Business Requirements Document (BRD)

Project Title: Contact Centre Channel Optimization

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1. Executive Summary

With the rapid growth in digital banking usage driven by the proliferation of smartphones and tablets, client expectations for seamless banking experiences have never been higher. However, many clients encounter service failures in self-serve channels (digital and IVR), leading to frustration and a reliance on contact center agents for resolution.

This project aims to optimize the performance of CBC's Contact Centre and self-serve channels by addressing service failures, enhancing agent empowerment tools, and enabling an omni-channel banking experience. The ultimate goal is to improve customer satisfaction, increase the adoption of digital channels for routine transactions, and ensure CBC remains a leader in delivering exceptional client experiences.

2. Business Objectives

1. **Enhance Customer Experience:**

   o Identify and eliminate pain points in self-serve channels (digital and IVR).

   o Provide a seamless transition between self-serve and agent-assisted channels.

2. **Increase Digital Adoption:**

   o Accelerate client migration from routine contact center transactions to self-serve channels.

   o Educate clients on the benefits of digital banking options.

3. **Empower Contact Centre Agents:**

   o Equip agents with advanced tools and resources to resolve issues efficiently.

   o Implement training programs to increase agent proficiency.

4. **Enable Omni-Channel Banking:**

   o Ensure clients can interact with the bank across multiple channels (mobile, web, IVR, in-person) without interruption.

   o Build consistency in service delivery across channels.

3. Scope

3.1 In-Scope

1. Analysis and optimization of self-serve channels, including:

   - Digital banking (mobile app and web).

   - IVR systems.

2. Development of tools for agents, including:

   - Enhanced knowledge bases.

   - Real-time dashboards with client interaction analytics.

3. Implementation of feedback loops for continuous improvement:

   - Client surveys.

   - Performance tracking for digital and contact center channels.

4. Pilot testing of new features and tools in select contact centers.

3.2 Out-of-Scope

1. Upgrades to physical infrastructure in contact centers.

2. Non-routine transactions requiring specialized expertise (e.g., fraud investigations).

3. Third-party integrations beyond existing partnerships.

4. Stakeholder Analysis

Stakeholder	Role/Responsibility
Senior Manager, Channel Optimization	Oversees project execution and alignment with business goals.
Contact Center Teams	Implements agent tools and provides feedback on usability and efficiency.
Digital Banking Teams	Develops and optimizes self-serve channels.
Client Experience Teams	Ensures solutions meet client expectations and improve satisfaction.
IT Support and Development	Provides technical expertise and integration support for new tools and enhancements.

5. Functional Requirements

5.1 Self-Serve Channel Enhancements

1. **Digital Banking Platform:**
   - Real-time error detection with automated resolution options.
   - Enhanced user interface for ease of navigation.
   - Clear, client-friendly error messages and troubleshooting prompts.

2. **IVR Systems:**
   - Streamlined menu options to reduce call abandonment.
   - Voice recognition capabilities to route clients effectively.
   - Real-time status updates during calls.

5.2 Agent Empowerment Tools

1. **Knowledge Base:**
   - Context-sensitive search for faster issue resolution.
   - Regular updates based on common client queries and feedback.

2. **Client Interaction Dashboard:**

- o   Displays a 360-degree view of client interactions across all channels.
- o   Provides real-time analytics and client preferences.

3. **Training Programs:**

- o   Role-specific training modules for agents.
- o   Regular updates on new tools and technologies.

5.3 Reporting and Analytics

1. **Metrics Dashboard:**

- o   Daily, weekly, and monthly reports on digital adoption rates and service failures.
- o   Alerts for performance anomalies in self-serve channels.

2. **Client Feedback Integration:**

- o   Surveys integrated into self-serve and agent-assisted interactions.
- o   Analysis of client sentiment to identify improvement areas.

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6. Non-Functional Requirements

1. **Performance:**

- o   Self-serve platforms must handle peak traffic with a response time under 2 seconds.

2. **Security:**

- o   Compliance with industry standards for client data protection (e.g., PCI-DSS, GDPR).

3. **Usability:**

- o   Tools must be intuitive for both clients and agents, requiring minimal training.

4. **Scalability:**

- o   Systems should accommodate a 20% increase in client interactions annually.

7. Assumptions and Constraints

1. **Assumptions:**
   - Clients are open to using digital channels for routine banking tasks.
   - Contact center agents will actively participate in training programs.

2. **Constraints:**
   - Budget allocation limits may affect the scope of tool development.
   - Existing CRM and IT systems may require significant customization for integration.

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8. Risks and Mitigation Strategies

Risk	Impact	Likelihood	Mitigation Strategy
Resistance to change from agents or clients	High	Medium	Conduct change management sessions and training.
System downtime during implementation	High	Low	Schedule updates during low-traffic periods.
Integration issues with legacy systems	Medium	High	Engage IT teams early for compatibility testing.

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9. Success Metrics

- **Client Satisfaction:** Increase in positive feedback scores by 30%.
- **Digital Adoption:** Growth in routine transactions completed via self-serve channels by 25%.
- **Agent Efficiency:** Reduction in average call handling time by 90%.

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10. Appendices

1. Glossary of Terms:
   - **IVR:** Interactive Voice Response.
   - **Omni-Channel Banking:** Seamless integration of multiple banking channels.

2. References:
   - Client feedback surveys (last 12 months).
   - Industry benchmarks for digital banking adoption.