

Speech Analytics

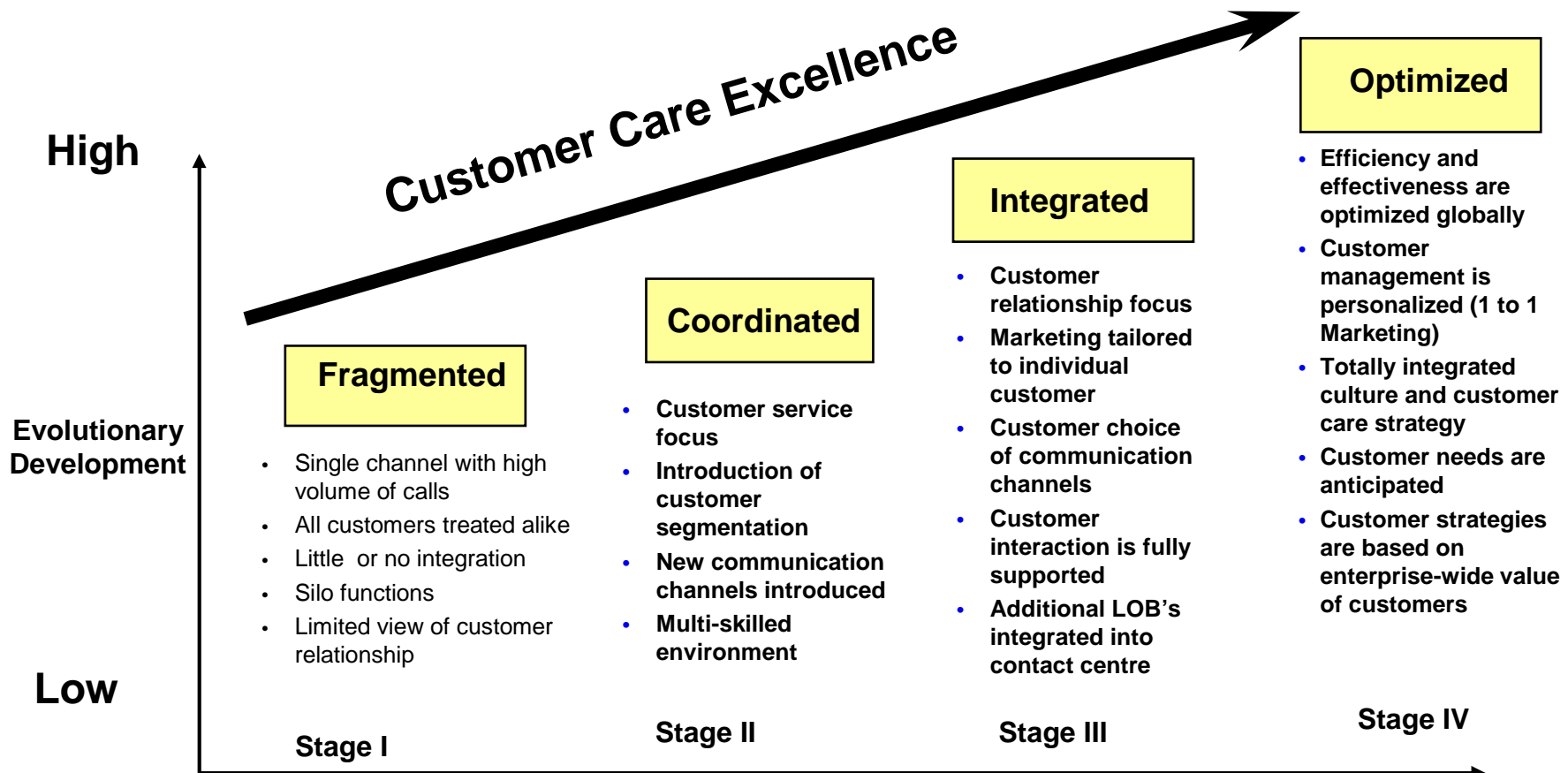
Taking the Voice of the Customer to the Next Level

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June 19, 2008**

Agenda

- The Evolution of Quality
- Call Optimization
- What is Speech Analytics?
- The Bell Methodology
- Customer Example of Success
- Success Factors and Known Challenges
- Q & A

Evolutionary Road Map



Call Optimization

Leveraging Analytics for Call Optimization

- Do more with the customer interactions we have today
- Assess root cause as to “Why Customers Call”
- Determine “value add” vs. “non-value” process
- Engage other parts of the organization
- Drive the Voice of the Customer
- Reduce the “right” calls

What is Speech Analytics?

The Next Generation of Quality

Speech analytics mines your customer conversations in search of hidden insights, customer needs, wants and dissatisfiers to allow you to get to root cause issues. The technology applications used capture customers conversations and transform them into metadata that can in turn be diced, sliced and searched.

Speech analytics is seen as one of the up and coming areas of the contact centre that will be invested in over the next few years as the ROI is enterprise wide.

What is Purpose of Speech Analytics?

Customer conversations are comprised of unstructured information - it must be structured in order to be analyzed.

The purpose of speech analytics is to:

- Capture the information
- Structure the information into searchable data
- Analyze the data
- Take action on the data

The Value of Customer Conversations

8 calls/hr

60 calls/day

260 days x 60 calls

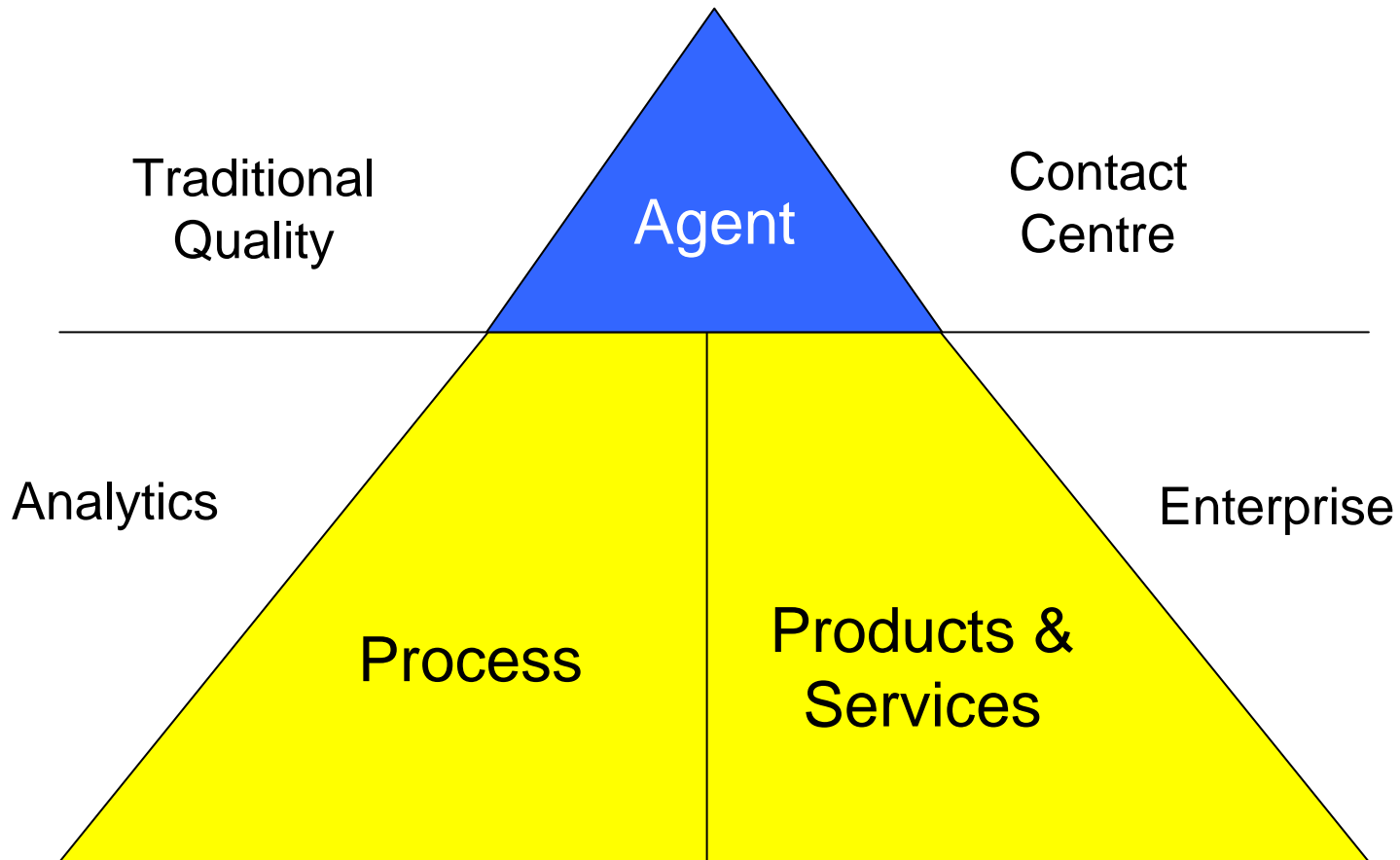
= 15,600 customer contacts/year

for each front line person

Traditional Quality Listening

- Unable to link repeat calls together from specific customers to identify FCR issues
- VERY difficult to identify and drill down on call types trending up in volume and AHT
- Unable to proactively identify poor customer experience, and drive outbound retention call before escalation
- Manual listening alone can't integrate associated data with call to gain further insight
- Limited ability to identify, aggregate and direct customer issues to Marketing and Operations to drive initiatives

The Reality of Traditional Quality



Quality Is More Than Agent Behaviour

Agent performance is a small portion of customer complaints:

Agent Based – 20-25%

- Failure to follow procedures
- Knowledge gaps
- Behavior issues

Company Based – 55-65%

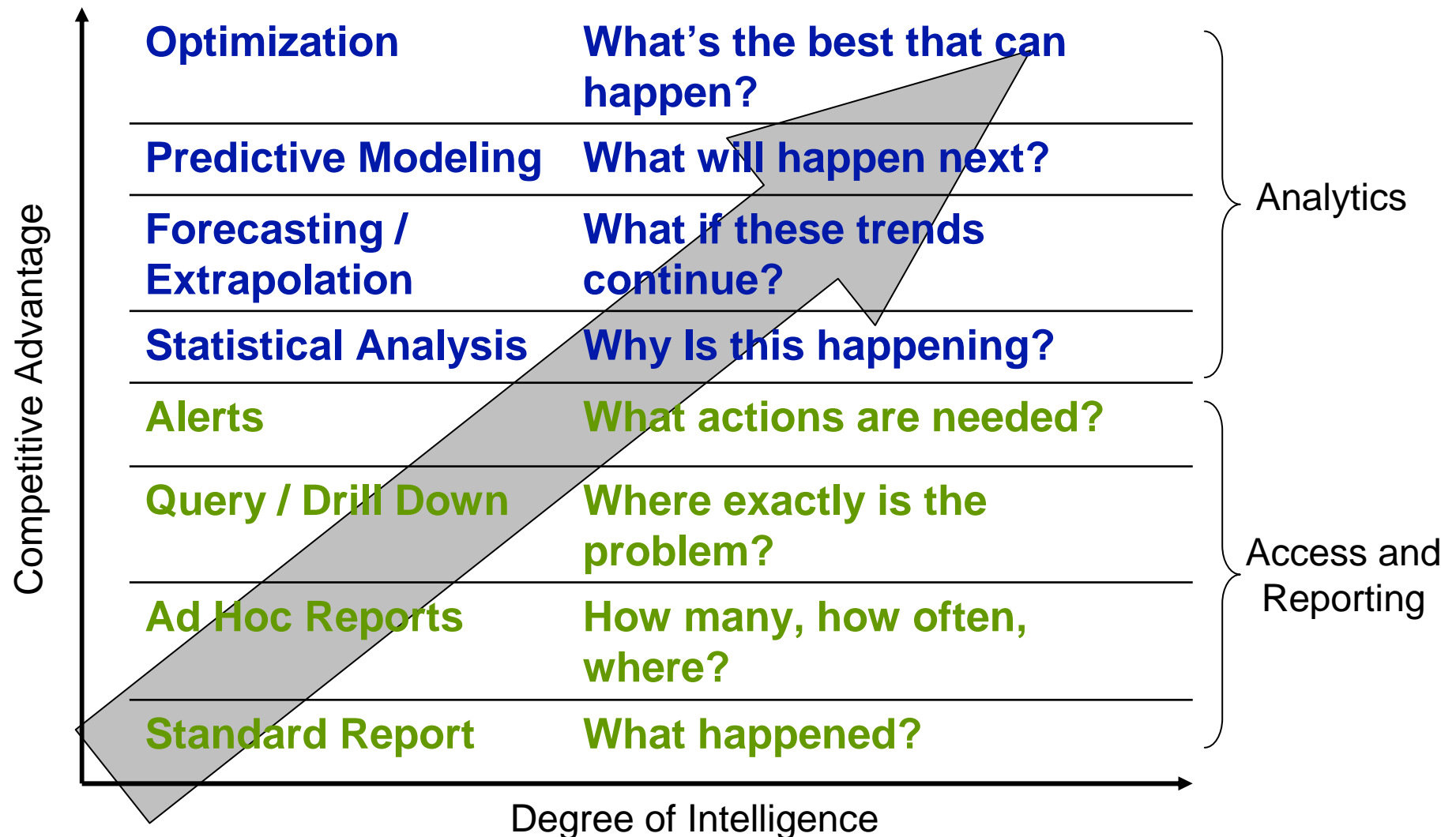
- Product / service deficiencies
- Marketing policies
- Billing errors
- Broken processes

Customer Based – 15-20%

- Unrealistic expectations
- Customer error



Business Intelligence and Analytics



Source: Adapted from a graphic produced by SAS.

What are the Benefits of Speech Analytics?

Customer Service – Uses and Benefits

- Root cause analysis – why customers call
- Script integrity
- Awareness of operational issues
- Identify customers at risk of churning
- Real-time customer feedback
- Improve overall quality of interactions
- Positive impact on FCR
- Lower service costs
- Reduce low value call

What are the Benefits of Speech Analytics?

Sales and Marketing – Uses and Benefits

- Identify opportunities to increase cross-sell, up-sell
- Improve conversion rates and overall lead generation
- Increase revenue
- Identify competitive opportunities
- Review market trends and customer needs
- Reduce customer attrition
- Improve overall customer loyalty
- Review effectiveness of marketing campaigns

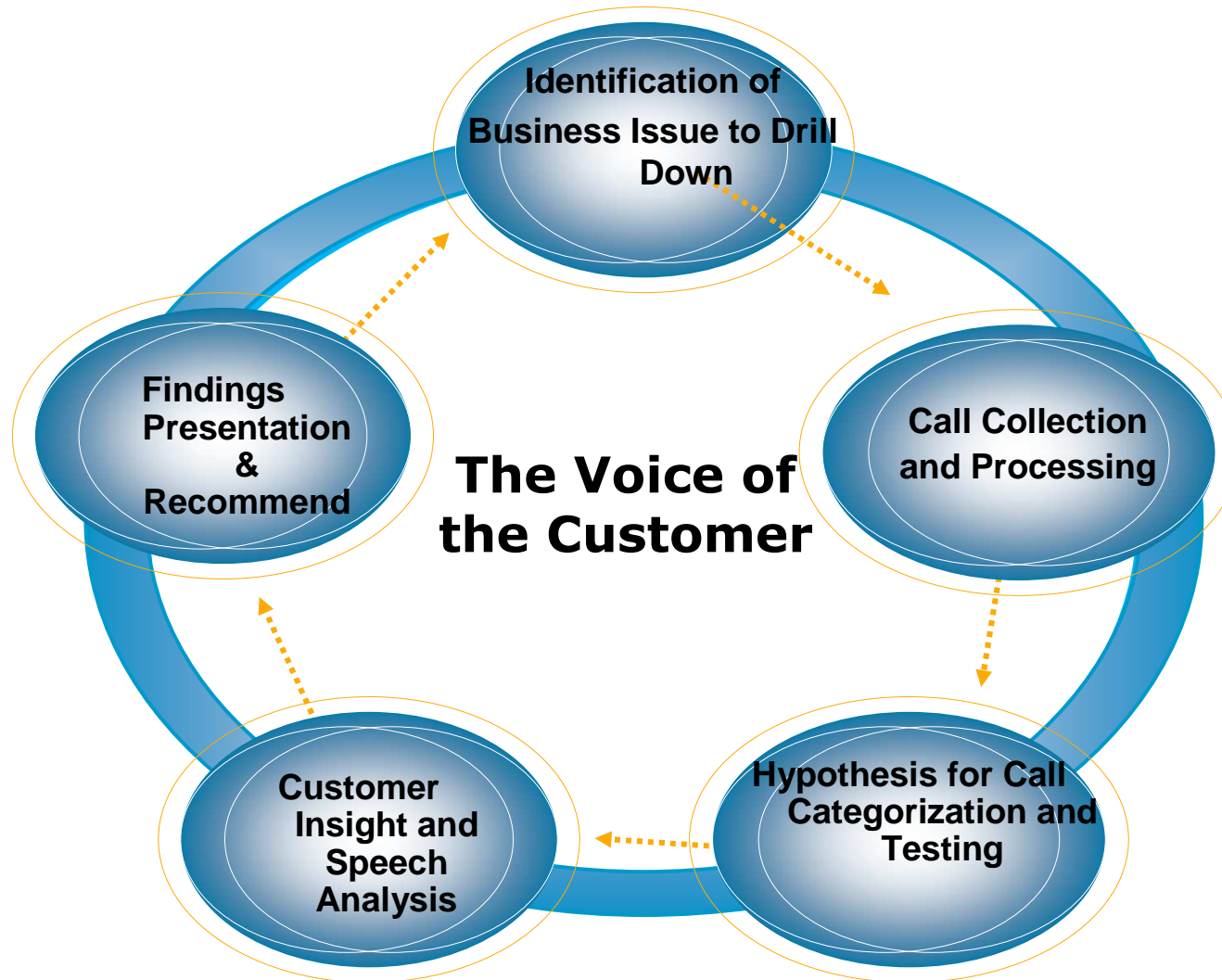
Next Generation Quality with Bell

**Our Experience with Taking Quality
to the Next Level:
Leveraging Analytics and the Voice
of the Customer**

Our Thoughts on Next Generation Quality

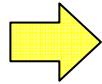
- Quality programs must be linked to the customer experience
- Customer data exists through recorded interactions – we can drive out non-value calls
- Quality is connected to people, process – the enterprise
- The program must integrate the voice of the customer – at all times
- Must be used to calibrate internal/external

Bell - Speech Analytics “Pilot” Program



Bell Analytics Methodology

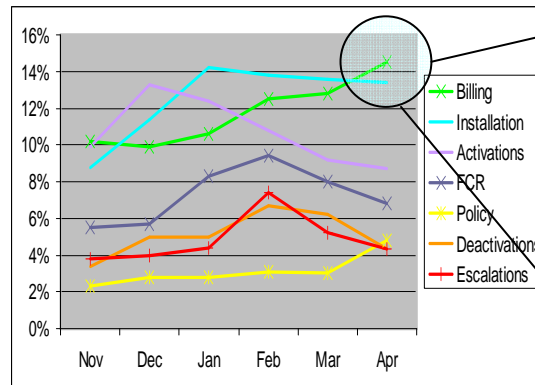
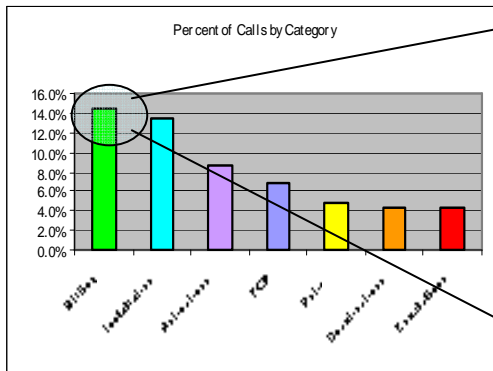
Breakdown call volume by categories



Identify call type trends/ outliers



Drill down and address root causes



id	Contact Related To	Agent	Start Time	Duration
apologize:4)	Complaints,New	J. Peri	19-Jun 11:35:52	04:32
apologize:4)	Technical,Complaints	J. Peri	21-Jun 17:50:00	09:47
happy:1)	Complaints,Terminate	A. Richardson	22-Jun 10:38:22	10:14
stration:2)	Technical,Complaints	M. Wieman	21-Jun 14:05:00	05:55
apologize:4)	Complaints,Technical	M. Wieman	21-Jun 08:45:11	02:32
apologize:2) inconvenience:1)	Complaints	A. Richardson	25-Jun 15:22:46	01:27
apologize:1)	Complaints	M. Wieman	22-Jun 18:51:22	04:39
apologize:2)	Complaints	M. Wieman	23-Jun 00:48:00	03:44

- Listen to multiple calls related to top issues to identify root cause(s)
- Determine cost and customer impact
- Research and develop recommendations for action

Leveraging the VoC

Our Experience with Taking Quality to the Next Level

A Customer Example

Financial Services

In the Words of Our Customer

Speech Analytics

Simply the most powerful vehicle to drive the “Voice of the Customer” to the Executive level

More importantly to have that voice heard!

Why Speech Analytics?

- Customer Service overwhelmed by challenges created by the Enterprise
- Quality Monitoring not the catalysts needed to effect real change
- Transition from Agent Quality to Enterprise Quality
- Internal departments did not understand the Voice of the Customer in their decisions
- The ability to review impact of new process changes on the customer

What Did They Expect?

- Identify top customer dissatisfiers
- Identify areas to improve operational efficiency
- Learn how to improve the customer experience
- Understand our customer expectations

How Do They Make It Work?

- Ownership at Executive level
- Major irritants are reported in a Quarterly Review
- Participation of entire Executive Team
- Monitored Action Plans to track effectiveness
- New “Manager Voice of the Customer”

Driving Actionable Intelligence

What is the Quarterly Presentation?

- 2 hours of the raw “truth” – the voice of the customer
- Meeting is very uncomfortable – painful at times
- Formal agenda to include:
 - Last Quarter’s top 3 areas for action
 - Update on what has been done to solve, improve and/or prevent
 - New top 3 areas of focus
 - Discussion around what “can” be done to change
 - Commitment and ownership for improvements

Success Factors – Lessons Learned

- Analytics is not a program – it is part of our Voice of the Customer
- Almost all aspects of contact center performance can be driven by Analytics
- You need the commitment and ear of the EVP
- Everyone is accountable for success
- The Quarterly Presentation is mandatory attendance
- You don't need an Analytics “department” to be successful
- This is one of the most powerful areas in the contact centre to focus on for success

The Successful “Analytics” Organization

Four Common Elements

- Analytics supports a strategic, distinctive capability;
- The approach to and management of analytics is enterprise-wide
- Senior Management is committed to the use of analytics
- The company made/makes a significant strategic bet on analytics-based competition

Building the Business Case for Speech Analytics

Speech Analytics Hard and Soft Dollar ROI Categories		
Savings and Benefits	Hard \$	Soft \$
Staff		
Reduction in agents	X	X
Reduction in QA staff	X	
Increased supervisor efficiency		X
Cost		
Reduction in Call Volume	X	
Increased FCR	X	
Reduction in agent talk time	X	
Reduction in hold time	X	
Reduction in line charges	X	
Reduction in agent turnover		X

Source: DMG Consulting
LLC – March 2007

Building the Business Case for Speech Analytics

Speech Analytics Hard and Soft Dollar ROI Categories		
Savings and Benefits	Hard \$	Soft \$
Revenue		
Increased sales	X	
Decreased cost of sales	X	
Increased campaign conversion rate	X	
Corporate		
Improved regulatory compliance	X	X
Improved customer experience		X
Improved customer loyalty and branding		X
Timely competitive information		X

Source: DMG Consulting
LLC – March 2007



Thank You !