CallMiner

How to Lead a Business Transformation in 2022

Learn how top leaders and organizations use customer insights to drive business performance improvements – within the contact center and beyond.

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Introduction

Could the secret to business success lie in what your customers are already telling you? The voice of the customer (VoC) means so much more than just a short survey at the end of a contact centre interaction. Every word – over the phone or in email, chat, etc. – your customers exchange with your sales, customer support teams and others could be invaluable in driving transformational change within your business.

These conversations have the power to improve your team's efficiency and effectiveness, drive long-term loyalty, create better marketing campaigns, and even provide ideas for continuous product improvement. Are you in a position to truly uncover these insights?

Leading a business transformation means having the data you need to make practical changes within your organisation. The leaders profiled in this eBook are capturing and analysing customer conversations and using insights from those interactions to do just that. They've proven the ROI of their analytics programs to their executive teams and are making business decisions across everything from contact centre efficiency and customer experience (CX) processes to product and sales improvements.

Read on for strategies you can use that drive enterprise-wide organisational improvements and make a massive impact on your bottom line.

What is conversation analytics?

Conversation analytics is a technology that helps you analyse 100% of customer interactions across every channel. This level of analysis helps extract key trends about your customers and personalise the experience to them, regardless of the channel they're using.

Conversation analytics can be combined with survey data to develop a complete picture of VoC, CX, and more. This technology uses AI to extract meaningful insights from unstructured conversation data to drive action, such as improving contact centre agent performance or informing changes to your organisation's overall operations.

How Kelsey-Seybold Clinic used data to improve the patient experience

By: Sabine Harrison, Contact Centre Director, Kelsey-Seybold

Key Takeaways

• Kelsey-Seybold Clinic leverages post-interaction conversation analytics to understand the patient experience on a deeper level, such as identifying trigger words that drive escalations.

• This used to be a manual process, which is now automated with CallMiner.

• In addition, the team uses real-time analytics to help agents react in the moment, including triaging urgent patient calls to nurses.

Kelsey-Seybold Clinic provides access to skilled and compassionate healthcare through 26 multi-specialty care centres and a specialised sleep centre. We receive 22 different types of calls that vary in complexity, ranging from making patient appointments to triaging patient symptoms and routing them to the appropriate next level of care.

But our capability is limited, and historically there were no reporting capabilities in place. With over 360 agents handling more than two million transactions every year, it was nearly impossible for us to manually review every conversation to identify what worked and what improvements could be made.

Anything you do manually takes significant time and has room for human error. With so many transactions, it was hard to uncover data in a timely manner and have it be statistically valuable.

Our primary goal is to optimise the patient experience through patient touch points. To deliver on this promise, we needed a unified platform that supported every agent, ideally with a single vendor that could be a real partner, offering strategic guidance and support from our implementation onward.

A phased approach to conversation analytics

We selected CallMiner to gain greater insights into patient experience, call performance and agent performance.

With CallMiner, our team can now automatically analyse 100% of patient/ staff phone-based interactions to gain timely actionable feedback and guidance.

This includes understanding if patients are struggling to book appointments, if they unknowingly need medical attention and more, and then using those insights to direct staff in real time to better support patients in the moment and deliver better outcomes.

Post-interaction analytics improves the patient experience

Patient experience is not just how an employee or contact centre agent interacts with a patient; it's also about the patient's process of getting to what they want. CallMiner helps our team receive an automated post-call report that applies to every conversation, offering truly meaningful and actionable insights.

Using CallMiner's post-interaction analytics, our team can more effectively identify specific keywords or trigger words that drive escalations. The post-interaction reports offer deeper insights into what needs to be addressed as a result of those keywords or phrases. This helps us determine if we need to coach the agent for future conversations or if there is a process issue that makes it hard for the patient to get to the desired outcome.

CallMiner helps us ensure our patients aren't encountering unnecessary hurdles and are getting what they need.

Real-time monitoring improves accuracy

Accuracy in any industry is important, but it's a compliance requirement within healthcare. Accuracy plays a vital role in the patient experience because it could directly impact the patient's life.

For real-time feedback, our agents are trained to recognise the benefits and to see the feedback as an opportunity to take full control over the conversation. For example, if a patient is calling to schedule a regular appointment, but mentions having chest pain, the agent can be prompted to immediately and appropriately route the call to a nurse for the patient's safety. This doesn't just deliver a better patient experience; it has the potential to save lives.

In a healthcare environment, accuracy, and specifically ensuring that you're providing the right level of service, is highly critical. CallMiner enables our agents with real-time guidance to draw attention to what's actually happening. This helps us encourage and drive active listening skills, while also guiding the agent to take appropriate action.

Our biggest win was, without a doubt, that we don't need to ask the patient how they feel. They tell you by the way they respond to the agents during interactions. It's amazing what you get when you just listen.

Read the full success story here →

How executive buy-in drives business improvements for Hoist Finance

By: Colin Whelan, Head of Workforce Optimization, Hoist Finance

Key Takeaways

- Hoist Finance set the stage with its executive team, key stakeholders and contact centre agents to educate them on the value of conversation analytics.

- By laying this groundwork, the analytics team can now quickly identify areas that lead to agent performance improvements.

Gaining buy-in and driving operational change with conversation analytics

Before kicking off with a conversation analytics platform, our workforce optimisation and analytics teams knew we had to properly educate everyone in the UK organisation.

The goal was to help our colleagues understand the benefits and operational changes required once we were equipped with deeper customer engagement data.
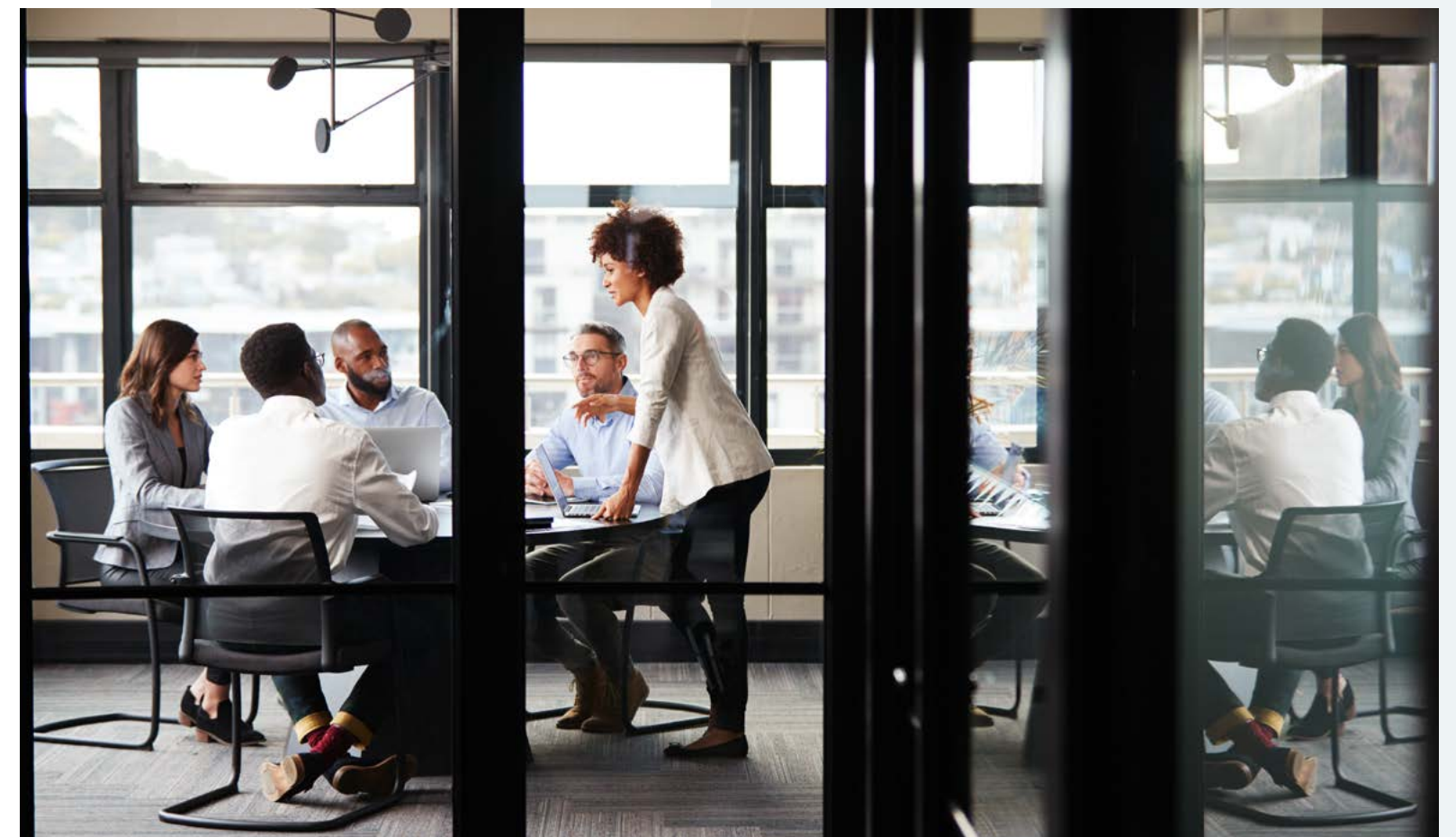
Hoist Finance helps six million customers across 11 countries in Europe stay committed to paying off their debts. Whenever customers are in contact with us, they can rely on being treated in a consistent, responsible, and ethical way. We successfully launched conversation analytics from CallMiner into our UK operations in April 2020 after purchasing the technology through Alvaria (formerly Aspect Software).

It was important for us to gain executive buy-in for a comprehensive engagement analytics programme that would transform our business and drive significant operational improvements.

We always use the phrase with our executives,

"If you lift the stone, you have to deal with what you find."

We started by educating teams on how the organisation could potentially get a return on investment (ROI) from conversation analytics, and then seeking out stakeholder perspectives on how this technology could be used to drive change within their specific departments.

The key areas where we wanted to see ROI improvements included:

Speed to intelligence: Gathering data quickly to validate agent performance, understand customer contact drivers, and ensure kept promises based on customer behaviour.

Silence detection: Understanding silence to lower inefficiencies, lower cost and increase service levels.

Long call analysis: Identifying the drivers and impact of long calls on the organisation.

Reduction in Average Handle Time (AHT): Achieving agent efficiencies to reduce overall handle times for customers.

Re-allocation of QA attention: Automating performance and scoring so QA could focus on more strategic tasks.

Agent ramp and attrition: Gaining constant and definable feedback to improve agent performance, as well as give the employees the feedback they need in real-time and post-contact.

While achieving these ROI benchmarks was a challenge in itself, an even bigger goal was to overcome our colleagues' learning curve. I wanted the team to understand that conversation analytics was more than just a QA tool. It was a force to drive change in the business, and to deliver on promises for Hoist Finance customers.

We used the DMAIC (Define, Measure, Analyse, Improve and Control) method to build an ROI development plan, and define how people engage with our team and the CallMiner platform. We then launched a Facebook Workplace website and established a steering committee to help people see and believe in the value of our programme.

With CallMiner, we can now automatically analyse 100% of omnichannel interactions to understand customers' needs and adjust organisational behaviours to better serve them. In addition, the CallMiner platform provides insights to empower our agents to navigate even the most difficult customer collections issues with empathy and grace.

Conversation analytics kicks open the doors of what's possible for us. We were able to quickly and consistently add value and demonstrate insight across departments.

Understanding the power of silence

Silence can hold a variety of meanings to different organisations. It can show that an agent is listening, emphasise a point, give a customer time to consider an offer, or signal an issue or need for process improvement. Many of our agents weren't self-aware about the need for silence, or ways in which silence was negatively impacting the customer experience.

For example, one agent had a high volume of silence at the end of his calls, after the customer had already hung up. It turned out that he was taking notes after the call had wrapped up, which was negatively impacting his scores due to unnecessarily long silence times. Once he became aware of this behaviour, his silence times immediately reduced.

In the first three months of 2021 alone, we have experienced a 46% reduction in silence time, and agents have become aware of more strategic ways to use silence to improve the customer experience. Now that we've found simple ways to modify behaviours, in 2022, our team will identify further benchmarks for what "good silence" looks like in the beginning, middle, and end of calls.

Expanding conversation analytics across the organisation

Based on our success with CallMiner in the UK market, we will roll out our engagement analytics programme in other countries, including France, Spain, Poland, Germany, and Italy. We are piloting the programme in France and are already starting to see rapid changes in terms of the level of insights we're able to process and act upon.

In the future, the team is looking into full automation of QA across all markets. While this process will not happen overnight, we are opening people's eyes up to a new way of working. So far, there's a lot of enthusiasm about CallMiner in the UK and France.
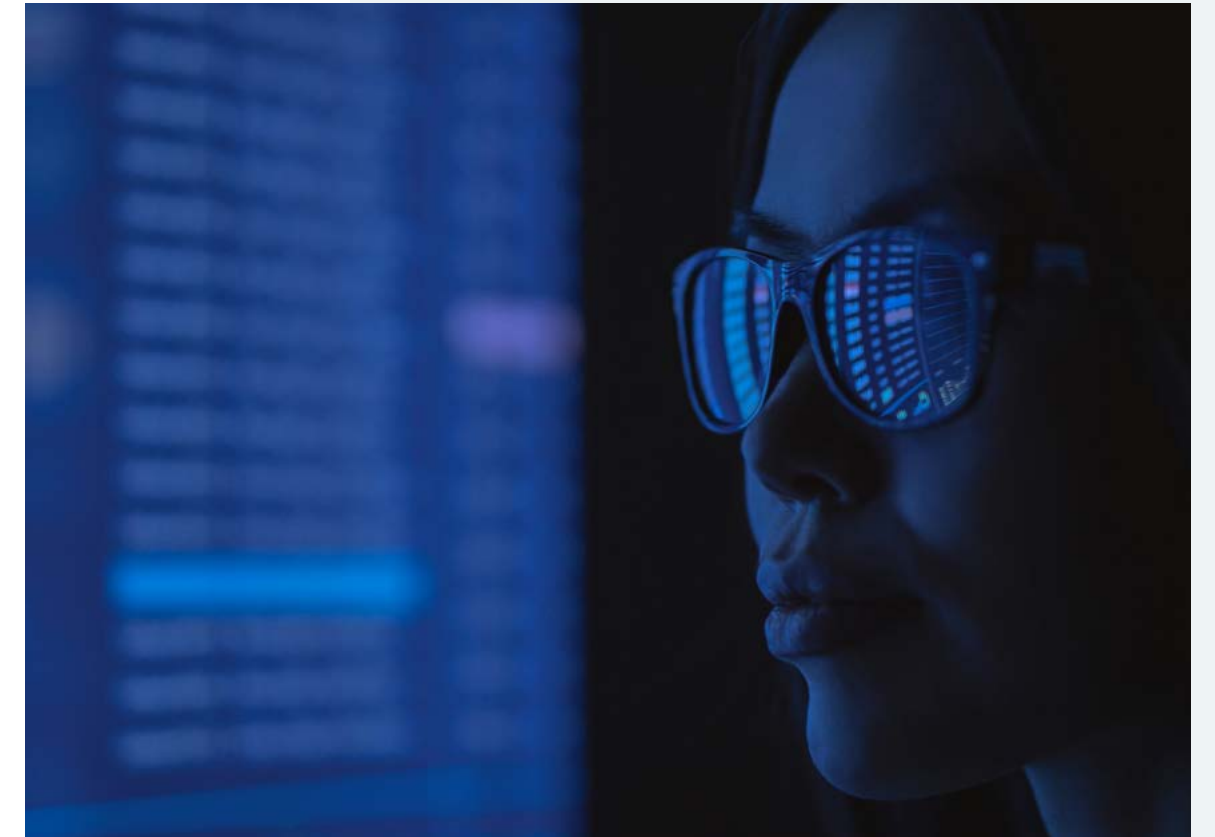
We started something from scratch where there was nothing, and now are delivering strategic insights people care about, driving business improvements throughout the organisation. The benefits extend past QA and customer support to finance, HR and beyond.

Slimware Utilities taps customer insights to drive sales

By: Carl Stuerke, Director of Operations at Slimware Utilities

Key Takeaways

- Slimware Utilities uses conversation analytics to analyse 100% of customer interactions, which uncovers opportunities for training and performance improvement for its agents.

- They leverage these insights across sales, support, and billing to improve training, create scripts and help with decision-making in complex situations.

- As a result, customer retention and satisfaction have skyrocketed, and average order values have climbed by 4%.

Slimware Utilities is a leading media and internet company that's revolutionising the way users and businesses clean, update and optimise personal computers. To support our customers and databases of over 1.4 million drivers, we maintain five global call centre sites staffed by over 125 agents and only a handful of analysts. However, managing our call centres in Ukraine and India was difficult.

Customer churn was a problem for us. We had too many customers leaving and too few subscribing. We knew that a wide variance in call performance within our call centres were part of the problem. We needed to improve overall quality and compliance. Our operations team understood that analysing all of our calls could help us resolve several issues. However, with 25,000 subscribers and over 6,000 support calls per month, we were reviewing 25% of contacts externally and only a portion internally. We turned to the CallMiner conversation analytics platform to address our ongoing quality and compliance issues.

CallMiner captured and analysed every single call made, helping us see what was working and what wasn't.

So, we established a baseline and started asking questions. Why are some agents better at converting calls to sales than others? What are the agents doing to save customers? We did this for sales, support, and billing.

Once CallMiner captured our calls, we were able to automatically generate scorecards for agent performance as well as full transcripts that were tagged for customer emotion (content, discontent, indifference, etc.).

The transcripts and scores helped us search our calls for keywords and decision milestones. Conversation analytics revealed opportunities for refinement, which we quickly turned into actionable improvements in agent performance.
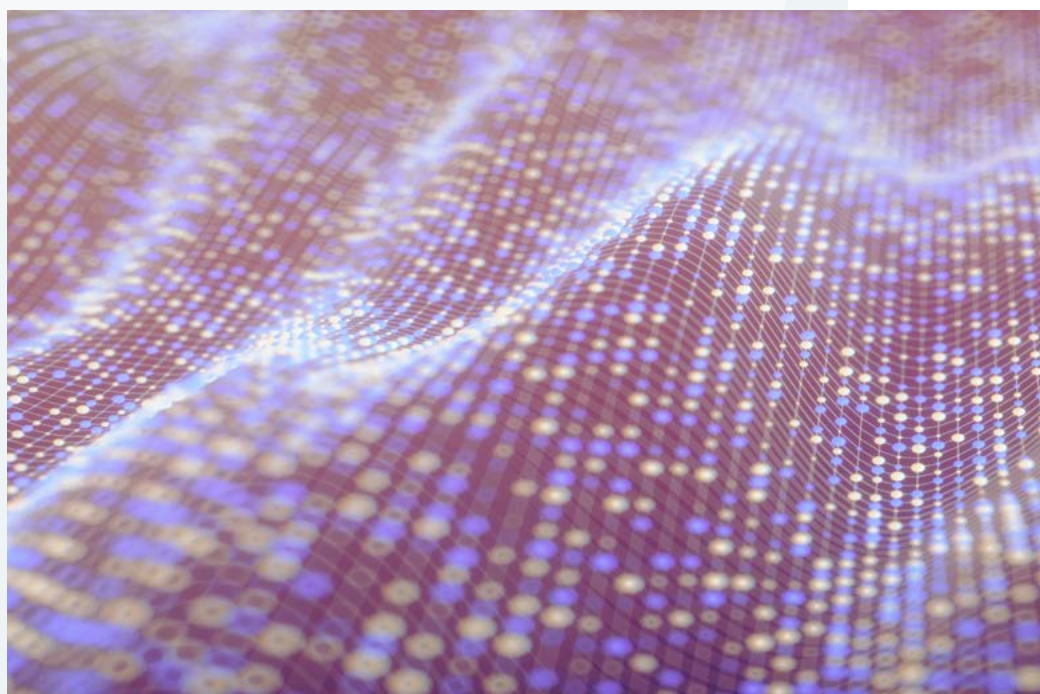
Improving compliance with focused training

Using CallMiner, we began seeing significant, positive trends in our call centre. Our operations and analyst teams can fully analyse 100% of customer interactions. CallMiner provided a significant increase in call reviews and delivered automated scoring for each interaction.

We established that there was a wide variance in what our agents were saying to customers.

So we created verbatim script requirements that made every call more quantifiable, turning them into binary decisions. From there, we were able to isolate problems and correct them quickly with focused training.

Increased sales average order value by 4%

Conversation analytics helped us establish a lack of value delivery during sales calls and gaps in language fluency. We armed our agents with shorter, more value-driven scripts. Additionally, we provided longer training cycles before agents got on the phone. The results have been great.

We invested in more sales training for each agent, to ensure they understood the full value of the service. As a result, the average handle time for calls improved by 1%, which meant agents had time for more calls. More importantly, we also noted a 4% increase in their average order value.

Improved customer satisfaction by 300% and retention by 16%

We looked at customers who had churned out, using CallMiner to examine the customer journey timeline to identify where issues occurred. We were able to double-click on these interactions to determine how to fix common issues. As a result, we have seen a 16% reduction in churn by having agents do a better job on the phone. By adapting agent training to the areas of improvement identified with CallMiner, we witnessed dramatic improvements beyond retention.

Over a one-year period with CallMiner, our call centres saw their net promoter score (NPS) increase 300%. Additionally, our team's customer satisfaction score rose 350bps over the same time period.

Read the full success story here →

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Chapter 4

Gant Travel improves productivity, freeing up time for strategic work

*By: Kurt Mosher, Gant Travel COO and Executive Vice President*

Key Takeaways

• Conversation analytics helps Gant Travel analyse customer conversations to improve training and productivity, increasing the accuracy of agent dispositions and reducing silence times.

• Gant Travel also used conversation analytics to transition its BPO contact centre team to remote work during the pandemic in record time.

• With insights from the conversation analytics platform, the team frees up time for supervisors and agents alike to focus on more strategic tasks.

Gant Travel provides business travel arrangements and corporate travel management to small and mid-sized companies. By combining innovative technologies with our dedicated team, Gant Travel aims to provide every customer with their 'last best experience.'

A few years ago, our commitment to continuous service and superior customer experience led us to explore automating our QA process with conversation analytics. At the time, we were only able to monitor 2% of our customer/agent interactions, making it difficult to accurately measure performance or effectively coach agents.

We selected CallMiner and knew it was going to be a game changer for us. It has given us visibility into our call drivers, allowing us to better understand why customers call in the first place. It enables us to monitor 100% of our calls and provide feedback in near real time.

It has also helped us improve training and productivity. Most importantly, it helps us every day to achieve our number one mission, which is to become our customers 'last best experience.'
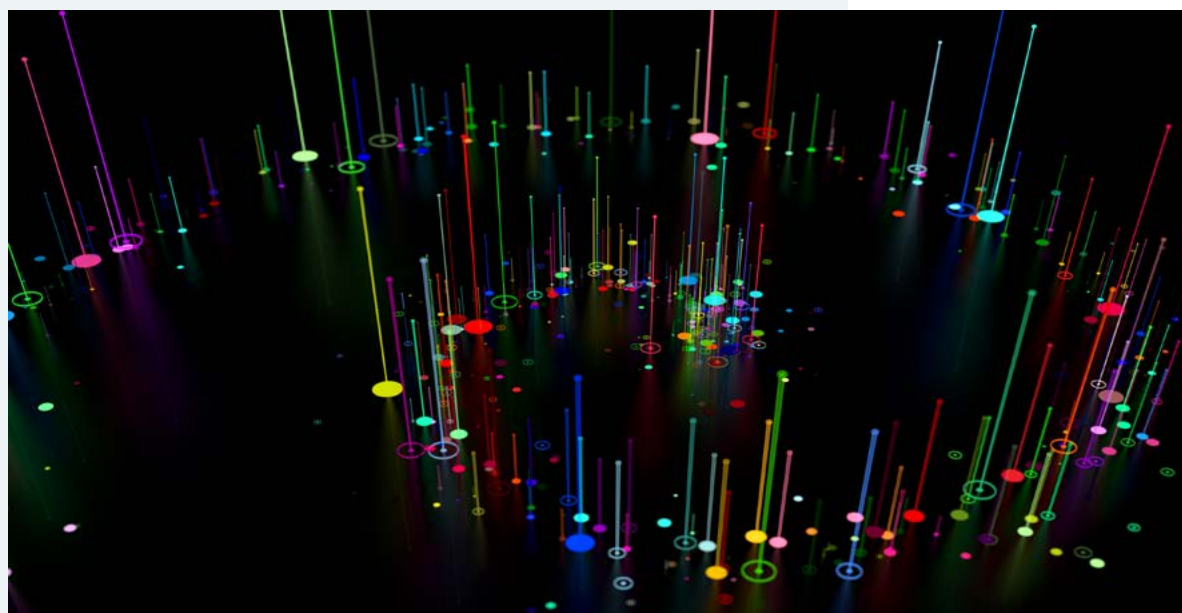
Automated QA redirects supervisors' time and increases feedback

Automating the QA process with CallMiner has redirected our supervisors' time. Prior to CallMiner, supervisors spent an hour on each call monitored – locating the call, listening to it, and filling out the QA scorecard. They also addressed disputed quality scores which equated to approximately 20% additional rework. At this rate, we were only able to QA two to five calls per agent per month.

With CallMiner, there has been a 400% increase in frequency of feedback. In addition, insights from CallMiner brought greater consistency among our supervisors.

The CallMiner Analyze and Coach products helps us see the progress agents were making in key areas. Agents now have time to review their customer interactions and supervisors come along-side their team in much different capacity.

Coach is an absolute game changer for our supervisors and agents. It gives them an at-a-glance look at performance in each of the QA areas. It showed us how widespread a problem was so that we could address it quickly.

Accelerate transition to WFH environment due to COVID-19

We were just a few months into our conversation analytics rollout when the COVID-19 pandemic hit. Although our own employees were already working from home, our business process outsourcer (BPO) partner employees were not. CallMiner not only helped us move our BPO partner employees to WFH, they also helped us identify technical issues and address them quickly. In addition, CallMiner allowed us to identify call drivers regarding the virus so they could be added to the system for automatic monitoring and tracking.

We saw opportunities right out of the gate. CallMiner helped us visualise the impact of COVID-19 on our call drivers, allowing us to make changes to our IVR system so that customers could leave a voicemail to cancel trips. While other companies had hold times during the initial outbreak from five to 10 hours, we were able to reduce hold times to about seven minutes. Much of this success was due to the insights gleaned from CallMiner.

Through the **CallMiner Customer Community,** we were also able to implement syntax suggestions to create new categories related to the virus. This enabled us to free up over 100 hours of overall agent time in the first month that they could then spend on the phone helping customers with other issues.

Most importantly, we plan to share customer data with other team members to drive transparency throughout the company.

We plan to cascade information gleaned from CallMiner throughout the organisation, providing each account manager with insights that they can then share with their clients to solidify our partnership.

Read the full success story here →

How RDI Corporation uses the power of customer insights to attract and retain clients

By: Stacy Dye, SVP and GM of Quantitative Insights at RDI

Key Takeaways

- BPO provider RDI Corporation uses conversation analytics insights to demonstrate success to clients, proactively identify areas for agent efficiency, and map contact drivers to business improvements.RDI identifies issues that their clients didn't even know existed.

- RDI identifies issues that their clients didn't even know existed

- The company translates these insights into a new business prospecting tool, and has created a new revenue stream to offer analytics to clients who do not have them in-house.

RDI Corporation, founded in 1978 in Cincinnati, Ohio, is a family-owned and operated business process outsourcer (BPO) committed to providing the ultimate customer experience. We have more than 3,500 in-house and work-from-home employees in 11 locations.

To bring value to our clients and improve our own sales conversions and contact centre efficiency, we implemented CallMiner for its advanced conversation analytics capabilities. Our first area of focus was to use CallMiner to extract insights that our customers could share with their marketing, product development and engineering departments to make substantial improvements to their business.

Retaining clients with conversation analytics

For example, we were able to use conversation analytics insights to save our relationship with a current client and help improve the client's business. One of our clients expressed concern about conversion rates. We met with the client to discuss their pain points. We conducted focus groups with agents working the campaign and processed and analysed 13,000 calls to uncover the root cause of the problem.

Analysts also listened to calls on their own to identify trends and additional call drivers.

The findings from this deep dive into the data revealed:

- 60% of the calls RDI fielded were not eligible for conversion
- RDI agents did not have the same access to customer information as the client's sales team
- Some agents needed additional training
- Many callers asked questions that were answered in the FAQs posted on the client's website.

As a result of the CallMiner findings, we recommended the following:

- Reexamine the process for calculating conversions
- Grant RDI access to the same data as the client's employees
- Display FAQs more prominently on the website to make it easier to self-service
- Provide additional training and modify scripting to create a sense of urgency.

The bottom line is that we were able to identify and solve problems the client didn't even know they had.

We also validated that RDI performed at a higher level than the client. As a result, we not only retained the client, we are now automating their QA process so that they can derive even more benefit.

Attract new customers with conversation analytics insights

As part of our sales process, we use CallMiner to provide insights into our prospects' processes to identify pain points and uncover campaign inefficiencies.

To prove this, we asked a large banking prospect to send 1,200 hours (approximately 14,000 calls) of its more recent conversation recordings. We used CallMiner to analyse calls and take a deeper dive into each contact driver in the hopes of finding additional insights. We crossed various call types with CallMiner and identified that the calls with the longest duration mapped to just a few call drivers – password reset, charge disputes, and account inquiries.

We found that password reset calls took 50% longer than the average call duration. Repeat call volume was driven most often by charge disputes, which required double the time of an average call. In addition, we were able to show that many calls were about basic account questions such as balance inquiries and deposit status. These calls were 35% longer than the average.

We recommended proactive updates to bank customers regarding the status of their dispute. This had the potential to save up to 20 hours of inbound calls every day. We also recommended developing a more robust self-service capability through IVR to reduce call volume for basic questions to save the company another 20-25 hours each day.

As a result of showing the bank the value of conversation analytics insights, they signed on with RDI. The senior executives said that analytics capabilities factored heavily into their decision.

Read the full success story here →

Any contact centre can provide anecdotal information about issues and call drivers, but only those with conversation analytics can provide a deep dive into root causes and other actionable insights for business improvement. CallMiner really gave us a leg up.

How VitalityHealth automates quality assurance with Davies Consulting and CallMiner

By: Lee Mostari, Director of Insights & Analytics at Davies Consulting

Key Takeaways

- Savings of approximately 20 years' worth of manual QA

- Cost savings of around £180k on the QA process

- 3 months after deployment, the lapse rate for individual policies improved by 13%

Health insurer VitalityHealth has a team of more than 550 customer service advisors and manages over 1M calls a year – many of which are highly sensitive, focused on health and life cover and claims, so it's critical that VitalityHealth's advisors handle these calls correctly.

With a reputation for award-winning customer service to protect, VitalityHealth began to explore the possibility of introducing conversation analytics to support quality assurance. It wanted a more reliable way to quality assure the high volume of calls, both in terms of compliance and the customer experience.

Seeking an alternative to call listening

VitalityHealth's quality assurance team is focused on ensuring a consistent, high quality performance from its customer service advisors. In the past, the large team had to spend considerable amounts of time listening back to call recordings to check whether advisors had asked all relevant questions and covered terms and conditions.

To transform the process and help use Quality Automation (QA) to actively enhance the customer experience, VitalityHealth wanted to introduce speech analytics software, so it could generate insights about advisor performance across more calls, more of the time.

Managed analytics built on industry-leading platform

VitalityHealth selected Davies Consulting to help assess its requirements and business needs. In turn, we recommended CallMiner. Our partnership enabled VitalityHealth to implement the industry's leading conversation analytics solution with the managed analytics services the business demanded.

After implementation, our first task was to focus on quality assurance. Every call is now recorded, transcribed and analysed for key terms that relate to the quality monitoring, with detailed reports being shared regularly with VitalityHealth to help it track quality against business targets.

As well as providing an overall picture of quality, the system supports individual learning and development. Where a call is flagged as raising potential concerns or uncertainties, the VitalityHealth quality team can listen back to the recording or check transcripts.

This is a far more targeted approach than previously used, freeing up the quality team to focus on other priorities within the organisation.

As Victoria Franz, Head of Quality & Efficiency at VitalityHealth notes, "It's more rewarding for the quality team and a far better use of their time."

Because 100% of calls are being analysed, the VitalityHealth quality team is able to consider the context of each advisor's wider work. Calls are assessed in three areas: regulatory, which everybody in the industry is doing; service excellence, which is about tone, empathy and how the call was opened and closed; and process assurance. The response of advisors has been extremely positive, as they recognise this as a more objective and constructive way of looking at their performance.

Davies Consulting's input has meant VitalityHealth can now quantify advisor performance against a range of quality metrics, which provides the VitalityHealth team with a far richer understanding of the customer experience in real-time. What's more, VitalityHealth can then use the call data as the basis for highly focused individual coaching for advisors – which is far more effective, as it's personalised to them.

An award-winning combination

Independent industry association, The Forum, selected Davies Consulting and VitalityHealth as winners of its Supplier & Client Partnership of the Year Award in 2020. The project also won the 2020 Insurance Times Claims Excellence Award Claims Product Solution of the Year – Service Management.

One of the Judges commented: "VitalityHealth & Davies Consulting have demonstrated how proven, prior experience of implementing systems and processes, as a trusted partner, has delivered outstanding success for the client, in an area of application where many others have failed so far."

Read the full success story here →

Pro Tips: Leading a business transformation with conversation analytics

1. Gaining executive buy-in on a conversation analytics program can be an important first step to achieving enterprise-wide transformation. It's critical that your business stakeholders know how to act on the insights revealed from customer conversations. That starts by laying the groundwork and educating your key stakeholders on the value of these insights, and how they can be applied to business performance improvements.

2. Conversation analytics can help you sell new services to customers based on real, untapped insights. This includes finding ways to remove process inefficiencies that ultimately save money, leading you to close more business.

3. The insights within customer conversations can help your contact centre supervisors become more efficient with their feedback to their direct reports. Rather than listening to just a fraction of their agents' calls, they can now get aggregate insights on agent performance and provide actionable feedback that leads to noticeable performance improvements.

4. You can leverage the insights from conversation analytics across a variety of departments, including customer support, sales, finance and beyond. These insights aren't only for contact centre agents. Sharing them widely helps generate more ROI from your conversation analytics platform.

5. In some industries, like healthcare, a quality patient experience with the contact centre is inextricably linked to their satisfaction. Mastering these interactions means patients (or customers, if you're not in healthcare) won't face unnecessary hurdles to scheduling, payments and more. It can even be a matter of life and death, as well-trained agents can receive real-time insights as to when to escalate requests to a medical practitioner.
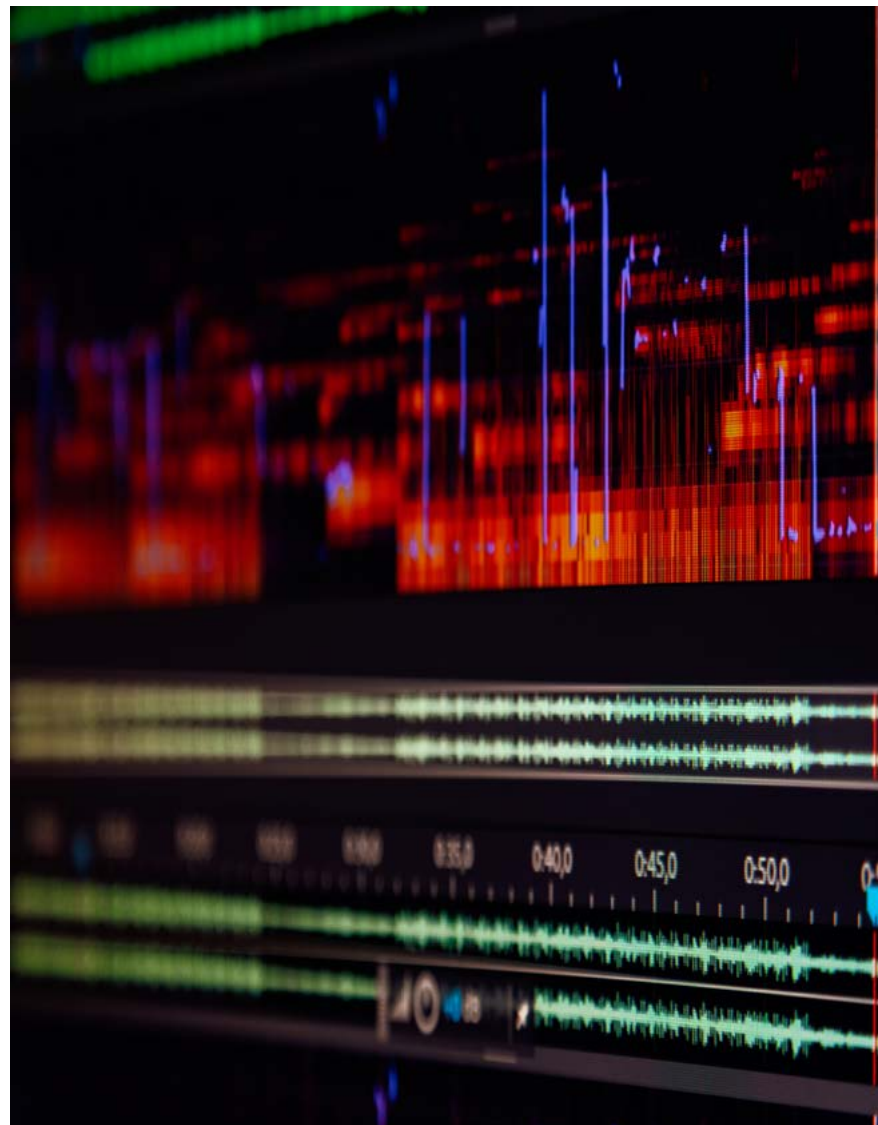
Conclusion

Transforming customer insights into enterprise-wide value

Conversation analytics isn't just for the contact centre. As you've seen from these leaders' stories, the insights from customer conversations can inform business decisions that range from launching new service offerings, to triaging life-or-death patient calls, to reducing compliance risks and potential costly fines.

In the process of listening to your customers across every channel, you may discover insights that can drive improvements that span far beyond the original intentions of your conversation analytics program. Whether that's freeing up more time for supervisors to become strategic advisors, or helping your sales team close more deals, the possibilities are broad. Here are just a few examples of how customer insights can help fuel business performance improvements across departments.

Marketing

Learn how customers feel about marketing campaigns, offers and promotions, gaining qualitative insights that drive more demand

Sales

Navigate complex B2B sales cycles by gathering customer and prospect insights. Provide reps with the training they need, and close more deals

Product

Learn what customers want in new products or changed in existing ones, based on real conversations, and then take appropriate action

Risk and Compliance

Improve compliance training and keep agents within compliance guidelines within highly regulated sectors

Finance

Learn where payment processes can become clearer or more efficient, and where policies may require change

About CallMiner

CallMiner is the global leader in conversation analytics to drive business performance improvement. Powered by artificial intelligence and machine learning, CallMiner delivers the industry's most comprehensive platform to analyse omnichannel customer interactions at scale, allowing organisations to interpret sentiment and identify patterns to reveal deep understanding from every conversation. By connecting the dots between insights and action, CallMiner enables companies to identify areas of opportunity to drive business improvement, growth and transformational change more effectively than ever before. CallMiner is trusted by the world's leading organisations across retail, financial services, healthcare and insurance, travel and hospitality, and more.

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