ebook

How Interaction Analytics Improves Contact Centre Efficiency

CallMiner®

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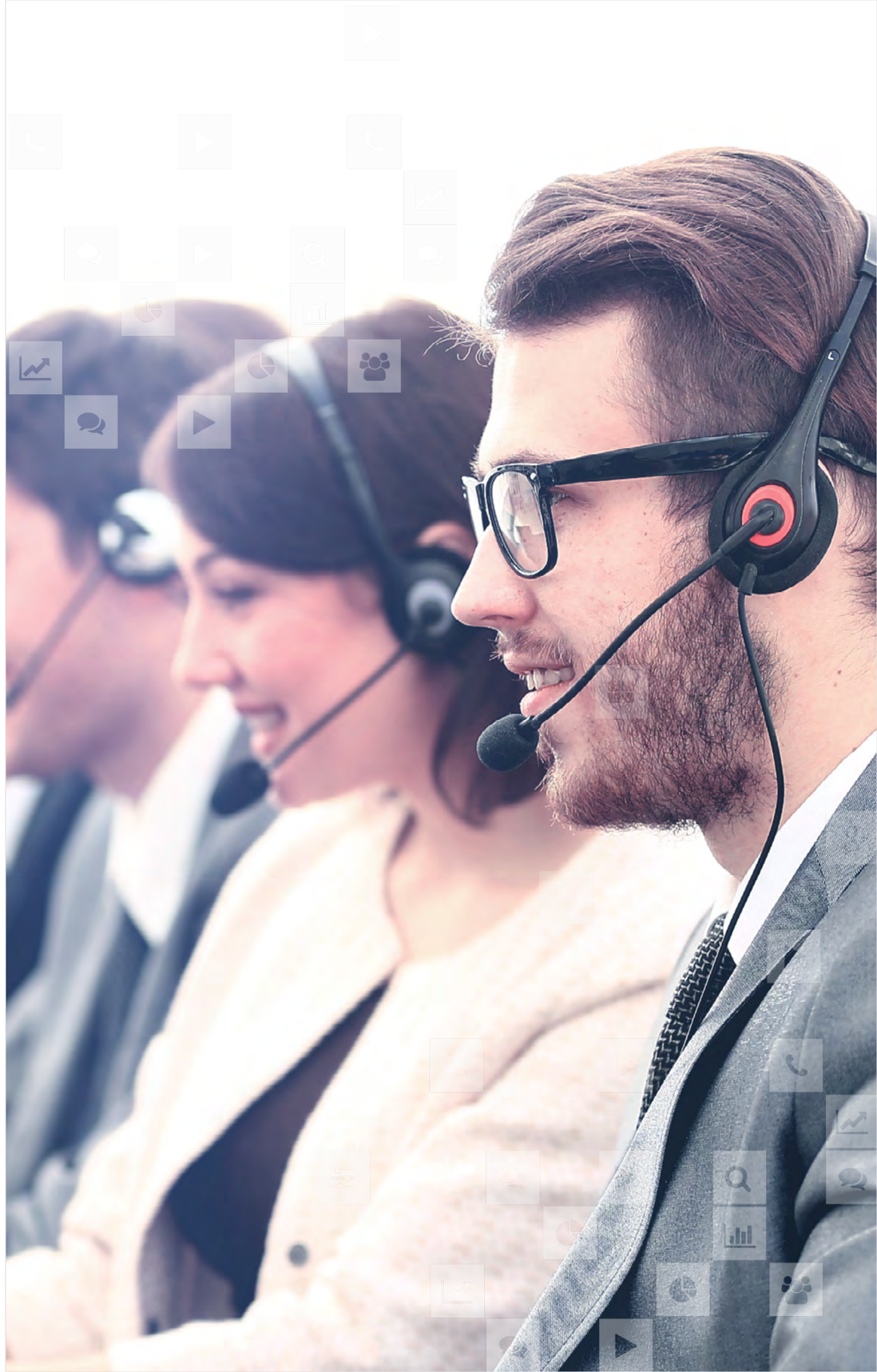
Technology Takes Efficiency to New Levels

If efficiency numbers matter to your organisation, consider this one: 20.2. That's how much more productivity improved for contact centre agents that work in intelligent contact centres compared to those that do not, according to Aberdeen Research.[1] Intelligent contact centres help make sure customers engage through the optimal channel, and that agents have all the information and support they need to serve and satisfy the customer. That means agents in intelligent contact centres are not only more efficient, but more effective.

Interaction analytics is the key enabling technology behind intelligent contact centres. Interaction analytics uses a combination of deep analysis of historical customer interactions across all channels with real-time monitoring and guidance to help agents be the best they can be on every call, email, chat or other engagement.

Interaction analytics makes agents more efficient by improving training, reducing silence and lookup time; helping to prevent, anticipate and manage objections; and to take the next-best action in every situation.

The result is lower average handle times (AHT), higher first call resolution (FCR) and less need for supervisor intervention, which all lead to higher customer satisfaction.



1 Aberdeen Research webinar "Next Big Thing…Intelligent Contact Centers" February 2017.

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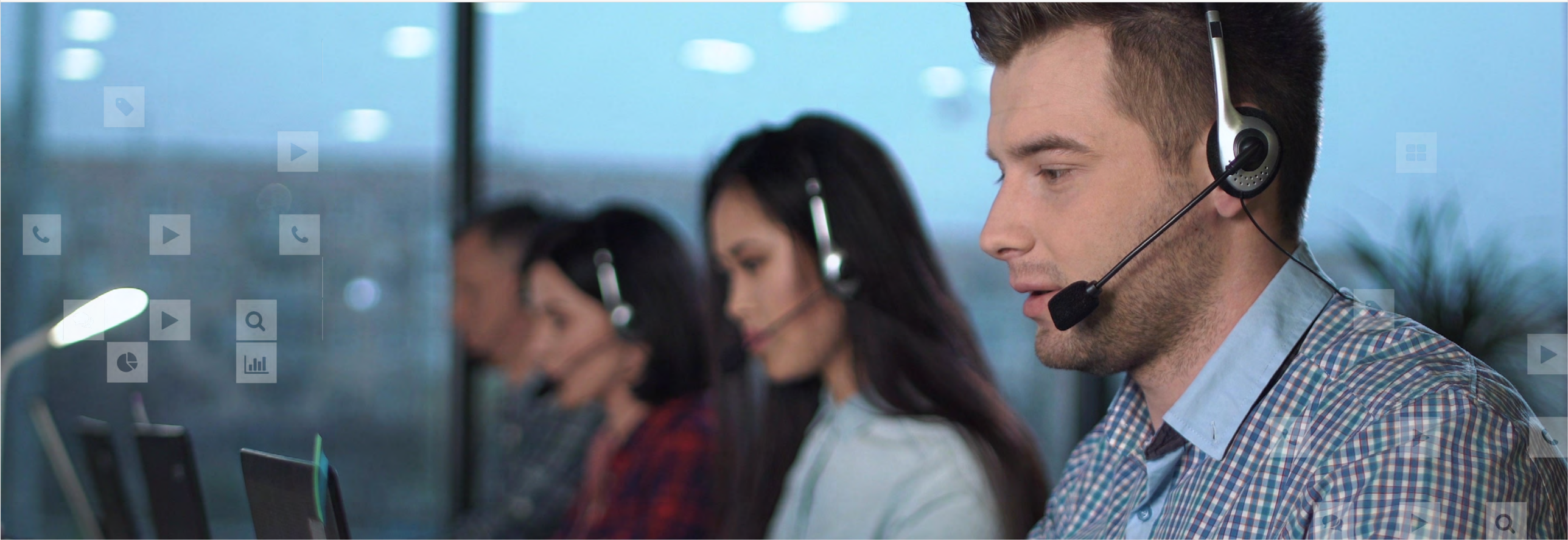
> *“The abundance of data is a strategic asset for all contact centres. However, it is how companies use data that determines success or failure. Intelligent contact centres, therefore, differentiate themselves by mastering the art and science of data-driven customer interactions.”*

Aberdeen Research
The Intelligent Contact Centre: Master Low-Cost & High-Impact Customer Interactions
Download the complementary report here



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What Is Interaction Analytics?

Interaction analytics technology converts the content from customer interactions from – calls, chats, emails, surveys and social media – into a format that can be analyzed. Interaction analytics also captures and processes the metadata (such as the time of contact, length of call) from an interaction, and analyzes both structured and unstructured data.

Plus, with real-time analytics, content is converted instantly. Supervisors receive automated alerts if certain words or phrases are used and if other trigger conditions occur.

Interaction analytics capabilities include:

- The ability to monitor, record and transcribe 100 percent of customer contacts across different channels
- Archived and fully searchable results
- Automatically generated scorecards for each customer interaction; scorecards can be created for individual agents, for group and sub-group levels (for example by shift, role, etc.) and for specific activities (e.g. using proper greeting, showing empathy, saying “thank you” etc.)
- Analytics-based reporting to show baselines, performance trends and improvement opportunities
- Root cause analysis for problem contacts
- Automatic monitoring for prohibited language, raised voices and other risky behavior
- The ability to provide real-time coaching, redirection and other intervention
- Sentiment analysis to measure agitation, empathy, enthusiasm and other behavior

Interaction analytics brings automation and consistency to contact center operations, which helps organizations improve quality and raise productivity without adding headcount.

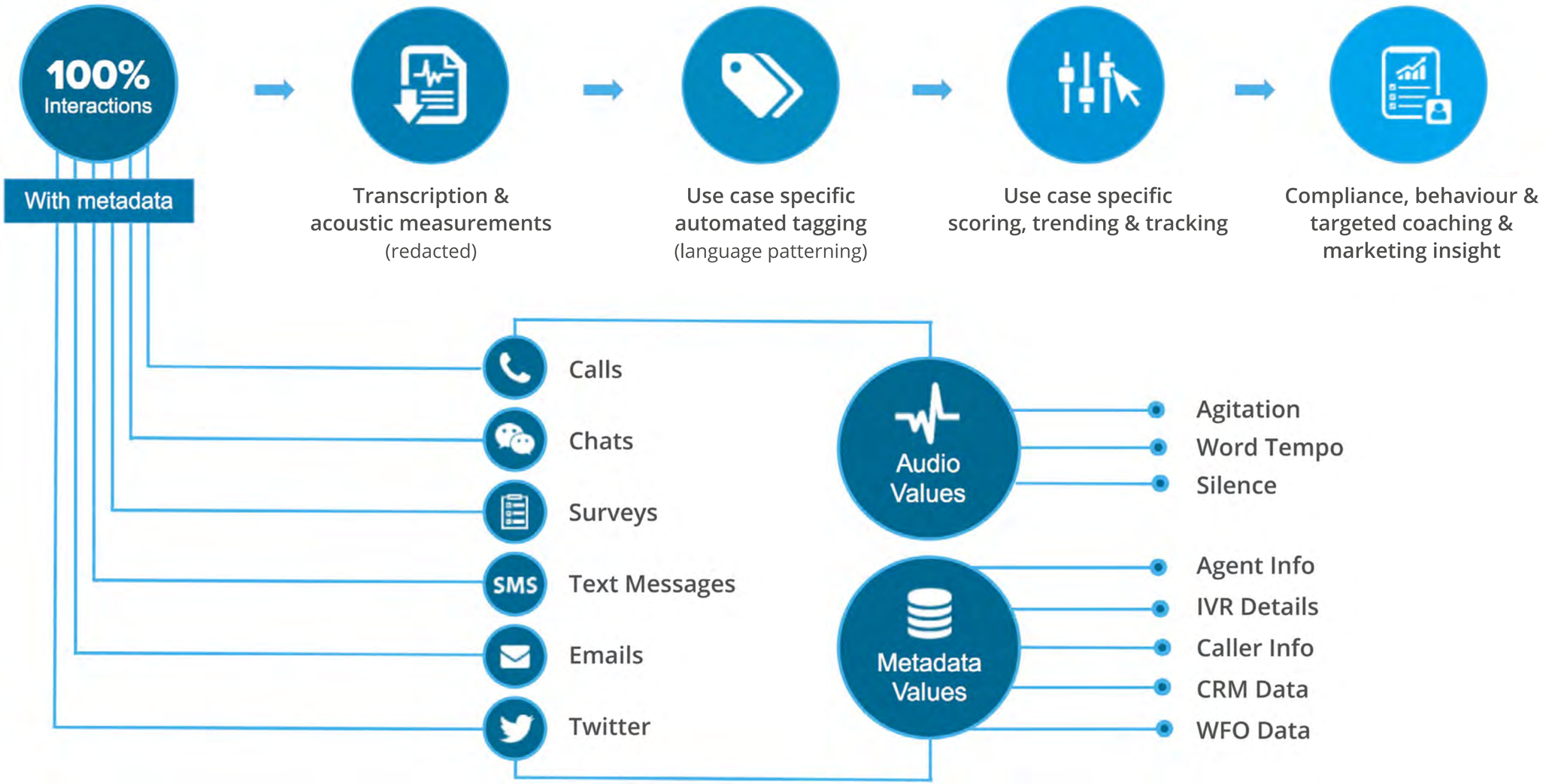
Increased Interaction

There is much more to interaction analytics technology than the brief overview provided here. If you want to learn more:

- This **white paper** provides an overview of the technology and its value
- **Best Practices for Peak Call Centre Agent Performance Using Interaction Analytics** is an on-demand webinar targeted to performance improvement
- Here’s a **video on how real-time call monitoring works**

How Interaction Analytics Works

Speech analytics takes the unstructured data trapped in recorded calls, emails, chat transcripts and other customer interactions and matches it with structured metadata, such as which agent handled the interaction, the time of day it occurred, the length of the call and who the customer was. The audio undergoes a speech recognition process that turns the sounds into text. At the same time, acoustic signals such as agitation in the voice, tempo, loudness and silence are extracted.



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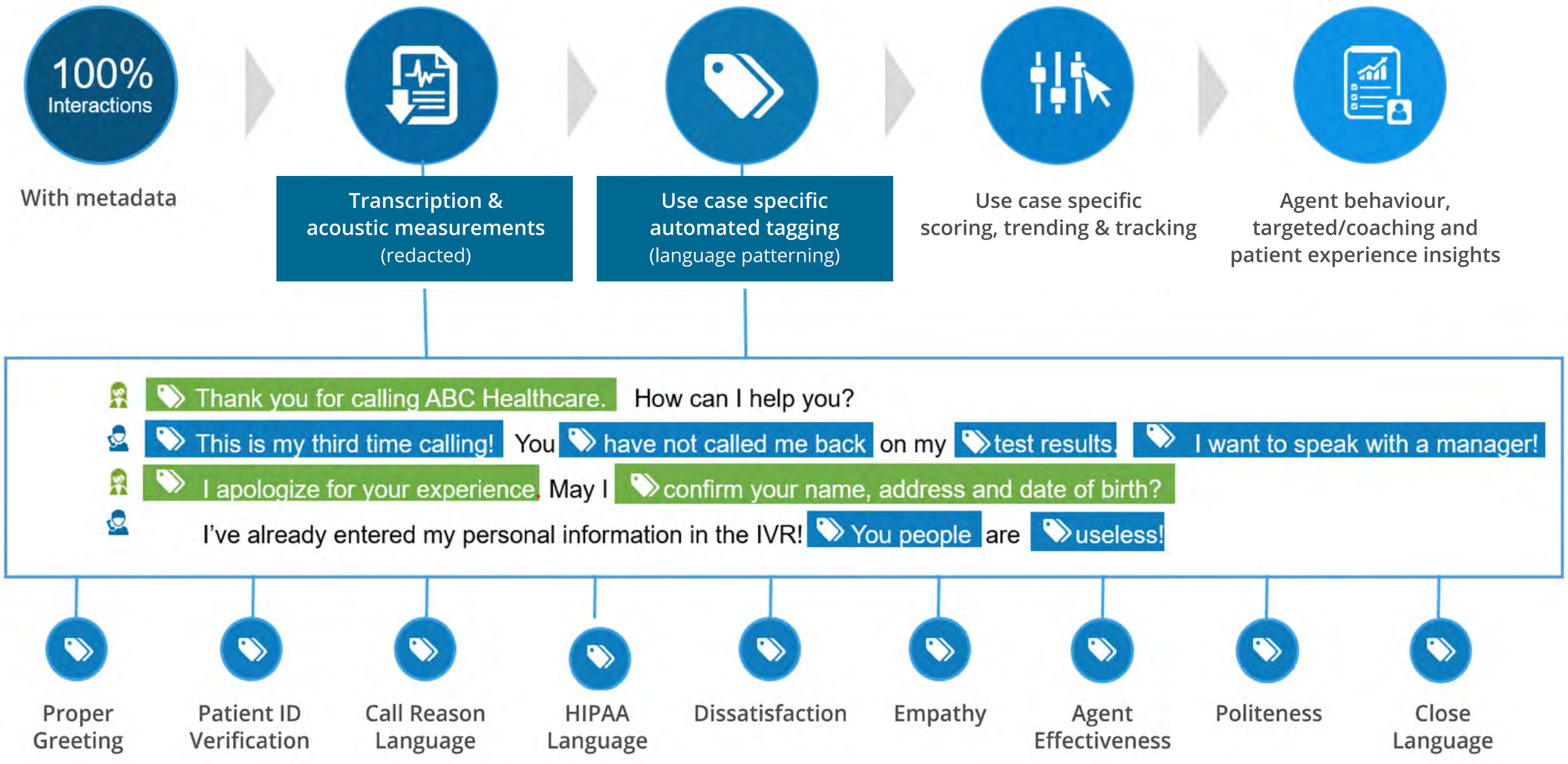
Next, all data – the transcription, the acoustic properties and the metadata are normalised into a consistent format. This allows companies to follow a customer's journey and repeat contacts regardless of what communication channel is used. Both the recording and the transcript are redacted to remove social security numbers, credit card numbers and other sensitive information for PCI compliance.



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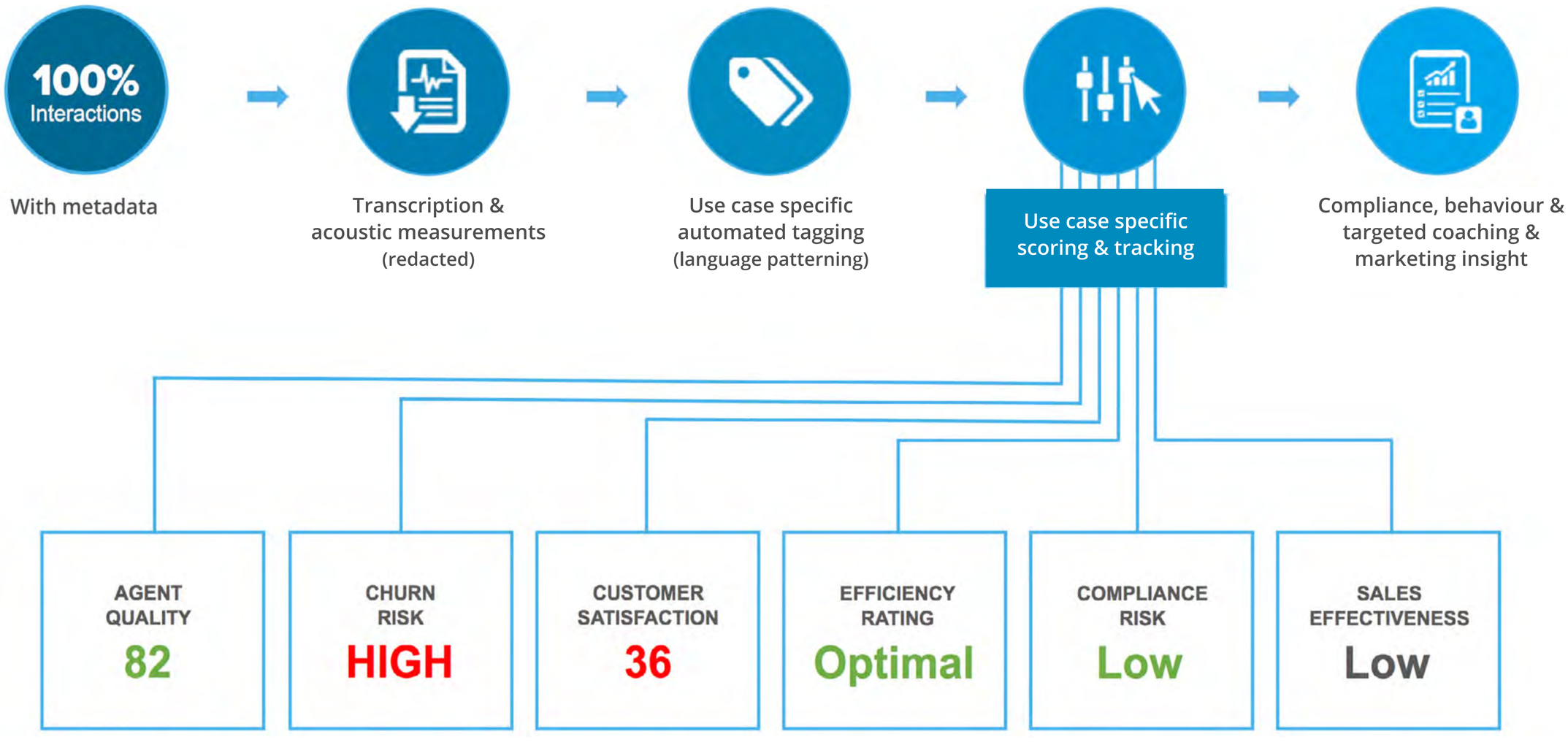
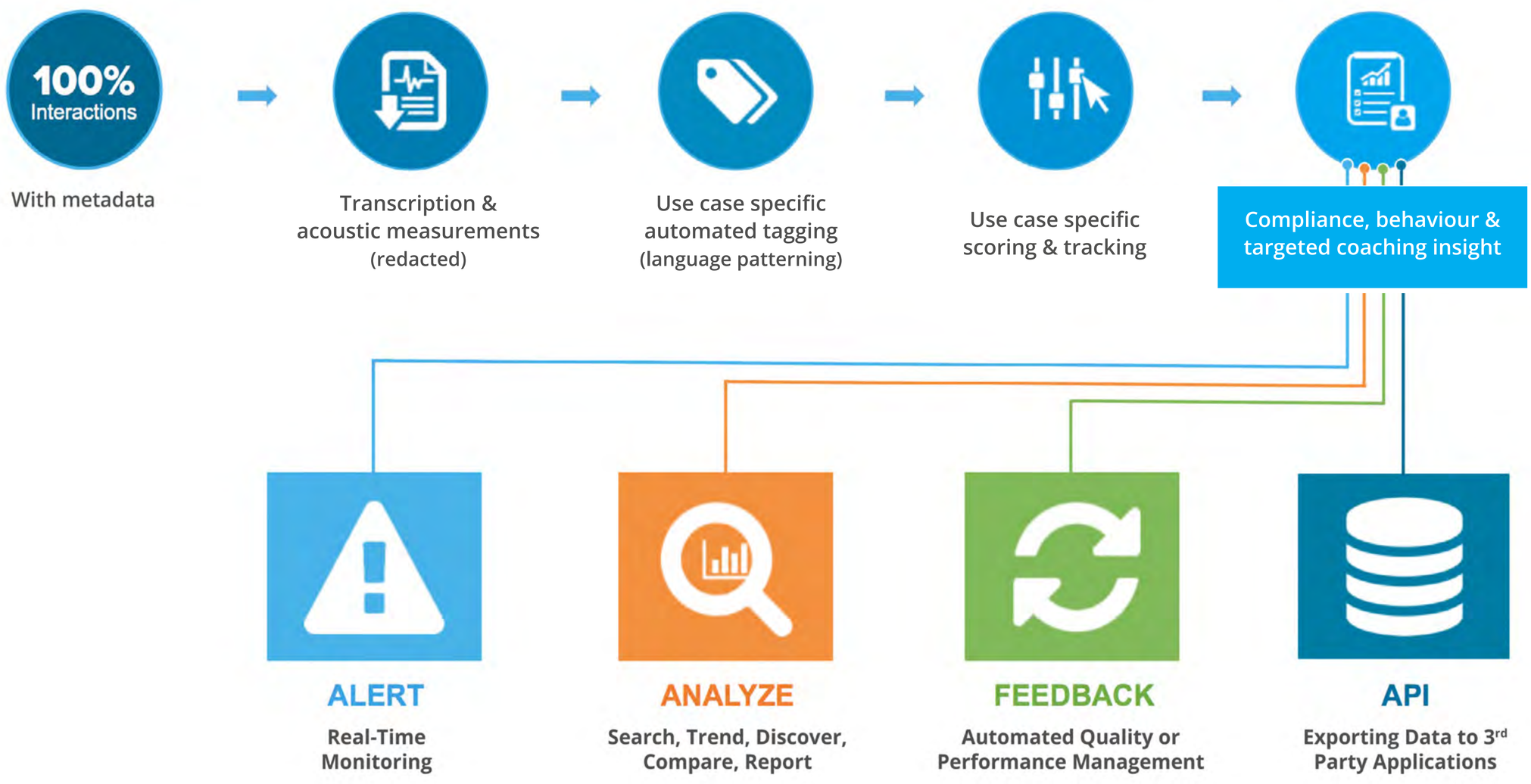
Next, the presence of certain language and other key metrics can then be combined into a score that measures various performance indicators such as agent quality, customer satisfaction, emotion, and compliance risk. This step of automating scorecards, provides accurate and objective feedback that can be shared with agents and used by supervisors to personalise training and coaching.



The result is a consistent analysis across 100% of data sources with actionable voice of the customer insights that can be shared across the entire enterprise. Some analytics solutions provide application programming interfaces (APIs) that allow you to take insights from the analytics platform and export and embed them into other 3rd-party applications to support a variety of business needs.



How Does Interaction Analytics Help Contact Centre Efficiency?

Contact centre analytics helps you identify best practices, including the most efficient way to serve customers, and help ensure best practices are followed every time. With real-time analytics, if agents falter because they don't know an answer to a question or don't know how to handle a situation, the analytics solution can step in to provide guidance for the best action to take, and/or can alert a supervisor, who can offer his or her own support.

When agents follow proper procedures most of the time, and get real-time help when they don't, contact centre operations get the following benefits:

- Fewer calls placed on hold or transferred
- Less silence on calls
- Reduced average handle time
- Fewer hang-ups/abandonments
- Increased first call resolution
- Fewer mistakes, including compliance violations
- Improved sales in revenue-producing contact centre operations
- Improved employee engagement, leading to less churn

Contact centre analytics also automates the Quality Assurance (QA) process which can have a dramatic effect on operational efficiency and resource allocation.

> *"This incredibly useful insight was used to coach our agents on how to wrap up the call in an acceptable amount of time. As a result, our average call duration reduced by 20 percent and average silence on calls reduced by 25 percent within the first 90 days of deploying Eureka in our collection centre."*
>
> **Sam Eidson**
> **Data Outsource Group**
> See the complete case study **here**

How Automated QA Through Analytics Helps Contact Centre Efficiency?

QA is one of the most mission-critical functions in the contact centre. It is also one of the most labor-intensive. Typically, QA specialists manually select a random sampling of calls per agent each month to review for good and bad behaviours and trends. In most contact centres, only between 1-3% of all conversations are monitored. Speech Analytics automates the QA process and enables businesses to monitor, transcribe, categorise, tag and score 100% of the conversations between customers and agents.

Rather than spending most their time listening to calls, QA staff can be much more efficient by only listening to those calls that have identified bad behaviours. This allows them to spend more time providing targeted feedback and coaching to speed agent improvement and results. Automating this process can also lower operational costs because fewer QA staff are often required.

Cincinnati-based **AXCESS Financial** provides payday and installment loans and other consumer financial services. It has more than 300 customer service and collection agents working at three contact centres. The agents collectively handle more than 200,000 consumer interactions monthly, which are monitored by a quality assurance staff of four full-time equivalents (FTEs).

“We didn’t have the visibility we wanted because we were scoring less than 1 percent of each agent’s monthly contacts,” said Kyle Carter, director of compliance for collections and customer service at AXCESS Financial. “We felt our agent scorecards were accurate, but we really couldn’t identify trends because we were scoring so few contacts. Anything we saw was considered anecdotal.”

AXCESS FINANCIAL

After implementing Speech Analytics, it tripled the audits it completed each month

from 450 to 1,500

Reduced the average time spent working on a call after the call was completed
(the average call work time, or ACW)

from 53s to 33s = 37% I*mprovement

Employee work hours per month were reduced by

111.1 hours

ACW for non-contact calls was reduced from 7 to 4 seconds monthly, which yielded another

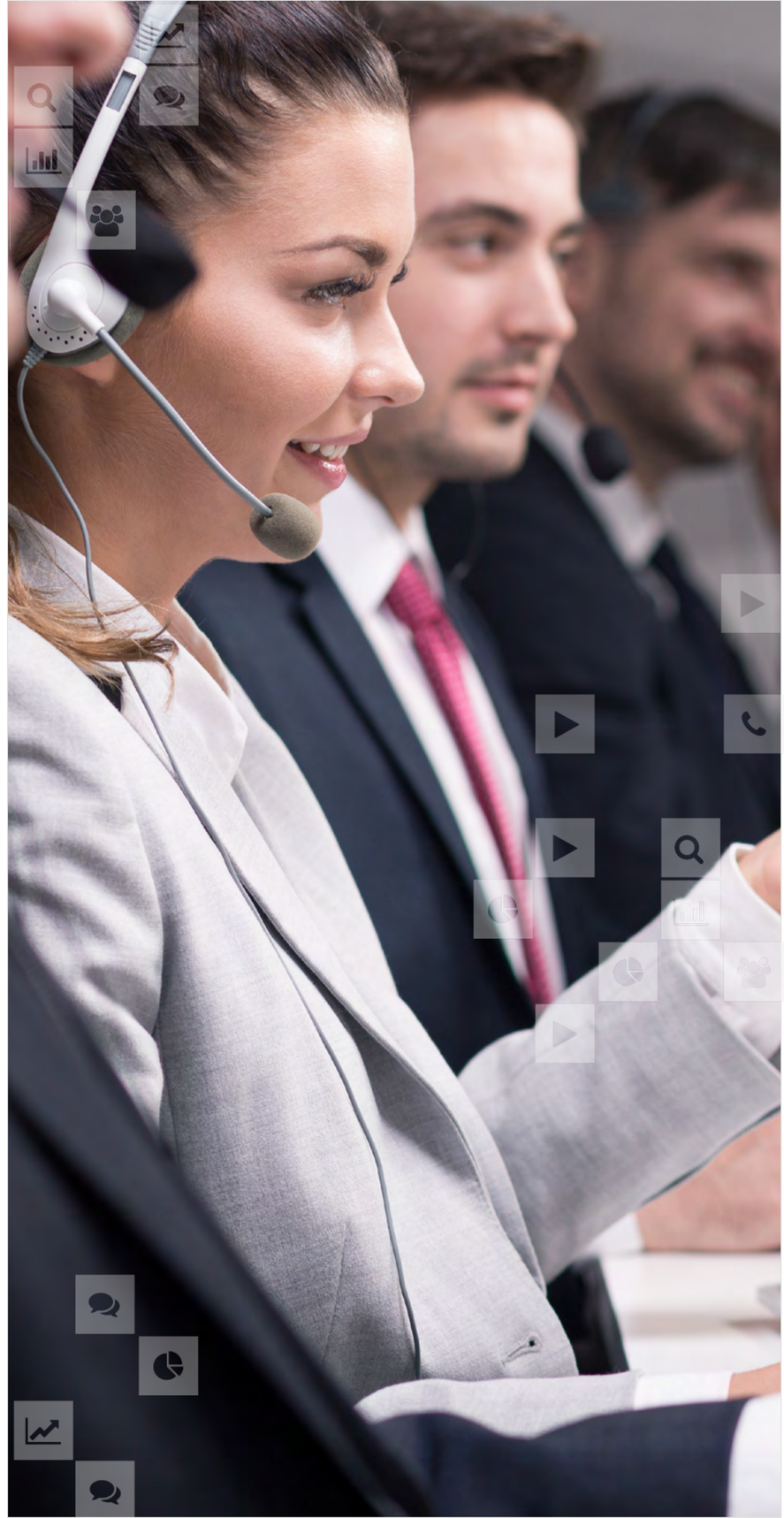
41.6 hours in productive time.

How Interaction Analytics Improves Average Handle Time?

Average handle time (AHT) refers to the total time required to complete a contact, including the time the customer spends waiting, actual time spent with the customer plus the wrap up and dispositioning. Interaction analytics can reduce the time spent in each phase.

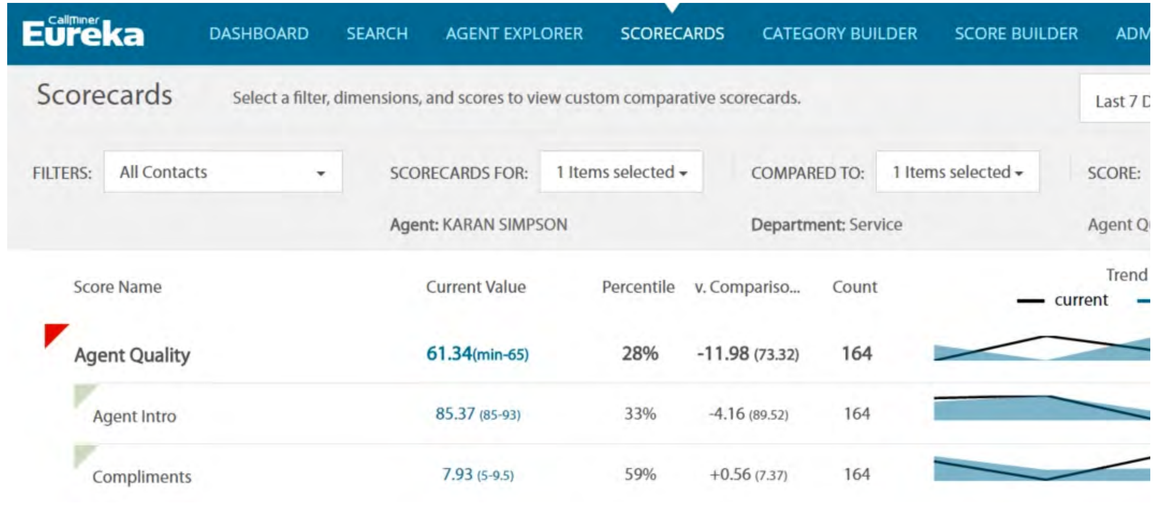
Some of the ways interaction analytics reduce AHT are by:

- Optimising the engagement channel (call, chat, email, etc.) for the type of customer interaction
- Identifying and enforcing best practices, so contacts can be handled most efficiently
- Reducing silence on calls
- Identifying the root cause of long holds so they can be prevented in the future
- Giving agents the information and guidance they need for proper disposition



Best Practices Produce Better Efficiency

Interaction analytics can monitor contacts to make sure that the organisation's preferred phrases, identifications, disclosures, scripts and sequences are followed. Interaction analytics doesn't just monitor for a static set of activities, it is flexible enough to monitor for whatever is important to the organisation. The interaction analytics scorecards give you the data you need to manage adherence to best practices.



Because the monitoring, recording, transcription, analysis and scoring processes are automated and applied to 100 percent of your customer interactions, you can get the complete picture of performance with less effort than it takes to manually screen and analyse a small sampling of contacts.

- Real Time Resolutions (RTR), a full-service mortgage servicer, debt collection and business process outsourcer, used interaction analytics to identify the difference between revenue-generating "talk time" (TT), and resource-burning "after call work" (ACW). The goal was to reduce waste and increase productivity. Interaction analytics helped uncover several issues with hold times, the amount of silence on calls and the time spent on wrap-up and administrative tasks after the call. Before interaction analytics, the company had higher average ACW times than talk times. After implementing analytics the ratio was reversed. See this **case study** to learn how the program led to a 60 percent reduction in RTR's average handle time, which enabled it to increase daily call volume by a whopping 82 percent.

- Encore Capital, a debt recovery company, identified a business need to improve how its agents began their conversations. It then identified good practices for call openings, used interaction analytics to set metrics for them, and launched a contest to reward agents for using the new opening. **Encore Capital reduced its hang-up calls by 15 percent** in the first two weeks metrics data was available to show performance and motivate improvement.

Interaction analytics not only helps you identify the words, phrases, sequences and other variables that are most effective, the scorecards, root-cause analysis and trend reporting gives you a clear, objective view of performance and the insight to improve trouble spots at the overall and individual agent levels.

Following best practices helps agents get it right the first time, which ultimately raises quality and productivity.

Root Cause Analysis Saves Time Later

Real Time Resolutions is an excellent example of how using interaction analytics to find the root cause of a process problem can lead to improvements that reduce inefficiency. Besides informing process changes, root cause analysis can provide information to help organisations optimise their engagement channel mix so that customers are directed to the most-appropriate channel (e.g. web, call) for their specific need. Root cause analysis can also identify the reasons for inbound contacts so organisations can proactively develop resources to satisfy customer needs.

TradeGlobal, a leading eCommerce provider of fashion, beauty and lifestyle brands, is constantly looking for new ways to improve the customer experience. To be able to deliver, they used interaction analytics to identify underlying problems with their internal processes and systems, through which operational efficiencies could be realised. They did not set out to identify process and product improvements for their clients but this was one of the unexpected benefits of the insight delivered by their interaction analytics solution.

“After implementing Eureka analytics we were able to search and evaluate the content of calls to determine root cause of specific problems in a matter of minutes. Before Eureka we would have been faced with time-consuming inefficient searches through hours of call recordings”, said Mike Hull, Director of Business Analytics at TradeGlobal.

Fitness equipment maker

How Nautilus used interaction analytics to get a better understanding of how time was spent on its calls

Speech Analytics Insight

VERIFICATION PROCESS AVG. TIME

30 s - 60 s

CALLS TRANSFERRED
(Because agent didn't assist the customer)

20%

Generated Action

Process and training changes

Results

AVG. CALL TIME REDUCTION

82 s

AFTER 3 WEEKS

Nautilus calculated its contact centre analytics investment produced **full ROI in just six weeks**

See the complete **case study** for more details and documentation of the benefits.

Root cause analysis with interaction analytics has been found to reduce repeat calls by 3 to 5 percent. One company did a "test drive" of contact center analytics to get baseline metrics about its 200-agent contact center. The company learned that approximately 9 percent of the people that called its contact centre were repeat callers. It estimated that analytics could be applied to reduce repeat callers by 5 percent, which would be enough to eliminate one full-time equivalent (FTE) position.

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Improve your disposition

Applying interaction analytics to improve dispositioning can significantly reduce average handle times. Interaction analytics automatically captures data from contacts, including metadata (such as the time of contact, length of call), which can reduce the amount of data entry required by agents after the conversation is completed. Interaction analytics can automatically apply and categorise disposition codes, which saves time and enables in-depth analysis that can lead to process improvements.

Seconds count - For a lot

After implementing CallMiner Eureka interaction analytics, AXCESS Financial reduced the average time spent working on a call after the call was completed from 53 seconds to 33 seconds, a 37 percent improvement. That saved 111.1 employee work hours per month. ACW for non-contact calls was reduced from 7 to 4 seconds, which yielded another 41.6 monthly hours in productive time. Learn more about how AXCESS did it in this **case study**.

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Reducing Silence Improves Efficiency

The amount of silence that occurs on calls says a lot about how effectively the calls are being handled. Silence often indicates agents don't know what they should do next, or that information systems (CRM, databases, order management, etc.) are not properly serving the contact centre. Those problems are correctable through training and system configuration, but they need to be identified before they can be corrected. That's where interaction analytics is valuable.

Silence reduction results to talk about

One company calculated that a 10 percent reduction in call silence would equate to a 1 percent reduction in call volume. Such an improvement would effectively increase call handling efficiency by 1 percent without adding any incremental labor costs. A similar analysis at another firm with 800 agents determined that reducing silence by just 5 percent on its calls would produce $331,250 in annual savings. Learn more about the project and get worksheets you can use to estimate the value of reducing silence in your contact centre operations here.

DEFENDERS, an industry leader in home services sales including home security systems says the greatest value of interaction analytics has been the visibility it provides. "We were able to see what's really happening across our calls and make changes to improve performance. We looked at silence time and we were able to reduce it by 60 hours in a week," says Molly Sollie, Manager of Quality Assurance at DEFENDERS.

Another company identified very long silence blocks in all of its billing calls. These blocks occurred while agents were waiting for the billing system to respond. The information was given to the company's IT team, which tweaked the billing system, and overnight the company reduced its average handle time by 11 seconds.

How Does Interaction Analytics Improve First Call Resolution?

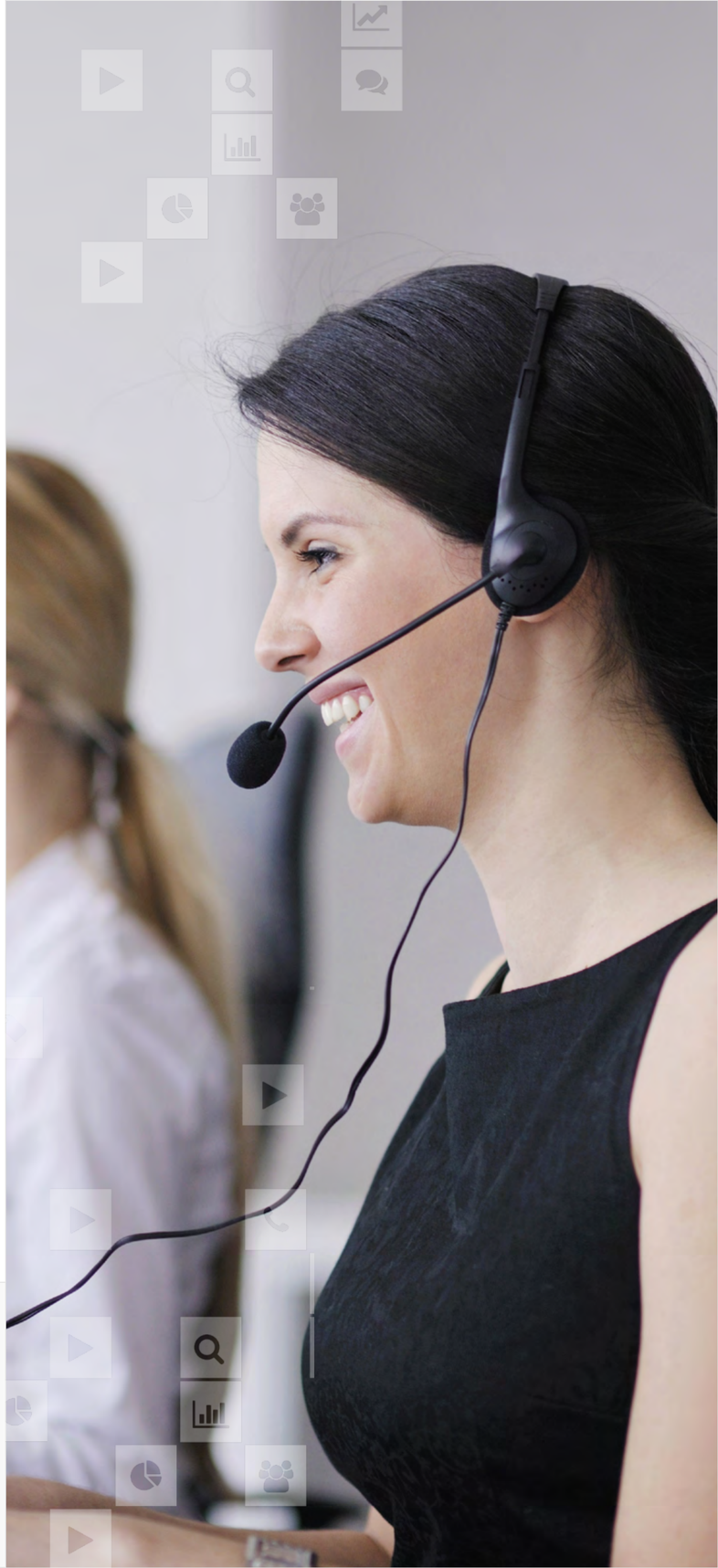
Across all industries, organisations that are leaders in using interaction analytics have first call resolution rates that are more than three times higher than others – leaders average 76 percent first call resolution, compared to 23 percent for followers.[3]

First call resolution rate often doesn't depend on the call itself, but what happened before the call. For example:

- Was the agent trained and prepared for that type of customer interaction?
- Could the customer have been deflected to a more appropriate channel, such as a self-service website?
- If the customer was put on hold or transferred, could those actions have been avoided with better agent training, or by coaching the agent in real time?

Interaction analytics can address these and other issues to drive FCR improvement.

Interaction analytics makes it easy to not only document your baseline FCR rate, but gives you insight into how the rate varies by call type, agent, shift and other variables, plus the conditions that occur on calls that influence how it is resolved. You can then make targeted, effective training and process changes that result in real, sustainable improvements to first call resolution rates.



3 Aberdeen Research cited in CallMiner blog post "What is First Call Resolution? Benefits, Challenges, Examples, & Best Practices for Improving FCR" Accessible at **https://callminer.com/blog/first-call-resolution-benefits-challenges-examples-best-practices-improving-fcr/.**

Scorecards Support FCR Improvement

You can raise your first call resolution scores simply by keeping score. Sixty percent of companies that measure FCR for at least one year report a 1 to 30 percent improvement in their performance.[3] When it comes to first call resolution, if you can measure it, you can improve it.

Interaction analytics automatically generates an agent scorecard for every call and can aggregate scores to show performance trends over time (week, month, quarter, etc.), effectiveness for specific types of calls (sales, answering questions, receiving customer complaints, etc.).

Scorecards also have somewhat of an “observational bias” effect on agents: if agents know they are being scored, they will consciously or subconsciously try to do better. That helps explain the aforementioned 1 to 30 percent improvements documented after companies began measuring FCR. Some companies make agent scores available to the agent via a personalised dashboard to promote self improvement.

Afni, a business process outsourcer uses interaction analytics to improve customer satisfaction, agent performance and first call resolution (FCR) rate. It specifically wanted to use analytics to learn what language was used and what other specific behaviours occurred on its calls. April Bevolden, Quality Supervisor at Afni, was impressed with how efficiently she was able to find what she needed using the analytics platform. “At a glance, you can see what percentage of your calls have the language you’re looking for. This is so much faster than the old fashioned way of sitting down with your recording system and listening to call after call after call in the hope you’re going to find exactly what you’re looking for,” Bevolden said. “The system is so powerful. After we saw how much it could do we realised how much time it could save and how effective it could make our business.” See the case study **here**.

How Interaction Analytics Helps Contact Center Management

Interaction analytics does more than help agents manage customer contacts, it helps supervisors manage agents. Consider:

- Afni reduced the time managers spent preparing for coaching by 40 percent
- Simple Health saved so much time in scorecard development and coaching prep that it went from providing personalized coaching for 10 percent of its agents each week to 80 percent. Its sales closing rate then rose by 5 percent. See the case study here.
- State Collection Service estimated that it saved 4,000 hours annually by automating performance feedback. See the full case study here.
- Sokolove Law used the time savings from automated interaction analytics to consolidate five quality assurance positions into one, which saved the company more than $200,000 annually. Learn more from Sokolove from their case study and webinar.
- Automated monitoring is also highly scalable, which lessens or eliminates the need to schedule extra supervisors for peak periods.

These are just a few of the many examples of how interaction analytics has helped contact centers improve overall operations. Automatic monitoring and scoring saves so much time for supervisors that they can manage by exception instead of continually play catch-up to evaluate employees by reviewing a small sampling of their contacts. The insight that comes from analytics, and the training and process adjustments that follow, lead to higher interaction quality, reduced compliance violations, more engaged employees and more satisfied customers, which all make it easier and more efficient to manage operations.

Make Training More Effective in Less Time

Interaction analytics scorecards provide much more information for evaluating agents than closing rates or customer satisfaction scores. Analytics-based scorecards show each agent's specific strengths, weaknesses and performance trends for dozens of measures that you can set and change as the need arises. The deep level of insight provided lets you target your coaching to each agent's specific needs and abilities. That helps new hires become productive faster, and allows veteran agents to continue to improve throughout their careers.

- Best-in-class contact centers are 38 percent more likely than others to support their agents with better data than others, according to Aberdeen Research. [4]

- Mercedes-Benz Financial Services is a great example of how better data can lead to better performance. It wanted insight about why quality scores for one group of agents had leveled off. The deep insight it got from Eureka showed that the agents were inconsistent in how they handled one common topic on calls. Mercedes-Benz shared the results with agents, provided coaching, then enjoyed a 5 percent improvement in call scores. "Managers could see specifically where the agents needed help," said Rhonda Ludbrook, agent quality manager. "Otherwise, the agent might not have received that much attention or coaching because the overall score was good." Mercedez-Benz shares more insights and tips in this **webinar**.

- **State Collection Service raised its agent quality assurance scores increased by 14 percent** as part of an award-winning program that used interaction analytics to automate the agent performance feedback process.

> *"I had a coaching session with a new agent who said she was worried about rebuttals on 'save' calls. I searched for calls in CallMiner with her name and churn and found the perfect example to coach and develop her save rebuttal skills. That would have taken at least 30 minutes of searching to find the perfect coaching example, rather than the less than 5 minutes that it took me today!"*
>
> **Christine Gonzalez, HomeServe US**
> See the webinar **here**

4 Omer Minkara, Aberdeen Research "Voice of the Customer: Stop Just Collecting Data, Act On It!" March 2017.

Improve Compliance, Reduce Remediation Time

Many violations of regulations that apply to contact center operations occur because agents said something they shouldn't, or didn't say something they should. This can be as simple as failing to properly identify oneself, or more serious like implying the customer's credit report will be negatively impacted when it actually wouldn't be. Whatever the case, getting the language right is essential for staying on the right side of the law.

Real-time monitoring provides the ability to be proactive and prevent potential violations from occurring. For example, if an agent does not properly identify himself or herself he or she could get an on-screen alert, which could escalate to the supervisor if it continued unresolved. Supervisors can also step in when sentiment analysis detects agitation, or to correct a misstatement or use of prohibited language. Interaction analytics automatically monitors every contact for disclosure language, Right Party Contact language, threats of litigation, requests for "do not call," "wrong number" statements, abusive language from either party, plus other words and phrases set by the user organization.

By reducing incidents like these, organizations also reduce the customer complaints and regulatory investigations that result from them as well as the time it takes to defend against litigation. Interaction analytics is a proven tool for reducing compliance risk.

Analytics Approaches to Preventing Violations

AMCOL Systems provides complete accounts receivable management services to hospitals, healthcare systems and physicians groups in 34 states. It began using interaction analytics to raise agent performance, including improving adherence to scripts and best practices. AMCOL scored agent performance before and after using interaction analytics to monitor contacts and provide guidance for coaching, and documented a 63 percent reduction in the failure to use or properly state representing language, which is a potential FDCPA violation. See AMCOL's presentation **here** and a case study about the project **here**.

Southwest Credit Systems decreased its escalation calls by 66 percent within six months and reduced its regulatory complaints by 33 percent within one year of implementing CallMiner Eureka, as the company describes in this **video**.

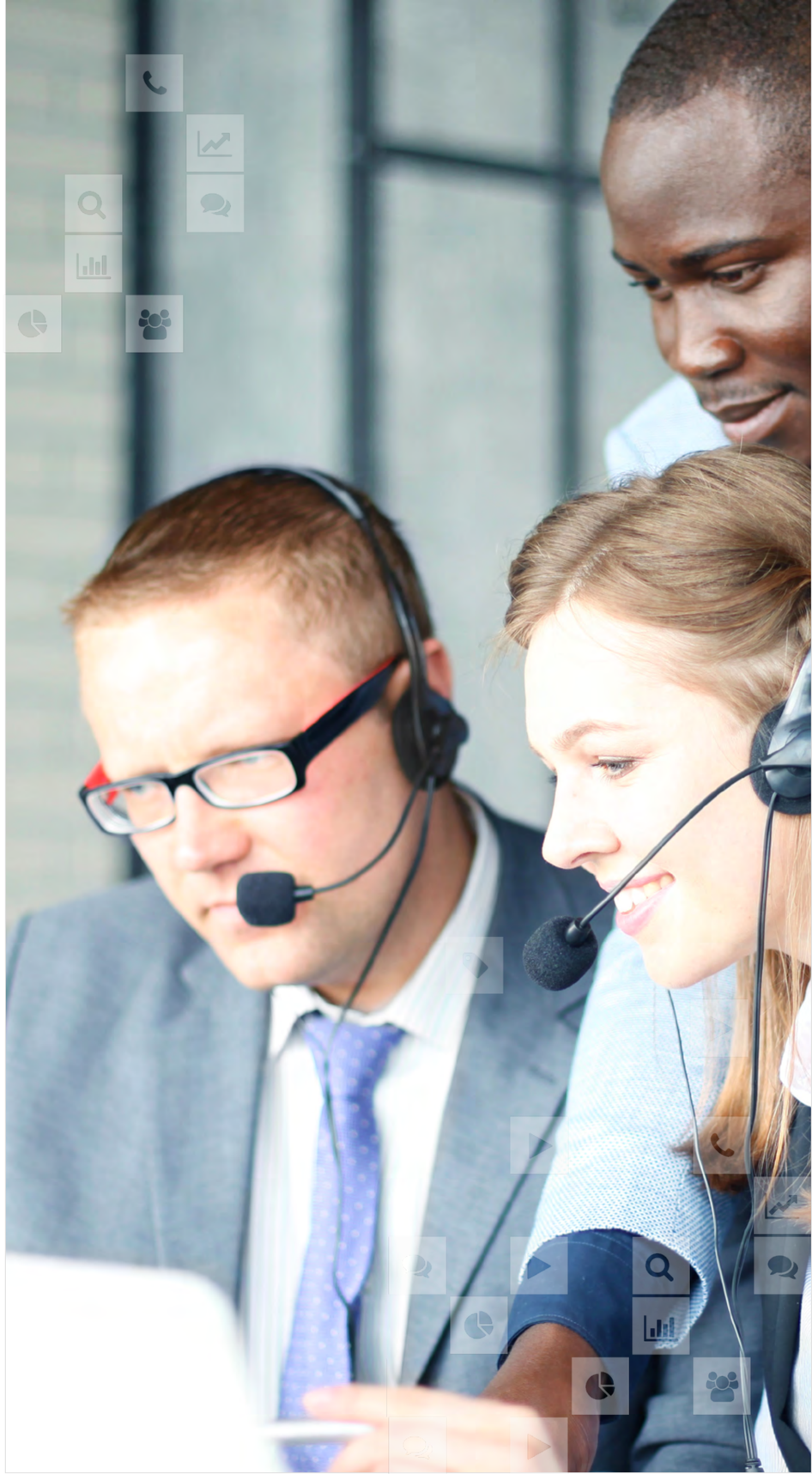
Summary

There have been many metrics and real-world results presented in this guide. Perhaps the most important is the 20.2 times more productivity improvement that agents in intelligent contact centers average compared to others. Interaction analytics is a key enabling technology that contributes to higher efficiency, quality and other improvements.

With the proper technology, you don't have to trade quality to improve efficiency. More data supports that point – here are some other operational and competitive advantages that Aberdeen Research documented for **intelligent contact centers:**

- 98% greater annual increase in customer lifetime value
- 91% greater annual improvement in customer effort score
- 78% greater annual increase in average customer profit margin
- 38% greater annual increase in employee engagement rate
- 13% greater annual increase in customer retention rate

Those benefits are in addition to the improvements to average handle times and first call resolution that interaction analytics can deliver to contact centers. By diving deeper into your customer interactions, you can take your contact center efficiency to another level.



For More Information

CallMiner is a proud provider of interaction analytics solutions for improving agent performance. With 15 years of industry leadership and over 2 billion hours of conversations mined, we can deliver exceptional value to customers by delivering highly effective, usable, and scalable speech analytics solutions.

CallMiner Eureka is the leading solution to improve contact center and enterprise performance through interaction analytics. It immediately reveals insights from automated analysis of communications between you and your customers across multiple channels – including calls, chat, email, texts, social media, surveys and more.

Here are some resources to learn more about CallMiner, interaction analytics technology, and how they are helping organizations improve their performance and comply with a wide range of requirements.

- The CallMiner Learning Center is frequently updated with new presentations, white papers, case studies, videos and other material.
- See solutions and resources for different roles and industries, including collections, finance & banking, BPO, healthcare, travel & hospitality, retail/etail and others.
- CallMiner's Blog provides updates on new regulations and how interaction analytics is being used to support them, including presentations and testimonials from users and guidance from legal and compliance experts.
- This white paper provides an overview of interaction analytics technology and its value.
- This ebook provides an overview of how interaction analytics can improve compliance and mitigate risk.

Website: **www.ipintegration.com** | Contact Us: **+44 (0) 118 918 4600**

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