

Reveal Hidden ROI with Customer Engagement Analytics

Automated analysis of the customer engagement is one of the most versatile and powerful innovations to become available to contact centres in recent years. Today, customer engagement analytics, sometimes called speech and text analytics, is being used to significantly reduce call times, raise agent productivity and increase revenues from sales and collections operations. It is also being used to improve adherence to best practices, improve compliance with TCPA (Telephone Consumer Protection Act), FDCPA (Fair Debt Collection Practices Act) and other regulations, optimise the customer journey across all contact channels and touchpoints, and provide a more efficient, satisfying, targeted and optimised customer experience.

“Speech analytics is a high-value application with great potential to deliver quantifiable strategic and tactical benefits to many departments within enterprises, including the contact centre, when it is used properly. There’s a very good reason why the speech analytics market has grown from 24 customers in 2003 to over 3.5 million licenses in 2015.”

DMG Consulting
2015-2016 Speech and Text Analytics Product and Market Report

Besides being versatile, customer engagement analytics can be extremely cost effective when monitoring customer engagements across channels. Users of this game-changing technology are often times finding multiple opportunities within their environments to quickly gain a full return on investment (ROI) through a combination of improving productivity, reducing operational costs and increasing revenue. This white paper explains how customer engagement analytics creates value with rapid ROI. Some real-world examples include:

- A home services company that improved its telephone sales closing rate by 5 percent and raised its Net Promoter Score (NPS) by 18 percent after using analytics to identify and enforce best practices
- A consumer products manufacturer that cut its average customer service call handle time by 82 seconds
- A debt recovery firm that increased its collections 9.6 percent by improving its agent training and coaching
- A utility that improved its first-call resolution (FCR) rate by 1.5 percent, its customer satisfaction score by 84 percent and its multi-product conversion rate by 30 percent
- A services company that reduced the time needed to coach agents by 40 percent by using analytics to identify each agent’s specific strengths and weaknesses
- An accounts receivable management and collections agency that reduced regulatory complaints by 32 percent after using analytics to identify and mitigate the factors that lead to escalation calls
- A law firm that reduced its contact centre operating costs by more than \$200,000 annually by automating functions that quality assurance agents had previously done manually.

Analytics allows contact centre operators to go beyond the limited, incremental benefits that come from evolutionary technology upgrades and raise their operations to new levels of efficiency, innovation and responsiveness.

Customer Engagement Analytics Primer

Customer engagement analytics automates the process of taking unstructured information that is trapped in customer phone calls, texts, emails and social media streams and turns it into structured information that can be searched and analysed. When combined with other metadata, such as which agent handled the call or customer details from a CRM system, analytics can deliver tremendous value and insight. This omni-channel analytics process commonly occurs across a wide body of recorded phone calls and other contacts. It does an excellent job at trend discovery and root cause analysis, and helps create a consistent customer experience across channels.

Analytics technology is helping contact centre operators in the immediate term – while agents are engaged with customers – and in the longer term. Call recordings and text-based customer interactions are searchable and can be queried to identify trends or test different hypotheses about the most effective way to handle specific situations. The technology makes it very practical to monitor, analyse and grade every contact in its entirety. That is a dramatic departure from the random call monitoring that is standard in most contact centre operations. Applying automated analytics allows more comprehensive analysis, by including every contact regardless of channel, and provides objective scoring and analysis that is more consistent, timely and thorough than managers can produce by themselves.

These capabilities enable organisations that use customer engagement analytics to optimise their path for customer interactions and improve the quality for each and all interactions, creating multiple benefits that are described in the following sections.

Reduce Operating Costs

Contact centres can reduce operating costs by using analytics to optimise how contacts are handled. By analysing the volume, content and outcomes of all contacts across all channels (calls, emails, messaging chats, etc.), organisations can redirect flow more efficiently, maintain contact centre staffing at optimal levels, enhance the customer journey across channels and resolve individual engagements more



effectively. For example, customer engagement analytics can identify the leading causes of repeat contacts, contacts that are misdirected, the sources that lead to the most frequent contacts, and calls and other contacts that generate complaints.

Typical cost reduction results include:

- High first call resolution
- Fewer deflection and repeat calls
- Lower average handle times

A large home fitness equipment provider significantly reduced its average call time after using customer engagement analytics to analyse the content of 100 percent of its calls. The analysis found the verification process typically took 30 to 60 seconds per call and that 20 percent of calls were transferred because the initial agent wasn't able to assist the customer. This insight led to process and training changes that reduced average call times by 82 seconds after just three weeks. The company calculated that its investment in analytics produced full ROI in just six weeks.

With comprehensive, objective data about what drives contact volume, organisations can develop appropriate resources and channels for customer engagement. For example:

- IVR prompts may be changed to reduce misdirected calls, or new options could be added to address common issues that lead customers to call.
- Organisations can create FAQs, email notifications and newsletters to proactively provide information that customers commonly seek.

Another way analytics helps reduce costs is by giving organisations the insight to reduce repeat call volume. Root cause analysis with speech and text analytics can reduce repeat calls by 3 to 5 percent. Reducing repeat calls not only reduces overall call volume, it also leads to greater customer satisfaction. These improvements reduce the average cost per contact, while also improving customer satisfaction. One company did a "test drive" of customer engagement analytics to get baseline metrics about its 200-agent contact centre. 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. The company documented the value of repeat call reduction using the following worksheet.

Efficiency & Cost Savings from Repeat Call Reduction	
Estimated volume of repeat callers as percentage of total callers	9%
Estimated amount of repeat calls preventable through analytics-driven root cause analysis	5%
Corresponding reduction in total calls/year	0.5%
Number of FTEs saved (0.5% x 200 agents)	1.0
Estimated annual cost of agent FTE	\$30,000
Estimated Annual Savings \$30,000	

Silence Isn't Golden, It's Costly

Research and experience tell us that silence is not good on customer service and sales calls. Excessive silence drives up the total call time and is often an indicator that the agent does not know how to answer a question or complete a task efficiently. Customer engagement analytics can identify silence in calls and what causes it. That insight can be used to improve training or make other changes so calls can be handled more effectively. 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. Another company that has 800 agents estimated that reducing silence by just 5 percent on its calls would produce \$397,500 in annual savings, as shown in the calculation below.

Reducing AHT by Reducing Silence on Calls	
Estimated current hours per day (800 agents x 4 hours/day)	3,200 hours
Estimated current hours of silence (33.2% x 3,200 hours)	1,062 hours
Number hours saved per day by a 5% reduction of silence and corresponding average handle time reduction	53 Hours
Number of agent FTEs saved per day (53 hours saved / 4 hours/agent/day of call recordings)	13.25 FTE
Estimated annual cost of agent FTE	\$30,000
Estimated Annual Savings \$397,500	

Improve Productivity

Shorter call times clearly translate to increased productivity for agents. Customer engagement analytics also improves productivity by helping reduce training time and making training more effective, enabling organisations to maintain higher agent-to-supervisor ratios.

The ability to automatically record, analyse and score every call helps reduce the training period and time-to-value for new employees. Trainers and managers can use daily scorecards and real-time feedback to customise instruction and coaching. This not only helps new hires become productive faster, it also reduces their confusion and improves confidence, which in turn reduces dissatisfaction and attrition. Customised coaching also helps produce sustainable, continuous quality and productivity improvement. The ability to monitor 100 percent of contacts, flag potential problems in real time and automatically produce objective scorecards enhances supervisor productivity. Supervisors can spend significantly less time randomly sampling contacts and subjectively assessing agent performance. This allows organisations to operate with higher agent-supervisor ratios, which reduces labor costs.

"I am significantly more confident about what is and isn't being said on the call floor without spending all day listening to calls."

*Director of Compliance
Credit Card Collection Agency*

A personal injury law firm noted that it was able to consolidate the work of five quality assurance analysts overseeing its 33 agents into one QA position by automating the processes for scoring and evaluating customer contacts. The conversion reduced contact centre operating costs by more than \$200,000 annually.

Automated monitoring is also highly scalable, which lessens or eliminates the need to schedule extra supervisors for peak periods. Managers can also coach agents more effectively and spend less time debating performance results because scorecards are based on 100 percent of the agent's contacts, not a random sampling. The comprehensive, objective scoring helps reduce disputes and agent appeals and eliminates the need for resource and time intensive calibration processes, which also saves time for supervisors.

Increase Revenue

Companies lose untold revenues because many do not have the analytics they need to develop best practices, and agents do not consistently follow developed scripts. High conversion rates result from high consistency in the sales approach. Comprehensive monitoring and analysis through analytics helps produce the consistency that increases conversions.

Analytics makes it easier to identify successful selling techniques and identify customer objections.

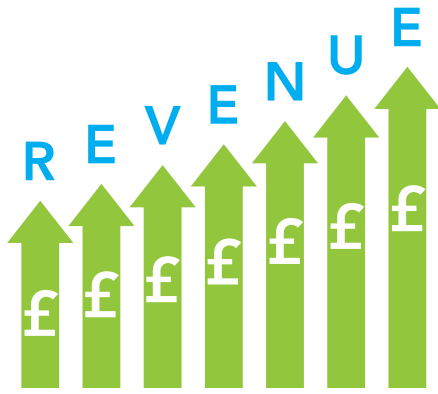
Organisations can then use the insight to target their offer, sales presentation

and agent training to better address leading objections. Customer engagement analytics also helps organisations to understand where missed opportunities happen. For example, one company polled its sales reps regarding whether they were performing the upsell that was being promoted. Ninety percent of the agents said they were promoting the upsell, but analysis by analytics found only 50 percent were actually doing so. Customer engagement analytics is also a very useful and powerful tool for testing marketing campaigns to determine what messaging and activity will produce the best results.

Analysis doesn't need to be performed retroactively, but can be conducted while contacts are live to trigger a reminder message or supervisor intervention. That is another way analytics can reduce unrealised revenue by using real-time contact monitoring to ensure best practices are followed and to guide agents with next best action recommendations, particularly in complex sales scenarios.

There are numerous examples of how companies have applied customer engagement analytics to improve conversion rates and increase revenues from product, service and warranty sales and collections operations. Here are a few examples:

- A collection service experienced a \$2,000 improvement in average revenue per agent per month after using analytics to evaluate its sales practices.
- A British utility used customer engagement analytics to analyse 127 different pieces of metadata for each contact. Analytics revealed that there was a correlation between those agents who mentioned and promoted services to customers most often and agents that were in the top 20 percent for sales conversion. Top performers also had lower average handle times. The utility used the insight to encourage agents to promote more and train them on which customers made the best prospects. Sales increased by more than 30 percent and the company reported full ROI in six months.



Improve Quality, Consistency & Compliance

Many of the tangible revenue improvement, cost reduction and productivity gains customer engagement analytics users have reported resulted from more consistency in operations and better adherence to best practices. There are undeniable benefits to improving consistency and quality, however the benefits are often hard to measure. For example, companies carefully craft policies and procedures to ensure compliance with the Telephone Consumer Protection Act (TCPA) and other regulations. Every time agents deviate from proscribed language and procedures they raise the risk of non-compliance. Each violation can result in a \$500 fine, or a \$1,500 fine if the violation was considered willful. At those rates, any consistent errors or omissions made by agents creates significant risk exposure, even at operations with a relatively low contact volume.

There is no cap on TCPA damages. In 2014 Capital One received a record \$75.5 million fine for TCPA violations, and numerous other organisations of various sizes and industries have also been fined. For many organisations, the cost avoidance for noncompliance fines would have more than offset the investment in a speech and text analytics solution.

It is intuitive that consistency and quality contribute to compliance. However, that understanding does not show companies specifically how they can improve, nor the role that analytics can play. To do so it is useful to look at some of the specific capabilities and metrics customer engagement analytics can provide.

Analytics not only helps companies improve quality, but enables them to measure and report quality in meaningful ways. The ability to monitor, grade and record every contact makes a tremendous amount of data available for quality analysis and reporting. The documentation is extremely useful for defending against complaints and preparing for audits. Some contact centre management companies and other service providers use the advanced data collection and reporting capabilities that analytics provides as a strategic differentiator to help win clients.

Provide a Better Customer Experience

One financial services company's analysis of what led to escalations illustrates how customer engagement analytics can produce new insight that can help organisations better understand and serve their customers. That company is not only getting the benefit of improved compliance, its 32 percent reduction in complaints is a clear indication of improved customer satisfaction. There are many other ways to use insights from analytics to improve the customer

experience. Examples include using contact analytics insights to modify IVR options to provide customers a shorter and smoother path, managing flow more efficiently across multiple channels, introducing new service options, creating social media campaigns or other customer outreach to proactively provide frequently requested information, and even developing new products and services.

Of course, the fundamental and well-proven benefits of shortening calls, reducing escalations and improving first-call resolution also contribute directly to higher customer satisfaction. Satisfied customers are more likely to become repeat customers.

Various studies have attempted to calculate a value for customer satisfaction, which varies considerably by industry and organisation. The exact dollar value of customer satisfaction is often murky, but one thing is clear: customer churn is expensive. Reducing churn is another way customer contact analytics creates value.

A top-10 US cable provider used its analytics data to build a model that predicts which customers are most likely to churn. The predictive analytics helps guide customer retention and customer acquisition strategies. Another company calculated it could improve its retention rate by 2 percent, which would produce \$246,000 in incremental revenue annually, as shown in the table below.

Improving Retention / Upsell Rates		
	Before	After
Estimated monthly call volume	200,000	200,000
Estimated opportunities for retention based on analytics test drive	82,000	82,000
Additional successful retention rate	1%	3%
Additional customers retained	820	2,460
Monthly Incremental Revenue from Retention Improvement	\$82,000	\$246,000

Advanced customer engagement analytics can go beyond reporting what was said and done to provide additional insight that reveals sentiment. These solutions combine acoustic characteristics such as stress in the voice or rate of speech with the context of the conversation to measure sentiment within a call, a group of calls or group of agents.

Maintaining high customer satisfaction is essential in an era where customers are often only one click away from your competitors. Customer engagement analytics can provide the insight to better understand customer behaviour, while saving time during customer interactions and helping make them more effective.

Conclusion

Customer engagement analytics produces return on investment by providing the insight to improve agent productivity and performance, avoid costs from compliance violations, and increase revenues by enabling more effective and consistent customer interactions. By analysing numerous data points from 100 percent of contacts, analytics produces insight that is more detailed and comprehensive than what is possible from random sampling and other traditional contact centre management methods.

Customer engagement analytics produces value in many different ways, including:

- Raising quality and consistency in customer contacts
- Improving agent and supervisor efficiency
- Reducing risk of compliance violations
- Increasing revenue through higher close rates, greater customer retention and more effective sales management
- Improving customer service and satisfaction throughout the customer journey

Each organisation values these benefits differently, so when considering the potential ROI an analytics solution can provide, it is important to account for all the quantifiable and soft benefits that are important to the organisation.

Aspect can help companies see how customer engagement analytics can improve their operations and profitability. Aspect offers free test drives of its [Aspect Engagement Analytics](#) platform that analyse contact data to show companies potential areas for improvement.

Aspect believes that rapid resolution is the fundamental driver of positive customer experiences. When contact centre agents and others responsible for customer engagement are enabled by insight and feedback in real-time, they can dramatically improve the rate and speed of positive outcomes.

For more information, please contact Aspect at +(44) 20 8589 1000, or visit www.aspect.com/uk.

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