The LEGO Group – Contact Centre Digital Transformation

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What
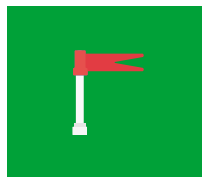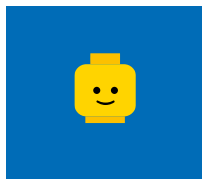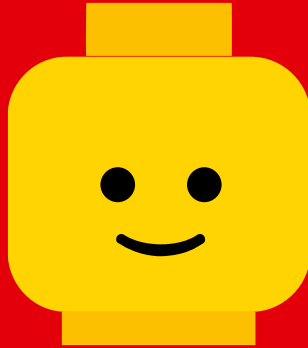# we will
cover...

1. The context of our Contact Centres and what makes us unique

2. 12 key insights into what we've learnt so far

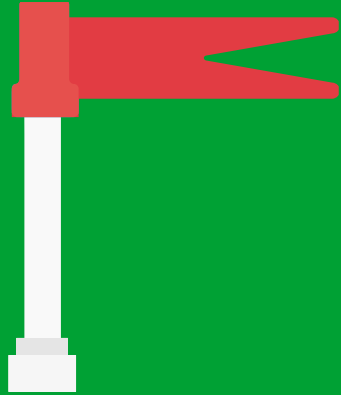3. Where we're going next

LEGO

1. The context of our Contact Centres and what makes us unique

Context summary:

- Complexity: Operating model
- Simplcity: contact types / 6-7min AHT

2. 12 key insights into what we've learnt so far

#1 Take a good amount of time to get the RFP right

- Pause in funding meant we had 1 year

- Met 10+ vendors for detailed discussions – this helped us refine value
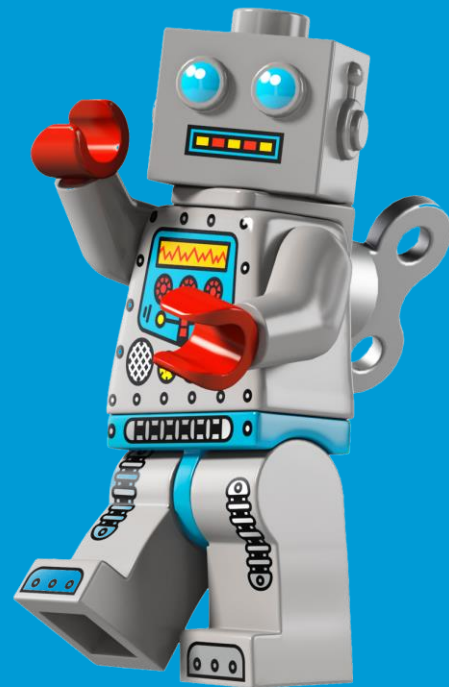
#2

Knowing and articulating what is value to you as a customer is so important

- Tech that supported our operating model was key

- Prevents hearing lots about vendors 'solutions looking for problems to solve' e.g. Voice Biometrics for LEGO

#3

Ensure there is clarity on build vs. buy from the off

- Contact Centre tech market suffers more from indigestion than starvation!

- Know the tech team setup and ongoing support model. Companies like Twilio or Amazon require a very different tech operating model compared to the likes of Salesforce and Zendesk

#4

Know your requirements but don't overdo it!

- 10,000 requirements doesn't give certainty!

- 100-200 was enough to be able to move a longlist down to a shortlist

- And at that point seeing is believing

#5

Make sure there is shared business and tech accountability in vendor selection

- 2013 LEGO's tech strategy caused some challenges... Exacerbated when challenges arose

- This time decision making power was given to 3 people in tech and business. 'In it together' when challenges arise

#6

Start from the default of changing business processes rather than systems

- Massively enabled by business and tech working together

- Customising is never the silver bullet…

- Small workarounds > Major system changes

#7

Avoid big bang migrations, at whatever cost!

- Agile is the current way of thinking. Resist the temptation of releasing too much at once due to operational impacts

- In 2013 we went big bang (as pictured) ➔

- This time, MUCH smaller chunks:

Knowledge – July 2021

Social Media – August 2021

Chat – September 2021 (across 3 market go lives)

Chatbot – October 2021

Email + WFM – June 2022 – 1 market

Telephony – August 2022 – 1 market September 2021 (across 3 market go lives)

- 2023 = joined up reporting + further automation +++

#8

If looking at WFM / QM providers – clearly understand how well they integrate with Telephony and CRM solutions

- Go beyond the vendor saying 'it works'

- Speak to a customer and understand their use case

- Don't forget QM – a proven WFM integration with a Telphony system is different to a QM proven integration – even with the same combined WFM / QM platform

#9

Make sure you can demonstrate value early

- Securing finding dependent on showing value

- Live demos of our chatbot (Sophia) were very powerful in us unlocking further investment

- For us this was:
    - 11% of BFCM contacts fully handled by Bot
    - Facilitated a 95% call answer rate over   BFCM weekend (80% baseline)

#10

Supportive Senior Working Groups over >
Governance heavy Steering Committees

- Solving problems to clear the path

- Asynchronous status reports

- Leaders rolling up sleaves and serving the team

#11

Go broad and then deep when it comes to automation

- Chatbot was easier and simpler for it to start by capturing consumer / case details and triaging

- Deep from the off would mean 2023

- Expanded wide into markets and deep functionality will follow with OM integration in 2023

#12

Engage in Change Management from the off

- We're fortunate to have a dedicated training function

- Closely involved from day 1 – meant change has been well managed and communicated

- Straightforward this time, but this has been a marked change since our last implementation