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GOVERNMENT WHITE PAPER

Cloud Contact Centre Total Cost of Ownership

Making Government Transparent for Citizens

A straightforward breakdown of cloud versus premise-based contact centre costs reveals the true financial, operational, and qualitative opportunities for government agencies to become more operationally effective and transparent for the people they serve.

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Executive Overview

As people and companies become increasingly interconnected, the world at large has become considerably more transparent[i]. Thanks to the speed and viral nature of social and mobile communications, customers are instantly aware of any missteps.

As society becomes more interconnected, people and businesses also demand greater visibility into government decision-making, actions, and performance. Citizen trust in government has declined dramatically over the past several decades[ii], fueling the public's desire for increased visibility into government operations. According to the 2013 Edelman Trust Barometer, governments are trusted less than businesses globally (59% versus 50%)[iii], with incompetence, corruption, and fraud cited as reasons for decreased trust from a year ago.

Governments hoping to earn and keep their citizens' trust must demonstrate respect for their interests and needs, as well as the competence to effectively operate and provide services.

Untrustworthy interactions waste people's time, serving to create extra work and add costs. When citizens trust the information provided on a government website or contained in an interactive voice response (IVR) system, they are unlikely to double-check the validity of information directly with a government official, saving the citizen time and the government money.

Moreover, as citizens become accustomed to improved customer service from the private sector including stellar experiences from companies such as Amazon, USAA, and Zappos, they have come to expect similar experiences in the public sector.

Achieving transparency and demonstrating competence

One effective way for governments and agencies to meet heightened customer service expectations is by upgrading to state-of-the-art contact centre technologies. Cloud contact centre platforms enable associates to access information from across a broad spectrum of government agencies and functional areas, providing citizens and businesses with instantaneous and relevant inquiry responses. Empowering associates with real-time insights into government operations allows open communications while more capably providing needed services.

For example, let's say a recently-married citizen contacts the Ontario Ministry of Transport (MTO) to inquire about renewing her driver's license in her married name. To facilitate the process it would be helpful for the MTO associate to have access to other government agencies' records to cross-check the woman's identity. When siloed channel support and disparate CRM systems prevent associates from accessing the available records, it results in inefficient and time-consuming inquiry resolution.

Countless people have stories about long wait times and disjointed support experiences after interacting with a

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government agency or contact centre associate. To gain a complete view of each customer, government agencies need the ability to gather, analyze, and act on customer data from a variety of sources. Particularly attractive to government leaders is the ease with which cloud-based platforms allow disparate agencies to communicate and share information, working to enhance the citizen experience and improve operational productivity even in the midst of budget cuts and revenue shortfalls.

Associates able to access a full range of citizen and business records, transactional information, and other data from a single centralized desktop can handle a greater volume of calls, achieving higher first contact resolution rates while strengthening citizen trust.

Highlights

Supported by insights and research from TeleTech, this white paper will provide readers with a detailed categorization of cloud versus premise-based contact centre TCO for government agencies, including hidden or obscure costs. Readers of this white paper will discover:

- The quantitative financial, functional, operational, and strategic considerations for cloud versus premise-based contact centre TCO.
- The qualitative differences between cloud and premise-based contact centre platforms, including the ease of adding new channel support along with soft benefits to the agent and consumer experience.
- The cost differences for cloud versus premise-based platforms between outsourced and hybrid contact centres.
- The impact on the consumer experience when using cloud versus premise-based contact centre platforms and its correlation to revenue protection and other business outcomes.

The twin strengths of cloud solutions are lower costs and rapid deployment. When government leaders consider the total cost of ownership (TCO) of cloud versus premise-based contact centre platforms, they need to examine the amount of time it takes to deploy a solution, the current and projected business and operational benefits, and the overall cost of the solution. For instance, what is the cost of lost revenue if it is going to take three to six months to deploy a premise–based platform? A cloud solution may be rapidly deployed, achieving results faster[iv].

MORE ROI

Industry estimates a 15 percent reduction in IT personnel costs when shifting from a premise-based contact centre to a cloud-based contact centre

Breaking it down

To date, industry estimates on cloud contact centre ROI range from 9 to 27 percent[v], with IT and operational differences between cloud and premise-based contact centre platforms accounting for the wide range. The factors impacting ROI include agency size, the number of IT personnel needed to support the contact centre platform's hardware and IT components, whether the organization plans to undergo time-division multiplexing (TDM) conversions, and other less obvious costs such as those associated with servers and other technologies[vi].

"For some government agencies, the TCO will be closer to 9 percent while for others it will extend to as much as 27 percent due to the breadth and intensity of these factors," says Ken Greenberg, executive director, cloud solutions at eLoyalty, a TeleTech company.

Indeed, the TCO can vary based on different IT and operational aspects of contact centre platforms. Proprietary research conducted by eLoyalty finds that shifting from a premise-based contact centre environment to a cloud platform results in as much as a 15 percent reduction in IT personnel costs depending on the number of IT resources dedicated to supporting a premise environment[vii].

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A Quantitative Assessment of Cloud versus Premise TCO

Just as there are various elements required to provide a great customer support experience, including ease and speed of service and ability to arm contact centre associates with citizen data, multiple components must be considered when assessing the full TCO of a contact centre platform. The factors considered and their weighting will vary from agency to agency depending on each entity's specific requirements.

For instance, a contact centre that hasn't upgraded its PBX switch for 10 years or more may want to transition to the cloud to improve deployment speed, versatility, and cost. The benefits of adopting a cloud solution compared to remaining in a premise-based environment should be evaluated based on these criteria[viii].

SPEND LESS

Companies deploying their contact centres in the cloud spend 27 percent less on their annual contact centre costs.

While it's critical to focus on the discrete TCO differences between cloud and premise-based contact centres, it's also important to get the big picture. According to 2013 research by Aberdeen Group, organizations deploying their contact centres in the cloud spend 27 percent less on their annual contact centre costs than their peers, averaging $112.5 versus $155 million.

OpEx versus CapEx

One of the major financial advantages of migrating to a cloud contact centre is the benefits realized by shifting from capital expenditures (CapEx) for software, servers, etc. to an operating expenditures (OpEx) model[ix]. CapEx typically requires a significant one-time investment in equipment (e.g., $100,000 for software) in addition to ongoing support costs for contact centre applications, servers and other peripheral devices [x] [xi].

With cloud contact centres, government agencies don't have to commit much in the way of CapEx resources. Instead, agencies free up cash by paying only a monthly fee, a key consideration for government leaders focused on cutting costs to address budget pressures.

Breaking it down

Adoption of a cloud contact centre provides a variety of operational, functional, and financial benefits simply not available in premise-based applications. A cloud contact centre offers the potential for true associate virtualization by utilizing a single contact queue and contact routing engine across all agent locations, including branch offices, retail stores, home-based associates, and even outsourcer locations, without the need for third-party network call routing or polling technology[xii]. This uniformity in call handling gives users the ability to define routing and business logic across the enterprise from a centralized location without the limitations and complexities typically associated with multisite call routing architectures and systems.

The pooling of associates across multiple locations using a cloud solution allows government agencies to realize several efficiency and business advantages compared to a traditional premise multisite contact centre. A single virtual cloud contact centre leads to more accurate call routing by better matching a citizen's needs with an associate's skills or attributes. As contacts are routed with increased accuracy, the following tangible benefits can be achieved:

- Increased productivity with each contact handled, reducing hold and queue times for a lower Average Speed of Answer (ASA).
- Reduction in citizen abandons as measured by the Abandonment Rate (ABA).
- Improvement in Customer Service Levels (CSL).
- Increased flexibility to accommodate high and low call volumes. As citizens are matched with the available resource best qualified to handle their inquiries and resolve problems, chances of first contact resolution (FCR) rises dramatically, improving efficiency as well as citizen satisfaction rates.

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Cloud Contact Centre Total Cost of Ownership

Making Government Transparent for Citizens

Consumers and businesses demand greater visibility into government decision making, actions, and performance. While transparency of government operations is becoming increasingly important, citizen trust in government has plummeted over the past several decades. Moreover, as citizens become accustomed to improved customer service from other sources, including stellar experiences from companies such as Amazon, USAA, and Zappos, they have come to expect exceptional service experiences in the public sector as well.

One effective way for governments and agencies to meet heightened citizen and business customer service expectations is by upgrading to state-of-the-art contact centre technologies. Cloud contact centre platforms enable associates to access information from across a broad spectrum of government agencies, functional areas, and channels, providing citizens and businesses with instantaneous and relevant inquiry responses. Empowering associates with real-time insights into government operations allows open communications as well as more capable interactions with citizens and businesses.

Citizen satisfaction ratings for U.S. federal agencies are all over the map

TOP SCORES:

81	75
Department of the Interior	Department of Defense

LOW SCORES:

59	66
Department of Treasury	Department of Homeland Security**

Companies that deploy their contact centres in the cloud spend 27% less on their annual contact centre costs ($112.5 million versus $155 million) than their peers.*****

In 2011, 150 million calls made to ministries of the United Kingdom were self reported as avoidable.****

Companies that adopt cloud contact centres achieve an 8% to 22% improvement in first contact resolution (FCR) rates, depending on the size of the customer support team and the level of advanced functionality adopted by each company.******

Governments are trusted 48% less than businesses at 58% globally*

Citizens prefer to interact with the government via web and mobile channels

How companies are using cloud contact centres...

For every **1%** of FCR improvement, **contact centres** will see a **1%** improvement in **customer satisfaction** rates (CSAT) and a **1%** to **5%** improvement in **employee satisfaction.*******

A **10%** improvement to a company's **customer experience score** can translate into more than **$1 billion** in **increased revenue** and **other benefits.********

*Sources: *Edelman; **American Customer Satisfaction Index; ***ACSI/ForeSee; ****GOV.UK; *****Aberdeen Group; ******TeleTech; *******SQM Group; ********Forrester Research*

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The benefits of cloud contact centres have been well documented, both by third-party research as well as through insight gained by TeleTech's 30 years and 30,000 agents of on-premise and cloud contact centre experience. Some advantages of cloud platforms include:

— **An 8 to 22 percent improvement in first contact resolution (FCR) rates**, depending on the size of the citizen support team and the level of advanced functionality adopted[xiii]. In order to resolve citizen issues quickly and completely, associates require access to relevant citizen and agency information. According to a study conducted by Dimension Data; the greatest contributor to low FCR rates is a lack of access to customer and systems data[xiv]. Silos of premise-based citizen information distributed across various functions and channels make it harder for associates to find the needed information. In addition to using a cloud platform to overlay existing systems for data integration, government agencies on the higher end of the cloud maturity model can also use searchable databases to locate information needed.

FCR improvements have a direct positive effect on citizen and employee satisfaction. According to SQM Group, for every 1 percent of FCR improvement, contact centres will see a 1 percent improvement in citizen satisfaction rates (CSAT) and a 1 to 5 percent improvement in employee satisfaction[xv].

In addition, cloud contact centre platforms offer improved call routing by utilizing virtual contact centres. With the cloud, it doesn't matter whether associates are located within a physical call centre, in a satellite contact centre, or are work-at-home associates. Intelligent call routing capabilities offered via the cloud can be used to match callers with the associates who are best trained and suited to meet their needs.

VIRTUALIZATION
A cloud contact centre offers the potential for true agent virtualization.

— **A 27 percent improvement in customer contact abandon rates[xvi].** Cloud platforms also enhance the customer experience by matching citizens to associates best able to address their needs, resulting in increased citizen satisfaction and reducing abandon rates from 6.2 percent to 4.5 percent compared to premise-based systems.

— **A 35 percent improvement in uptime[xvi].** Cloud contact centres on average experience less downtime (2.4 hours versus 3.7 hours per year) than government agencies relying on heavily patched legacy systems.

— **A 3 to 5 percent average reduction in IT headcount**[xvii], going as high as 15 percent in organizations with disproportionate IT support. While in-house staff is no longer needed to support applications previously managed on premise, there

Comparing Premise and Cloud Contact Centres

FACTORS	PREMISE	CLOUD
Cost to Deploy	Expensive, Time-consuming	Fast, Inexpensive
Upgrades	Tedious	Push Button
IT Requirements	Extensive	Minimal
Expenditure Type	CapEx	OpEx
Agent Productivity	Low	High
Impact on Customer Experience	Rigid, Inflexible	Responsive

Source: eLoyalty[xix]

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SATISFACTION
FCR improvements have been shown to have a direct positive effect on customer and employee satisfaction.

are other factors contributing to the reduced need for IT personnel. In addition to savings realized by a decrease in the number of FTEs (full-time equivalent) IT workers needed to support ancillary systems (servers, storage), expenses associated with training IT employees on premise software certifications along with the time spent in certification classes may be redirected. For government agencies looking for new cost-cutting opportunities, this represents an extremely agreeable benefit of switching to a cloud-based solution.

There are also cost advantages of cloud over premise-based contact centre platforms that government leaders either overlook or intentionally skirt to avoid political backlash. "No one wants to be the decision-maker who decided to take five jobs out of the IT department," says Tina Valdez, strategic product specialist at Cisco. "Instead, what they really should do is evaluate how the five IT staffers can be transitioned into strategic development projects that can benefit citizens and the agency's operations," she adds.

The **Cost Benefits** of Cloud-Based TDM to VoIP Conversions

Many companies recognize the increased flexibility and cost benefits of moving their voice and data traffic onto a single network. Shifting to a Voice over IP (VoIP) network offers tangible benefits to contact centres as well, including reduced overhead associated with operating separate networks during peak periods of call volume.

Perhaps the greatest advantage for companies adopting cloud contact centre platforms is the ability to skip the transition from time division multiplexing (TDM) to VoIP, immediately obtaining the cost and scalability benefits VoIP provides.

Important TCO distinctions

It takes less time to deploy a cloud solution, typically a matter of weeks even with customization, whereas premise-based solutions can take 18-24 months or even longer if deployed by lean in-house IT staffs struggling to contend with multiple projects simultaneously[xviii]. It should also be noted that any time IT resources dedicate to working on a premise-based implementation is time not used to work on other projects, thus serving to further impact productivity.

The cost of premise-based implementation can also be viewed in terms of the operational and business benefits only available through a cloud implementation, such as rapid deployment and new channel support. Meanwhile, many government organizations shifting from premise to cloud contact centres may also be able to reduce the size of their data centres. While those cost savings may not be immediate, over time government agencies that have transitioned to the cloud enjoy significant reduction in centre real estate and cooling/power costs.

COST SAVINGS
Significant cost savings result from reduction of FTEs, including a decline in training and certification costs.

Once an agency adopts a cloud contact centre platform, it's the cloud provider's responsibility to refresh the platform and add new functionality and channel support as they become available. This means government leaders don't have to wrestle with build versus buy decisions each time new capabilities (i.e., chat, mobile video) emerge. If contact centre leaders decide they want to test new channel functionality such as chat or mobile, they can easily run a pilot using a cloud platform, evaluate the results, and consider their options before making a commitment to implement the change.

The Qualitative Benefits of a Cloud Environment

In addition to the financial, productivity and operational benefits gained from a shift to a cloud contact centre, government agencies will also realize a variety of qualitative improvements.

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Case Study: Government Agency Enhances Public Services

Challenge: A government agency needed to replace outdated customer relationship management (CRM) technology that no longer met its needs. On average, the agency's contact centre handles inquiries from the public on more than 750 healthcare-related topics and is required to instantly expand its operations to accommodate massive spikes in contact volume during emergency situations and natural disasters. The agency needed citizen service and CRM technologies agile enough to support multiple channels, including voice, email, and direct mail. In addition, the agency needed to implement this new solution seamlessly in just 90 days[xx].

Solution: The government agency partnered with TeleTech Government Solutions and eLoyalty's CRM system integrators because they had the resources and expertise to deliver an integrated solution quickly. eLoyalty's technology engineers built a new system from scratch to support 85 employees, providing instant scalability. To help meet the aggressive deadline, eLoyalty turned to Salesforce.com's® Service Cloud® CRM technology to help the team deliver on all the data collection and transaction management requirements. Once complete, the fully-integrated CRM desktop was able to simplify service, work in tandem with the agency's other service technologies, and generate comprehensive reports for better visibility and performance evaluations.

Results: The government agency received the citizen service and CRM solution within the 90-day timeframe and immediately recognized significant scalability benefits from the tightly-integrated technology. While the previous premise-based technology infrastructure made it difficult to quickly expand the number of service employees during high-volume periods, the new cloud technology solution enabled cost-effective agility. The added scalability was quickly put to use: less than one month after the technology was implemented, the agency experienced a public health crisis that inundated its associates with questions, calls, and emails from the public. Within two business days, the agency leveraged the technology to add 25 service employees to answer questions and disseminate information to the public. Under the legacy system, this expansion would have taken two to four weeks.

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The flexibility of cloud-based contact centre services can easily be adjusted to meet rising or falling call volumes on the fly, or to quickly add functionality such as new channel support. Also, because cloud contact centres are able to provide associates with a spoke-and-hub approach to overseeing and managing citizen interactions across multiple channels, associates are able to obtain a harmonized view of all citizen contacts from a single console. For instance, Aberdeen research reveals that cloud contact centres are 27 percent more likely to be integrated with CRM systems than those that are premise-based. This universal view from a single screen enables associates to identify the channel or channels a citizen previously used for support along with the factors that may have triggered an escalation to speak to a live associate.

"The cloud offers associates and contact centre supervisors a much more unified view of citizen and government data, particularly for those organizations that have not already conducted a CRM integration," says Andrew Bird, executive director of product management and development at eLoyalty. When a complete view of supported citizens and businesses is available, including recent interactions and whether issues were resolved associates are able to provide relevant and timely support serving to improve citizen satisfaction and trust.

> Industry research finds that inbound multichannel contact centres have the potential to generate at least 10 percent of total revenue from the sale of new products and services.

Strengthening the agent experience

Providing citizens with better service experiences starts with improving the associate experience. Associates who have difficulty accessing the right content to solve citizen issues will become frustrated, fueling turnover. The costs to onboard and train new associates on different agency programs and support processes is costly and time-consuming.

According to ContactBabel, the average associate attrition rate for contact centres in a growing economy is roughly 25 percent[xxii]. Associate attrition not only adds to

Five-Year TCO of Hosted Contact Centres Versus Premise Systems

Contact centres can lower the cost of call handling and workforce optimization infrastructure by as much as 43 percent over a five-year period by adopting cloud contact centre platforms instead of installing premise-based technologies, according to a Frost & Sullivan report[xxi].

5-Year TCO Hosted Cost Savings % Over Corresponding Premise Deployment

	SEATS		
CONFIGURATIONS	**100**	**250**	**500**
ACD Only	9%	10%	19%
ACD+	21%	28%	39%
Full Function	23%	34%	43%

Source: Frost & Sullivan, "Premise vs. Hosted Contact Centre: Total Cost of Ownership Analysis;" 2011.

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recruitment and training costs but also makes it difficult to meet business targets because there aren't enough experienced, highly qualified agents available. Cloud contact centres can help government agencies boost agent retention through a number of modifications, such as improved access to information to make the job easier, or allowing agents the ability to work from home. Providing this kind of flexibility is critical as organizations continue to ramp up their use of at-home associates. In 2000, just one in 10 companies and government entities used at-home associates, according to ICMI[xxiii]. By 2010, one in four organizations utilized at-home associates, and the number continues to grow.

Building an Adaptive Model for the Future

As Nils Bohr, a Nobel laureate in physics once said, "Prediction is very difficult, especially if it's about the future[xxiv]." While it is challenging to forecast what may lie ahead for citizen service and contact centres, it's a safe bet that we'll continue to see new contact channel innovations emerge.

> **STRATEGY**
> While the value of the associate experience is not easy to quantify, it is nevertheless critical when judging productivity and agent satisfaction,and, ultimately customer satisfaction.
> — Kenneth Greenberg, executive director of cloud solutions, TeleTech

Cloud contact centre platforms provide government agencies and companies in the private sector the flexibility and agility to accommodate future customer service preferences and channel behaviors. Agencies developing an adaptable, multi-channel approach to customer

Dispelling Three Myths of "The Cloud"

Over the years, several myths have been circulated about the so-called hidden costs of cloud contact centres along with fables about security vulnerabilities and other "gotchas" associated with hosted environments. We address these misconceptions below:

Myth #1: Government agencies that transition to the cloud lose all control of the contact centre.
Although government agencies transitioning to the cloud effectively transfer management of software and hardware support and maintenance to the cloud provider, they don't abdicate control over their technology strategies, nor do they abandon jurisdiction over associate training. Agencies shifting to a hosted environment continue to oversee the strategic direction of the contact centre and customer service; the technology partner merely provides the underlying technology and ensures that it is continually refreshed.

Myth #2: Cloud contact centre platforms are not as secure as premise-based systems.
Security experts contend that most breaches occur as a result of physical tampering with **in-house** systems. The U.S. federal government continues to incentivize agencies to move their computing activities into the cloud under the FedRAMP program, a testament to the level of confidence that key decision-makers are placing in the security of cloud computing.

Myth #3: A shift to cloud computing results in major IT staff cuts. The number of IT staff impacted by transitioning to cloud computing isn't as dramatic as some people claim. As mentioned previously, our research finds that the average government agency experiences a 3 to 5 percent reduction in contact centre support staff.

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service are better able to respond to citizens quickly and effectively, building trust and resulting in more efficient interactions.

As new channels emerge and citizens increase their use of them, cloud contact centres can be adjusted to meet changing citizen traffic between channels on the fly. Government agencies hoping to operate more effectively in the future will need the agility to deliver fast and knowledgeable responses to citizens' issues, such as a sudden uptick in demand for information about a new public program being offered.

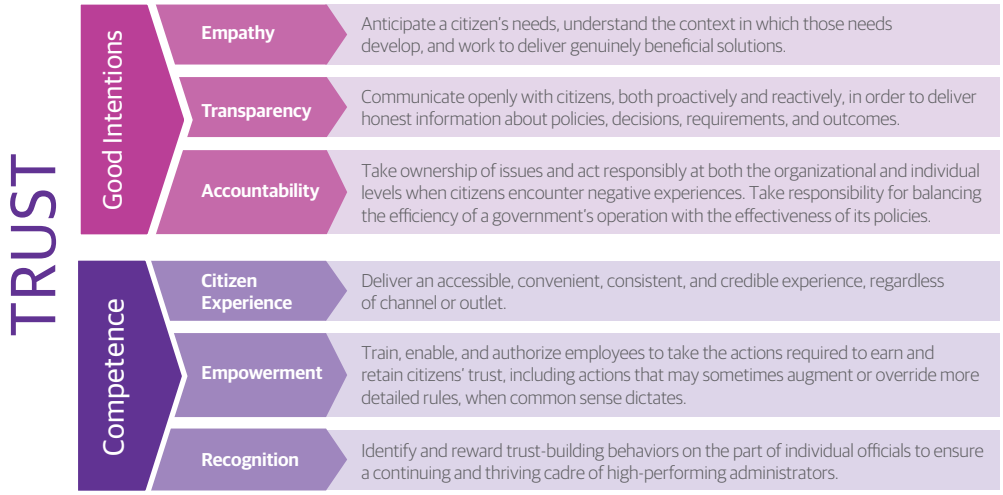
Future-proofing the contact centre isn't just about using a platform where new channels can be quickly added. To engage, satisfy, and delight citizens, agencies will need to arm associates with up-to-date insights, enabling insightful and relevant communications based on the full spectrum of pertinent information.

"As government agencies strive to keep pace with customer experience expectations, they need a contact centre platform that is nimble and responsive enough to keep in stride with citizens today – and tomorrow," says Andrew Bird.

> As government agencies strive to keep apace of customer experience expectations, they need a contact centre platform that is nimble and responsive enough to keep in stride with citizens today — and tomorrow.
>
> — **Andrew Bird,** executive director of product management and development, eLoyalty

Single View of the Customer Capability

The following chart is a graphical representation of the six building blocks of trust. The harmonization of these elements leads to the two primary tenets of trust: intent and competence.



Source: Building Citizen Trust in Government. Peppers & Rogers Group, 2013.

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Considerations for **Outsourced** and **Hybrid** Contact Centres

One of the operational and financial benefits of cloud contact centres is the flexibility to route calls to remote associates, including at-home staff. Regardless of where associates are located – whether in a dedicated contact centre, an outsourced facility, or working from home – a cloud model can more readily support associates than premise-based systems. These and other advantages of a cloud platform also extend to government agencies.

Whether an agency relies on a single contact centre or a mix of in-house and outsourced contact centres across different geographies, customer service leaders are able to use cloud-based workforce management tools to gain a sole, consolidated view of customer service activities. This insight includes a single view of all calls coming into the contact centre from the IVR as well as agent quality assurance reports wherever the associate may be located.

Just like in-house contact centres, outsourced contact centres can be added to a cloud contact centre platform within a matter of days instead of the weeks or months it would take to install premise-based applications. Meanwhile, agencies utilizing a cloud contact centre model don't have to worry about the hassle of keeping outsourced contact centres on the same version of workforce management and associate desktop software. Each of the contact centres supporting the agency is on the same platform, automatically undergoing the same refresh cycle for upgrades and enhancements.

Cloud contact centre platforms also provide companies with flexible call routing options for outsourced or remote contact centres.

When all outsourced and in-house agents are on the same associate desktop and telephony systems, customer service supervisors achieve a consolidated view of associate performance reporting as well as the ability to compare performance between in-house and outsourced associates or teams.

Cloud contact centre platforms also provide agencies with flexible call routing options for outsourced or remote contact centres. Cloud telephony solutions enable agencies to easily configure the time of day or day of week for routing calls between an in-house or outsourced contact centre. Cloud solutions also offer the agility to reroute calls between locations quickly and easily as demand dictates.

By providing outsourced associates with the same user interface and contact centre apps as in-house associates, agencies are able to lower the cost of training by having outsourced associates use a single system for supporting citizens. Contact centre leaders can also expect more consistent call handling from all associates with uniform metrics for evaluating associate performance.

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Conclusion

When government leaders compare the differences between cloud and premise-based contact centres, it's critical to identify what will be needed 18 months or even three years from now. While it's difficult to predict what the future may hold, it is possible for decision makers to opt to place the organization on a path offering flexibility and responsiveness to citizens' needs.

In evaluating different contact centre platforms, government leaders should also consider the differences offered in channel support (chat, email, social, desktop video), and determine their priorities in delivering citizen support through specific channels. Perhaps most importantly, the agency must identify a partner able to help them meet both near- and long-term goals, including the ability to achieve customer service and citizen satisfaction performance targets.

"Government agencies that are able to provide citizens with cohesive support experiences across all the channels they use strengthen the citizen-agency relationship, heighten citizen satisfaction and loyalty, and build the kind of trust that leads to more efficient operations," says Ken Greenberg.

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