

How Much Is Employee Disengagement Costing Your Contact Center?

Why Your Agent Experience Matters to Your Customer Experience—And Your Bottom Line



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Self-service can resolve simple issues, but there are limitations...

70% of customers attempt self-service during their resolution journey¹

9%

of calls are wholly resolved through self-service alone ¹

81%

of customers would rather talk to an agent for more complex issues²

...nevertheless, it remains a top digital investment.

83%

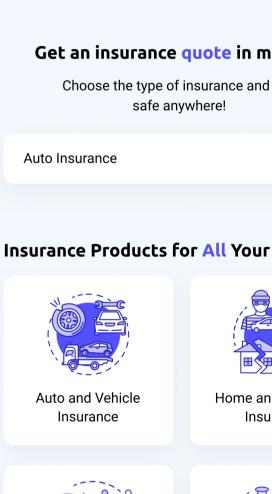
of organizations expect to increase their digital channel use³

79%

plan to increase their use of self-service in the year ahead³

#1

focus area in 2021 is to add or improve self-service options⁴





Life and Health Insurance

Current Insurance

Home



Addi Insu



Meanwhile, your agents are needed now more than ever...



Sit



report higher customer experience expectations than before the pandemic⁵







71% continue to see significant call spikes even as conditions normalize⁴







50%

increase in difficult/complex calls since the pandemic began⁶

...and they're drowning in complexity.



67%

of customer interactions involve a time-consuming diagnosis



57%

of call center knowledge base must still be accessed manually⁷



60%

of agents say they need better tools to handle complex customer interactions⁸

Overwhelmed agents are becoming disengaged...

Gartner estimates that there are more than 17 million agents worldwide. According to recent findings (below), an estimated 6.5 million could be disengaged and at risk of quitting.



of agents are disengaged at their jobs, while another 28% are neutral are more likely to look for a new job than engaged agents

84%

30%-45%

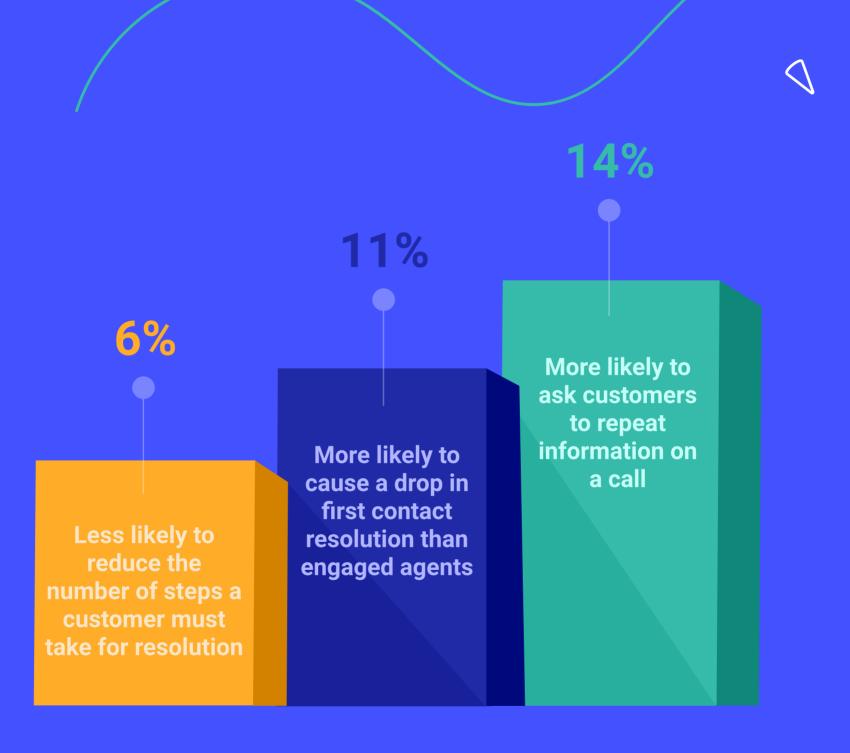
of call center agents turn over on average

\$91 Billion

Could be lost globally if current rates of

disengagement and turnover continue¹⁰

...and bringing down your customer experience.



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5 Reasons Why Employee Experience Matters Now More Than Ever

You Can Boost Your NPS With Rockstar Employees

It's Hard to Develop Rockstar Employees Today

AI and Robotics Alone Will Not Save Your CX

Take It Any More

Your Employees Can't

Your Customers Can See Through Your Glass House

10x

Customers are more likely to recommend a brand with knowledgeable employees

Turn your agents into better problem solvers and brand ambassadors with on-call automation

53%

of contact center leaders find it harder to train and onboard agents effectively

Let AI absorb your knowledge base and feed your agents the information they need when they need it most

Less than 6%

of AI and robotics users score highly on NPS

Empower your agents to resolve customer issues that are too complex for self-service

91%

of call center agents report planning to quit in 2021 Improve agent retention and engagement with an employee-first automation strategy

It's not possible

to deliver a utopian customer experience with a dystopian employee experience

Serve your agents to save your customers and grow your business.

¹Gartner - <u>2021 Strategic Roadmap for Customer Service and Support</u>, ²HubSpot - <u>Do Consumers Prefer to Talk to Chatbots or Humans for Service Needs</u>
 ³Gartner - <u>Digital Commerce Vendor Guide, 2021</u>, ⁴Jacada 2021 virtual event poll, ⁵<u>McKinsey</u>, ⁶Harvard Business Review, ⁷HFS Research 2020, ⁸Calabrio - The Health of the Contact Center, ⁹Gartner - Rampant Rep Disengagement Is Driving Turnover and Harming Customer Outcomes, ¹⁰Based on 17 million employees with an average turnover cost of \$14,113 per employee and an estimated disengagement/turnover rate of 38%.

66

With simple stuff being done in self-service, our representatives have to be experts in everything. As leaders in the contact center space, we need to give them the tools to focus on what's important – the member experience.

Rini Fredette, SVP Contact Centers

The Contact Center Mandate

Successful contact centers are driven by knowledgeable agents who can quickly and effectively resolve issues. Staffing the contact center with representatives who can answer any question and address complex problems is essential for creating a great customer experience.

In a recent report on the ROI of CX Transformation, Forrester revealed that customers are 10 times more likely to recommend a brand when its employees can answer their questions and 2.4 times more likely to stay when it can solve their problems more quickly.

As customer demands rise and complex requests increase, customer service agents are expected to do more than ever before. And with the shift to a remote/hybrid workforce, companies are experiencing new challenges in hiring, training, onboarding and retaining top talent. In fact, in a recent survey, more than half of contact centers reported finding it harder to train agents effectively.

While self-service can resolve simple customer issues, there are limitations. According to Gartner, of the 70 percent of customers who attempt self-service, only 9 percent resolve their issue through that channel alone. For complex issues, 81 percent would rather speak to an experienced agent. To stay competitive, companies must empower their staff with the knowledge and tools to meet today's heightened expectations.

The Modern Contact Center Is Drowning in Complexity

Bloated knowledge bases, antiquated processes and increasingly complicated requests—it's a no-win situation for your agents...and your customers. In a 2020 Calabrio report, 60 percent of consumers expected agents to be more qualified to resolve complex requests and questions. That's bad news for call center staff burdened by outmoded tech and administrative procedures.

According to data from Statista, 54 percent of organizations increased their use of live chat during the pandemic. Our own polling found that 71 percent continued to see sustained call spikes even as conditions began to normalize in 2021. The results are clear: more companies are relying on call centers for complex customer service needs, and higher call volumes are here to stay. Are your agents prepared to meet the new challenges?



According to Gartner, contact center agents face four main areas of complexity today:



Discussing and diagnosing difficult problems: As much as 67 percent of customer interactions involve a time-consuming diagnosis.



Deciding the right course of action: Customers often expect agents to provide solutions outside the scope of company policies (i.e. providing a refund after a warranty has expired). Agents need to know when to supersede or comply with protocol to resolve an issue.



Validating customer concerns: The Calabrio report found that 69 percent of consumers expect agents to be more empathetic.



Managing upset customers: Many callers simply want to vent their frustrations and expect agents to understand the root cause of their anger.

Your Agents Are Screaming on Social Media for All to Hear

If you're gauging agent experience solely on your annual Voice of the Employee Survey, you're not getting the full story. Our study on Call Center Life analyzed candid conversations between contact center employees on social networks such as Facebook, Twitter, Reddit, and Quora and found agents feeling largely underequipped and overwhelmed.

SCENE D -**Real Rants From Real Call Center Agents** Watch Day One in Training Watch If Silence Could Kill Watch The Repeat Caller Strikes Back Watch Human Punching Bag Watch AHT vs Empathy Watch The Lingering Ghost of...

Who's on the Line

From Empathizers to Human Punching Bags—Perceptions Run Wild

• • • • •

Customers, customer service employees and their managers often view each other in vastly disconnected ways. By uncovering the truth behind these perceptions, we can find ways to improve the experience and outcomes for everyone. After all, delivering a great customer experience starts with a good employee experience.



How Contact Center Managers See their Agents









Meet customers halfway, often placating them with discounts or refunds



Competitors

• • • •

Focus on winning and/or outperforming their peers

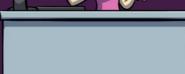


Empathizers

Enjoy problem solving; work to understand customer behavior and offer sympathy







Hard Workers

Closely follow rules, procedures and deadlines



Rocks

• • • •

Remain upbeat and optimistic even under pressure

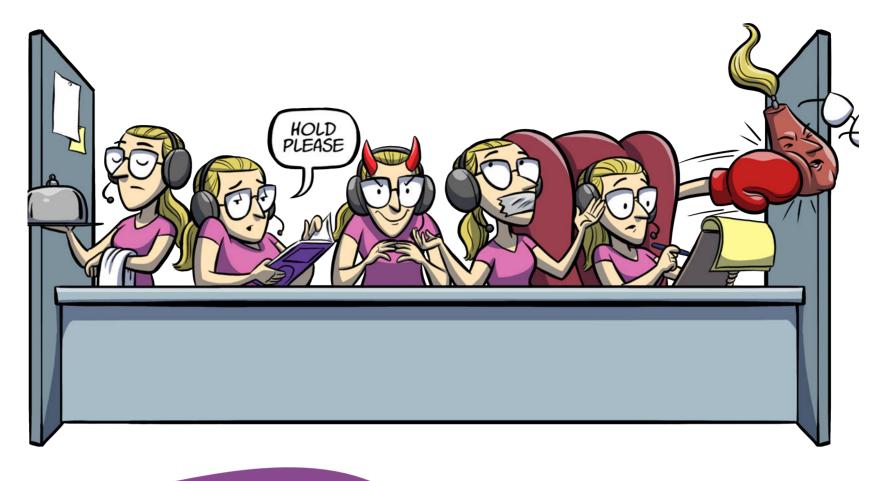


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Enjoy demonstrating expertise and leading customer interactions



How Customers Think About the Agents They Talk To





Sloths

Devils

customers

.

Have nothing better to do than waste customers' time



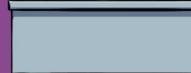
Confusing Communicators

••••

Struggle with customer concerns; are often difficult to understand







Human Punching

Bags

Exist solely to absorb verbal abuse from upset customers

Therapists

• • • • •

Act as sounding boards for deeper problems beyond the initial interaction





Enjoy inconveniencing

and/or arguing with

Are expected to wait hand and foot on customers who demand a curated experience



How Agents Think About the Customers They Talk To





Mommas

. . . .

Listen well and offer empathy and understanding



Dispute Gods

• • • • •

Use account disputes to "game the system" for provisional credit



Two-Faced Types

Start out friendly but turn ugly when things don't go smoothly



Grumps

• • • •

Are determined to go "up the chain" until they get the answer they want



Tech Expert

• • • •

Can usually resolve their own concerns with minor assistance



Kind Commoners

• • • • •

Call in with easy/general inquires; are usually friendly and considerate

The Hook-Line-And Sinkers

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Seek resolutions for forgotten or unauthorized account activity



The Entitled Tyrant

• • • •

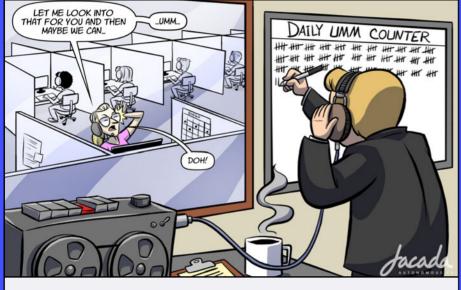
Expects a utopian customer experience from the dystopian call center

Jacada's Call Center Life: 2021 Edition

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Call center agents are stuck between a rock and a hard place. Lean in and learn why we should listen to our customer service employees if we truly care about customer experience.

Call Center Life: Things That Make You Go "Umm"

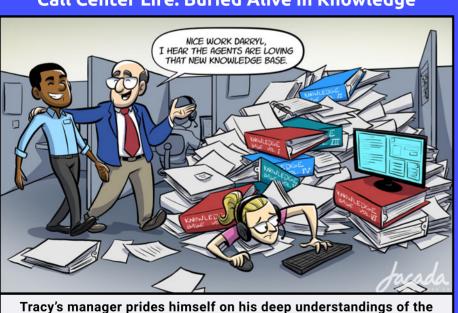


Is your call center measuring the metrics that really matter?

Call Center Life: The New Call Center RPA



After 20 years of failed "agent engagement" initiatives, turns out all the agents needed was a different kind of automation.



Call Center Life: Buried Alive in Knowledge

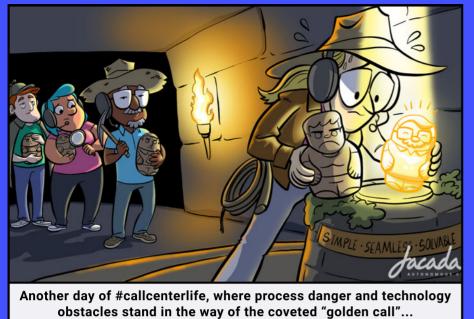
Tracy's manager prides himself on his deep understandings of the company's inner workings.

Call Center Life: The Coaching Randomizer



So, Tracy, do you want to spin the random feedback wheel this week?

Call Center Life: The Quest for the Perfect Customer Interaction



Call Center Life: Welcome to Your...Last Day!?



Without the right tools to support him, Dominic dreamed about quitting from day 1.

Call Center Life: Keeping Calm Against All Odds



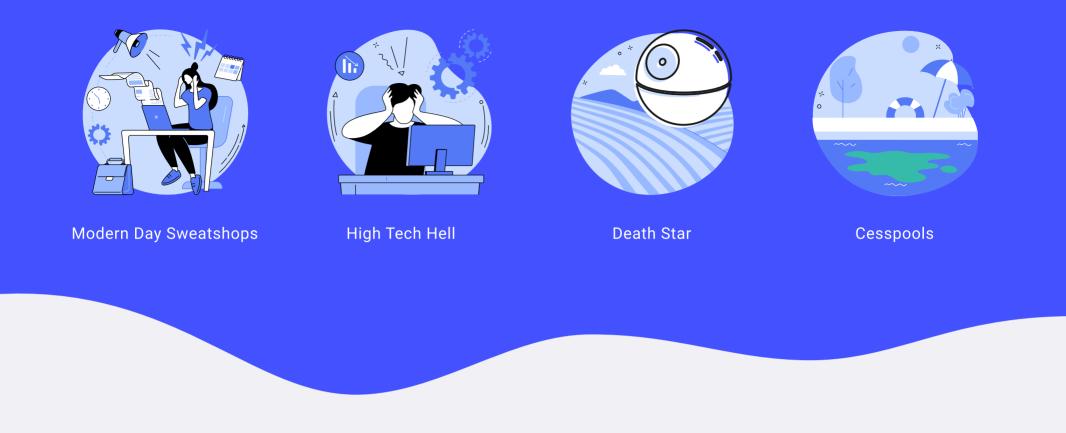
Despite her best efforts, Shelly couldn't overcome the stress of call center life.

Call Center Life: Background Bingo



Tracy is just one airplane caller away from winning her first agent bingo prize.

4 Phrases Agents Use to Describe Contact Centers



A Worrisome Trend

Overwhelmed agents are becoming disengaged at an alarming rate: 38 percent reported being disengaged, while another 28 percent reported feeling neutral at their jobs, according to a 2021 study by Gartner. The study also found that disengaged agents were 84 percent more likely to look for a new job than their engaged peers. With the average cost to turn over a single agent at \$14,113, companies can no longer afford to overlook the impact of attrition to their bottom lines. Gartner also found that disengaged agents were three times more likely to engage in behaviors that prolonged interactions and dragged down customer outcomes. Compared to their engaged coworkers, disengaged agents failed to deliver First-Contact Resolution (FCR) with 11 percent greater frequency; were 14 percent more likely to ask customers to repeat information; and were 6 percent less likely to reduce the number of steps toward resolution.

Your Agents Are Turning Your Call Center Into a Glass House Online

You listen to your customers on social media, but what about your customer service employees? Online, they're screaming. From toxic interactions to unrealistic expectations—the realities they're exposing are too ugly to ignore.



Help Your Agents Help Your Customers

It is impossible to deliver a utopian customer experience with a dystopian employee experience. When agents are ill-equipped and/or disengaged, customer service suffers, and key metrics—like FCR, Average Handle Time (AHT), Customer Satisfaction (CSAT) and Net Promoter Score (NPS)-dip into negative territory. On the flip side, improving the agent experience has proven to improve the customer experience as well as the bottom line.



3 Simple Steps That Make A Big Impact

Don't Look Away. Lean In.

Today's agents are under a lot of stress. Lean in, and it's not hard to see why: customer and employer demands are higher than ever. Meanwhile, 60 percent of agents say they don't have the tools they need to manage the rising tide of complex interactions.

Think Outside the Box

The majority of call center leaders believe they don't have the budget for the increasingly rich and diverse set of systems and processes needed to run their dream contact center. However, you don't need to wait for a bigger budget or easier-to-integrate system to elevate your employee and customer experiences. Through automation and AI, you can harmonize your existing platforms and processes to operate more efficiently and improve satisfaction scores.

Keep Listening

We're often trained to tune out when employees rant. However, if we instead listen closely to their pain points, frustrations and challenges, we can identify opportunities for improvement and make the call center and customer service world a better place.

"

Agents are quite clear about conditions and practices that prevent them from doing their jobs well. Instead of tuning them out, if companies lean in and listen, they can actually learn a lot about how to make the employee experience better, which in turn creates a better customer experience.

Sheila McGee-Smith, President & Principal Analyst, McGee-Smith Analytics, LLC

The Traditional Approach to Agent Enablement and the Performance Gap

In response to the growing complexity of agent workloads, contact centers have turned to technology to assist agents and boost productivity. Those platforms include:



Knowledge management



Learning management



Resource planning



Performance management



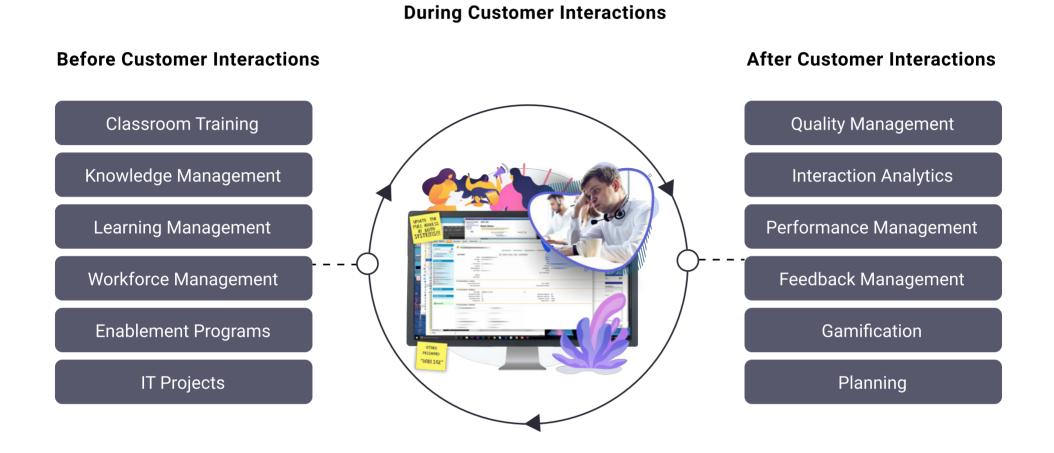
Quality management

Although these solutions are certainly beneficial, they come up short when it comes to helping agents deliver a flawless customer experience.

One of the biggest concerns is the lack of real-time support at the precise moment agents need assistance – when they are serving a customer.

State of Agent Enablement

The current approach of training, coaching and **enabling agents before and after live customer interactions** is not cutting it in the face of growing interaction complexity.



Agents today are still finding themselves spending a lot of time searching for the right solution to complex problems, of which there are too many.

How Agent Assist Closes the Performance Gap by Automating Agent Learning

For agents to succeed under current conditions, contact centers need to shift their agent assistance strategies so they help staff during live interactions rather than rely on follow-up reviews after a call has ended. Even preemptive training and information sharing won't offer the same instructive value and customer experience benefits as real-time support.



Jacada Agent Assist Automates Learning To Make Every Agent Your Best Agent

The most successful employees in the digital era will be the fastest learners.

Gartner

These three steps are foundational to providing agents with real-time, dynamic and actionable assistance:



Assist

Guide agents on next best actions and deliver a consistent customer experience regardless of interaction complexity

35

Understand

Understand customer intent in real-time with conversational AI, robotic desktop automation alerts and other insights

e	

Automate

Rapidly integrate your disparate tech stack, and automate tasks, processes and conversations using RPA and more

Assist Agents in Real-time During Customer Interactions

Above all else, businesses must provide agents with real-time assistance during live customer interactions. As contact centers aid agents with dynamic customer insights and actionable guidance, they will see better outcomes and improved customer experience metrics.

Make Every Agent Your Best Agent

With the #1 Agent Assist Trusted by Contact Center Leaders in Fortune 500 Organizations

Assist Agents in Real-time

During Customer Interactions



Take an agile approach to improving agent performance. What if you could hypothesize ways to make every agent in your contact center perform like your best agent, build the necessary real-time assistance solutions, test them in a live environment and validate your hypothesis?

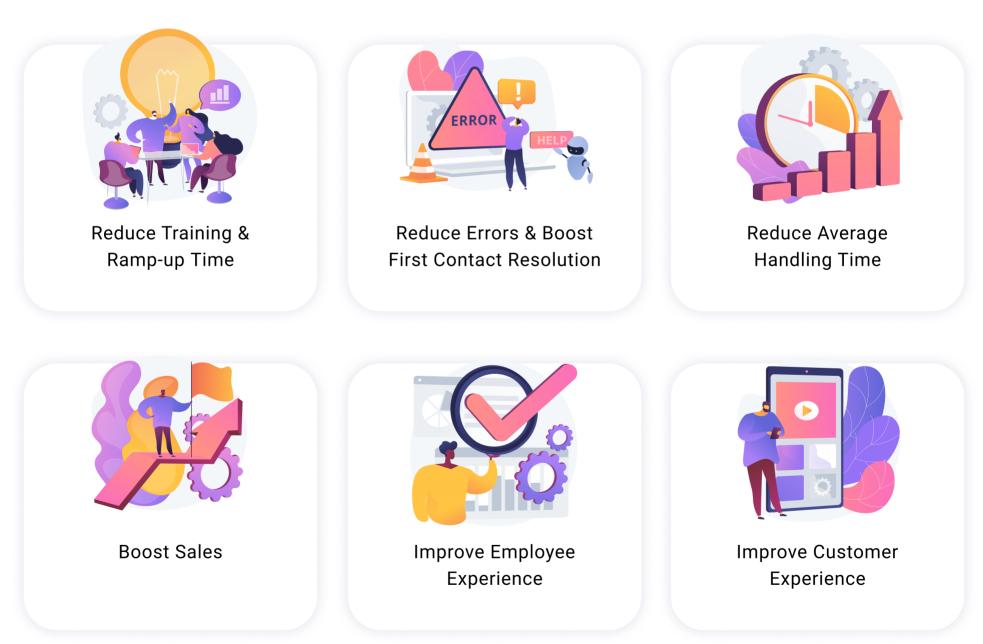
By leveraging Jacada's low-code automation platform, which has been purpose-built for contact centers, you can do just that. Using our no-code designer and low-code integration center, you can integrate with your existing systems and automate tasks, processes, and conversations. Deliver much-needed guidance to your agents on handling next-best actions and managing complex conversations in a dynamic manner. The best part is that you can get started in days, launch in weeks, and test and iterate relentlessly until you make every agent your best agent.

Business Case for Real-time Agent Assistance

Jacada Agent Assist is the only real-time agent assistance solution that simultaneously automates simple tasks, delivers insights and information to agents when they need it most and dynamically guides agents to the next-best action — all while instructively supporting agents so they quickly gain the experience and know-how to succeed.

By taking advantage of Agent Assist's real-time training capabilities, contact centers can dramatically reduce their onboarding requirements, as every interaction becomes a valuable learning experience.

With Agent Assist's combination of intelligent automation, real-time support and dynamic guidance, contact centers can see enormous gains across their most meaningful performance metrics:



Contact centers are also able to significantly reduce the amount of stress and anxiety that agents experience, reducing attrition and boosting employee satisfaction and productivity.

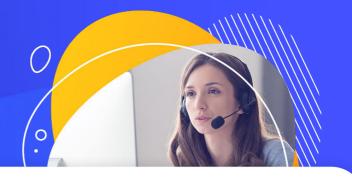
Agent Assist presents a win-win for the contact center: Businesses can manage their increasingly complex requirements while keeping both customers and agents happy. Reach out to Jacada to learn more.

Business Case for Real-time Agent Assist



AUTONOMOUS CX Agent Assist

Make Every Agent Your Best Agent



Without AI-driven assist tools, agents are left on their own to understand intent and find answers in knowledge management systems or other sources. When this occurs, it also requires a customer to be put on hold, which in turn increases the wait time for other customers waiting to speak to an agent.

Agent-assist tools should be exposed through the unified desktop and in turn provide proactive and predictive help in the form of scripts, embedded processes (such as submitting a claim or changing an order) and knowledge-based (KB) articles. In addition to real-time guidance, AI-driven tools can help to speed up post-interaction activities like interaction summaries and filling out other forms.

| Gartner

Jacada Agent Assist is a digital assistant that helps every agent in your contact center sell to and serve customers just like your best agents-without the weeks and months of classroom training and onboarding. Agent Assist understands the customer's needs using Al and guides your agents on next best actions while automating repetitive tasks using robotic process automation.

The Jacada Difference

Prevent Errors & Drive Compliance in Real-time

Use software robots to track agent activity in real-time and prevent errors before your agents make them. Guide them just in time so that they learn best practices and become better agents with every customer interaction they manage.

Helps Agents Handle Sales Objections Like Pros

Enable your customer service representatives to sell like your sales pros by letting AI jump in with real-time recommendations on what exactly to say-whether it's explaining the value of a product or rebutting an objection about your latest offer.

Deliver Proactive Customer Service

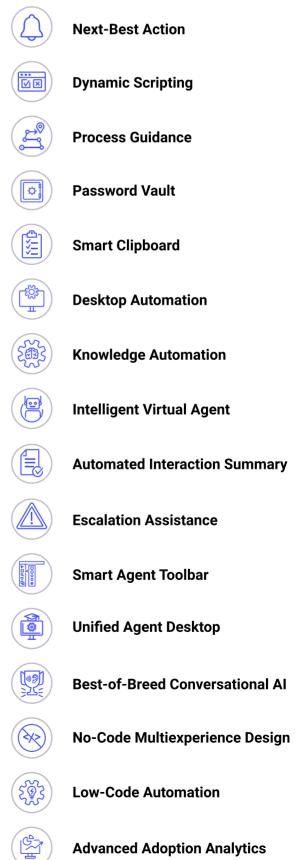
It's one thing to know which next-best action to recommend. It's something else entirely to help your customers follow your recommendations. Guide your agent and customer every step of the way to boost conversion rate for your next best action recommendations.

Prevent Agent Attrition Caused by Stress and Complexity

Your customers prefer to call in with complex requests. But your agents are stressing out about handling complex customer interactions. Simplify the agent experience to improve the customer experience. There's no other way.

Trusted by Leaders





10 Superpowers Brought to You By Agent Assist



Start Every Conversation With Context

There's nothing worse for a customer than having to give the same information over and over across multiple channels. Agent Assist assures that journey data is available at every step — including information from self-service experiences and previous calls. The platform turns this data into real-time guidance and conversation starters for agents.

Discover What Customers Really Need

So much of what agents do is working to uncover what exactly the customer needs. Agent Assist gives them the right tools to understand the root of a problem, including sidebar discussions that work naturally into a conversation.



Steer Conversations With Smart Dialogue

Real-time guidance can prescribe a flow for an entire conversation, including call scripts that truly respond to the customer's needs and still help agents execute and continually move to the next steps.



Automate Tasks Using RPA

Nothing hurts AHT — and ultimately the customer experience — quite like agents being bogged down with mundane tasks. With RPA, everything from knowledge search to call resolution paperwork is taken care of, so agents can focus on providing an empathetic experience to customers.



Prevent Errors With Just-in-Time Alerts

Even your very best agents make mistakes. Agent Assist can track agent actions in real-time with desktop automation bots to help prevent errors and guide calls to quicker resolution. The results speak for themselves: AT&T and Priceline.com used Agent Assist to eliminate 90% of errors.







Automate Knowledge Search With AI

One of the key areas where contact centers set their agents up for extended calls is with their knowledge management systems. While other solutions guide agents to the right knowledge article, Agent Assist uses RPA to automate the task entirely.

Digitally Engage Your Callers in Real-Time

These days, the contact center experience is about more than just answering the phone. Agent Assist can guide agents to the right digital assets — like sharing photographs of a product or location coordinates — that customers can use to address problems.

Summarize The Call Using RPA

Agent Assist can track agent actions and generate a standardized interaction summary for future review. This kind of automation makes it easy to find insights and cut down on after-call work, so agents can focus on helping the next customer.



Warm Transfers Done Right

One of the largest drivers of contact center AHT are poor transfers between agents. Agent Assist ensures each new agent has the proper context from the last interaction, cutting time while boosting CX.



Supercharge Agent Productivity

Take an agile approach to improving agent performance with predictive enhancements, real-time assistance and live testing—all tailored and scalable to your organization from an easy-to-use no-code design and automation platform.

How to Get Started With Agent Assist

Crawl, Walk & Run



Pick Your First Automations Explore what contact center automation software can do for your business.



Getting It Right Take a crawl-walk-run approach to automating your contact center and get early wins.



Scale Your Automations Learn from best practices and scale your automations across the customer operation.

Make the agent experience so simple and instructive that your agents will learn on the job. Yes, It can be done. Get up and running in weeks.



Call Center Scripting Edition Guide agents step by step on the most dynamic conversations with customers

1-4 Weeks

Starts at \$34/concurrent seat



Call Center RPA Edition

Guide agents and automate mundane tasks to help agents focus on the customer experience

4-12 Weeks

Pricing requires brief discovery



AI-Powered Assist Edition

Guide agents and automate tasks based on real-time alerts from conversational AI and RPA

8-12 Weeks

Pricing requires brief discovery

	Call Center Scripting Edition	Call Center RPA Edition	AI-Powered Assist Edition
Automation Capabilities			
Call Center Scripting		✓	~
Guided Workflows for Agents		✓	
Screen Pop	✓	~	~
Knowledge Base Integration		· · · · · · · · · · · · · · · · · · ·	· · · · · · · · · · · · · · · · · · ·
PRA Event Triggers		✓	
Attended RPA Desktop Automation		· · · · · · · · · · · · · · · · · · ·	· · · · · · · · · · · · · · · · · · ·
Digital Customer Engagement		· · · · · · · · · · · · · · · · · · ·	· · · · · · · · · · · · · · · · · · ·
			· · ·
AI Capabilities		_	_
Cognitive Search		Optional	 ✓
Conversation Intelligence (Chat)		Optional	×
Conversation Intelligence (Voice)		Optional	 ✓
Intelligent Virtual Assist for Agents			Optional
User Experience Options			
Web App Mode	~	~	~
Toolbar Mode	Optional	~	~
Unified Desktop Mode		Optional	Optional
Business Agility			
No-Code Designer	~	~	~
Low-Code Automation	~	With RPA	With AI & RPA
Adoption Analytics	Basic	Intermediate	Advanced
Customer Success			
Onboarding	~	~	~
24/7 Product Support	~	~	~
Training	Optional	~	~
Implementation Services	Optional	~	~
Hypercare	Optional	Optional	~

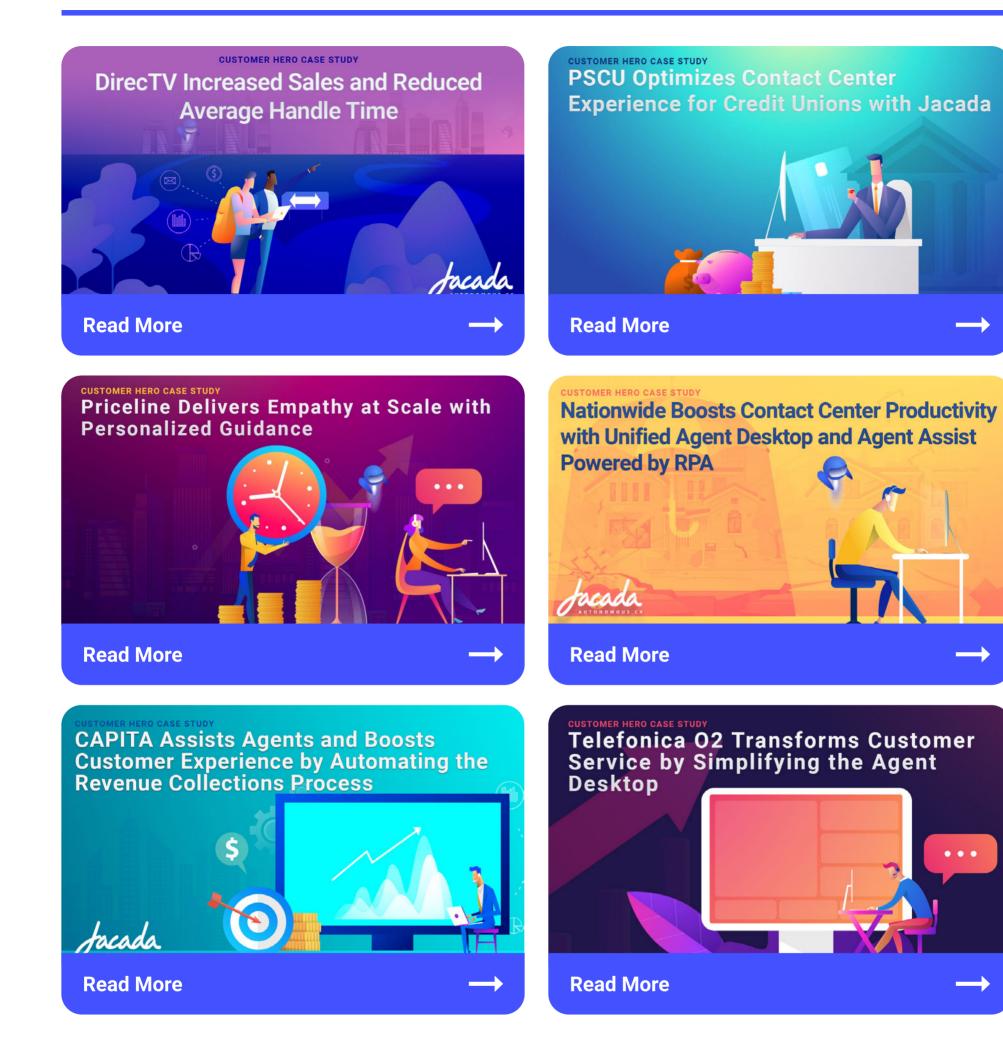
	Call Center Scripting Edition	Call Center RPA Edition	Al Powered Assist Edition
Popular Initiatives			
Avoid Calls	✓	~	~
Reduce Onboarding Time	✓	~	 ✓
Reduce Error & Boost FCR	~	 ✓ 	 ✓
Reduce AHT	✓	 Image: A second s	~
Boost Revenue	✓	 ✓ 	 ✓
Boost NPS		 ✓ 	~
Popular Use Cases			
Standard Operating Procedures	~	~	~
Process Compliance & Fraud Prevention	 Image: A set of the set of the	 ✓ 	~
Scripting	✓	 ✓ 	 ✓
Automated Call Summary	✓	 ✓ 	 ✓
Password Vault		 ✓ 	~
Launch in Context		 ✓ 	 ✓
Smart Clipboard		 ✓ 	~
Hassle-free Warm Transfers		 ✓ 	~

Check Out Plans and Pricing

Consultative & Risk Mitigated Engagement Approach

	Discovery	Crawl	Walk	Run
Goal	Assess processes and journeys to determine fit for solution archetypes	Design and implement a customer-facing pilot for select use cases	Incorporate best practices and lessons learned from crawl phase and prep to scale the program	Design and implement additional use cases per roadmap
Duration	2-4 weeks	8-12 weeks	8-12 weeks	12+ weeks
Consulting	Review use cases across journeys and touchpoints	Design use cases with client team	Review adoption analytics in the context of the crawl phase	Design use cases with client
	Evaluate fit from a CX, EX and business impact standpoint	Measure solution effectiveness	Engage in consulting workshops with client to agree on go-forward approach	Implement uses cases Use agile processes & measure effectiveness
Implementation	Identify use cases for crawl phase Technical assessments	Design use cases with client team Implement use cases Launch Pilot	Train Client and Partner Teams on best practices to scale the program Incorporate lessons learned	Enable client to own / manage platform
Deliverables	Use case design artefacts Business case assessment	Exec dashboards reviewing solution effectiveness	Recommendations to scale the program Blueprint and roadmap from business and tech perspectives	Exec dashboards reviewing solution effectiveness
Success Criteria	Use cases for pilot and pilot success criteria	Achievement of pilot success criteria	Agreement to scale the program	Achievement of success criteria

Jacada Agent Assist Customer Case Studies



Jacada | The Better Way to Automate CX

