



## Analytics in the Contact Center

# The Road to a Better and More Profitable Customer Experience

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### Introduction

Listen to the steady buzz in a contact center and you may develop a better understanding of how customers are engaging with your organization. But gaining actionable insights from today's variety of customer interactions requires both a deeper and more holistic view of the contact center.

How do you identify the frustrated customer speaking to a distracted agent and threatening to remove vital business? How can you remedy this situation in real-time or better yet prevent it from happening? Alternatively, how can you identify areas in which exceptional service is being delivered, and create the conditions for making it a consistently repeatable event? And more broadly, how can you measure the degree to which the contact center supports organizational objectives, and establish a sound business case for properly aligning ongoing resources as those objectives evolve?

Fortunately, deeper contact center intelligence is more accessible than ever due to powerful and easy-to-use analytics tools. The traditional method of overlaying data-mining applications onto information resources has been supplanted by analytics solutions that integrate directly into contact center workflows and deliver a deeper understanding of customer engagements, performance, and areas for improvement.

### Contact Center Measurements Today

In many organizations the contact center is among the most intensely measured functional areas. Managers view real-time information about workloads, call queues, agent status, and more. Visual and audible notifications let supervisors know which areas require attention. Workforce management applications show agent adherence to schedules. Intelligent call routing uses the measurements to adjust of the dialog with callers to ensure optimum agent behavior. Reporting packages show the performance of the contact center each hour of every day.

All these tools help a contact center's efficiency by providing the best service possible while keeping costs under control. The question many of today's contact center reporting packages are poor in answering is the question being asked by our customers and CXOs: "How can we better serve our customers?" To answer this question, we need to understand each customer interaction with

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the contact center and where that interaction could be improved. Contact center analytics can provide these answers.

## What Analytics Can Do

Analytics can provide a variety of insights. Speech and text analytics are applications that “listen to” and “read” the enterprise data pointing business managers to the issues and root causes. Analytics provide the ability to drill down into statistical information to study the “why” behind specific values. For example:

- Why are 30% of the callers transferring out of the IVR without completing a transaction?
- Why does one agent have unusually long or short calls?
- Why are repeat calls on the increase?

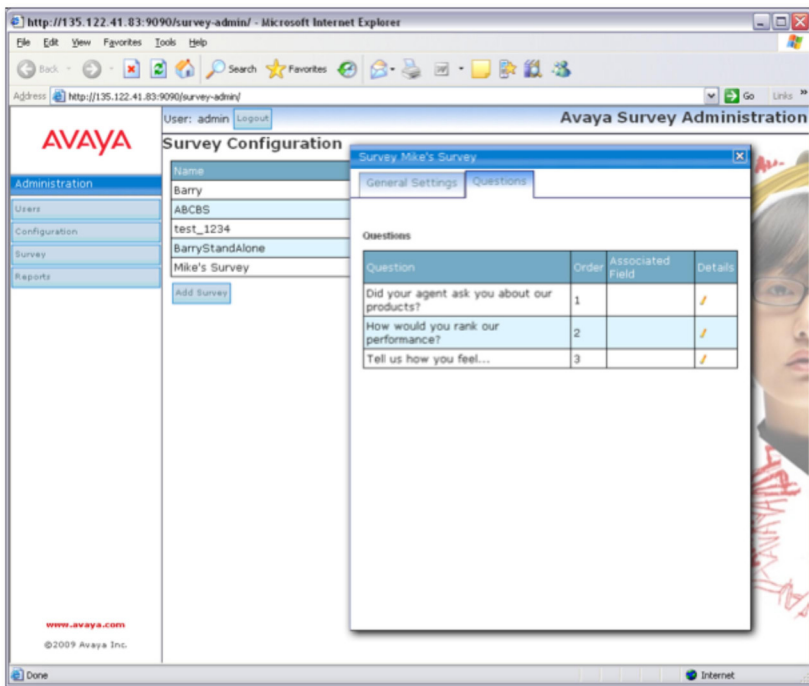
Additionally, Desktop and Process Analytics applications furnish unprecedented insight into how employees are using the processes and software applications that are designed to help them deliver a quality customer experience.

## Customer Surveys and Feedback

Contact center managers have long understood that they must move away from just looking at report metrics, such as Average Hold Time. They must

begin to find ways to look at customers’ feedback. Typically the first step in this process is customer surveys. When a third-party is engaged to conduct surveys over the phone or online, the results provide the business with a good independent benchmark for the services they provide. However it often fails to pinpoint exactly where improvements can be made.

Customer Feedback and Customer Surveys solutions, provided by Avaya, approach this more directly. Since these solutions provide the ability to obtain the customer feedback immediately, it is easier to correlate the information to the customer’s experience. Additionally, it provides call and agent identifiers that allow businesses to drill into the negative feedback and discover the root cause. And



Configuring a new survey

because Customer Feedback is a component of Avaya Aura® Workforce Optimization (AAWFO), businesses can correlate customer scores to individual agents. Call recording can be played back, as well as the agent's screen, to better understand the issue. The integrated eLearning package could then be programmed into the agent's schedule to provide the necessary training in the relevant area. For example, product training could be assigned for a support technician who failed to diagnose the customer's product issue.

## Self-Service Optimization

Improving the customer experience with the use of IVR or automated self-service is one area that can most directly translate into savings. Yet it has proven to be a struggle for many contact centers. According to Donna Fluss of DMG Consulting<sup>1</sup>, estimates are that more than 80 percent of IVR users around the world can improve automation rates and dramatically increase customer satisfaction simply by investing in routine optimization of their IVR solutions. This means that if your IVR was installed more than three years ago and has not had an overhaul of script or voice user interface (VUI) since then, it's time for a full health check.

Automated self-service can be a time saver for your customers as well as contact center agents as it helps increase efficiency and offload tasks that do not need to be handled by a live agent. Repetitive tasks such as PIN resets and address changes do not require agents but customers often choose live agents rather than do battle with an older automated speech system that is difficult to navigate.

So now is a good time to re-evaluate how your customers are using your self-service system. Avaya Aura® Experience Portal can help by identifying and validating a customer. Because many IVR reports show how many people opt out of self-service without really explaining the reasons for opting out, Avaya has introduced Self-Service Optimization. It provides the detailed answers to real world questions such as:

- How many callers are successfully completing their goals entirely within the IVR?
- Are there parts of the flow where users seem to get stuck or confused, need to repeat their responses, or opt out for an attendant?
- Are callers being forced out to an agent due to issues related to the external systems interfacing with the IVR, because of logic required by the business processes, or due to unexpected caller behaviors?
- How does the actual customer path differ from the path intended by the business?

<sup>1</sup>DMG Consulting LLC –Article 12/15/2010:  
IVR Optimization:  
A Small Investment with a Great Return

DMG Consulting – Article December  
2010/January 2011  
[http://www.answerstat.com/  
articles/10/39.html](http://www.answerstat.com/articles/10/39.html)



further training for some agents.

Avaya has introduced Agent Behavior Analytics into Avaya IQ. It is available separately for the Avaya Call Management System as an adjunct application called Contact Analyzer. Contact Analyzer Reports are specifically designed to provide the ability to review individual call records. There are standard reports, which are thematic in nature. The standard reports include:

- Caller on Hold -looks specifically at calls where the caller is placed on hold
- Executive Complaint -analyzes calls based on details of customer complaints.
- In Queue Wait Time - provides detail of calls when a caller has waited in queue
- Outbound Calls - reports on a specific agent's outbound activity.
- Short Duration - allows contact center administrators to identify calls that are deemed to be too short, which can be an indication of agent mishandling or other issues

Agent	Long Contacts	Short Contacts	Long Wrap-ups	Short Wrap-ups	Transfers	Transfers to Same Routing Point	Confs.	Redirects	Agent Disconnects First	Disc. from On Hold	Long Holds	Summary
Abhay Jhunjhunwala (50046)	47	72	19	0	0	0	0	0	38	10	0	186
Adolfo Garcia (50018)	43	64	14	0	4	0	0	5	33	23	0	186
Adrian Lee (50063)	47	51	16	0	0	0	0	2	42	20	0	178
Ajay Dua (50039)	47	78	20	0	2	0	0	0	41	6	0	199
Alain Dubois (50002)	38	44	10	0	5	0	0	6	29	23	0	155
Alexander Fuchs (50101)	26	72	37	0	5	0	0	0	68	9	0	267
Amanda Webster (50280)	57	87	13	0	9	0	0	4	52	22	0	244
Amy Collins	94	122	25	0	10	0	0	2	88	26	0	378

Agent Behavior view in Avaya IQ

However, the ability to rapidly drill into an issue using a user interface with advanced filtering capabilities is key to finding unusual agent behavior. The Ad Hoc Query is a fully flexible search capability that allows call detail queries using any of the 80 call detail fields.

- Cradle-to-Grave - provides the ability to follow the call experience within any of the standard reports - initial contact to final resolution even if the call moved from one switch to another and is available in both Standard and Ad Hoc reports.
- Call Profiling - for VDNs or Skills aggregates detailed data based on a variety of call detail parameter and presents the results in a graphical format.

## Speech Analytics

Speech Analytics is another technology that has advanced rapidly in recent years making it more efficient and affordable. Many contact centers are either using this or evaluating its introduction. According to DMG Consulting\*, Speech Analytics is forecasted to grow 42% in 2011 and 32% in 2012.<sup>2</sup>

Most contact centers record calls, but very few are reviewed. Call center supervisors may review only a very small percentage of call recordings, typically only 1-2 percent for quality and training purposes. These reviews are usually very structured, using standard evaluation forms, with the goal being to improve agent behavior rather than to identify customer trends and issues. Samples are usually collected randomly from a volume of call recordings so the odds are against 'very good' or 'very bad' calls being captured in the sample. Thus it is likely that most of the significant and important calls will not be reviewed and customer issues, whether good or bad, will go undetected.

Speech Analytics can access and review ALL of the recordings within a contact center and can be used to analyze all customer conversations. By using powerful word detection engines (Phonetics Indexing, Large Vocabulary Continuous Speech Recognition and Speech-to-Text Transcription) and data mining algorithms, this technology is able to categorize and trend conversation topics, identify specific word and phrase mentions (for example how many times and when a competitor's name is mentioned and in what context) and provide statistically rigorous, quantifiable, results to resolve issues affecting the performance of the contact center.

By integrating a Speech Analytics engine into the existing Call Recorder you can determine how many callers asked to speak with a supervisor or manager yesterday, and whether this was trending higher or lower compared to previous days. Speech Analytics can now be used to provide statistical evidence to indicate the significance of any particular issue.

Issues that plague contact centers such as First Call Resolution, Average Handle Time Optimization, Customer Satisfaction, Agent Performance, Customer Churn, and Sales Effectiveness are now being better addressed with more understanding than ever before with Speech Analytics— providing real meaning and understanding of the root causes of these issues. Conversations tagged as "emotional" allow the manager/supervisor to select and play back any part of the call to hear the conversation from a list of calls.

Speech Analytics is part of the integrated Avaya Aura® WorkForce Optimization (WFO) suite. The Avaya capabilities go well beyond the current industry standards in Speech Analytics because it can detect conversation

<sup>2</sup> DMG Consulting DMG Consulting 2011  
"2012 Speech Analytics Product and  
Market Report"

trends in areas which were not specified or pre-determined by the analyst. For example, if more customers mention a product than usual, the system will highlight this, even if the manager/supervisor has not requested this type of data. By uncovering these new topics it brings a critical advantage to contact centers, allowing management to prepare agents and capitalize on the

conversation.

Root cause analysis of this technology will determine the extent to which an issue had become a problem and help categorize the issues. Calls from customers who made contact more than once to resolve an issue can be analyzed. Using word association, semantic and context analysis, Speech Analytics might show that a majority of repeat callers

mentioned a specific product or sub-contractor, or that a particular sub-set of agents promised a call back that was not received. Those analyzing an issue are then working with better indicators of its causes. In other words, answering the ‘why’ and ‘how’ behind the ‘what’.

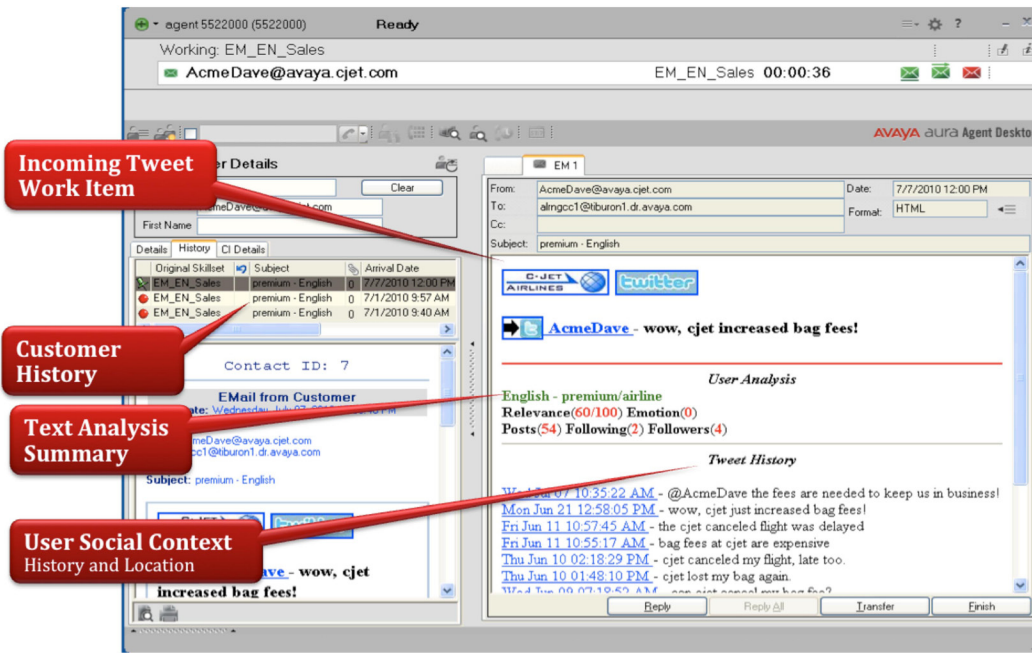
Real-time Speech Analytics is the latest advancement offered to contact centers. It provides the engine to listen in on a customer conversation, and spot topics being discussed so that action can be taken immediately. For example, an agent can be immediately alerted to a marketing promotion related to the topic or a supervisor can jump into an emotionally-charged call. The Avaya architecture anchors customer calls on a SIP-based conference so resources can be brought to the call without transferring the customer, thus keeping all context with the customer in one place. This architecture allows Avaya to easily conference in Real-time Speech Analytics engines into a customer call, and for the engine to provide richer context to the agent. In addition, one of the industry’s leading real-time speech analytics vendor, Aurix, is now part of Avaya. Its patented technology allows for large scale real-time data mining of conversations and integration with business intelligence.



Avaya Speech Analytics drilldown to tagged text with playback option

## Social Media

Many companies are investigating social media to determine how to best engage customers with one of the fastest growing channels of communication.



Agent's desktop view of an actionable tweet

Avaya Social Media Manager can monitor Social Media sites including Facebook and Twitter for you. It can collect information on all posts related to the business filtering hundreds of thousands of posts for relevancy, language and importance. With its intelligent text processing engine it helps to determine which items become actionable and which are priorities based on factors such as followers / friends or details such as purchase history. This helps determine

how actionable items are then prioritized, queued and presented to agents as work items.

The next generation of Social Media tools will include more advanced analytics to self-learn from the agents' responses using a statistical model. In addition, the analytics tools will allow companies to spot trends in posts and highlight these. If users become concerned about an issue (e.g. a product recall at a competitor), then social media analytics can present this trend and allow the company to cultivate the opportunity.

## What trends will drive Analytics

Over the next few years, contact centers will focus on improving the multi-channel and cross-channel customer experience. Customers using different methods, such as email, Web chat, text and voice to contact a business, want the contact center to treat their interactions as a single connected thread of engagement. Today, for many cross-channel experiences, customer satisfaction rates are poor. Multi-channel analytics will be critical to see where improvements can be made and will impact the customer experience.

Avaya continues to develop new methods to analyze the customer information across all media paths. This will allow contact centers to understand the trends occurring within their customer base. Work has started with research into

semantic web technologies and then this research can be brought into the Avaya Aura Contact Center suite. This can provide new ways to discover trends across the customer base. At the same time, Avaya is working to provide this customer insight to agents in intuitive graphical views. Enhancements to the Avaya industry leading predictive routing algorithms will allow Avaya to bring a new level of intelligence to customer engagement. For example, optimizing the matching of customer profiles to agent profiles across any number of variables will significantly enhance the customer experience.

## Conclusion: Moving from reporting to action

As more companies use excellence in customer service to differentiate their brand in the marketplace, there is a strong focus on the customer experience. Yet the gap between customers' service expectations and the ability of companies to fulfill them is currently widening: while 80% of companies believe they deliver a good or superior customer experience, only 20% of their customers agree.<sup>3</sup>

By studying the customer experience in real-time, the latest analytics tools will not only provide insight into areas that need improvement but how that can also positively impact the business.

To adapt to their changing customers requirements, contact centers need to first analyze the customer experience and address issues. By:

1. Reviewing self-service platforms regularly to fine tune the customer experience making access easier and quicker to use.
2. Considering Speech Analytics to help provide a level of understanding of customer trends and conversations allowing a contact center to react in real-time to adjust and provide better service.
3. Adding Agent Behavior analytics and Quality Monitoring that can highlight poor practices and can help ensure targeted training and incentives for agents
4. Including Social Media monitoring and analytics that can determine where customers feel their needs are not being met allowing proactive re-engagement of these customers to exceed expectations, turning a problem into an opportunity.

Contact center analytics can give your business the power to make adjustments that can improve customers' experiences, providing your business with an edge in competitive markets.

<sup>3</sup>2010 Contact Center survey conducted by Webtorials, sponsored by Avaya

## About Avaya

Avaya is a global provider of business collaboration and communications solutions, providing unified communications, contact centers, data solutions and related services to companies of all sizes around the world. For more information please visit [www.avaya.com](http://www.avaya.com).

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