

Contact Center Analytics to Transform Customer Service

Balancing Efficiency, Cost, and Customer Satisfaction



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AUDIENCE: Contact Center executives, supervisors, and business analysts

Introduction



In a perfect world, customers would never call to complain. They would never dispute a bill, ask questions about how your product works, or cancel their service. When they wanted to order a new product, they'd do it at your web site. If they had a question, they'd read your Frequently Asked Questions document. Your contact center agents would spend more time turning positive customer service interactions into sales opportunities.

But the world isn't perfect, and neither is your contact center. While you may have little control over customer behavior, you can do a lot to increase the positive business impact of your contact center. The key is analytic applications—a new breed of powerful tools that enable you to optimize performance by understanding the many dynamic variables that fuel today's contact centers.

Tracking, understanding, and managing these variables is critical in meeting the three principal challenges of efficient contact center operations:

- ▶ Reducing contact center operations costs
- ▶ Improving customer satisfaction levels
- ▶ Optimizing agent performance and scheduling

Traditionally, contact center managers have regarded the first two objectives as mutually exclusive. If you devote more resources to enhancing customer satisfaction, your costs skyrocket. If you reduce costs, customer satisfaction suffers. The emergence of analytic applications for the contact center changes that equation.

New Visibility into Contact Center Performance

Analytic software packages deliver unrivaled visibility into all aspects of contact center operations to enable managers to easily measure dozens of key performance indicators (KPIs)—time to resolution, customer satisfaction, agent performance, service-level agreement adherence, and many more.

But contact center analytics do more than simply improve operational performance. They provide a platform to evolve your operations from a cost center to a profit center. That's because the best analytic applications combine operational KPIs with analysis of the status of customer relationships across the enterprise.



By linking a contact center analytic application with systems for customer relationship management (CRM), sales, marketing, and product management, you give your customer service representatives (CSRs) powerful new tools to identify and execute on cross-sell, up-sell, and retention opportunities. And you give sales, marketing, product management, and other units valuable new insights into customer satisfaction and the quality of products and services.

Meeting the Challenges of Today's Contact Center

Contact center management can be among the most pressure-filled and thankless jobs in an organization. Managers get it from all sides—cost-conscious CXOs demand that spending be restrained, while fickle customers clamor for fast, efficient service. Sales and marketing VPs grumble that the contact center—the point of greatest interaction between company and customer—doesn't do its share in driving new business.

Industry studies have shown that over 60% of contact center executives and managers cite analytics as a priority for contact center enhancements in 2003–2004.

Meanwhile, contact center managers are charged with captaining a large workforce of agents with varying skill sets, problem-solving abilities, and degrees of competence. When the organization rolls out a new product or service, you've got to be ready for a barrage of inquiries. Meeting these challenges with yesterday's technology can be practically impossible.

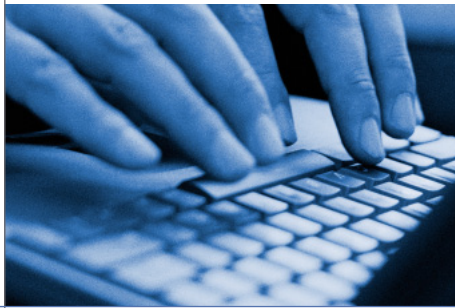
That's why savvy contact center managers are arming themselves with powerful new analytic tools. In fact, contact center analytics were cited as the number one priority for deployment by respondents to a survey conducted by IT analyst firm the Aberdeen Group¹. Sixty-one percent of contact center executives and managers cited analytics, followed by multi-channel contact center technology (51%), as their priority for 2003–04.

These analytic applications sharpen the query and reporting features of generic business intelligence (BI) tools with contact center-specific functionality that makes it easy for managers to monitor, measure, analyze, and improve contact center performance.

Through personalized dashboards, they provide:

- ▶ *Radar screen on performance:* Metrics and key performance indicators offer easy monitoring, benchmarking, and trending of operations by the day, week, or month.

¹"The Customer Contact Center: Technology, Trends, and Investment Plans for the Customer Contact Center, 2003–2004," Aberdeen Group, April 2003.



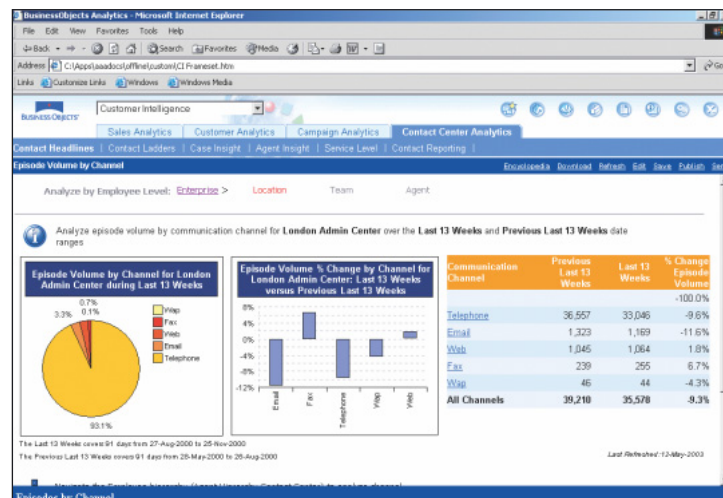
- ▶ *Instant identification of problems:* Alerting delivers notification of problems or service-level breaches to your desktop, cell phone, or PDA.
- ▶ *Robust analysis of operational data:* Predefined reports and ad hoc query let you explore information to understand correlations and fine-tune operations.

Whether yours is a first-call closure contact center or a case-based contact center, applications such as BusinessObjects™ Contact Center Analytics can drive performance to the next level. And an analytic application can help you intelligently deploy resources across a growing variety of channels.

Types of Interaction

Telephone :	62%
Email:	19%
Web:	11%
Chat:	3%

Though the telephone remains the principal means of communication, accounting for 62% of customer interaction, industry analysts cite that new channels are fast emerging. Its study found that email comprises 19% of interaction, followed by web (11%) and chat (3%). With analytics, you can determine rates of use by channel and your most and least expensive channels to service, and use those insights to your advantage.



Example of a contact center operations dashboard available in an analytic application for tracking contact center performance.

Contact Center Analytics: Solving Real-World Problems

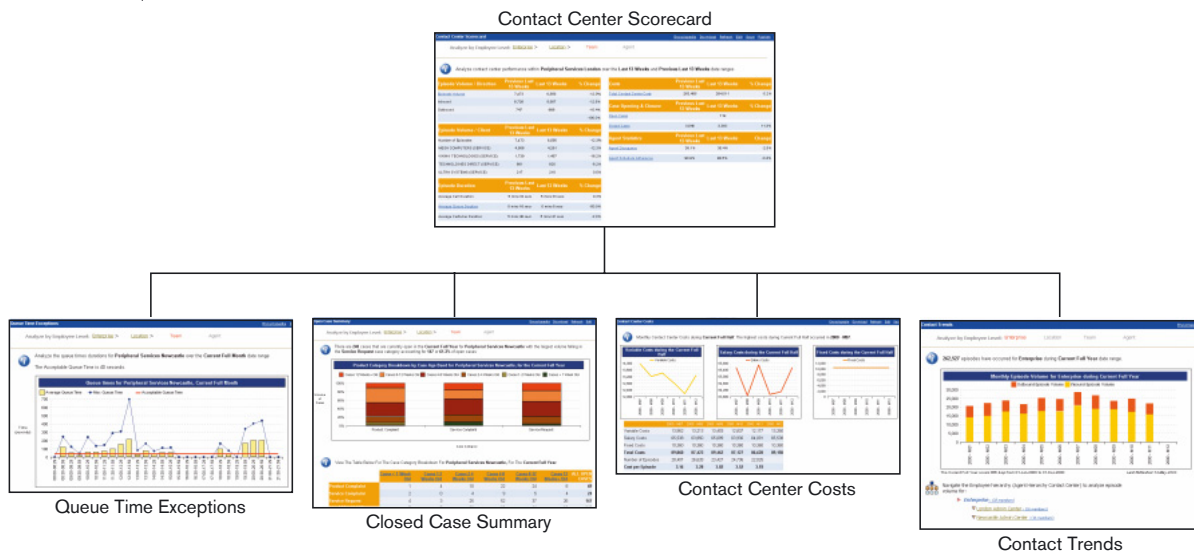


Let's take a look at some of the key areas in which analytics can help improve your contact center:

Optimize Contact Center Operations

Overall performance of your contact center is driven by multiple factors. A good analytic application will provide key prebuilt metrics prominently on your PC, and offer facilities for you to customize reports to your requirements. This top-down approach helps you focus on the metrics that matter the most. Through a personalized dashboard, you can monitor, analyze, and share such metrics as:

- ▶ Movement toward performance target goals
- ▶ Trends in call volume, time to resolution, agent occupancy
- ▶ Average call or case duration and time to resolution
- ▶ Peak volume times by channel (phone, email, web, chat)
- ▶ Number of cases open and cases closed





Accelerate Time to Resolution

Faster time to resolution means lower costs, greater capacity, and shorter wait times for customers. While accelerating resolution is the goal of every contact center manager, it's often easier said than done. Contact center analytics identify barriers to achieving time to resolution goals by monitoring and analyzing such key trends as:

- ▶ Time to resolution by channel
- ▶ Resolution time by agent, product, customer
- ▶ Resolution time by time of day, day of week
- ▶ Average and peak queue times
- ▶ Priority cases targeted for fastest resolution

Maximize Agent Performance

With yesterday's technology and tactics, making the most of your workforce is next to impossible. Contact center analytics let you monitor and assess agent performance, establish reachable goals, structure incentives, capitalize on agent skill sets, and strategically align the workforce and schedules. You can scrutinize:

- ▶ Agent occupancy rates by time, channel
- ▶ Adherence-to-schedule rates
- ▶ Agent case closure rates and skill matrixes
- ▶ Time lost by not adhering to schedules
- ▶ Top performers and underachievers

Optimize Workforce Scheduling

Precise scheduling is crucial to an efficient contact center. But without insight into competing dynamics, you're relegated to guesswork in devising schedules and assigning agents. With rich analysis, metrics, and trending, an analytic application helps you intelligently allot resources to meet shifting demands. It even helps you forecast the workload generated by a new product launch. Explore such questions as:

- ▶ Channel availability by time, day
- ▶ Contact volumes by channel
- ▶ Average queue times and abandonment rate
- ▶ Anticipated call volumes from new product launch
- ▶ Trends in call volume exceeding capacity



Improve Customer Satisfaction

There are many ingredients in the recipe for customer satisfaction. An analytic application puts you in charge with new visibility into customer complaints and the reasons behind them, and integrates customer satisfaction surveys into your analysis. Whether your contact center handles B2C or B2B customers, an analytic application can help you understand what drives your customer satisfaction by analyzing:

- ▶ Key products and services prompting customer inquiries
- ▶ Number and duration of complaints and time to resolution
- ▶ Volume of complaints vs. total cases logged
- ▶ Correlations between call duration and customer satisfaction
- ▶ Adherence to service-level agreements

These are a few of the areas covered by a contact center analytic application. Others include customer history, performance gains and losses from quarter to quarter, customer retention rates, case aging, case closure trends, product/service issue recurrence, and more.

From Cost Center to Profit Center Through Integrated Enterprise Analytics



More and more, organizations are recognizing that the contact center can be more than just a necessary evil. It's ground zero for interaction with your customers, and many agents have good people skills that qualify them as de facto sales representatives. Smart organizations are looking for ways to exploit that opportunity for cross-sell and up-sell.

The key to evolving the contact center from cost burden to revenue generator is two-way sharing of analytic information with other units in the enterprise—typically sales, marketing, and manufacturing.

Enterprise to Contact Center

A contact center analytic application will integrate with other customer data sources to provide managers with information on individual customer profitability, purchasing behavior by demographics, product and service purchase trends, and so forth.

For instance, customer analytics software can determine that consumers who purchase a digital camera online frequently return to purchase a memory expansion card. Provide that information to contact center agents and you have a terrific cross-sell script. Similarly, a customer analytics system often categorizes customers in a taxonomy (bronze, silver, gold); sharing that information with the contact center can help in managing the delivery of special offers to prized customers.

Contact Center to Enterprise

The contact center contains a wealth of information on customer satisfaction with your products and services. Agents enjoy a rare opportunity to query customers on their likes and dislikes, your competitors, and how your organization could better meet their needs.

An analytic application allows you to identify and analyze specific product and service defects and concerns. By relaying that information to product management or manufacturing, the enterprise can address the root cause and minimize negative impact.

BusinessObjects Contact Center Analytics:

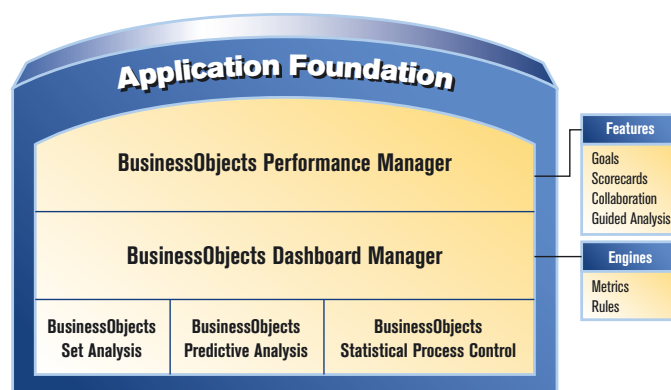
A Comprehensive Solution to Optimize Performance



BusinessObjects Contact Center Analytics is an analytic application that enables contact center managers to optimize contact center performance, reduce operational costs, improve customer satisfaction, and optimize agent performance and scheduling. It provides nearly 50 prebuilt analytic components that answer all of the questions addressed in this paper, such as key metrics, a personalized dashboard, and alert capabilities.

BusinessObjects Contact Center Analytics enables contact center managers to track, understand, and manage critical information from all aspects of a contact center. It is a module of BusinessObjects Customer Intelligence, which also includes Customer Analytics, Sales Analytics, and Campaign Analytics.

Together, BusinessObjects Customer Intelligence modules comprise an integrated suite that enables organizations to build long-lasting, profitable customer relationships through improved sales, marketing, and customer management and interaction. In turn, Customer Intelligence is one application in the broader BusinessObjects Analytics family, covering supply chain, products and service, finance, and human resources.



Underlying BusinessObjects Contact Center Analytics and all of the Customer Intelligence modules is Business Objects' flexible application framework, Application Foundation. Application Foundation enables businesses to quickly extend and customize analytic functionality to improve performance across the enterprise.

Business Objects has helped thousands of companies turn enterprise data into meaningful information for their service, sales, and marketing departments. For more information on how Business Objects can help your organization transform your contact centers and strengthen customer relationships, visit www.businessobjects.com, or call +1 408 953 6000.

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