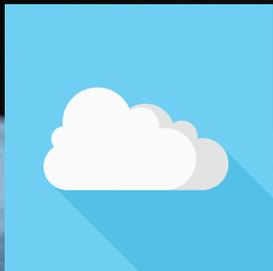
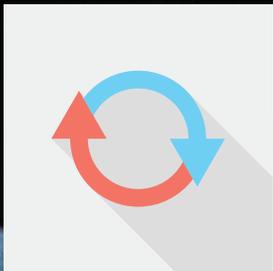
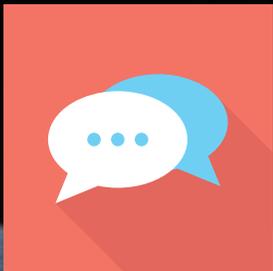




Making the

# GRADE

How to Convert a Contact Center  
Into an Insight Center Using Analytics





# Table of Contents

## School's in Session

Customers generate mountains of data as they interact with company contact centers through voice and digital channels. But if those contact centers were graded on their ability to leverage insights from customer behavior, the average grade would range from B- to F.

High-performing companies understand they need to harness relevant data and react quickly when customers reach out. They also need to provide customers with easy access to timely information and quick access to representatives who are empowered to assist them.

Traditional contact center analytics tools provide limited insights based on historical data, such as those that measure average handle times. Companies must implement more advanced analytics tools, along with richer data sets to better understand customers and make faster decisions. A savvy analytics strategy can also help contact center managers train and schedule associates for the most relevant channels more efficiently.

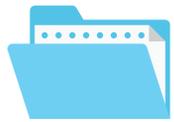
## 8 lessons to transform your contact center's performance from a B into an A+

- 1 Room for Improvement
- 2 The Challenges
- 3 How to get Started
- 4 Selecting the Right Analytics Tool
- 5 Four Steps to Close the Gaps on Data Insights
- 6 Teamwork
- 7 The Impact of Analytics
- 8 Analytics at Work

## LESSON



# Room for Improvement



## THE POTENTIAL

Companies that harness digital insights are expected to increase their revenue from

**\$333 BILLION** IN 2015 **TO** **\$1.2 TRILLION** BY 2020

(Source: Forrester)

**12%** The global contact center analytics market will grow at a compound annual rate of 12% from through 2018

(Source: Ovum)

Although contact centers already have a multitude of analytics tools and metrics that measure agent performance and customer feedback, there are plenty of opportunities for contact centers to harness a greater variety of data to make more informed decisions and provide better services.



## THE GAPS

**74%** of firms say they want to be **"data-driven,"**

**BUT ONLY**

**29%** say they are good at connecting analytics to action

(Source: Forrester)

**90%** of the information assets from big data analytics efforts will be siloed across multiple business processes through 2017.

(Source: Gartner)

**40%** of contact centers lack data analysis tools

(Source: Dimension Data)

## LESSON

# 2

# The Challenges

While most contact centers can measure an associate's performance, the larger picture is often unclear. Contact centers are challenged in gaining deeper customer insights for a number of reasons:



**Dollars:** Investments in the latest contact center technology and training tends to lag since contact centers are still often perceived as cost centers and not as an integral part of profit strategies.



**Access:** Channel permissions are missing. Contact center associates don't necessarily have access to all the channels that customers use. They may not be able to see customers' comments on social media, for example, which prevents them from having a full understanding of customer interactions.



**Talent:** Not every business has the resources to create its own team of data scientists and analysts.



**Feedback:** Associates often don't receive reports on customer experience surveys or analyses beyond those that directly affect the contact center.



**Fragmentation:** Tools are disjointed and not integrated with the larger enterprise, data is walled off in silos, and business processes may not be aligned.

## LESSON

# 3

## How to Get Started

### PRO TIP



Contact centers should aim their analytic efforts at understanding three things:

- 1 What is happening with respect to the activities within a customer case?
- 2 Which customers (e.g. first-time, returning, etc.) are impacted?
- 3 How do customers and agents feel about their experiences?

In determining an analytic strategy, the stakeholders must first agree on what the primary objective is that they are focused on. For instance, is the primary goal operational efficiency or customer satisfaction? This will form the foundation for additional decisions, such as which analytic tools and performance metrics to use.

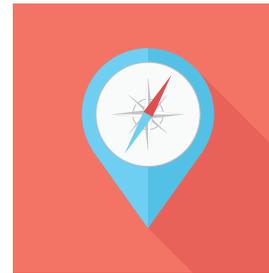


## LESSON

# 4

## Selecting the Right Analytics Tools

With a plan in place, the next step is to determine which tools will best meet the team's objectives. From speech and text analytics to real-time predictive analytics and more, companies have myriad analytic solutions to choose from. Popular tools include:



### Journey Analytics

Uncover insights about how individual customers interact with brands and where there may be opportunities to reduce unwanted friction.



### Speech and Text Analytics

Mine voice calls and chat transcripts to understand emerging customer care issues, identify potentially explosive legal issues, and assess customer sentiment. They can also help evaluate agent performance and assorted processes that are integral to operational efficiency goals.



### Real-Time Process Optimization (RTPO) Analytics

Analytics offer personalized guidance through real-time callouts. RTPO measures and analyzes calls as they occur and offers directions to the associate, such as offering a refund to an agitated caller who is at risk of churning.

## LESSON

# 5

# Four Steps to Close the Gaps on Data Insights

A transformative strategy should include a system for continuously collecting data across channels, as well as testing and analyzing to find actionable insights. There are several critical steps to providing a closed-loop process for doing this:

## STEP 1

**Map the existing data flows** into and out of the contact center, and, based on preferred, pre-defined customer experience journeys, identify gaps in customer knowledge that could be filled by integrating data from other internal or external sources.

## STEP 3

**Analyze and model the consolidated data**, and orchestrate specialized actions aimed, say, to maximize customer satisfaction while also achieving designated SLAs (service level agreements). These orchestrated actions can (and should) include a wide assortment of champion/challenger tests to support continuous improvements.

## STEP 2

**Build processes to export the contact center data** to a centralized customer data repository on an ongoing basis so that everything that is known about customers' attributes, attitudes, behaviors, and value can be leveraged from one location.

## STEP 4

**Develop automated reports and dashboards** that will display key metrics pertaining to the various interactions customers have with the brand, as well as the downstream behaviors that will determine the impacts on the business. These downstream metrics could include customer satisfaction and Net Promoter Scores, customer retention rates, product purchase rates, revenue, and profitability.

## LESSON

# 6

## Teamwork

Some insights are instinctual and can only be gained through human understanding. Therefore, data-driven decision-making should be balanced with human learnings and expertise.

Analytical tools are not magical solutions; they reflect the quality of the data that is applied. Humans are therefore needed to review the recommendations put forth by these tools.

Successful organizations understand the value of data-driven insights as well as the human touch since both are necessary for great customer experiences.

LESSON

7

# The Impact of Analytics

## Retail

27%\*

Increase in revenue per agent

4X\*

Improvement in units sold

41%\*

Reduction in invalid transfers

91%\*

Reduction of red flags

\* representative results

LESSON

7

# The Impact of Analytics

## Automotive

273%\*

Improved NPS

150+\*

Growth in  
brand products

\$70k\*

Saved by reducing  
repeat calls

60%\*

Call deflection on  
mobile app calls

\* representative results

LESSON

7

# The Impact of Analytics

## Financial

3%\*

Improvement in  
First Call Resolution

3%\*

Improvement  
in CSAT

97%\*

Improvement in  
actual to target AHT

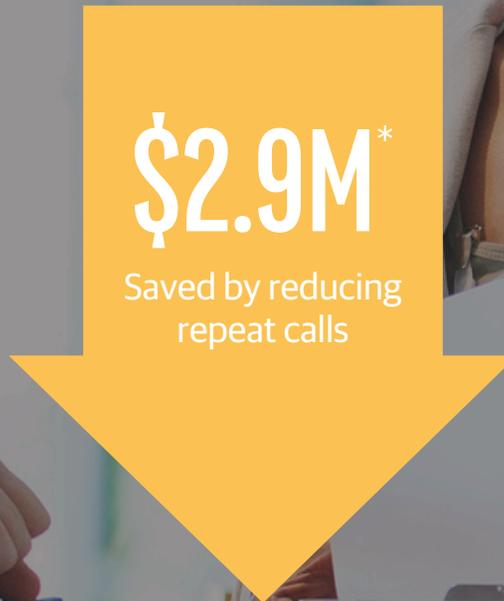
\* representative results

LESSON

7

# The Impact of Analytics

## Healthcare



\* representative results

LESSON

7

# The Impact of Analytics

## Telecom

2%\*

Improvement  
in FCR

16%\*

Improvement  
in cancelled  
truck rolls

84%\*

Reduction in  
misrouted calls

14%\*

Reduction in  
repeat callers

\* representative results

## LESSON



# Analytics at Work

Not every business can afford its own data science or analytics team, however, which is where an experienced partner can help. At v, our team members help companies extract valuable information from customer interactions, and turn that information into superior customer experiences. Here are some examples:

## Problem

**A telecommunications firm wanted to better understand the key issues customers were calling about.**

## Approach

By conducting a root-cause analysis, combined with demand process mapping and customer journey mapping, we discerned that 33 percent of calls to the contact center were to dispute plan changes; 9 percent were about third-party charges; and 8 percent were about overdue balance alerts on a payment.

## Results

We dug deeper to find out why this was happening. It turns out that 47 percent of the customers were not informed of the charges when they changed their plan and 27 percent weren't being informed of pro-rata billing in advance. Armed with these insights, the telco company adjusted its communications with its customers and its business processes, which contributed to:

**57k** FEWER  
REPEAT CALLS

**\$2** MILLION  
IN SAVINGS

# LESSON

## 8a

# By the Numbers

Taking a deeper dive into the impact of analytics, we visualized how much plan changes were costing our client in customer satisfaction.

### Why are your customers calling?



**33%** One third of calls are about disputing plan changes  
9% about third party charges  
8% about overdue balance alert on payment



### The majority of your customers have concerns about recent plan changes

**74%** claim that they weren't informed of plan change charges  
**9%** say they were told there wouldn't be a charge at all

### Why is this happening?



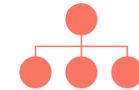
### Our recommendations

A combination of system, people, and process updates can reduce the number of repeat calls, leading to higher first contact resolution and a lower cost to serve



#### People

Our CE teams can use Voice Signature to capture a customer's agreement to the summary of charges



#### Systems

Our systems can generate a sample of the customer's next bill if they request a plan change at a T-shop



#### Process

1. We can request part-month and month in advance payment during the point of sales
2. Inclusion of non-disclosure of charges prior to order submission to legal and regulatory policy

### TeleTech delivers results

