

Contact Centres and Helpdesks

Contrasts, Comparisons and Lessons

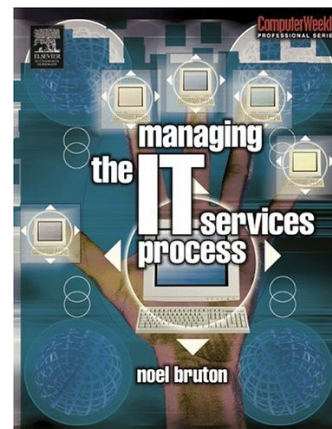
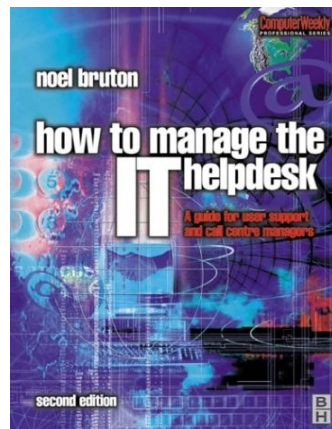




Noel Bruton
noelbruton.com

Helpdesk Improvement Consultant, Advisor and Trainer

“I fix IT helpdesks”



The ITIL Experience
Has it been worth it?

A New White Paper
Commissioned by

Sponsored by



Report author
Noel Bruton
Bruton Consultancy
Box 27
Cragdon
Wales SA43 2YL
+44 1293 811668
noel@noelbruton.com
http://www.noelbruton.com

Feature Comparison Table

Operation	Contact Centre	Helpdesk
Key function	Customer and customer account support	Support for customer's use of technology
Purpose	Customer retention	Continued user productivity
Knowledge use	Informational	Diagnostic
Business	Sales and sales support	Some sales support, usually post installation problem-solving
Inbound calls	Service provision	Service provision
Outbound calls	Often initiated by business	Problem resolution only
Career path	Team leader, management	Typically technical
Cost benefit	Customer retention	No accepted model

Functional Comparison

- **Contact Centre:**

- *“I need to fly from Warsaw to London”*
- Available flights
- Routes, alternatives
- Prices
- Seat position
- Meal
- *Largely pre-known*

- **IT Helpdesk:**

- *“My printer won't print”*
- Is printer on network?
- Are drivers loaded?
- Permissions?
- Compatibility?
- User's ability?
- *Largely diagnostic*

ITIL

- 'Information Technology Infrastructure Library'
- Process framework for running IT
- Helpdesk affected processes:
 - Incident management
 - Problem management
 - Change management
 - Release management
- Popular, useful, full of holes, can misguide
- Does Contact Centre industry have equivalent?

'Lines' of Resolution

- First line
 - Includes 'Triage'

Fix from existing knowledge, in current parameters

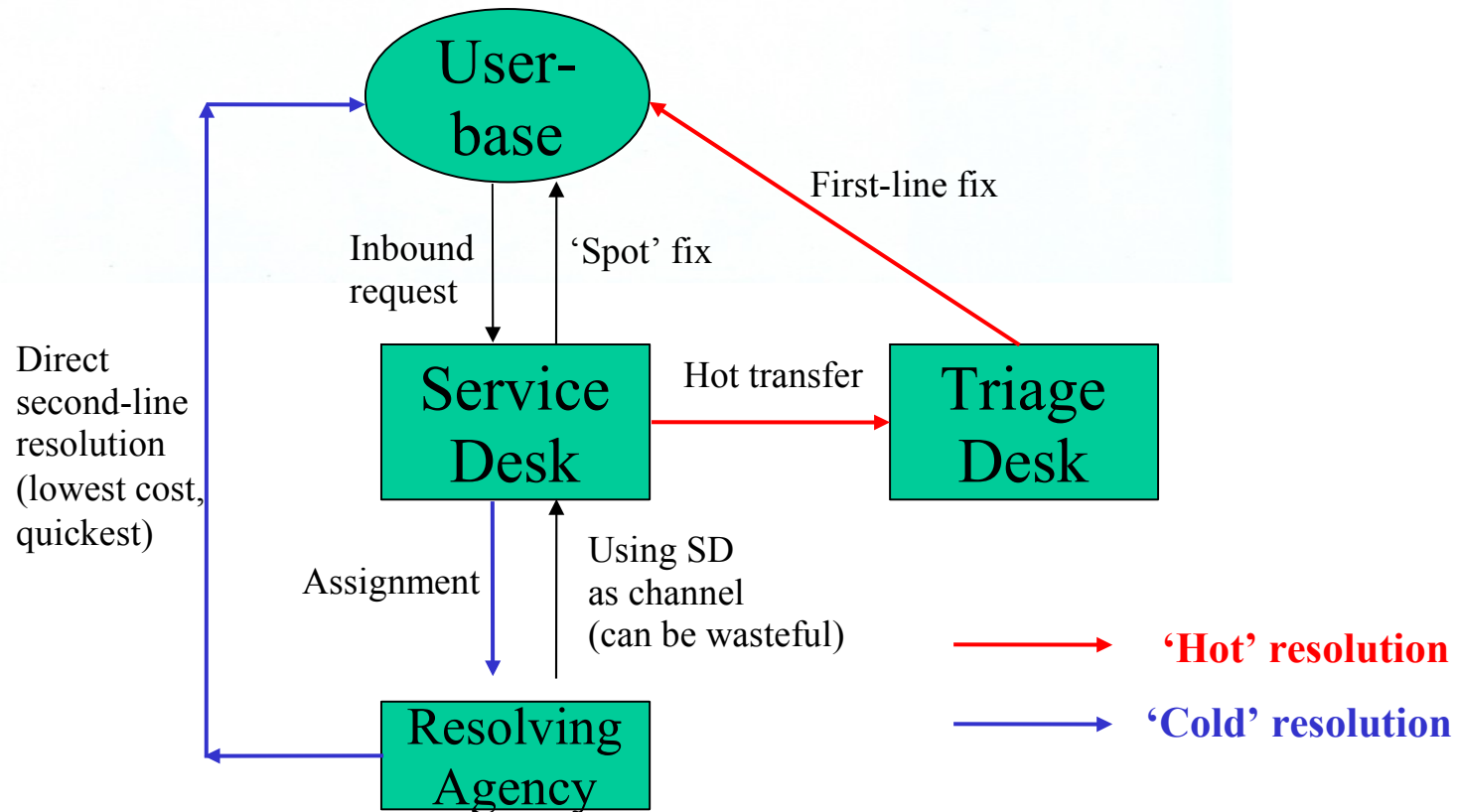
- Second line

Diagnosis creates new knowledge, from current parameters

- Third line

New parameters needed: something must change to resolve this

Incident Handling



Triage Desk Benefits

- Isolate time-consuming enquiries
- Free up first line to take high quantity quick calls
- Improve service quality
 - Customer sees first-time fix
- Career path for knowledgeable staff
- Clear route for 'difficult' enquiries
- Improve diagnosis

Problem Management

- Classic 'ITIL'
- Necessarily pro-active
- Root-cause analysis
- Reduce repeat calls
- Anticipate problems
- Anticipate staff training needs
- Better understand the workload

Problem Management

- Requires CTI's (*Category, Type, Item*)

The screenshot shows a web browser window with a form titled "CTI Example : Form". The form has three dropdown menus:

Category:	Type:	Item:
Application	Office	Slow
Printer	Internet	Cannot login
Telecoms	Email	Account required
Desktop	Customer DB	Missing functionality
Laptop	Marketing DB	Bug report
PDA	Finance	Feature request
Network	Devroll	Data corruption

At the bottom of the form, there is a record navigation bar: "Record: [Previous] [Next] 1 [End] of 1".

How to Build a Skills Matrix

- Who has what knowledge?
- Where are the gaps?
-
- Who's too burdened / under-utilised?

	P1	P2	P3	P4	Avg
T1	1	2	2	3	2
T2	3	4	4	3	3.5
T3	2	1	3	2	2
T4	2	3	3	2	2.5
Avg	2	2.5	3	2.5	

Skill levels by product

- 1 - don't know
- 2 - can field
- 3 - can answer
- 4 - can train
- 5 - could redesign

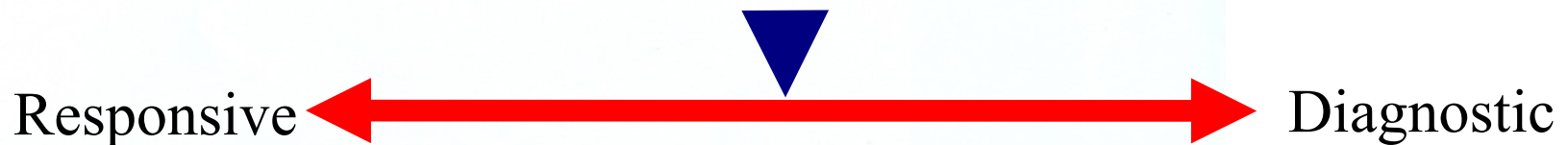


Who Owns the Problem?

- Definition needed
 - If customer
 - Then we provide *assistance* – *we're a support service*
 - If Contact Centre
 - Then we provide *solution* – *we're problem solvers*
- Implications for:
 - Costs, esp. headcount because of call length
 - Staff training and expectation
 - Customer expectations
- Beware hyperbole & misleading marketing

Conclusions

- Contact Centres and Helpdesks:
- Continuum



- Fundamental differences at extremes
- Impact on customer and business model
- Impact on customer and staff expectations
 - Clarity essential
- Existing techniques can be used

Contact Centres and Helpdesks

Contrasts, Comparisons and Lessons

