



Inland Revenue
Te Tari Taake

Speak to IR

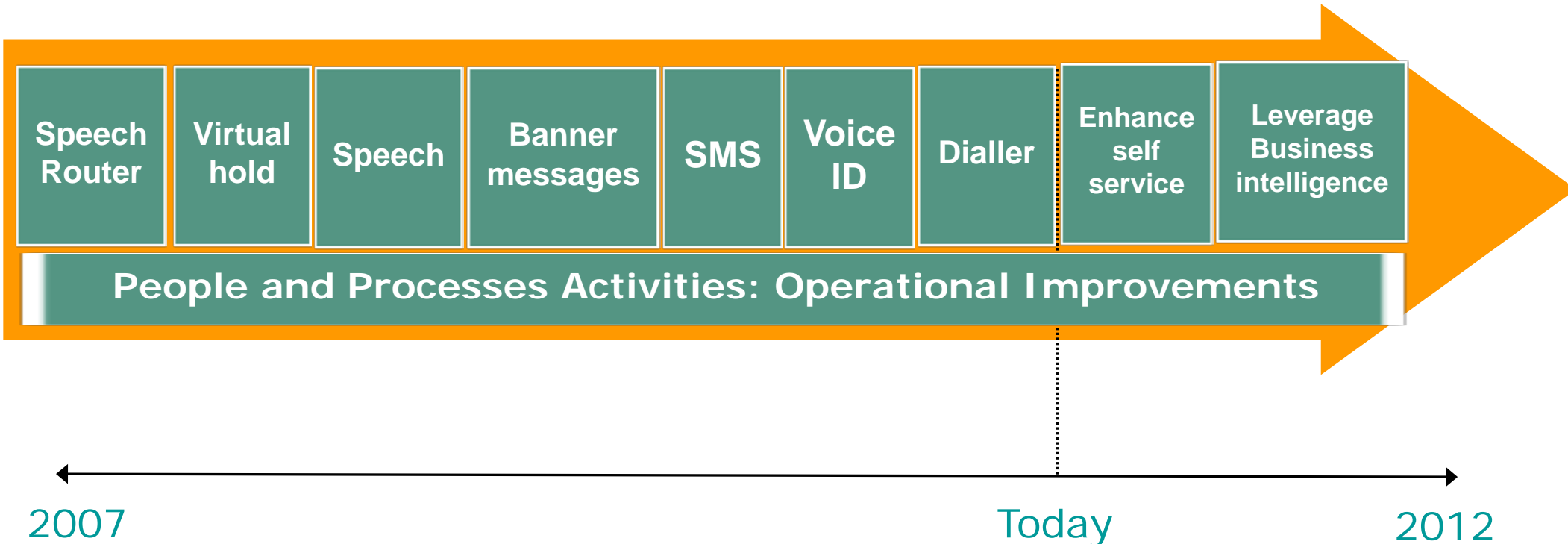
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Inland Revenue

Inland Revenue

- **Who are we?**
 - Inland Revenue was established in 1952
- **What does Inland Revenue do?**
 - We collect most of the revenue that government needs to fund its programmes (Pay As You Earn, Income Tax, GST)
 - We also administer a number of social policies (Student Loans, Working for Families and Paid Parental Leave)
- **How do we interact with our customers?**
 - Contact Centres (inbound and outbound Calls)
 - e Services (Electronic payments and web-filing)
 - Correspondence (paper and electronic)
 - Community work (visiting our customer and providing assistance)
 - Return and Payment management

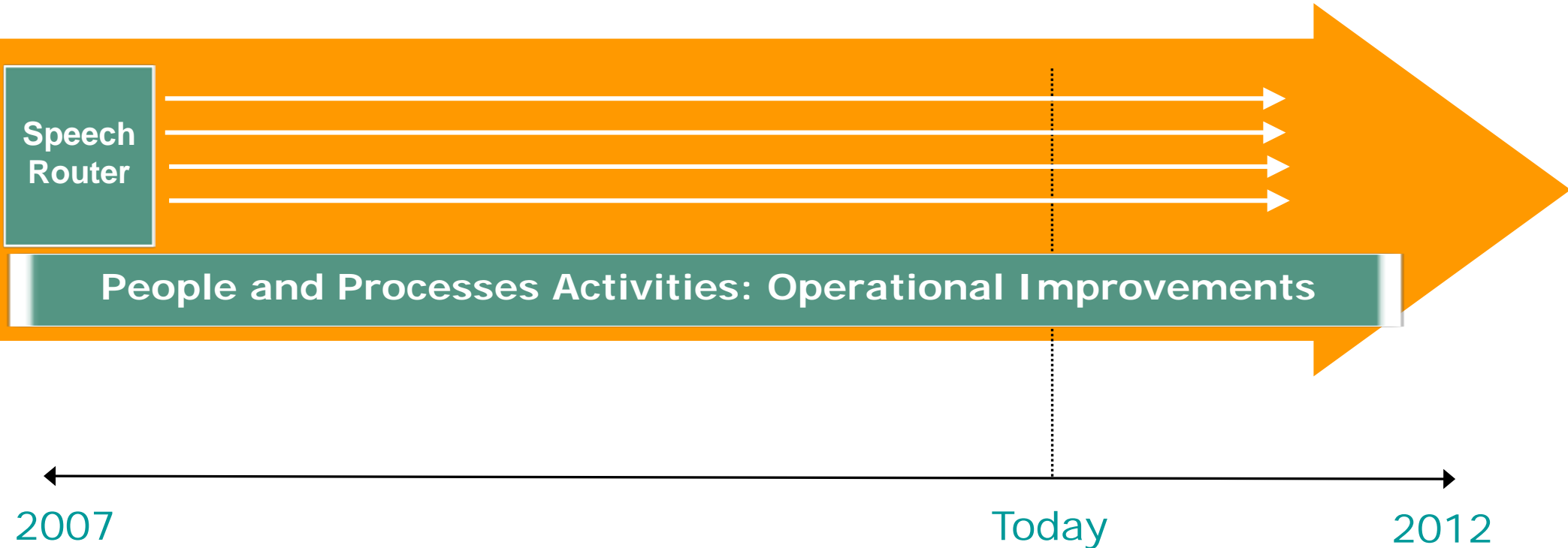
IR's transformation journey

Transformational journey of IR telephony built on the Speech Router



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Speak to IR

- Started – 2008 and operational January 2010
- Open navigation – natural language speech recognition “How can I help you today?”
 - Focus on reducing internal transfers
 - Easier access to self service
 - Improving the customer experience
- ID&V – Speech identification of callers partial verification
 - Reduce manual processes
 - Simplify the journey to biometrics

What we've achieved

- Banner messaging – Deflection and service of customers by offering messages relevant to their enquiry
- Transfer rates dramatically improved
- 'Training by task' for key events and peak period of demand
- Positively changed the IR brand – got customer recognition for the caller experience IR provides
- Recognition of key words
- Dynamic menu
- Customers love it – no fault approach

Lessons learned – what we did

- Take your time upfront. Understand what you want to achieve, and the desired customer experience, then design the systems (don't forget people and process) to deliver it. Seek experts to help
- Own it! Get into the detail with your requirements, be specific, make sure they map back to your desired end to end customer experience...and think ahead. Having a detailed roadmap is critical
- Don't develop a system in isolation of existing technology components or processes, as they together create the end to end experience

Lessons learned – what we didn't do

- Spend more time getting your BAU operation ready for the change early, having them involved is not ownership
- Don't forget your reporting! Small improvements / changes can offer huge rewards so make sure that you have clear reporting and understand what is being measured
- Leverage the solutions continuously. We're still finding opportunities to get more from our investment – never stop looking for opportunities

What does the future hold?

- Voice ID
- Enhance our self service to keep the experience consistent
- Extend 'training by task' for key events and high period of demand
- Business Intelligence – generating more operational opportunities from analytics and after-call surveys
- Call recording
- Move customers to other channels
- Use other channels to deflect and serve customers

voice ID



voice ID

- Who YOU are and not what you know about someone
- Focus for now is a great customer experience
- Platform for future security “step change” based on a clear strategy and roadmap
- Around 10,000 customers have enrolled since we went live 4 weeks ago
- New self service call flows including functionality complementing self service and eBusiness strategies
 - “What’s my IRD number?”
 - Online services password reset
 - Online services password activation

Past experience

... when I ring up about my GST return I have to answer questions about myself ... address, DOB, my full name, and my contact phone numbers. I wish we could just get on and solve my query



... I don't know my PIN number!

Current experience



Welcome to Inland Revenue, you're speaking with Jane. Would you like to know the status of your GST return Ms Smith?

Enrolment strategy

- Enrolment targets set
- Focus is on customers that call us often
- Then campaigns (email, letter) targeting specific customers
- Some key differences for our solution should be the difference
 - customers can self enrol 24x7
 - we make a proactive offer when a customer we want to enrol comes through speech
 - aren't relying solely on CSRs making the offer

