



Contact Center Control, Visibility, and Efficiency from the Cloud

Optimizing customer experience and business performance with the Customer Journey Platform

Office Depot, Inc. (NASDAQ:ODP) is a leading provider of business services and supplies, products, and technology solutions through its fully integrated omnichannel platform of approximately 1,400 stores, online presence, and dedicated sales professionals and technicians to small, medium, and enterprise businesses. Through its banner brands Office Depot®, OfficeMax®, CompuCom®, and Grand&Toy®, the company offers its customers the tools and resources they need to focus on their passion of starting, growing, and running their business.

The company has annual sales of more than \$10 billion, employs approximately 45,000 associates, and serves consumers and businesses in 56 countries.

For more information, visit news.officedepot.com and follow @officedepot on Facebook, Twitter, and Instagram.

The customer summary

Customer name:

Office Depot, Inc.

Industry:

Retail, e-tail and consumer products

Location:

Boca Raton, FL

Number of contact center agents:

More than 3,000

Number of contact center sites:

34 across 4 continents

Business challenge summary

- Competitive differentiation through better customer service
- Managing contact center performance across sites globally
- Inconsistent performance reporting across sites
- Managing multiple outsource partners

Network solution summary

- Moved from on-premises call center equipment to the cloud
- Created a global command center to monitor operations and manage performance in real time
- Use analytics to match customers with agents based on agent performance and customer value and need

Business results summary

- Lowered average speed of answer from 30 to 40 seconds to 10 seconds
- Lowered call abandons from 3 to 4 percent to less than 1 percent
- Achieved significant cost savings and performance improvement

Business challenge

For Office Depot, Inc. delivering a quality, consistent customer experience through the contact center is necessary to compete. The team must deliver 24-hour impeccable service levels for voice, email, and chat, including peak call times such as holidays.

The challenge was how to operate in a complex global environment using resources deployed across multiple locations around the world. With their previous applications deployed on premises, they lacked central visibility and transparency over operations. It was a challenge for headquarters to manage and control performance globally.

Office Depot, Inc. had multiple contact center sites: some in-house and others at partner sites. Site, team, and agent performance management was distributed. Some sites used Office Depot, Inc. contact center systems and reported their performance through them. Others were managed independently by partner managers with their own systems and performance reporting procedures.

This scenario resulted in inconsistent performance and customer experiences from site to site.

Business solution

Global management

First, Office Depot, Inc. consolidated all queuing, routing, recording, monitoring, and reporting activities globally. The company selected the Cisco® Customer Journey Platform because it separated the application functions of these

requirements from the voice media itself. This choice had two key benefits:

- Offered Office Depot, Inc. flexibility in terms of the voice carriers and equipment it used, from site to site, including a redesign of the voice network
- Allowed the business side to manage the application functions so IT could focus on carriers and phone equipment

The Customer Journey Platform was rolled out in less than 90 days. Its flexible cloud platform meant that Office Depot, Inc. could scale on demand to meet business changes, and use its existing transport and telephony systems. “As soon as we deployed the Cisco platform, we noticed immediate improvements,” said the director of operations and analytics.

Centralized, transparent data

The most tangible difference Office Depot, Inc. noticed when it switched to the Customer Journey Platform was the richness of the customer interaction data that it was able to analyze and use to improve the customer experience in real time. As a result, it built a state-of-the-art command center including several digital displays that detail the calls coming into each center and key metrics such as call wait times, abandoned calls, and the number of agents logged in and on calls at each site.

Command center operators manage the center 24 hours a day to monitor operations. The same data is available to each site and partner, so everyone is working with the same information worldwide. When command center operators

“The Cisco Customer Journey Platform empowers companies to do what’s right for the customer—better, faster, and more efficiently.”

Director of operations and analytics

identify performance concerns, with the click of a button they capture the data indicating the cause and delegate actions to the appropriate team members. If it is an equipment, network, or resource situation, everyone sees it right away and works together to solve the problem.

Business agility – the “just-in-time” contact center

Using the dashboards, contact center supervisors can make operational adjustments in real time. With a couple of clicks, they have visibility into the status of queues, how certain teams and agents are performing, and where additional resources may be needed to address demand or specific problems, especially during peak call volumes.

“The Customer Journey Platform allows us to collect critical information that is analyzed and leveraged for insight so we can continuously improve our processes. We have volumes of records that are hosted, joined, processed, and analyzed in a structured way on a single platform, which we can use to pinpoint specific insights that will ultimately drive actions,” said the director.

With a global reach and many agents across multiple call centers, Office Depot, Inc. also can optimize operations with CC-One by taking and treating all calls in the same global queue. This setup allows for seamless shifting of traffic with no disruption to the business. Office Depot, Inc. manages its entire global contact center operations without any special on-premises equipment or capital outlay, by simply using the cloud-based Cisco Customer Journey Platform for its omnichannel contact center.

In anticipation of events and programs that may cause spikes in calls beyond its staffing, teams are being trained from different departments on how to handle calls of specific types in emergencies. If an event occurs, overflow calls are routed to these non-contact center associates at their desks to handle the customer interactions while working their day-to-day jobs. “The Customer Journey Platform unites technology and process by adapting to changes in the business process quickly,” said the director.

Business results

With the Customer Journey Platform, Office Depot, Inc. operates in more advanced ways than the typical contact center, a beneficial outcome for the company’s profit and its customers. Office Depot, Inc. implemented a centralized, global solution that empowers the business to perform better on many levels, including reduction in customer wait times, improvements in service quality, and enhanced customer experiences.

Performance improvements while saving costs

The real-time data and analytics of the Customer Journey Platform allowed Office Depot, Inc. to expand service operations while realizing significant annual cost savings through performance optimization.

“With the improved visibility afforded by the platform, all of us can see the global queues as they’re building and determine which customers are waiting on hold and for how long. We can see the performance of the agents, teams, and

“The Cisco Customer Journey Platform provides Office Depot, Inc. with a level of transparency and agility that we did not have with our previous technology. Today, everyone has complete visibility into data that details what is happening within our contact centers. And, we’re able to act quickly to ramp staffing up or down in response to crisis situations or unexpected demand. This agility has made a significant impact on the company’s bottom line.”

**Director of operations
and analytics**

partners, including how well each agent is handling calls. Armed with this information, supervisors are able to coach and mentor agents and provide feedback to optimize the customer experience.”

“We are now able to make the best decisions for our customers in real time,” said the director. “By using the Customer Journey Platform’s call-routing technology, we are able to match each customer with the best available agent without the need for any manual intervention.” The platform processes and uses data to perform two critical functions:

1. Assess customer needs and value
2. Match that customer with the most relevant agent—as measured by agent performance

“The cloud solution provided by Cisco makes it simple,” said the director.

Industry-leading customer service metrics

As a result of moving to the Customer Journey Platform, Office Depot, Inc. has lowered the average speed of answer to less than 10 seconds. It has also reduced the call abandonment rate to less than 1 percent. Prior to moving to the cloud, the company performed around the industry average rates for speed of answer (30 to 40 seconds) and call abandons (3 to 4 percent).

Improved business outcomes

With the Cisco Customer Journey Platform, Office Depot, Inc. now can route interactions to agents, teams, and partners who are performing well in similar situations. The result is improved overall

performance of its contact centers, and greatly improved business outcomes such as customer satisfaction, sales, and first-call resolution rates. Office Depot, Inc. has also optimized business processes, such as new call routing strategies, script changes, customer prioritization, offers, target markets, and proposed problem resolutions.

Building on the use of the Customer Journey Platform, Office Depot, Inc. has created a customer service and support model that’s considered an industry best practice for a customer-centric contact center. By improving sales effectiveness, customer satisfaction, and operational efficiency, Office Depot, Inc. has been able to deliver a better customer experience while realizing financial benefits.

Start improving your contact center performance today

Turn your contact center into a strategic asset that optimizes your customer’s journey and maximizes your business outcomes. [Visit](#) for more information. Or start the conversation now about how the Cisco Customer Journey Platform can benefit your business by contacting your Cisco Services sales representative or Cisco channel partner.