

Inland Revenue Banks on CRM from IBM



legislation through education, quality service and fair but firm enforcement. The bank achieves this mission by finding ways to simplify and reduce the information requirements of its customers, conducting its business professionally, with a willingness to always meet their needs.

Overview

■ **The Challenge**

Implement a Customer Call Center with a scalable solution that will support Inland Revenue's superior commitment to customer service

■ **The Solution**

IBM WebSphere® Voice Response with DirectTalk® Technology, Genesys CallPath, Microsoft® and Windows NT,® all running on IBM @server pSeries server, IBM Call Center Support

■ **The Benefit**

Improves customer relations, expands bank's service offerings, provides important information to customers when needed, enables management of 40,000 calls weekly

Handling two million calls a year on topics that touch the life of every New Zealander requires superior service. Achieving this level of service calls for a system that is dependable, accessible and flexible.

Collecting 84 percent of the New Zealand government's total tax revenue, the Inland Revenue New Zealand provides tax and social policy support to the national government and local communities. Its goal is to assure compliance with New Zealand's tax and social policy

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*Vaughan Crouch
National Manager
Call Management
Inland Revenue*



Introducing the Customer Call Center

Inland Revenue sought a solution that would support its commitment to be a more customer-focused business. To achieve this, the bank developed a set of objectives to encourage compliance, while simplifying the information-gathering process. Armed with this vision, Inland Revenue decided to implement a Customer Call Center in order to improve customer relationships and broaden the base of its services. To do this, Inland Revenue needed new technologies that would help meet a requirement to service 40,000 weekly calls related to business, child support and student loans.

Inland Revenue undertook an intensive product review and technical evaluation process, eventually choosing IBM Customer Relationship Management (CRM) solution. Their search revealed that the IBM offering had an excellent track record, coupled with the right mix of functions at the right price. The IBM Call Center

Support team, designed to support customers across a variety of industries, was the perfect solution to support the bank's multiple customer segments and their varying needs.

A simple online interface

IBM Contact Center's menu switching capabilities allow Inland Revenue Customer Service Representatives (CSRs) to quickly switch among various department and product online information sources, helping them consistently and efficiently manage a variety of incoming calls with a minimum of training. A single user sign-on provides access to all of the integrated backend systems, databases and interfaces, allowing CSRs to navigate through the system seamlessly. IBM Contact Center's runtime script processor automates the navigation process, providing various levels of prompts, based on each CSR's skill level, so that each service request can be processed consistently.

In addition, a quality monitoring function can record call conversations and their associated screen images to assist in coaching CSRs and further raising their level of service quality in answering taxpayer's questions. Sophisticated realtime monitoring, integration with a CSR scheduling system and the

ability to dynamically alter the Skills Based Routing criteria, allow call center management and schedulers to dynamically manage call volumes and workforce skills.

Serving the customer

The IBM CRM solution, designed to deliver a functionally rich and easy to use platform, enabled Inland Revenue to achieve its business goals of:

- *Reducing costs of servicing its business client base*
- *Providing responsive and informed answers to clients*
- *Supplying tools and processes that focus on service delivery*
- *Implementing the project in a low-risk manner*

Jim Hollier, IBM New Zealand's National Call Center Software Manager, believes that the difference between success and failure for businesses depends on the integrated management of people, processes and systems, ensuring customer loyalty and consistent revenue. "Customer Relationship Management encompasses the totality of the business processes which an organization performs to identify, select, acquire, develop and retain its customers. Inland Revenue had the foresight to understand this," Hollier said.



The IBM CRM solution gives organizations realtime knowledge of who they are communicating with and how to better manage the contacts and products for various customer segments. This in turn can provide a competitive edge and a greater return on investment.

Realizing the benefits

After just seven months, Inland Revenue was already seeing the benefits of the Genesys CallPath product, which provides Computer Telephony Integration (CTI) communication and IBM WebSphere Voice Response with DirectTalk® Technology, which allows voice and

data to be simultaneously transferred to the next available and appropriately skilled operator in the Business Call Center. An automated referral system, integrated with e-mail, allows calls to be referred to other Inland Revenue sites.

The IBM Host Connection interfaces to Inland Revenue's vast customer databases and retrieves the information suitable to the type of caller, displaying that information within the IBM application. IBM Call Center support team also provides the call center with the ability to obtain and store additional information from the caller for use within the call center, maximizing the customer service representative's ability to "know" and assist the customer.

Consistency in answering queries is achieved by the Business Call Center and four Personal Call Centers, all having access to the same knowledge base of tax information. This was integral in reaching Inland Revenue's objective of achieving better performance and higher quality of service at a lower cost per call.

According to Vaughan Crouch, Inland Revenue's National Manager of Call Management, "The installation of the IBM solution has enabled us to expand both the availability and the number of services provided to customers. It gives our customers choices in the way they wish to contact us and allows all our agents to be efficient and accurate. The service is enabling customers to gain access to personal and general tax information through just one touch of their phone."

"We are very pleased with the way our CSRs and our customers are embracing the new service. The IBM solution has helped us to meet our expectations of best practice in the call center," Mr. Crouch said.

To learn more

For more information about how IBM can help your business take advantage of conversational e-business, call your local IBM Sales Representative, contact an IBM Business Partner specializing in voice at ibm.com/software/voice/partners/list or visit ibm.com/software/voice, call us in North America at 1 800 Talk-2Me or outside North America, e-mail Talk2Me@us.ibm.com.



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8051 Congress Avenue
Boca Raton, Florida 33487

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11-01

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GK34-0175-01