

IMPROVE YOUR CUSTOMER EXPERIENCE WITH THE RIGHT INTERACTION ANALYSIS

– Kevin Zehnder

Redefining your customer experience strategy is no easy feat. Finding the right answer to complex challenges requires some experimentation. Most companies have hundreds or even thousands of front line associates doing their best to follow policies and provide customers with great experiences. But as we know, connecting with customer service agents may not deliver a happy ending.

Many businesses are now making new pathways for their customers, frontline associates and their lines of business. Interestingly, the tactics are focused around both new technology and old school methods. Using the latest technology, companies are delving into the deep data made possible by speech analytics. Mining customer interactions that help to target experiences that have the most impact to business measurements speeds up the investigative timeline. Secondly, the old school tactic of listening to customer interactions can help identify true customer sentiment. Monitoring interactions is more than an exercise in providing feedback to the associate, it illustrates whether or not the business' and customers' needs are being met.

Overview

Customer interactions are generally owned by customer care and are used to provide coaching and feedback. This process can be productive in moving the needle one agent at a time. However, a broader strategy can drive higher rates of performance and deliver customer intelligence that can increase a company's NPS score and resolution rates while reducing costs.

eClerx is a leader in strategic improvement consulting services focused around customer operations. With a unique understanding of care strategies that spans multiple industries, your business will benefit from benchmarking customer delivery against industry leaders. Additionally, we implement new strategies and tactics that accelerate customer success.

In the following study, we provide an outline of how these tactics are applied to a business problem and examine sample results that provide the answer you're looking for.

Pinpointing the Right Interactions

Selection of the right interaction is critical to understanding how to improve. Although many business insiders agree on this premise, nine out of ten companies are still selecting random interactions. While this strategy is used to help quantify the quality that customer care agents deliver, the tactic can slow down the process of improving business results.

Selection of the right interaction has a direct impact on customer experience. This means analyzing interactions that expose gaps in processes, products and service failures, and yes – even low associate performance. The desire to measure these calls and gain valuable feedback will enable your business to transform data into results.

Using speech analytics, and defining call queries that focus on the following will help narrow down the interactions that are meaningful:

1 SELECT DESIGNATED INTERACTIONS FROM A QUEUE OR IVR EXIT STATE



2 MAP META DATA SHOWING AREAS OF OPPORTUNITY



High / Low resolution

Positive/Negative customer sentiment

Key words or phrases from customer or associate

KPI linkages -Handle time, NPS score, customer repeat rate

Defining Success

Success means different things to various lines of business. There are revenue targets, customer satisfaction scores, market penetration expectations, cost and expenditures and other metrics to consider. In reality, most of these areas are connected. For example, customers establish relationships with a specific brand and make emotionally-charged decisions to repeatedly purchase this brand and maintain brand loyalty. The consumer perceives that the brand meets their expectations, identifies with them on a personal level and express their dissatisfaction if their expectations aren't met. Success measures that are positioned from a customer experience standpoint have positive ROI and are valuable in delivering on expectations.

Defining success to your front line associates is not based on randomly selected interactions. Quality performance should be directed at areas most in need of help. This means, boosting your associates' success by helping them improve in areas in which they're falling short

WHAT SUCCESS LOOKS LIKE

Ref. Chart 1 below: Over time, quality scores stagnate when feedback provided to front line is based on randomly selected interactions. Significant improvement in agent performance comes from developing strong associations to identifying and adopting smart strategies for success.



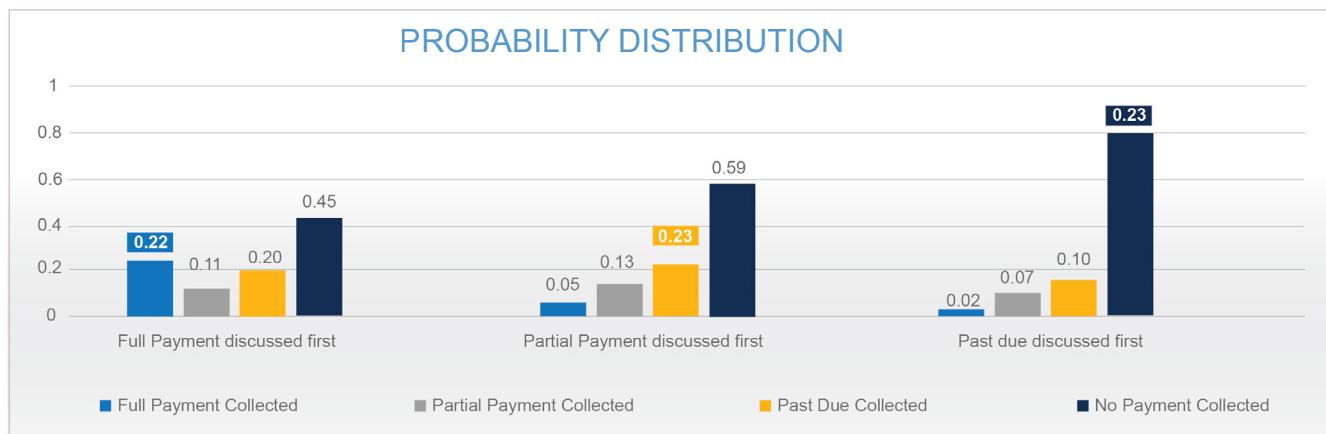
Predictable model

Once you've identified useful interactions and defined success, target a model that is predictive of a positive outcome. Although this may require more time and resources to accomplish, it results in better decision making, rather than relying on gut feelings or seasoned leadership. This model will help promote the solution up the chain of leadership and down to the associate who interacts with the customer.

Another outcome of using a predictable model is setting/meeting a realistic goal. Far too often you set a goal for an operational metric that has no foundation other than its run rate. Defining a statistically valid sample then applying improvement processes that move a metric can dramatically impact results.

PREDICTABLE MODEL

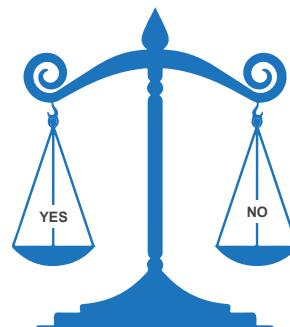
Ref. Chart 2 below: In this model, a company has created a set of data showing the positioning statements of their associates and the relationship to collecting full payments on past due accounts. The data shows a clear path to success for full payments.



Listen to validate

Business validation builds context and confidence in your assumptions. When setting up the model, we used data that expose areas with quantifiable relationships. However, this only shows half the picture. It's important to listen and understand how this data is reflective of the call processes and the interpersonal traits displayed. Creating a customer experience listening methodology helps to determine the degree that certain processes and behaviors have influenced the outcomes. These aren't Yes and No outcomes, but rather a scale of effectiveness.

The following is an example of 'Listen to Validate'



Executing your plan

In executing your plan, the main focus is pinpointing factors that help drive success and minimize effort spent on failures. This includes more than just results. It also encompasses ways to set up a change management process with a high adoption rate and potential for impact. The following will help you overcome obstacles that seem to result in poor adoption.

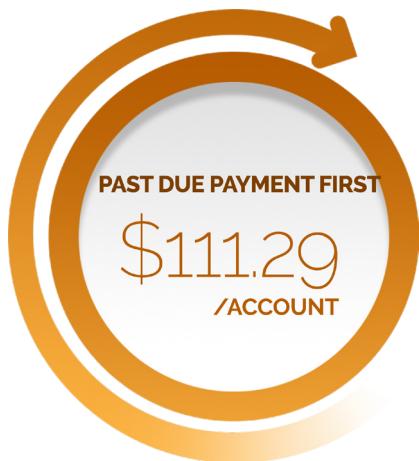
- Understanding your objectives. In order for a plan to be effective, the objectives must be universally understood and simple enough that they can be executed on a large scale.
- Determine the changes are sufficiently important to impact decisions that initiate change. This point carries the term ‘WIFM’ – What’s in it For Me, a bit further. To initiate optimal change, you need a feedback loop that indicates direct impact- to success measurement. Some examples include reporting, customer or coaching feedback, or compensation.
- Find helpful examples of success. It’s not often that organizations use primary tools to help others achieve success.

Sample Results

Applying these tactics to business challenges can certainly produce dramatic results. For our latest study, we were tasked to help an organization increase their collections performance. The team's overall metrics had remained stagnant, with performance fluctuating by only a few percentage points, each month.

Collections interactions follow a specific call process, but there was wide variability in agent performance. Using speech technology to isolate the right interactions then linking them to revenue collected, provided context for the change that needed to happen. In our model, we listened to a sample of data that showed the probability of obtaining the highest amounts and explained this to the business in simple terms.

- Request full payment first
- Request past due payment first
- Request partial payment first
- We made the following discoveries:



Because collections agents are measured by and received bonuses based on collection dollars, they immediately saw the value of changing their collections calls. In the final step, agents were provided examples of successful calls and provided further context through which to implement the changes.

The collections impact overall increased collections dollars by 162% after just two months.

Conclusion

Bringing about customer experience improvements can be much broader than just looking at the operational processes. Other factors such as sales and marketing content, billing policies, and competitive environment may point to different avenues for further impact and analysis. Using customer interactions that provide the context and predictive data analysis will ensure your decisions result in the improvements you're expecting. No matter what problem you are trying to solve, the answers are available if you're listening to your customer.