

Botman vs Superagent: The rise of a new customer experience

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Are robots going to eat all the jobs? What does the research tell us?

47%

of jobs are at risk of being automated in the next ten years¹

60%

of jobs could have 30 per cent of their activities automated in the next ten years²

5%

of jobs will be fully automated within the next ten years²

14%

of jobs will be fully automated within the next ten years³

Why 'easy' things are often difficult: Moravec's Paradox

Easy to encode: conscious tasks

- High level reasoning
- Playing games
- Interpreting the stock market
- Writing simple articles
- Mathematical and symbolic interpretation
- Following processes
- Pattern recognition

Hard to encode: unconscious tasks

- Walking
- Manual dexterity
- Empathy / social skills
- Gut feeling
- Conversation
- Negotiation
- Collaboration
- Creativity / innovation

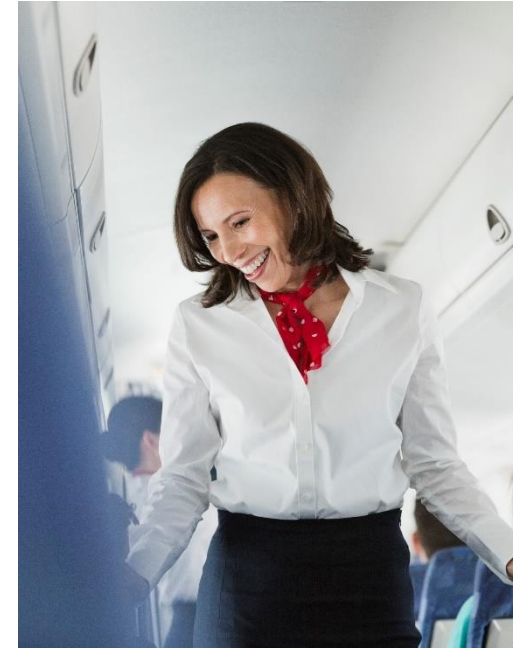
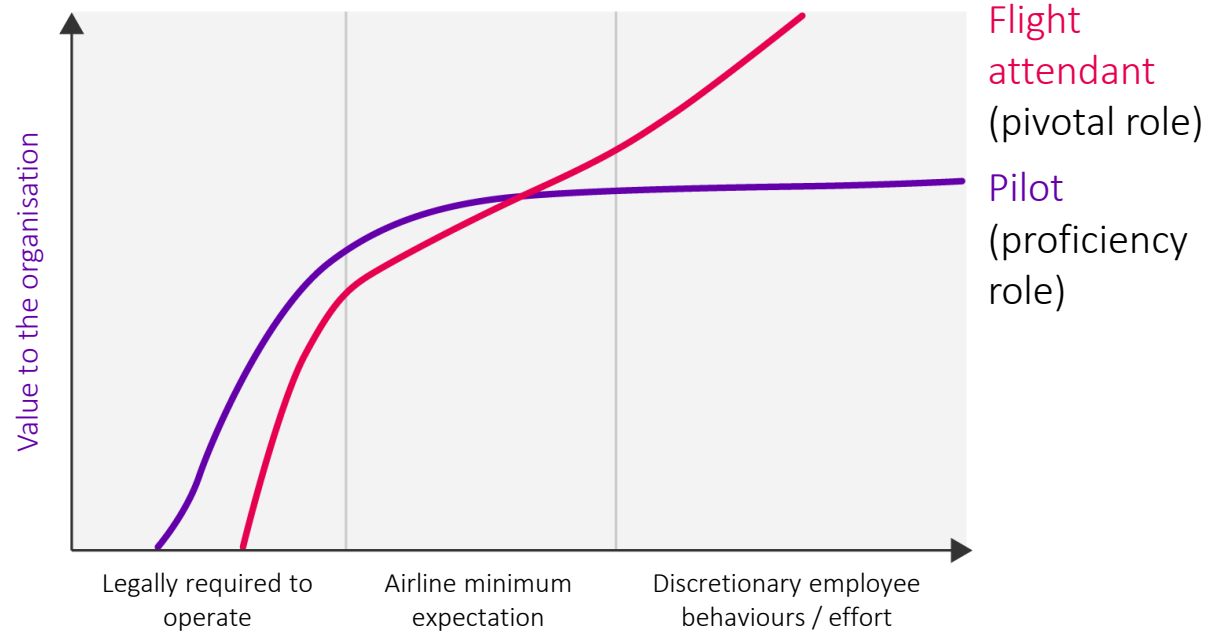
"It is comparatively easy to make computers exhibit adult level performance on intelligence tests or playing checkers, and difficult or impossible to give them the skills of a one-year-old when it comes to perception and mobility."

Hans Moravec, roboticist

Pivotal vs. proficiency roles: Variance in value *

Variance in the value of work

Where great talent makes a difference (pivotal role) and where good enough is sufficient (proficiency role)

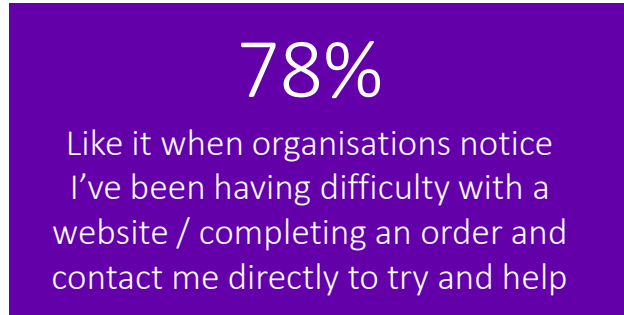


Performance of talent in the role

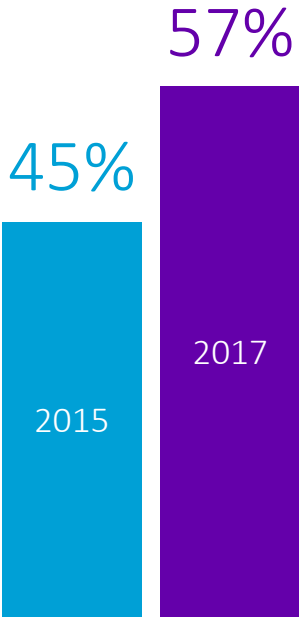
Proficiency role: High skill but, beyond a certain standard, higher performance doesn't deliver more value

Pivotal role: Higher performance yields more value, e.g. better customer service

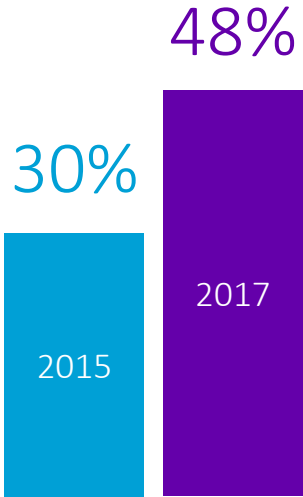
One step ahead: Consumers are impressed by proactive service



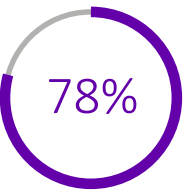
Open to sharing my location automatically with companies using GPS if it means I get good offers or better customer service



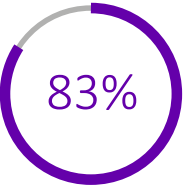
Open to sharing your social media profile with your bank / supermarket / utility provider so they had better information about you and can give you better customer service



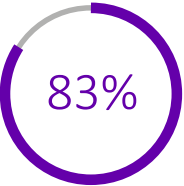
I would like a notification when...



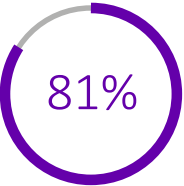
My account is going below a minimum balance



Prices for on-going services are changing



My contract tie-in period is ending



I'm buying a new product or updated service

Chat is where it's at

58%

Issues can be resolved on chat without referring me to e-mail, a shop or a contact centre

50%

The option to chat makes me more likely to use the organisation again / talk favourably about them

58%

I get a quicker / more instant response with chat than when I email or call the contact centre

48%

I get frustrated when chat is not available

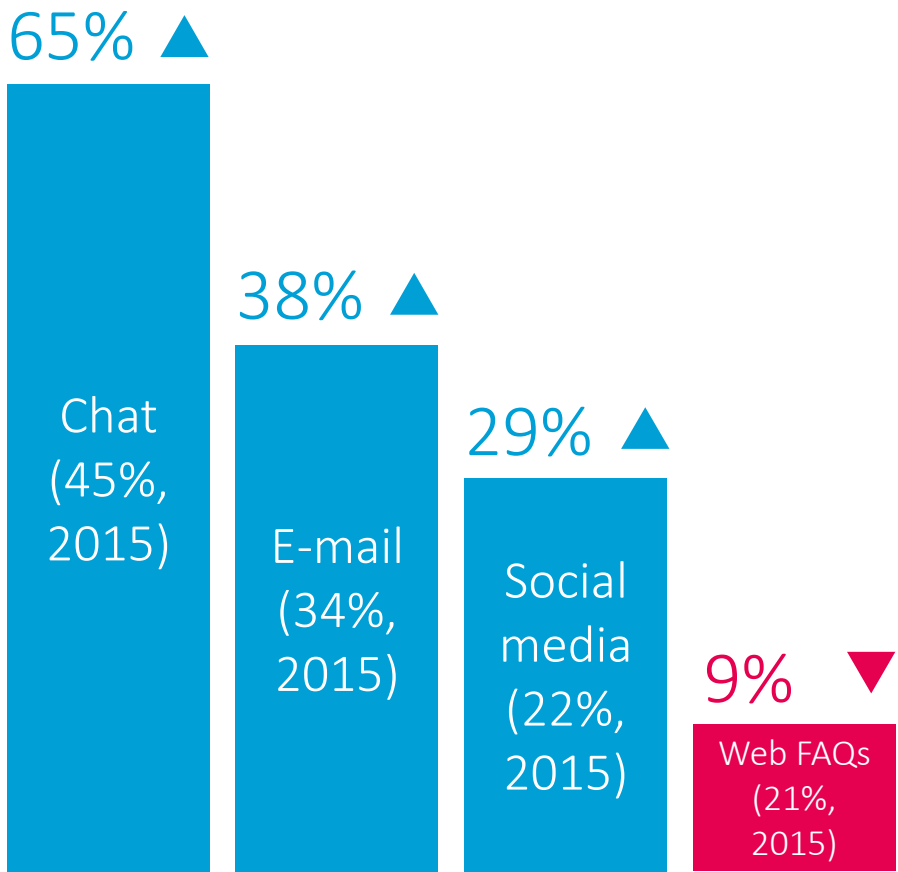
59%

Being able to look at the screen makes chat more useful (49%, 2015)

54%

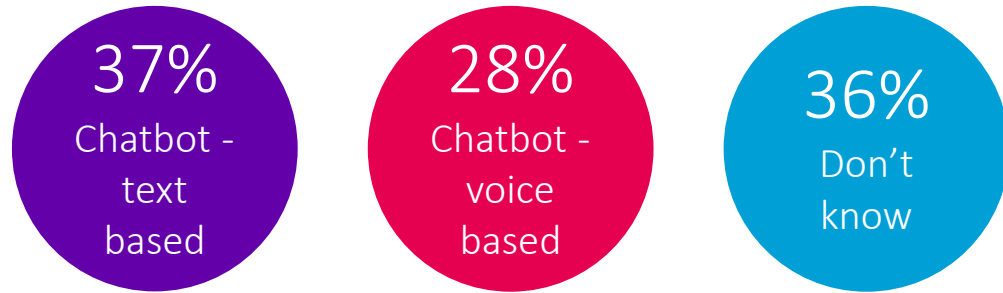
Like chat because you have a record of the conversation (48%, 2015)

If you have a problem, how do you want support?



Chatbots have appeal – but with ‘checks and balances’ from human agents

A Chatbot is a computer program which conducts a conversation via voice (e.g. Siri) or text methods (e.g. messenger) using artificial intelligence. Which do you think would be most effective?



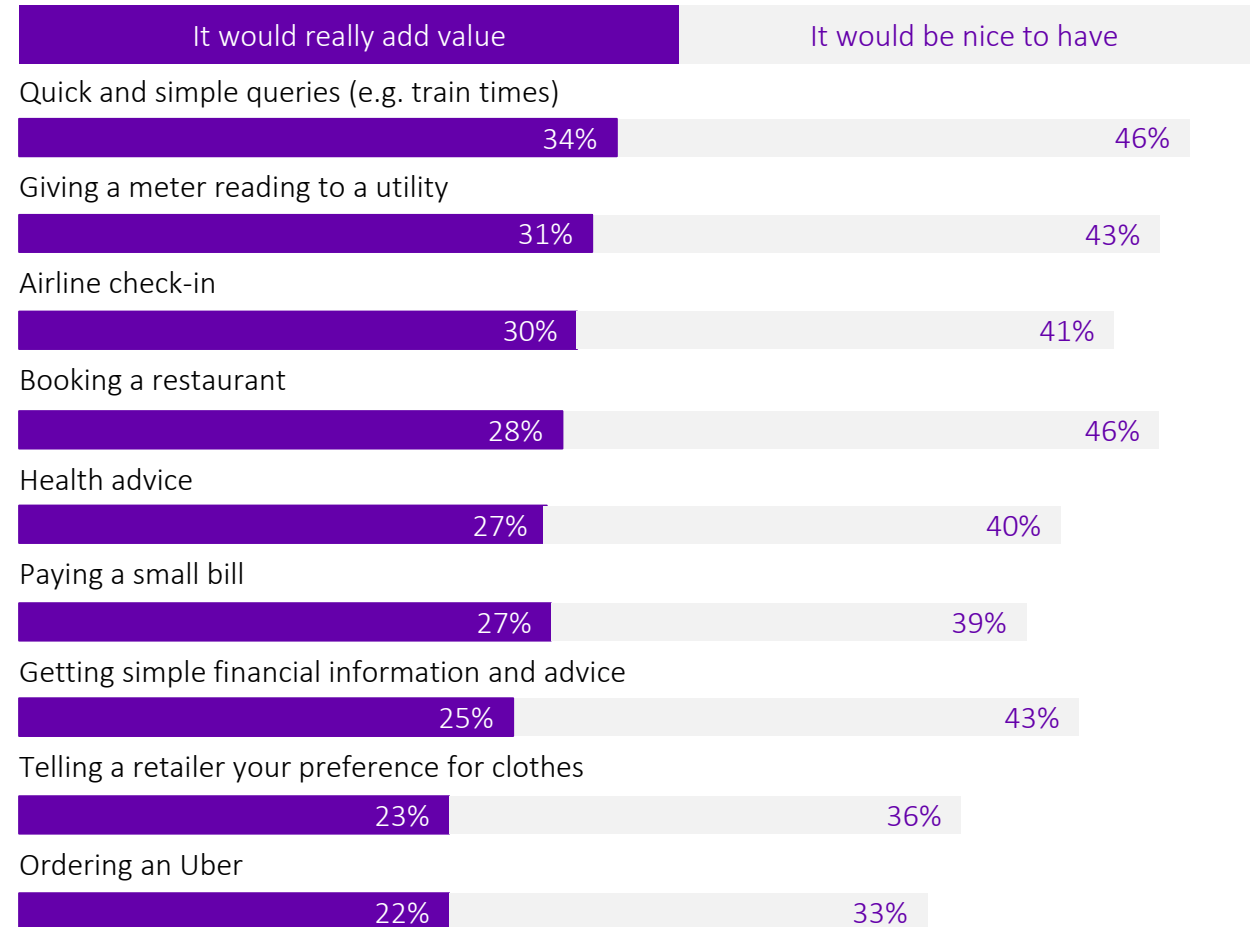
2 in 3 The benefit of chatbots would be in getting an immediate response

73% Chatbots will help companies improve their customer service

79% I am more loyal to organisations that are easy and simple to contact

74% Human agents should check the more complicated responses of chatbots

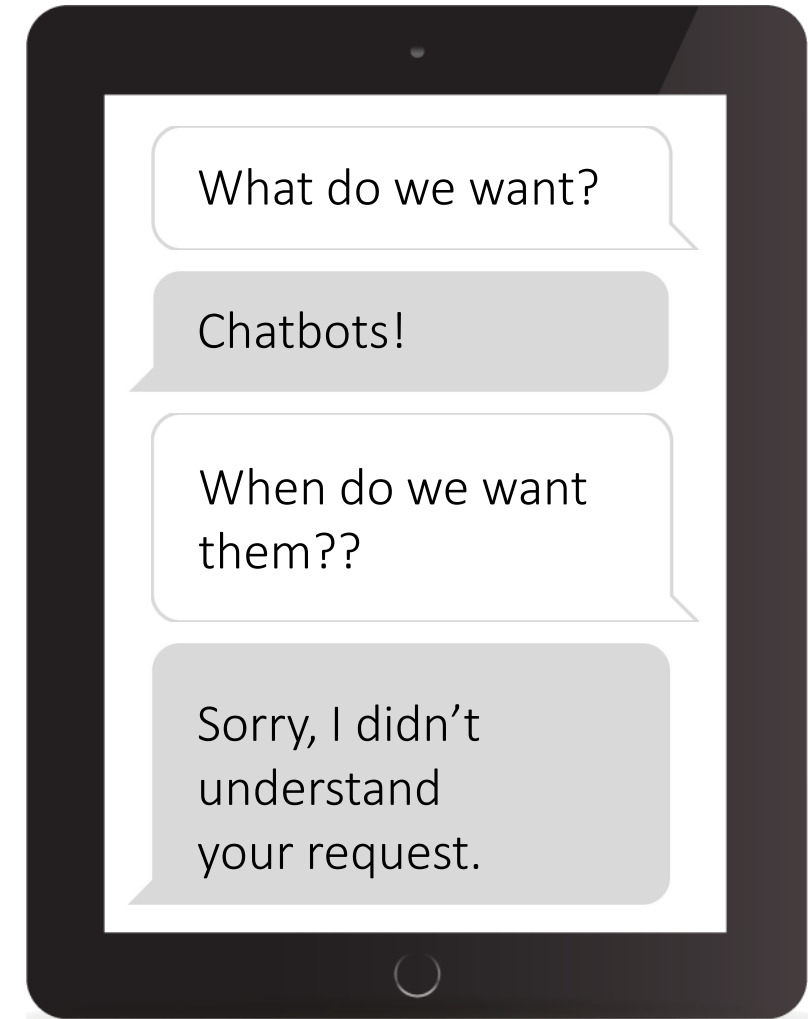
How interested would you be in the following initiatives from organisations?



Are chatbots 'IVR for digital'?

Challenges:

- Works for simple queries – effectively steering the customer through the “Known knowns”, i.e. GIGO
- More difficult for complaints / complexity - if we get angry, we tend to tell long, rambling stories which are hard to parse
- Sarcasm tends to throw algorithms: e.g. “Thanks, @TrainCo for my free sauna this morning”; “It was so good to see that your maintenance department hadn’t spoiled things by making unnecessary repairs”; “I would have cheerfully strangled them”
- Limited ability to parse emotional context - YET!



Intelligent routing is key

Advanced Call Routing (ACR)

Problem

- Routing complexity: with 800+ routes, >280 'agent skills' and 3.4m routing strategies we had the world's largest config.
- End of service life and unable to support large scale operational changes or multi-skilled environments
- Operational management: lack of understanding how call mix impacted performance, training or optimisation leading to poor CX, inefficiency and 'BT shunt'.

Solution

- Customer journeys: few journeys across <20 teams
- Performance-based routing to best available agents to reduce customer effort or manage customer revenue
- Agent investment increased by ACR management wait time with least tenured agents and providing 'skill pills'
- Dynamic agent targeting with agents being targeted on the actual work types they complete
- Customer effort reduced and operational KPIs improved.

Turning technology into success:

Help Team	Effort	VoC
#1 Camp A (UK)	61 mins	75.0%
#2 Camp B (UK)	69 mins	73.8%
#3 Camp C (UK)	70 mins	71.0%
#4 Camp D (Offshore)	54 mins	60.0%
Overflow	102 mins	low survey

Employee engagement:

1. **Virtuous cycle of high performance:** agents requiring support receive additional investment
2. **Career path and freedoms:** 'experts' are provided additional system and process freedoms while having access to career paths and development
3. **Diversity of work:** agents enjoy a variety of call types but only when they're trained
4. **Dynamic targeting, bonus and incentives:** based on actual work distribution the agent completes.

The networked experts of the future?



Trainers*

Explainers*

Sustainers*

* H. James Wilson, Paul R. Daugherty, and Nicola Morini-Bianzino (2017), The Jobs That Artificial Intelligence Will Create, MIT Sloan Review

It's not Botman vs. SuperAgent...

“Computers are incredibly fast, accurate and stupid; humans are incredibly slow, inaccurate and brilliant. Together they are powerful beyond imagination”

Albert Einstein (allegedly)

...it's **Botman and SuperAgent**



