



**THE RIGHT BALANCE
BETWEEN
OPERATIONAL COST
AND CUSTOMER
EXPERIENCE**

Today's Presenter

Mr. David Geffen

Sales Development Director for EMEA
Interaction optimization, NICE



AGENDA

Challenges of Contact Center

Side by side approach to improve operational efficiency

Handle Time Optimization

First Contact Resolution

Case studies

The Challenges



More Channels – More Interactions

Today's customers (knowledge/
demanding / influential / now
service)

The Balancing Act

The pressure of
meeting service goals /
customer expectations



Increased Contact Center Complexity

More Channels, More Interactions

Since the early 2000s organizations expected that the increase in usage of self-service channels would reduce agent-handled calls...

Relative Change in Usage



The Reality

More Channels

More Interactions

NICE 2012 Consumer Survey Report:

"Please indicate whether you use the method or channel, more, the same, or less often than you did TWO YEARS AGO."

Balancing Business Initiatives

Contact Centers need to balance numerous correlated (even contradicting) objectives:

Maximize contact center efficiency by optimizing objectives



Achieve
Service Level
Goals



Improve
Forecast
Accuracy



Increase
Occupancy
Rates



Employee
Satisfaction &
Productivity



Schedule
Shrinkage



Reduce Agent
Attrition

- Achieve Operational Efficiency
- Improve Customer Satisfaction
- Gain Multi-site and Multi-skill Efficiency
- Achieve Employee Satisfaction while managing Labor Costs
- Reduce Operating Expenses

NICE INTERACTION ANALYTICS IS THERE

To help reduce contact center labor costs by improving agent performance, avoiding repeat calls, and minimizing handle time of the remaining calls that need to be addressed.



A Continuous Process Improvement

Ongoing Monitoring

Take Action

- Real-time guidance
- Process automation
- Targeted coaching
- Process correction
- Adjust product or service



Analyze Every Interaction

- Phone, email, chat, social media
- Words and phrases
- Emotion and sentiment
- Talk-over and silence
- Holds and transfers

Hot Topics

youtube facebook
 android Angry birds
 google web amazon
 madonna App store

Find Root Cause

| | 0 | 25 | 75 | 100 |
|----------------------|---|----|----|-----|
| Agent Behavior | ■ | ■ | ■ | ■ |
| Process Inefficiency | ■ | ■ | ■ | ■ |
| Knowledge Gap | ■ | ■ | ■ | ■ |
| Product Issue | ■ | ■ | ■ | ■ |

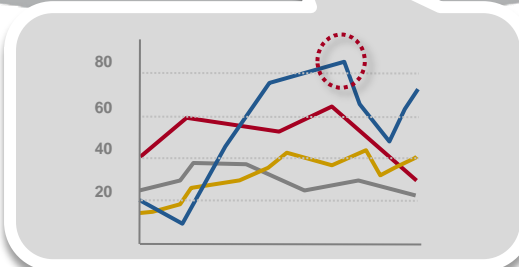


Alert

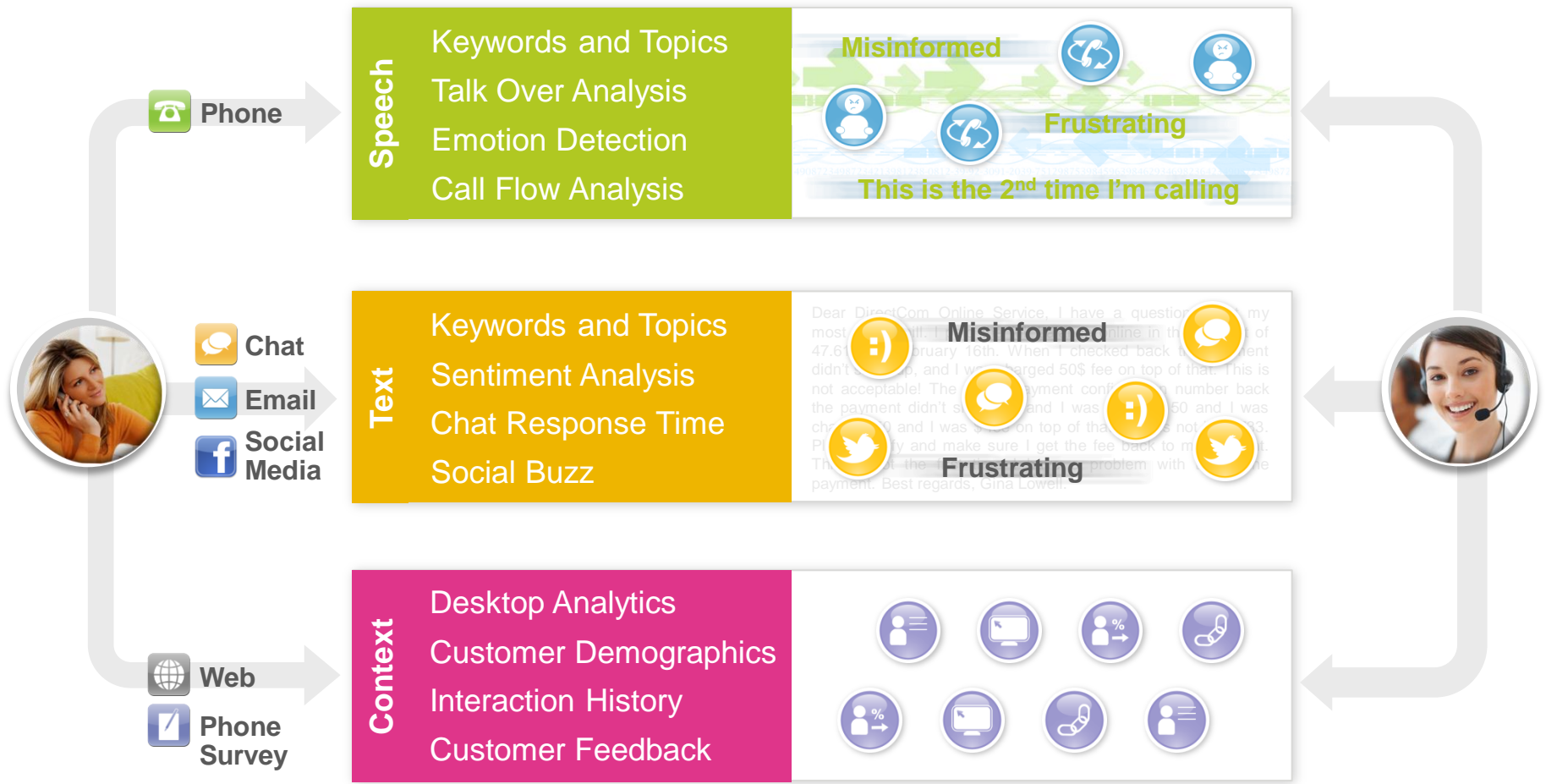
Categorize Interactions



Watch for trends and identify problems



Cross-Channel Interaction Analytics



Side by side approach to improve operational efficiency

Handle Time Optimization

- **Identify** Inefficient Interaction Handling
- **Pinpoint** targeted coaching opportunities
- **Invest** Saved Time For the Best ROI activities

First Contact Resolution

- **Identify** causes for repeat contacts
- **Assemble** interactions chain across channels
- **Empower** Agents with best practices and coaching

HANDLE TIME OPTIMIZATION



Handle Time Drivers

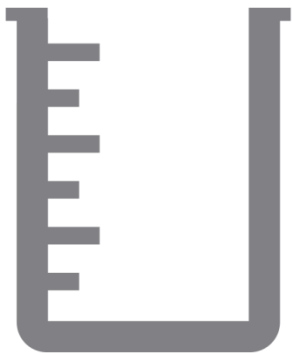


Processes

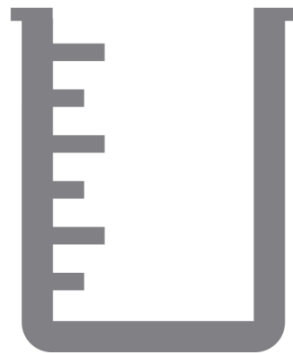


Agent Skills

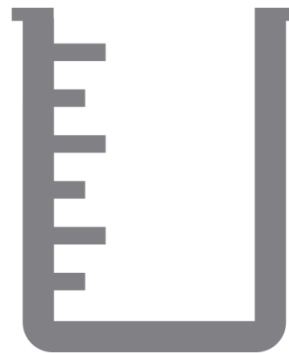
Where Do You Spend Your Time?



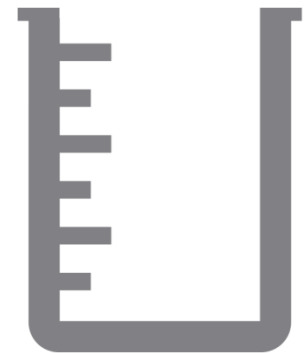
Cancellation Requests



Upgrade Requests



Billing Inquiries



Technical issues

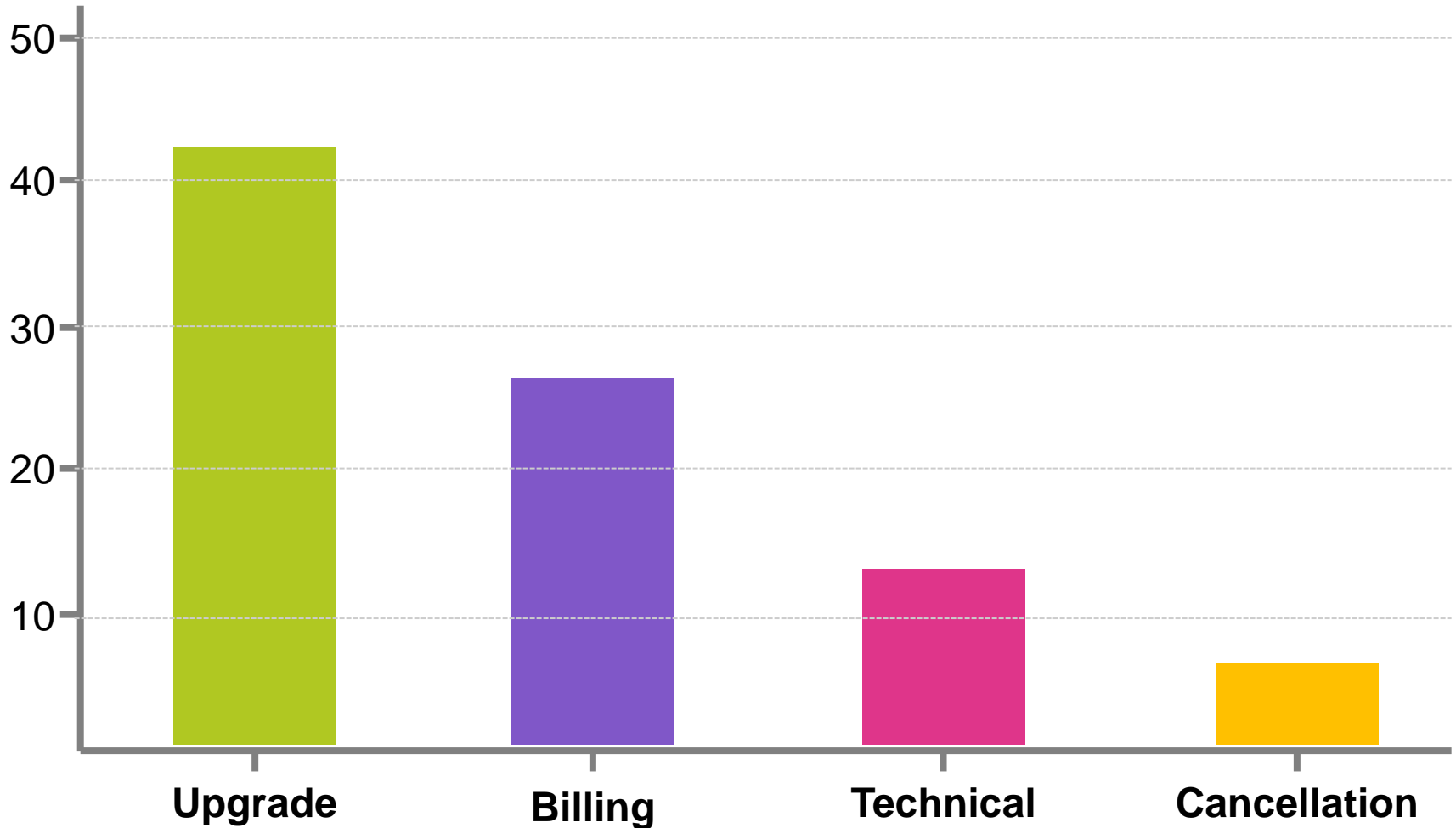
● - Cancellation Requests

● - Upgrade Requests

● - Billing Inquiries

● - Technical Issues

Which Calls Are the Longest?

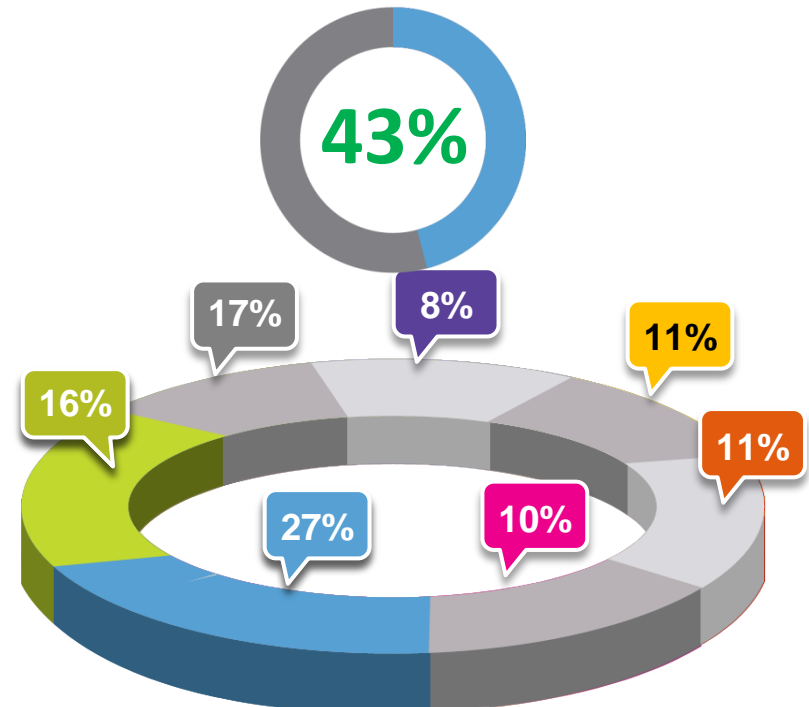
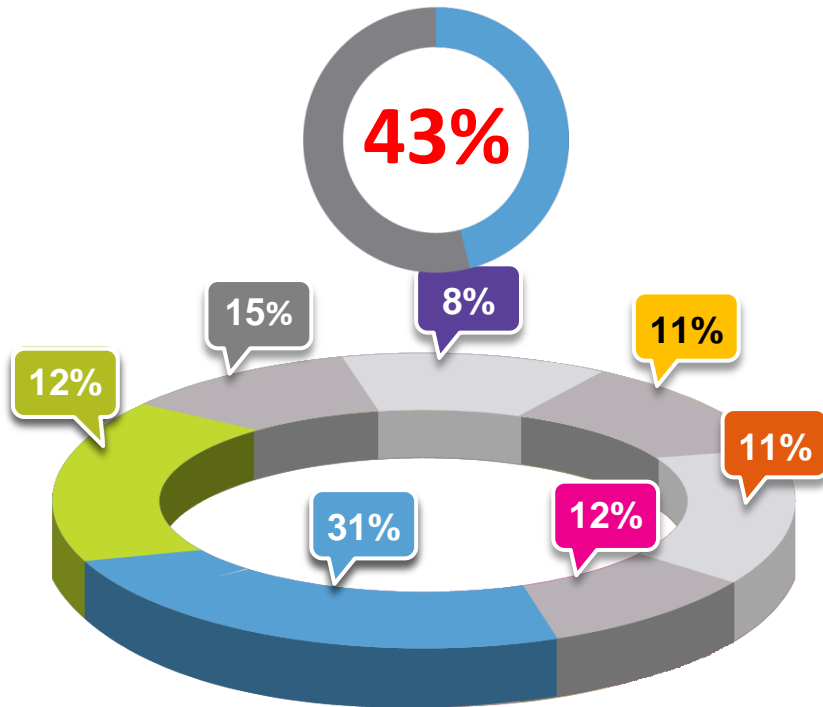


Call Part Analysis



■ Successful sales

■ Unsuccessful sales attempts



- Customer Verification
- Resolve Customer Issue
- Resolve Questions
- Review Customer Needs
- Cross-Sell Offering
- Address Barriers
- Summarize

■ Review Customer Needs

■ Cross-Sell offering

Spending more time reviewing customer needs and less time on cross-selling increases chances of sales!

Handle Time Drivers

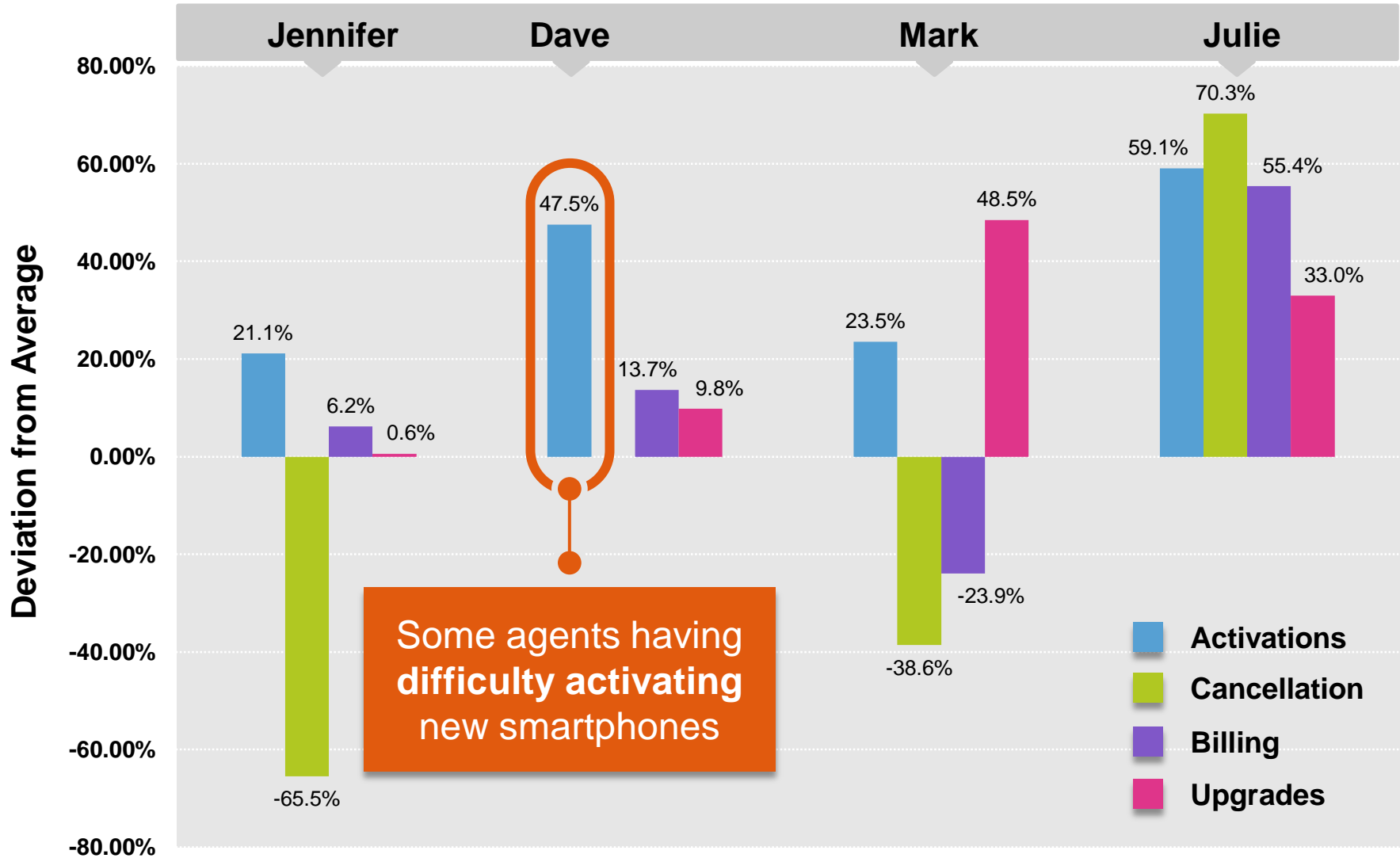


Processes



Agent Skills

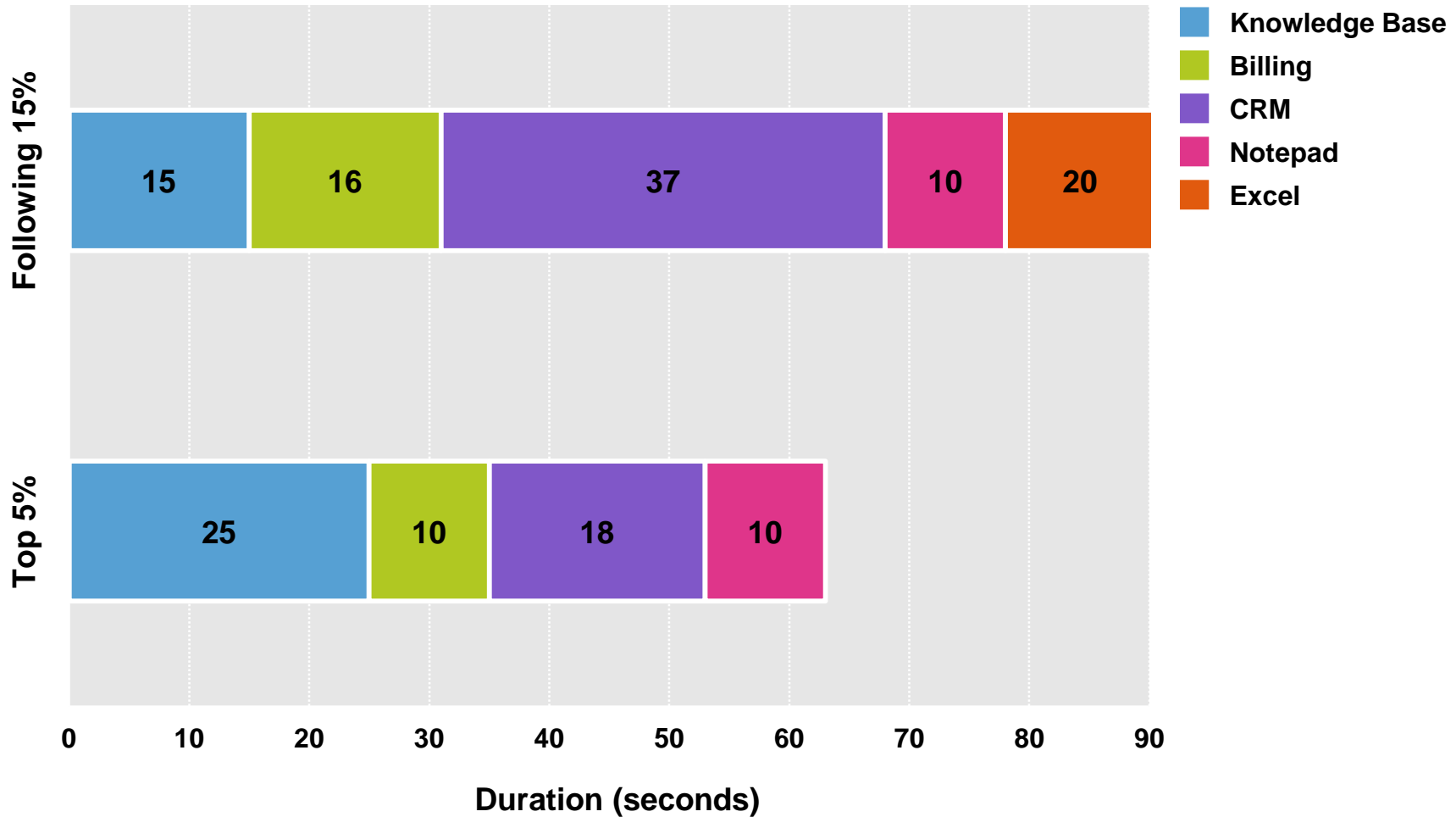
Identify Which Agents Drive Long Calls



Learn From the Best & Teach the Rest



Easily identify best practices



Handle Time Optimization – American Airlines



Background & Challenges



One of the world's largest airlines

40M



Incoming calls a year

4000



Agents

Customer experience



Operational efficiency

The Implementation

Focused on solving long holds and silences



Domestic-international transfers



Mileage redemption during holidays



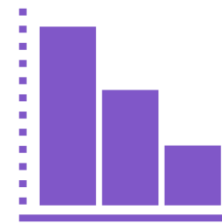
Focused on lowest performing agents



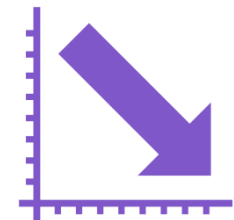
Any HT exception was sent to supervisor



The Impact



38% reduction
in AHT of new hire at-home



2.5% reduction
in AHT organization-wide
EVERY YEAR

FIRST
CONTACT
RESOLUTION



First Contact Resolution Challenges



- Identify customers contacting us again

Identify

Knowledge Gaps

- Close knowledge gaps and behaviors drive repeat contacts

- Measure FCR in a consistent and objective way, especially across multiple channels

Measure FCR

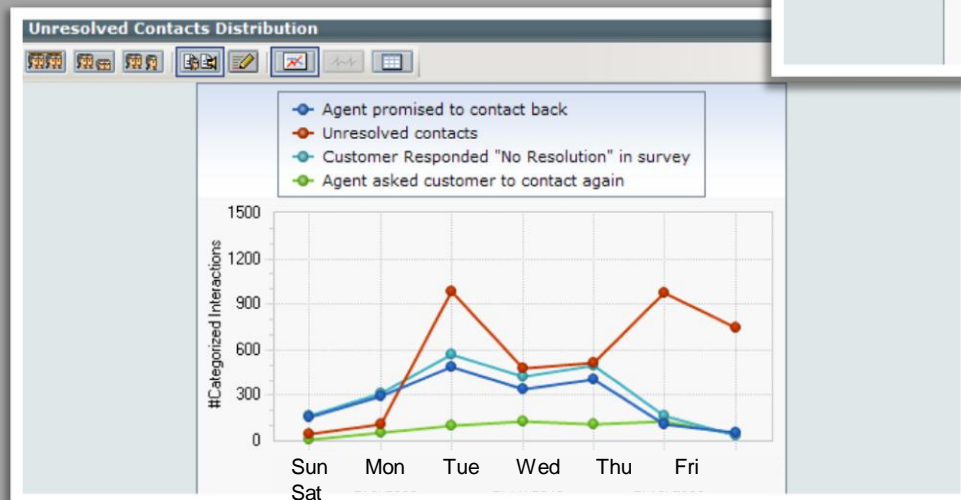
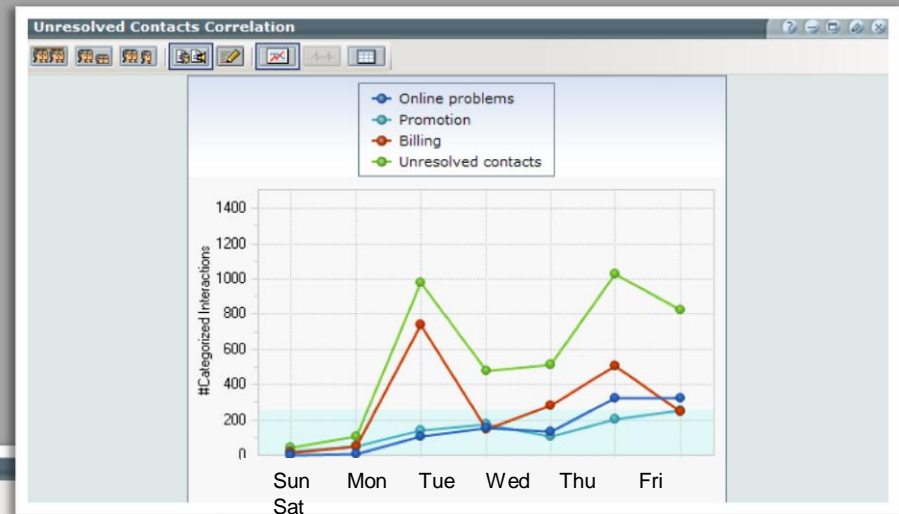
Assisting agents in real-time

- Assisting agents in real-time to improve FCR

Identify Repeat Contacts Trends



Categorize and trend repeat contacts to reveal insight and root-causes

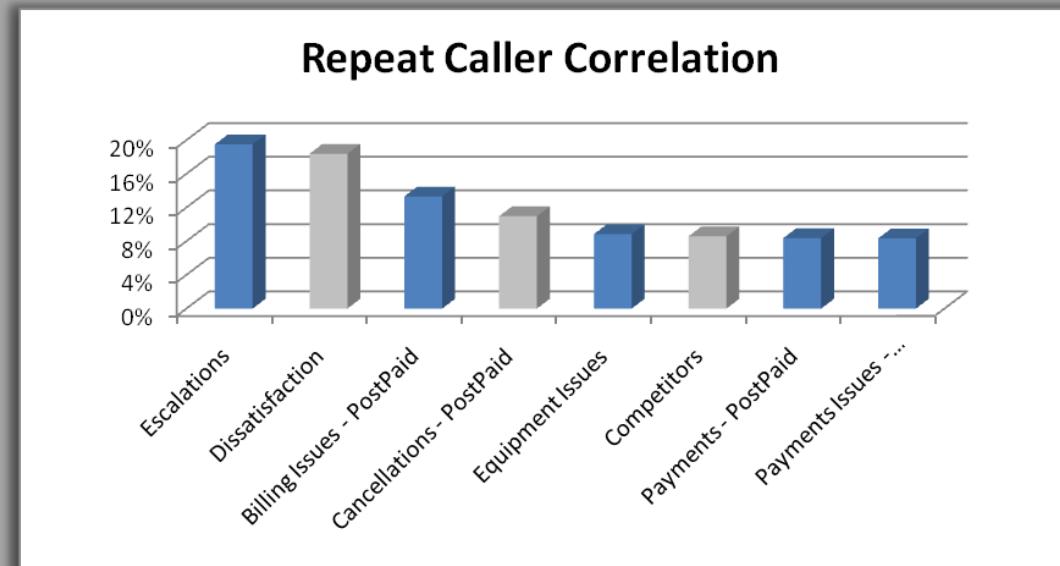


Find Call Types that Drive Repeat Calls



Correlation reports show the relation all other categories have to repeat calls

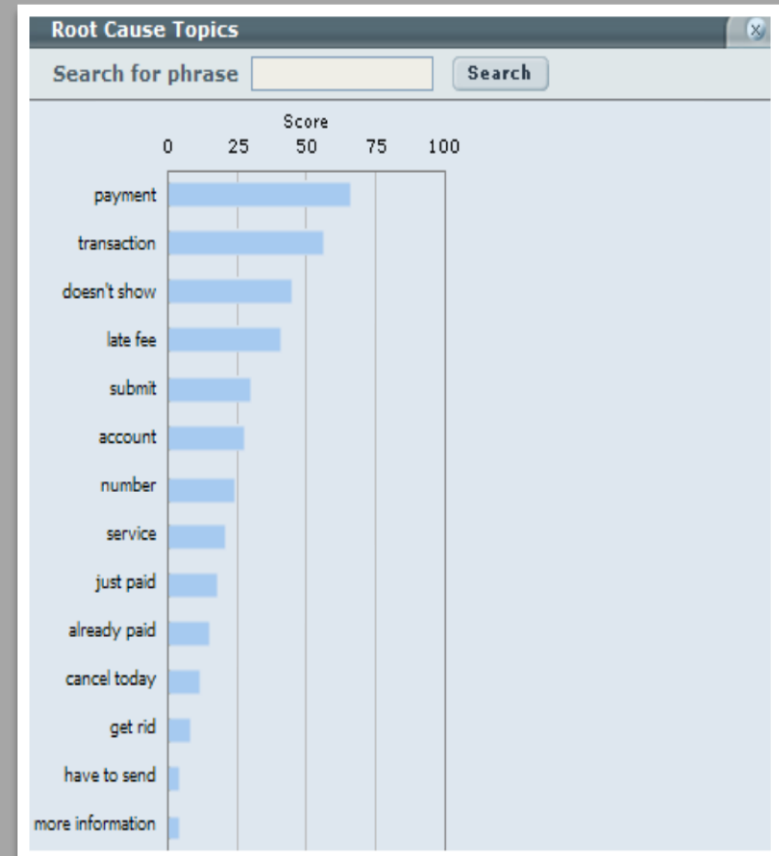
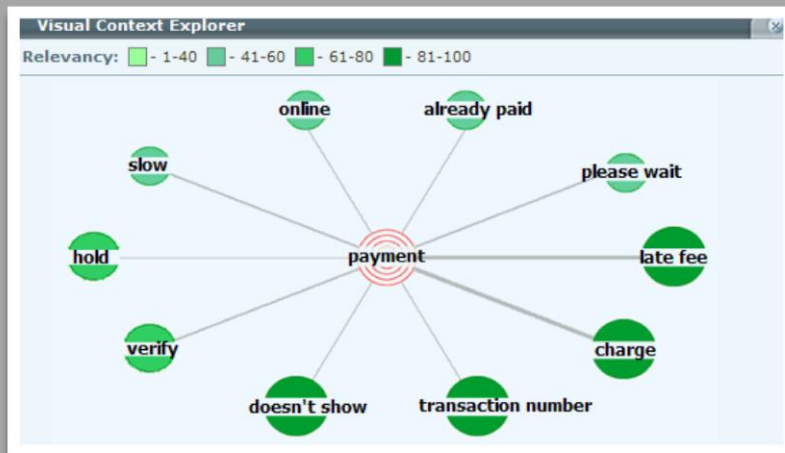
- An escalation was requested on 19% of repeat calls with dissatisfaction being expressed on 18%
- The call type with the highest amount of repeat calls is billing issues at over 12%



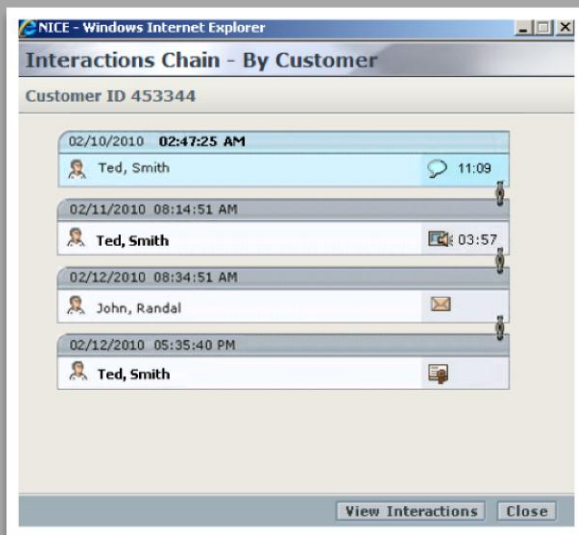
Root-Cause Analysis



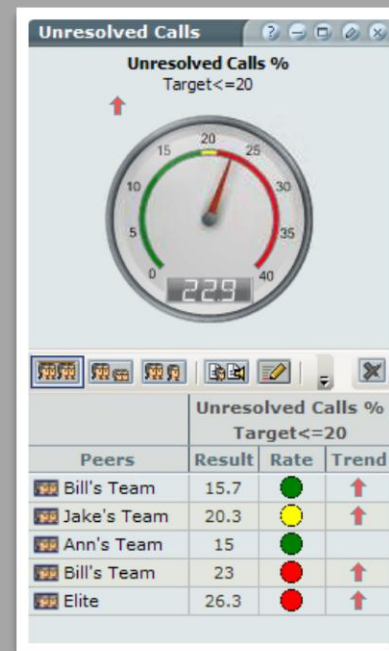
Find customer issues that contribute the most to repeat interactions



Drill Down to Unresolved Interaction and Measure FCR to the Agent Level



Find and link together interactions that spread across channels



- Measure unresolved contact rate
- FCR performance at team and agent level

FCR process – Summary



Identify and Measure

- Identify repeat contacts
- Find interaction chains across channels
- Measure the FCR rate
- Identify spikes in repeat contacts



Find Top Contributors

- Agent knowledge gaps
- Broken processes
- Agent asking customers to call back
- Inaccurate customer communication
- Difficulty accessing relevant information



Root-Cause Analysis

- Agent-related factors
- Which call types contribute the most to repeat calls?
- Product issues
- Service issues
- Ineffective expectation setting



Guidance triggered by Real-Time speech analytics

- Identify customer intent in real time

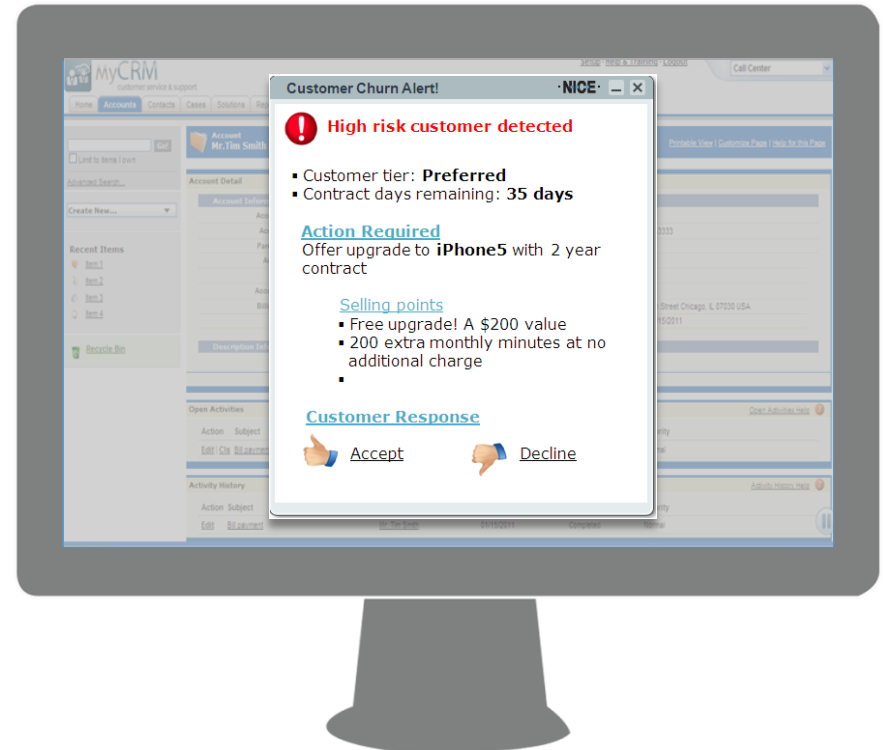


“Hi, I’m calling again about my bill
(Till when is my contract with you?).
The prices are too expensive”

Stated Topic

Hidden Intent

- Guide agent during the call to lead the interaction to the optimal result



First Contact Resolution - Insurance Company

Background & Challenges



One of the world's largest insurance companies



Faced a large amount of repeat calls

The Implementation



The company found that agents tell customers *'you'll receive this in 5-7 business days'*, generating many repeat calls. They started a *'state the date'* initiative, where agents use a simple tool to provide an exact date.

The Impact

Reduced repeat calls by:

24%



400,000\$
Is saving

Cincinnati Bell – Operational Efficiency

Background & Challenges



Provider of voice and data telecommunications products and services

324  Agents

3.5m - 4m
Interactions annually

2 sites: Cincinnati, OH; Makati, Philippines

Facing issues that cause customer dissatisfaction and repeat calls

The Implementation

1. Leveraged information from customer interactions and CSAT survey to pinpoint trends in customer dissatisfaction
2. Call Volume Reduction- Identified root cause of repeat calls
3. Automated analysis of customer interactions replaced manual sporadic analysis

The Impact

Increased FCR from **56.4%** to **61.1%**

Decreased AHT from **556** to **539**

Improved customer satisfaction and feedback scores from

45.9% to **52.9%**

Improved training and coaching

A Selected List of Companies Already Benefitting



6% reduction in average handle time



Reduced repeated calls by **50%**



\$1.8M annual savings



Cut wrap-up time to **90 sec**



11% reduction in AHT
17% increase in FCR
22% reduction in escalations



23 sec reduction in AHT
= **€847K** per year



40% reduction in AHT
46% increase in scheduling efficiency



Up **13%** FCR
Up **12%** in agent productivity



Increased FCR rate



Improved First Call Resolution



35% decrease in AHT
20% increase in FCR



60 sec reduction in AHT

Why NICE?

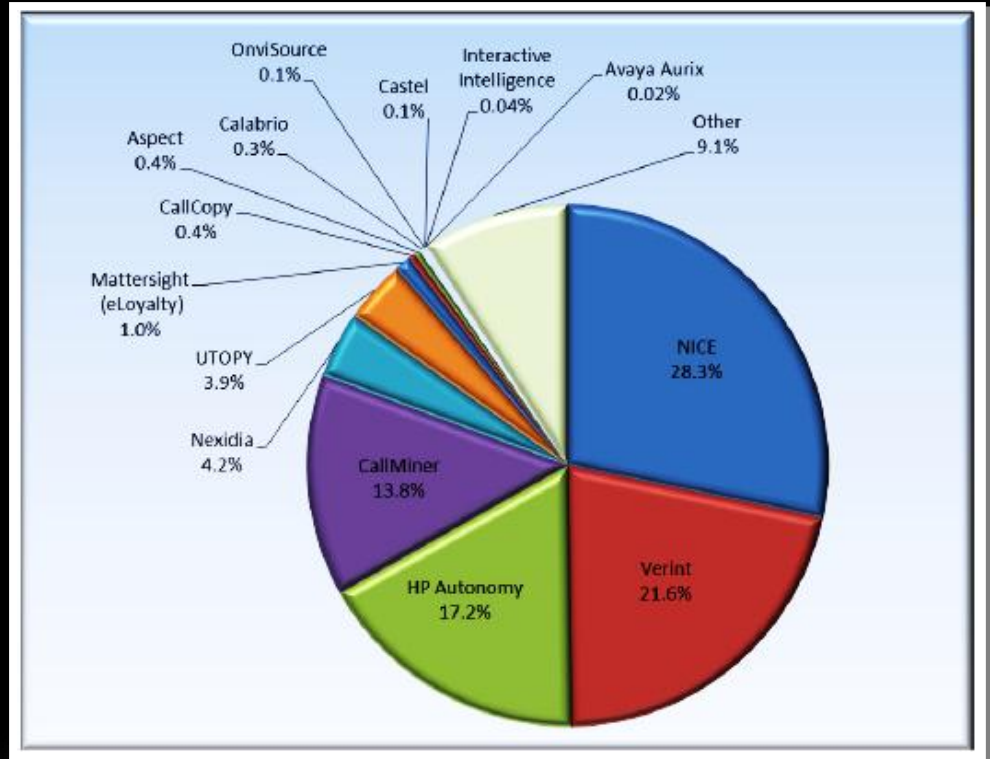
“NICE is in a unique position in the speech analytics market, as it offers both LVCSR and phonetic indexing, real-time and post-call speech analytics...”



OVUM, “Real-Time Speech Analytics in the Contact Center”, July 2011

Ranked in the leaders quadrant of Gartner’s CC WFO magic quadrant. Gartner notes Interaction Analytics as a main strength of NICE**

NICE Strengths, Gartner CC WFO Magic Quadrant 2012

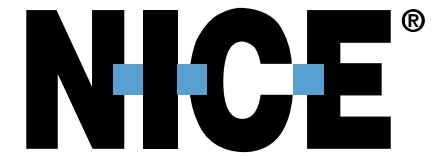


Speech Analytics Market Leadership

*Source: DMG Consulting LLC, December 2012



Q&A



**THANK
YOU**