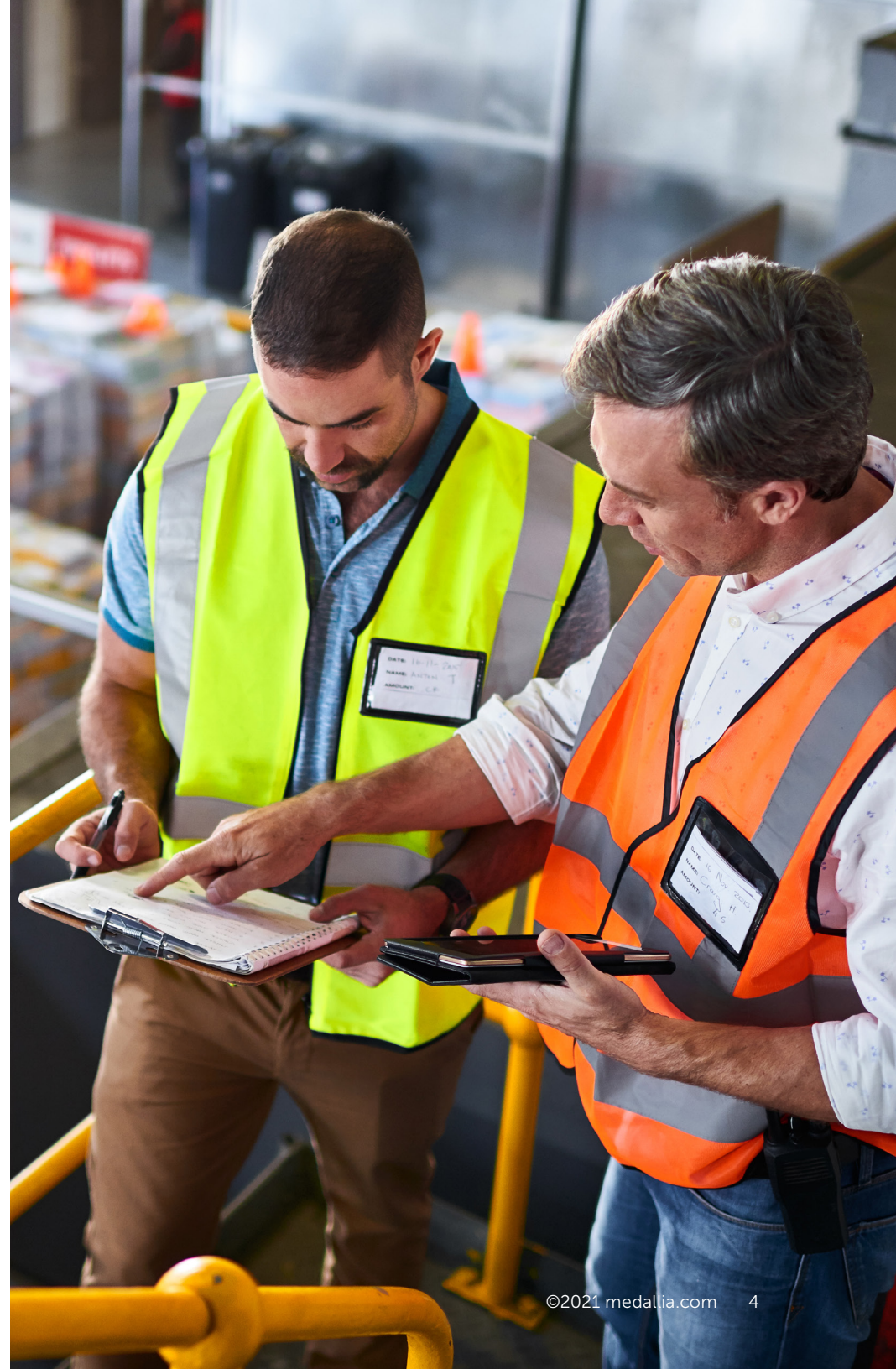
With these changing dynamics, digital is now front and center and has become synonymous with your brand and reputation. Each interaction a customer has shapes their perception so much that a single bad digital experience can compromise your business. Even when people love a brand, nearly 20% say bad experiences impact their loyalty, and nearly 60% say they'll go elsewhere if they can get a similar product with a better experience.[5] With higher expectations, manufacturers must work harder to maintain loyalty through seamless digital experiences.

Digital experiences that manufacturers deliver are being compared to great digital experiences that people have with other leading brands, such as Amazon, Uber, Target, Kayak, and Bank of America. People expect these experiences to be easy, reliable, and frictionless. Unfortunately, many manufacturing experiences fall short against supply chain partners and end consumers expectations. It's simply easier to contact the manufacturer or trusted point-of-contact.

Because the pandemic caused manufacturers to pivot quickly, new friction points in the digital journey have emerged. As users of the manufacturers' digital solutions get frustrated with inconsistent experiences, repeat issues, or limited self-service options, they turn to the contact center, whose small team is often overutilized.

Be aware that supply chain partners and end consumers are sharing details of their experience with your brand service in their preferred channel of choice. They see one brand not silos of digital versus contact center versus retail. Only by listening to signals everywhere can you eliminate blind spots and understand the best ways to improve digital experiences.

5 https://martechseries.com/mts-insights/guest-authors/consumer-dislikes-and-brand-loyalty-in-the-era-of-digital-customer-experience/

Medallia

The contact center is a gold mine of insights.

Contact centers are a crucial channel available to assist and support patients and providers, especially when immediate answers are needed. They are one of the most common ways people interact with organizations to communicate issues, feedback, and frustrations. But the pandemic has only exacerbated the already existing challenges of aging technology, outdated processes, and variability in agent effectiveness as call volumes have increased against the backdrop of a remote workforce:

30% greater ability to predict customer satisfaction when companies understand the entire experience versus looking at individual touchpoints.[6]
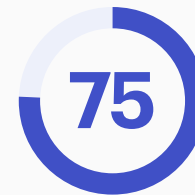
75 75% of consumers expect consistent interactions across all departments.[7]

58 However, 58% say that they feel like they're communicating with separate departments and not one company.[7]

70 And when it comes to service issues, 70% of customers expect all of the reps to have the same information about them, but 64% say that they have to re-explain issues.[7]

6 https://www.mckinsey.com/industries/retail/our-insights/the-three-cs-of-customer-satisfaction-consistency-consistency-consistency

7 https://www2.deloitte.com/si/en/pages/strategy-operations/articles/changing-consumer-digital-marketing-impact-Covid-19.html

Medallia

Why do customers engage a contact center in the first place?

1. **They need support for complex issues.** Whether it's balancing forecasts against inventory, revising an existing order, resolving a product issue, booking or managing deliveries, or getting status updates, the need to connect with a live person is often an inevitable stage in the customer journey. While connecting live with a human helps to alleviate burning questions or complex issues, most manufacturers prefer the efficiency and subsequent cost savings of solving through digital self-service.

2. **The digital self-service model is lacking.** Calls to the contact center are often initiated because of downstream issues related to repetitive digital self-service breakdowns or problems in the customer journey. One of Medallia's customers says 70% of calls to their contact center are a direct result of digital self-service issues. For example, a common downstream issue is the inability to find a part for a home appliance where the need to connect with a live person is often an inevitable stage in the customer journey. Connecting live with a human voice helps to alleviate burning questions or complex issues.

3. **The primary reason for the call is resolved, but new downstream issues arise.** According to research, 22% of repeat call volume is related to a problem that prompted an original call, even if that problem itself was adequately addressed the first time around.[8] While the initial call driver was addressed, future calls to the contact center will continue until organizations proactively leverage insights to anticipate and forward-resolve these new issues. In fact, 46% of contact center cases could be avoided by looking towards the next potential case. An example cited in a recent Harvard Business Review article shares how Bell Canada addresses a primary issue and uses the insights to head off the next one. "For instance, a high percentage of customers who ordered a particular feature called back for additional instructions on using it. The company's service reps now give a quick tutorial to customers about key aspects of the feature before hanging up." According to CEB Global (now Gartner) companies practicing next issue avoidance dramatically reduces the likelihood of another 3- to 5-minute phone call (with an upset customer, no less)."[9]

Is your contact center missing expensive problems?

From digital self-service issues to repetitive downstream problems, the contact center today is overburdened by costly problems that can be prevented with the right digital and self-service experiences. So how do the manufacturer's contact center teams uncover insights hiding in plain sight, reduce the silos, and drive higher quality customer experiences?

[8] https://hbr.org/2010/07/stop-trying-to-delight-your-customers

[9] https://customerthink.com/next-issue-avoidance-how-contact-centers-can-preempt-follow-up-calls/

A new approach is required

The manufacturer's contact center is designed to support customer outreach and resolve issues while driving first-call resolution and case closure. The digital channel is designed to help customers self-service, transact, and be on their way. Both channels are focused on managing efficiency and customer satisfaction. Yet both channels have traditionally worked independent of one another. To reduce digital frustration while improving the customer experience, manufacturers need to unlock and share insights captured within the contact center to enhance the digital experience. **The contact center and digital teams need to work better together.**

> "
>
> While traditional manufacturer contact centers are focused on improving their own functional operations, progressive companies are using the rich insights to improve the ENTIRE company.
>
> **Brian Andrews**
> Senior CX Principal, Medallia

Start by capturing every interaction.

The top three reasons why customers call in the first place can be a treasure trove of insights to help address recurring call volume. Until recently, transcribing and analyzing each of those calls across all those hours has proven near impossible, at least in a timely enough manner to make any insights actionable. Manufacturers have done their best to understand these experiences manually, sampling a small percentage of random calls. Sampling enables fast feedback but provides an incomplete picture and risks missing critical blind spots. With sophisticated speech technology now able to transcribe and analyze every voice interaction, manufacturers can capture each customer interaction and drive rapid improvements within the contact center and beyond.

Medallia's Contact Center Suite can help you get started:

Medallia Speech reveals powerful insights from voice interactions with speech-to-text processing and Artificial Intelligence (AI)-powered acoustic emotional analysis.

Stella Connect empowers your frontline teams with real-time feedback, coaching, and quality assurance.

Medallia Integrations surfaces additional customer experience insights by connecting and integrating with third-party systems.

Let AI be your superhero.

AI uncovers hidden meanings in vast amounts of data to inform more meaningful insights and decision-making. By applying machine learning algorithms to speech acoustics, manufacturers can tap into a gold mine of data that reveals customer sentiment, call topics, and themes in real time. AI can also analyze text in structured formats such as survey feedback and unstructured formats, such as email, chat transcripts, or agent notes while offering suggestions on what customers might need in the moment. By capturing both what your customers are and aren't telling you through speech and text analysis, customer experience leaders are now enabled with the right insights to surface recurring customer issues across digital, web, product, and customer support.

Medallia's Contact Center Suite can help you get started:

Medallia Digital collects real-time customer feedback across digital channels including web, mobile, and in-app.

Text Analytics turns every word into insight and action by leveraging AI and machine learning to unlock the rich potential of unstructured data.

Decibel reveals how users behave on websites and apps by identifying and prioritizing the most urgent customer issues.

A unified experience management platform breaks down the silos between your contact center and digital teams.

Understanding what your patients and providers are and aren't telling you through speech, voice, and text analysis is only useful

[10] Net Promoter, Net Promoter Score and NPS are registered trademarks of Bain & Company, Inc., Fred Reichheld and Satmetrix Systems, Inc. All other trademarks are the property of their respective owners

if the data is actionable. It must enable the right people and teams to get to the root cause of where digital experience falls short and result in reducing unnecessary outreach to the contact center. This requires a unified experience management platform that not only captures every interaction and identifies insights through AI-powered analysis, but engages critical functions within the contact center, digital, web, and services groups. The platform dashboard provides nudges and alerts that unlock the distribution of insights to the right teams so they can create and track action plans against metrics including Net Promoter Score®[10], cost saving, call volume, and agent experience.

> A Medallia customer enhanced the digital experience while driving efficiencies within the contact center:
> - **200,000 calls reduced**
> - **16,000 hours saved**
> - **Reassigned >10 full-time employees to other tasks**

A global Medallia manufacturing customer uses our platform to closely measure customer experience in real time and respond quickly with intelligent actions. With 4,000 monthly report recipients using our intuitive enterprise solution to keep abreast of customer feedback in realtime and engage with customers, the manufacturer:

- Increased revenues in-store and online by 20%
- Decreased late deliveries by 40%
- Improved NPS and customer satisfaction

Medallia

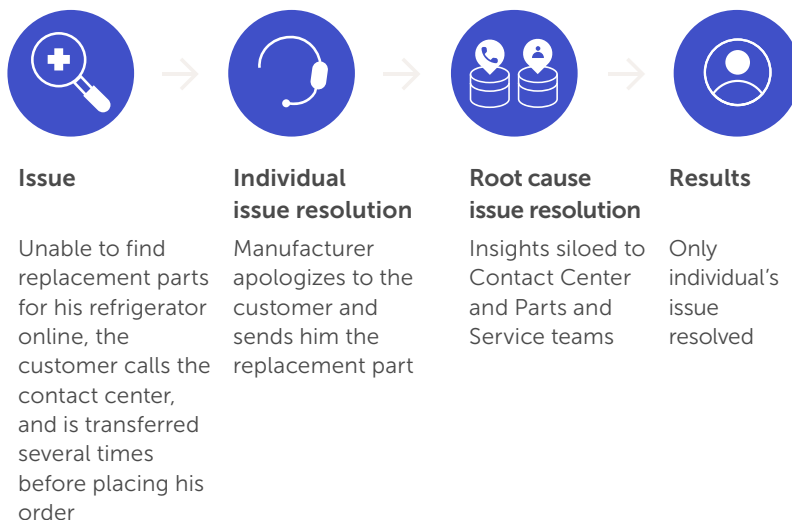**01** Use case: Finding and ordering replacement parts online

Recurring issue:

Shane's top shelf in his refrigerator broke, so he hopped on the manufacturer's website to order a replacement. He couldn't find the replacement parts listed on the company's site so he called into the contact center.

Individual issue resolution:

After being on hold for a lengthy period, Shane connects with Margarita in Customer Service, who transfers him to Bill in the Parts department to order a replacement shelf. Two weeks later, Shane calls back into the contact center to check on the status of the delivery of the part. While these interactions are captured in Shane's record, they are not shared across the organization to make the necessary improvements to enhance the customer experience and reduce similar calls into the contact center.
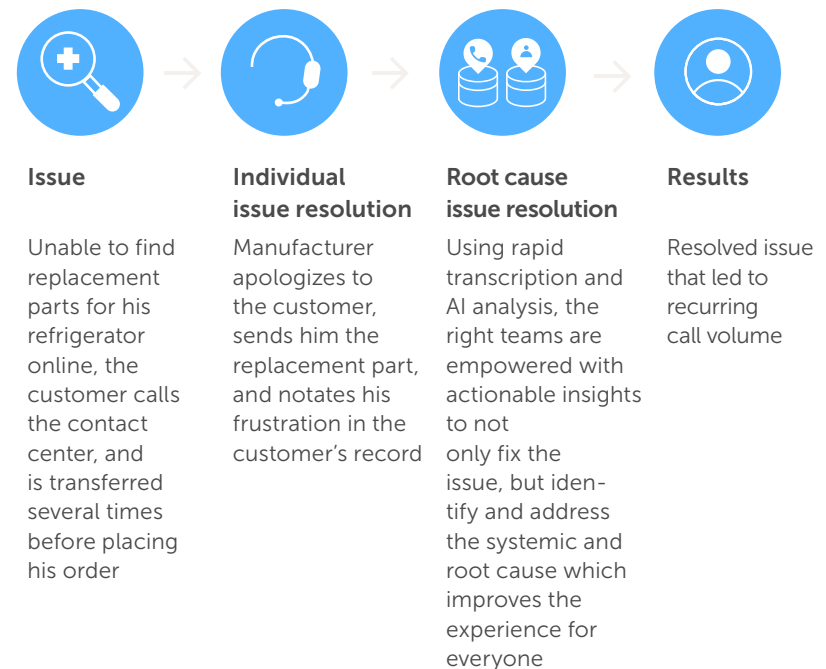
Traditional Approach

Issue	**Individual issue resolution**	**Root cause issue resolution**	**Results**
Unable to find replacement parts for his refrigerator online, the customer calls the contact center, and is transferred several times before placing his order	Manufacturer apologizes to the customer and sends him the replacement part	Insights siloed to Contact Center and Parts and Service teams	Only individual's issue resolved

Intervention and recurring issue resolution:

By analyzing all calls and surfacing real-time insights throughout the organization, they note that the failure rate of the shelves on this model is abnormally high and replacement parts are difficult to locate online. By sharing these insights with the Digital team, they are able to update the website and search function which makes it far easier to find these parts, while getting ahead of emerging trends that drive call volumes and impact customer satisfaction.

New Approach

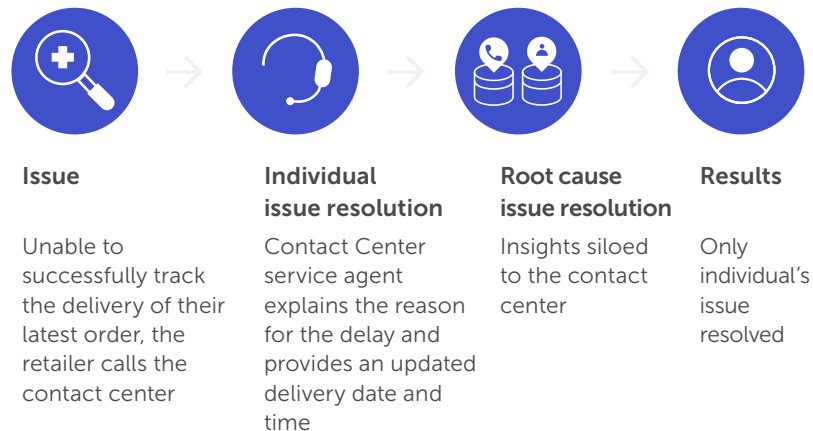| **Issue**	**Individual issue resolution**	**Root cause issue resolution**	**Results**
Unable to find replacement parts for his refrigerator online, the customer calls the contact center, and is transferred several times before placing his order	Manufacturer apologizes to the customer, sends him the replacement part, and notates his frustration in the customer's record	Using rapid transcription and AI analysis, the right teams are empowered with actionable insights to not only fix the issue, but iden-tify and address the systemic and root cause which improves the experience for everyone	Resolved issue that led to recurring call volume

02 # Use case: Delayed deliveries

Recurring issue:

Scott at Smokers & More Retailers is checking on the delivery of BBQ grills that should have been delivered earlier in the week. He went online to see the status of the lastest order, and was advised to call into the contact center for more information.

Individual issue resolution:

Contact center agent, Elaine, who picks up Scott's call, discovered that there has ben a delay in deliveries due to staff shortages at the factory. Elaine updated Scott on the expected delivery date and notes this conversation in her record that is shared only with her manager. However, these insights are not distributed across the organization to make widespread improvements and reduce similar calls into the contact center.
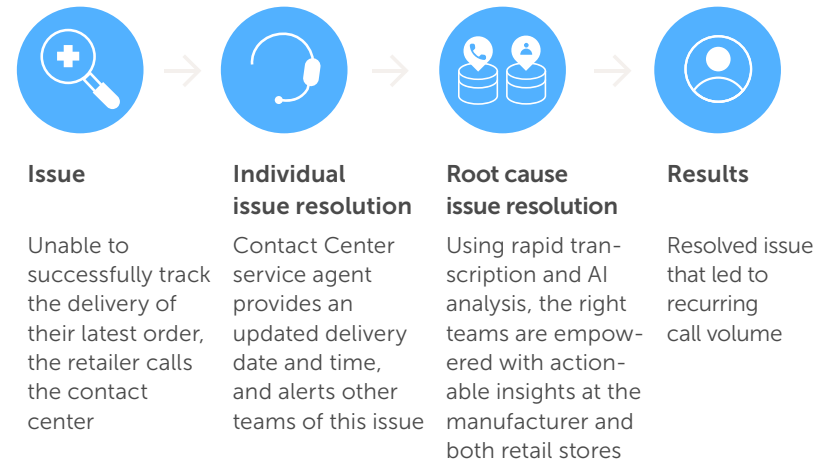
Traditional Approach

Issue	Individual issue resolution	Root cause issue resolution	Results
Unable to successfully track the delivery of their latest order, the retailer calls the contact center	Contact Center service agent explains the reason for the delay and provides an updated delivery date and time	Insights siloed to the contact center	Only individual's issue resolved

Intervention and recurring issue resolution:

If these insights are shared with the Digital team, they can enhance their self-service features to resolve similar issues to avoid frustration and unnecessary calls into the contact center. Furthermore, by applying speech analytics to every call, they can proactively communicate delivery updates via the customer's communication channel of choice.

New Approach

| Issue	Individual issue resolution	Root cause issue resolution	Results
Unable to successfully track the delivery of their latest order, the retailer calls the contact center	Contact Center service agent provides an updated delivery date and time, and alerts other teams of this issue	Using rapid transcription and AI analysis, the right teams are empowered with actionable insights at the manufacturer and both retail stores	Resolved issue that led to recurring call volume

03 Use case: Dream car online purchase

Recurring issue:

Janelle, who is in the market for a new car, discovers Millenium Cars' website, finds the car of her dreams and selects the full set of features she wants. After making her selection, she begins to worry that she may be getting carried away with expensive features without fully understanding the costs. She finds it confusing on their website so she calls their contact center.

Individual issue resolution:

After connecting with Margaret, one of Millenium Cars contact center's sales agents, Janelle is able to get pricing for the specific features, warranties, and service promotions for her dream car. The details of their conversation are captured but not shared beyond Margaret's immediate team to make widespread improvements and drive down similar calls into the contact center.
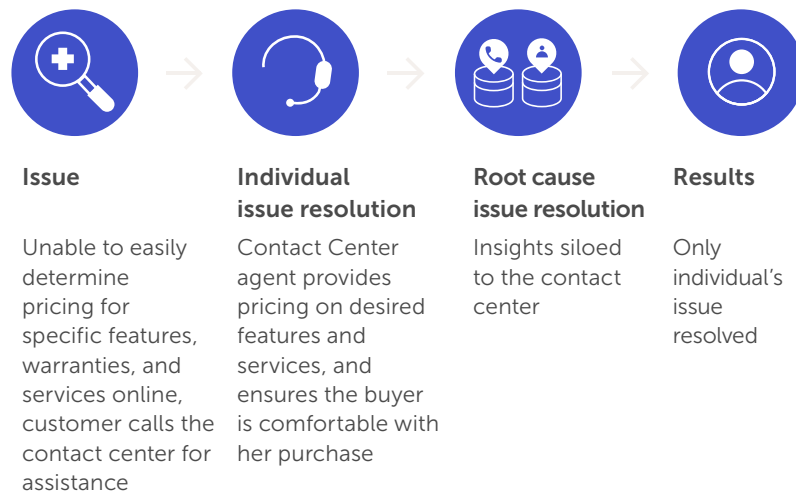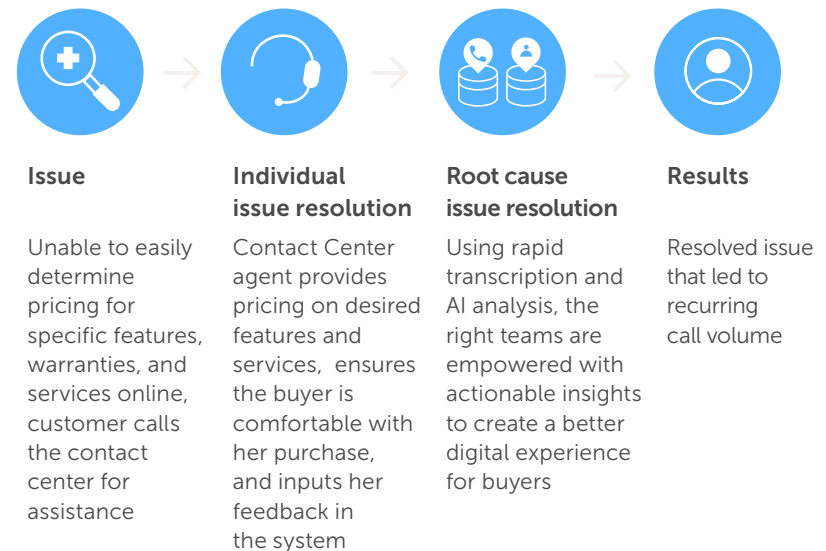
Intervention and recurring issue resolution:

If insights are shared with the Digital team, they could add pricing for features and services on the website for prospective buyers, eliminating the need to connect with the contact center. Also, by applying speech analytics to the conversation, the auto manufacturer could automatically add Janelle to a nurture email program to engage with her post-purchase.

New Approach

Issue	Individual issue resolution	Root cause issue resolution	Results
Unable to easily determine pricing for specific features, warranties, and services online, customer calls the contact center for assistance	Contact Center agent provides pricing on desired features and services, ensures the buyer is comfortable with her purchase, and inputs her feedback in the system	Using rapid transcription and AI analysis, the right teams are empowered with actionable insights to create a better digital experience for buyers	Resolved issue that led to recurring call volume

Traditional Approach

Issue	Individual issue resolution	Root cause issue resolution	Results
Unable to easily determine pricing for specific features, warranties, and services online, customer calls the contact center for assistance	Contact Center agent provides pricing on desired features and services, and ensures the buyer is comfortable with her purchase	Insights siloed to the contact center	Only individual's issue resolved

Conclusion

Delivering great customer experiences requires surfacing actionable insights and enabling seamless collaboration between digital and contact center teams. The right foundation ensures organizations are listening to and delighting customers across all channels.

It's critical now more than ever for manufacturers to have a comprehensive view of the customer journey. The Medallia platform enables companies to stay connected in real time and elevate the customer experience by embedding rich and intuitive listening tools seamlessly throughout the journey.

The Medallia platform is designed to make your contact center an epicenter for change.

Broad signal capture: Transcribe each call with high accuracy to capture a rich set of call metrics, such as talk time, silence time, overtalk, and tone.

Intelligent analysis: Surface actionable insights—including call reason, customer effort, churn risk, and suggestions—from every call.

Widespread action: Enable the frontline to take immediate action with real-time insights and combine data from the contact center with cross-channel feedback to drive changes throughout the organization.
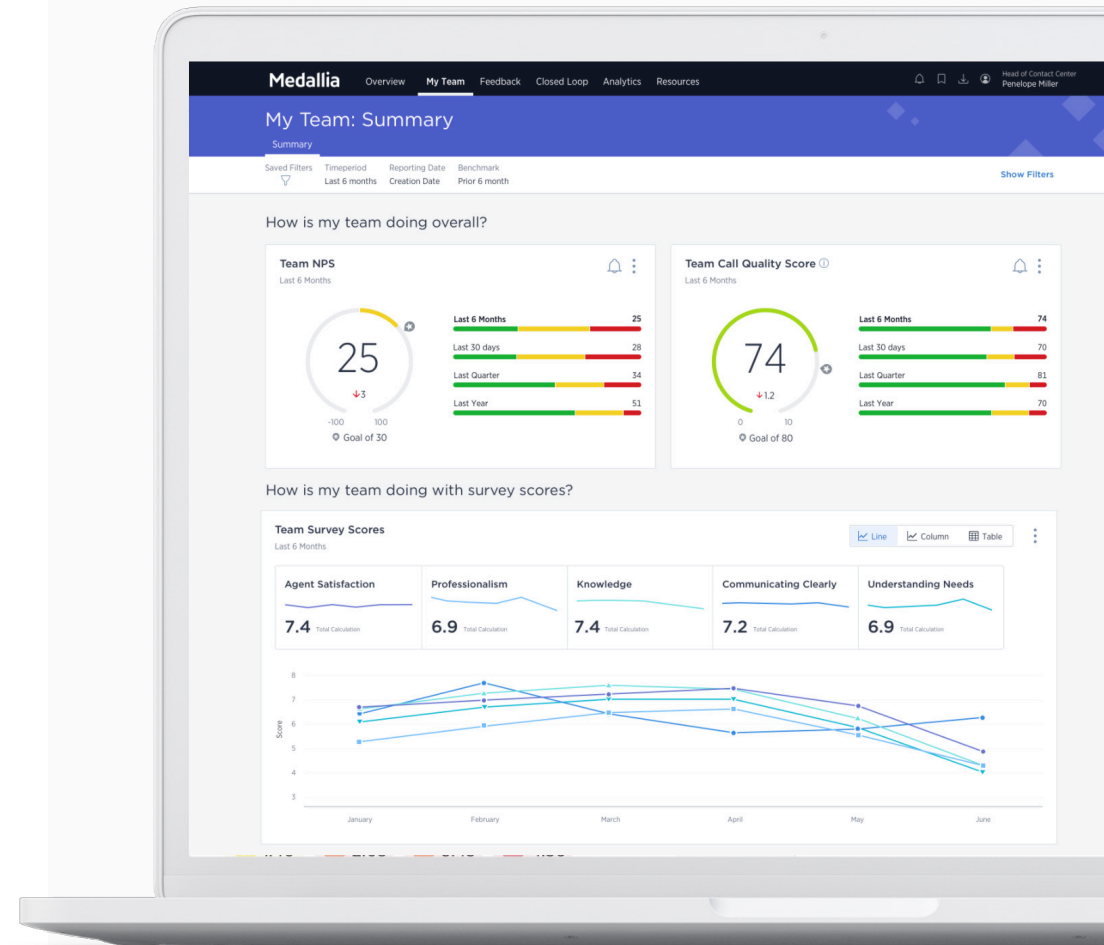
Medallia

[Meet with a Medallia Expert →](#)