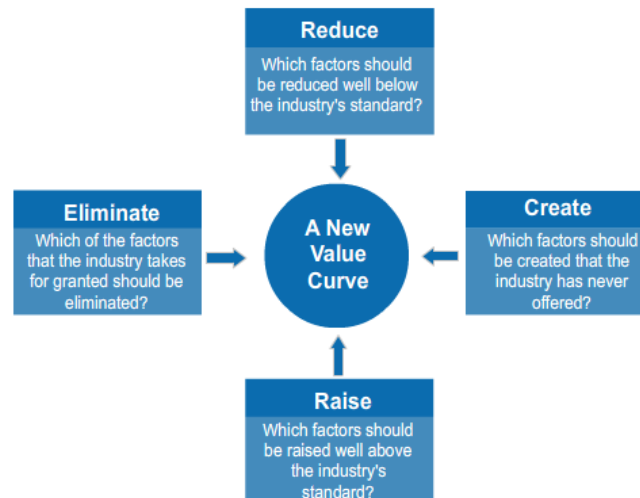


## “Developing and Delivering on a Contact Centre Strategy”

### Blue Ocean Strategy for Contact Centres

- "The aim of BOS is not to out-perform the competition in the existing industry, but to create new market space or a blue ocean, thereby making the competition irrelevant." [www.blueoceanstrategy.com](http://www.blueoceanstrategy.com)
- Contact centres generally compete for employees.
- Contact centres also have VoC information which will help their company compete for customers. They also have the ability to influence the Customer's experience with the company's brand.
- Once the value drivers are identified, apply them against BOS' "Four Actions Framework".
- Once you decide how you are going to compete - create a plan!

### Four Actions Framework ([www.blueoceanstrategy.com](http://www.blueoceanstrategy.com))



## Employee Value Drivers

Value Drivers	Details	Value scale 1 (low) - 5 (high)	Where is your contact centre?	What is your strategy? Will you Eliminate, Raise, Reduce, or Create
Commitment	<ul style="list-style-type: none"> <li>• action poor performers</li> <li>• reward employees who "show up"</li> </ul>	2		
Communication	<ul style="list-style-type: none"> <li>• link and label</li> <li>• culture of listening</li> <li>• alignment with company goals -how do I fit?</li> <li>• demonstrate how and why</li> </ul>	4		
Compensation	<ul style="list-style-type: none"> <li>• union</li> <li>• communication</li> <li>• education</li> <li>• performance based</li> <li>• specific to industry not "call centre"</li> <li>• base + benefits + perks</li> </ul>	5		
Customer you serve	<ul style="list-style-type: none"> <li>• call type</li> <li>• Customer type - B2B, B2C</li> <li>• challenge and variety in current role</li> <li>• empowerment to do the best job</li> <li>• customer satisfaction - what does the Customer say?</li> </ul>	3		

Value Drivers	Details	Value scale 1 (low) - 5 (high)	Where is your contact centre?	What is your strategy? Will you Eliminate, Raise, Reduce, or Create
Development and growth	<ul style="list-style-type: none"> <li>• coach</li> <li>• train</li> <li>• teach</li> <li>• opportunity</li> <li>• tools and skills to be successful</li> <li>• career path</li> </ul>	4		
Environment	<ul style="list-style-type: none"> <li>• budget cycle</li> <li>• facilities (pods)</li> <li>• culture</li> <li>• WOW factor</li> <li>• value where you work</li> <li>• safe, clean, inviting</li> </ul>	5		
Involvement and engagement	<ul style="list-style-type: none"> <li>• less top down</li> <li>• having a voice</li> <li>• allowing discretionary effort</li> <li>• ability to influence decisions</li> </ul>	4		
Recognition and Reward	<ul style="list-style-type: none"> <li>• individual</li> <li>• team</li> <li>• company</li> <li>• expertise, not just action</li> <li>• personalized reward - know your people</li> </ul>	4		
Social contribution	<ul style="list-style-type: none"> <li>• charity</li> <li>• green</li> </ul>	3		
Stability	<ul style="list-style-type: none"> <li>• leadership</li> <li>• process and policy</li> <li>• job security</li> </ul>	3		

Value Drivers	Details	Value scale 1 (low) - 5 (high)	Where is your contact centre?	What is your strategy? Will you Eliminate, Raise, Reduce, or Create
Status	<ul style="list-style-type: none"> <li>• within their community (go to person)</li> <li>• viewed as valuable and work is valued</li> </ul>	2		
Technology	<ul style="list-style-type: none"> <li>• tools</li> <li>• industry</li> <li>• legacy</li> <li>• best practices</li> </ul>	4		
Trust and respect	<ul style="list-style-type: none"> <li>• sincerely listen &amp; genuinely respond</li> <li>• lead by example</li> <li>• going beyond the statistics - "human element"</li> <li>• relationship with trusted boss</li> </ul>	3		
Work life balance	<ul style="list-style-type: none"> <li>• schedule flexibility</li> <li>• increased control</li> <li>• performance vs. tenure</li> <li>• hours of op - 24/7, Sundays and Saturdays</li> <li>• rotational</li> </ul>	4		

## Customer Value drivers

Value Drivers	Details	Value scale 1 (low) - 5 (high)	Where is your contact centre?	What is your strategy? Will you Eliminate, Raise, Reduce, or Create
Easy to do business with	<ul style="list-style-type: none"> <li>• simplicity - low effort</li> <li>• common sense</li> <li>• speed</li> <li>• appropriate response not "the policy states..."</li> <li>• response times within Customer expectations</li> <li>• follow-up on time</li> </ul>			
Options	<ul style="list-style-type: none"> <li>• channel - chat, voice, email</li> </ul>			
Quality	<ul style="list-style-type: none"> <li>• consistent experience</li> <li>• emotional connection</li> <li>• personal experience</li> <li>• CSR a trusted advisor</li> <li>• error and hassle free</li> <li>• FCR</li> <li>• unscripted</li> <li>• listen to the Customer</li> <li>• knowledgeable support</li> </ul>			
Resolution	<ul style="list-style-type: none"> <li>• CSR empowerment</li> <li>• being heard</li> <li>• immediate or proactive</li> </ul>			
Value add	<ul style="list-style-type: none"> <li>• educate</li> <li>• valuable use of time</li> </ul>			