

BIG DATA? BETTER DATA!

THE VALUE OF DATA IN TODAY'S CONTACT CENTER





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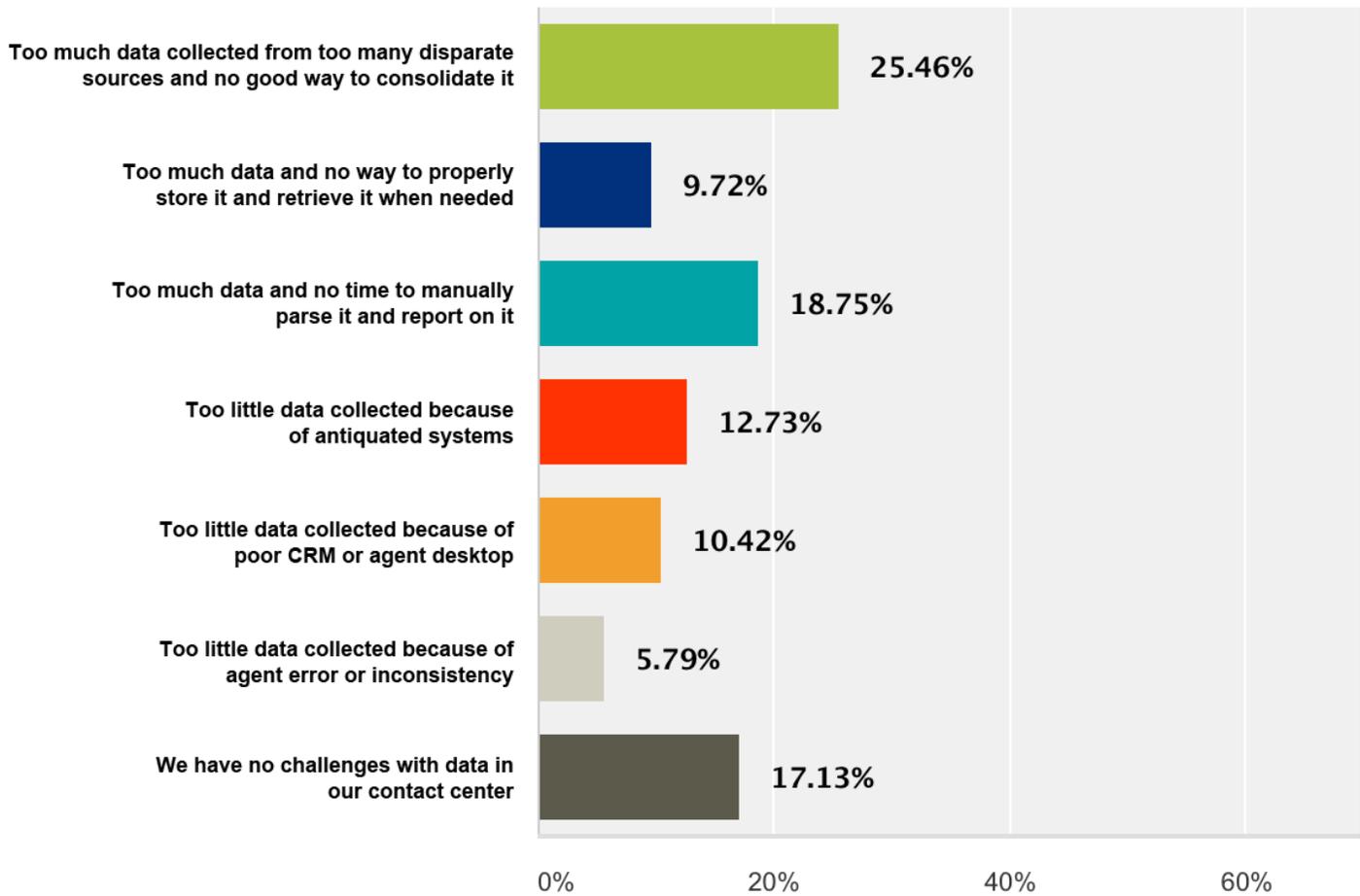
THE VALUE OF DATA IN TODAY'S CONTACT CENTER

Most senior leaders have at least two things in common when they talk about their major strategic goals over the next year...to improve operational performance and to gain a 360-degree view of their customers. The one key thing both initiatives have in common? The need for contact center data.

With more tech-savvy consumers connecting with contact centers through an increased number of channels, the centers are gathering unprecedented volumes of customer information. Constantly advancing technologies are enabling the capture and analysis of what these consumers say, where they are going, and how the agents are handling them. The contact center is arguably becoming one of the most important collectors and sources of valuable organizational data. Companies are beginning to analyze this data in a number of ways to help meet their strategic goals.

While big data presents incredible opportunities to identify and address both internal and customer-facing issues, it also comes with challenges:

What is the top data collection challenge facing your CONTACT CENTER today?





“Contact centers are experiencing big data overload, and because of this, operations are not as efficient as they could be. According to the study, many agents believe they can’t handle the volume of data that is in front of them, yet they’re not given the right tools and guidance to extract the vital pieces of data that they need,” said Craig Paris, Chief Revenue Officer at WhitePages PRO. “What they’re failing to realize is how simple and impactful data can empower contact centers to help their customers and, ultimately, the businesses’ bottom line.”

To more fully understand big data challenges and gain insight into how companies are strategizing around solutions, the International Customer Management Institute (ICMI) and Whitepages PRO launched the “Actionable Results: Using Big Data in the Contact Center” survey in the third quarter of 2013.

THE FOLLOWING PAGES HIGHLIGHT A SEGMENT OF THAT RESEARCH AND ARE INTENDED TO INVESTIGATE THE RELATIONSHIPS BETWEEN:

1 BETTER DATA AND AGENT PRODUCTIVITY AND EFFICIENCY

2 BETTER DATA AND AGENT ACCURACY

3 BETTER DATA AND AGENT PERFORMANCE

4 BETTER DATA AND CUSTOMER ENGAGEMENT

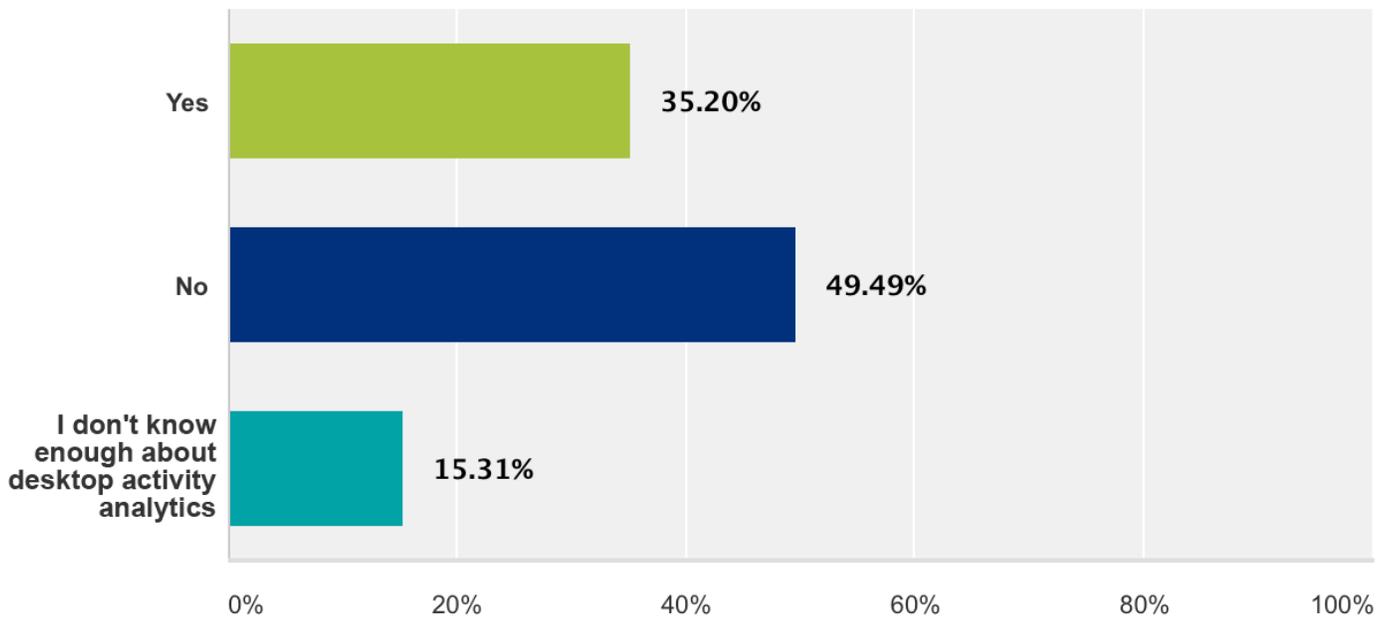


1 BETTER DATA AND AGENT PRODUCTIVITY AND EFFICIENCY

68.4% of survey respondents noted that they use contact center data to improve operational efficiency. By analyzing this data, organizations are getting a better understanding of the root causes of agent productivity, and then using the corresponding drivers and inhibitors to overcome challenges.

It's interesting to note that while organizations agree it is important to measure agent productivity and efficiency, we are still in the early days of exploring the full analytical capabilities. Only 35.2% of organizations report using agent desktop activity analytics to capture these valuable metrics, while 15% are not yet sure what these analytics would even enable them to learn.

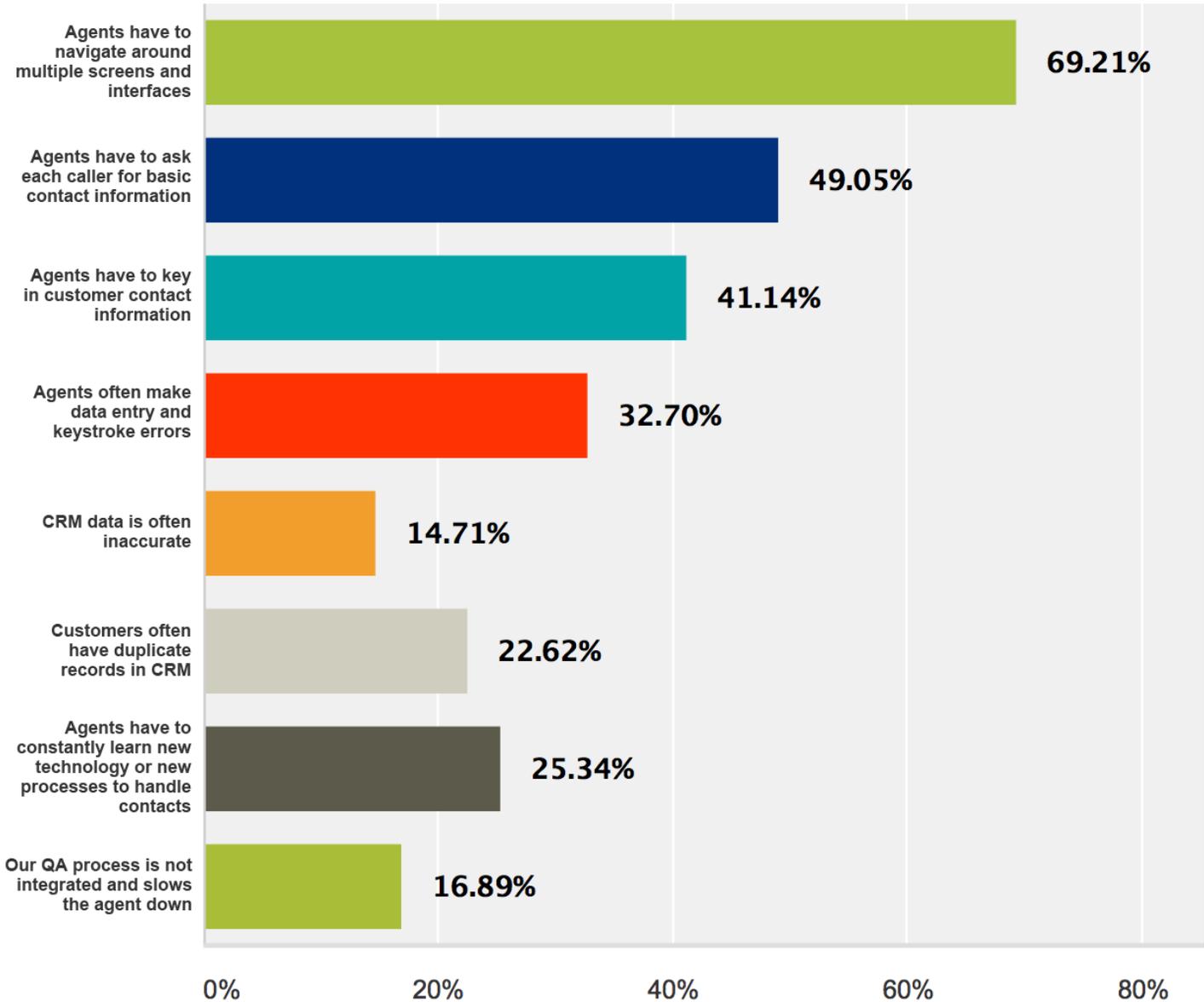
Are you using agent desktop activity analytics (Verint, eglue, Iontas, NICE, etc) to measure productivity and efficiency of the agent?



Survey respondents noted that with or without desktop activity analytics, they have honed in on three primary inefficiencies affecting agents: 1) agents must work through multiple screens, 2) ask for basic contact information the company already has, or 3) manually and repeatedly key in customer contact information.



What agent productivity/efficiency challenges currently exist in your contact center?



As noted above, 69.2% of responses indicated that agents have to navigate around multiple screens and interfaces to gather necessary data and information.

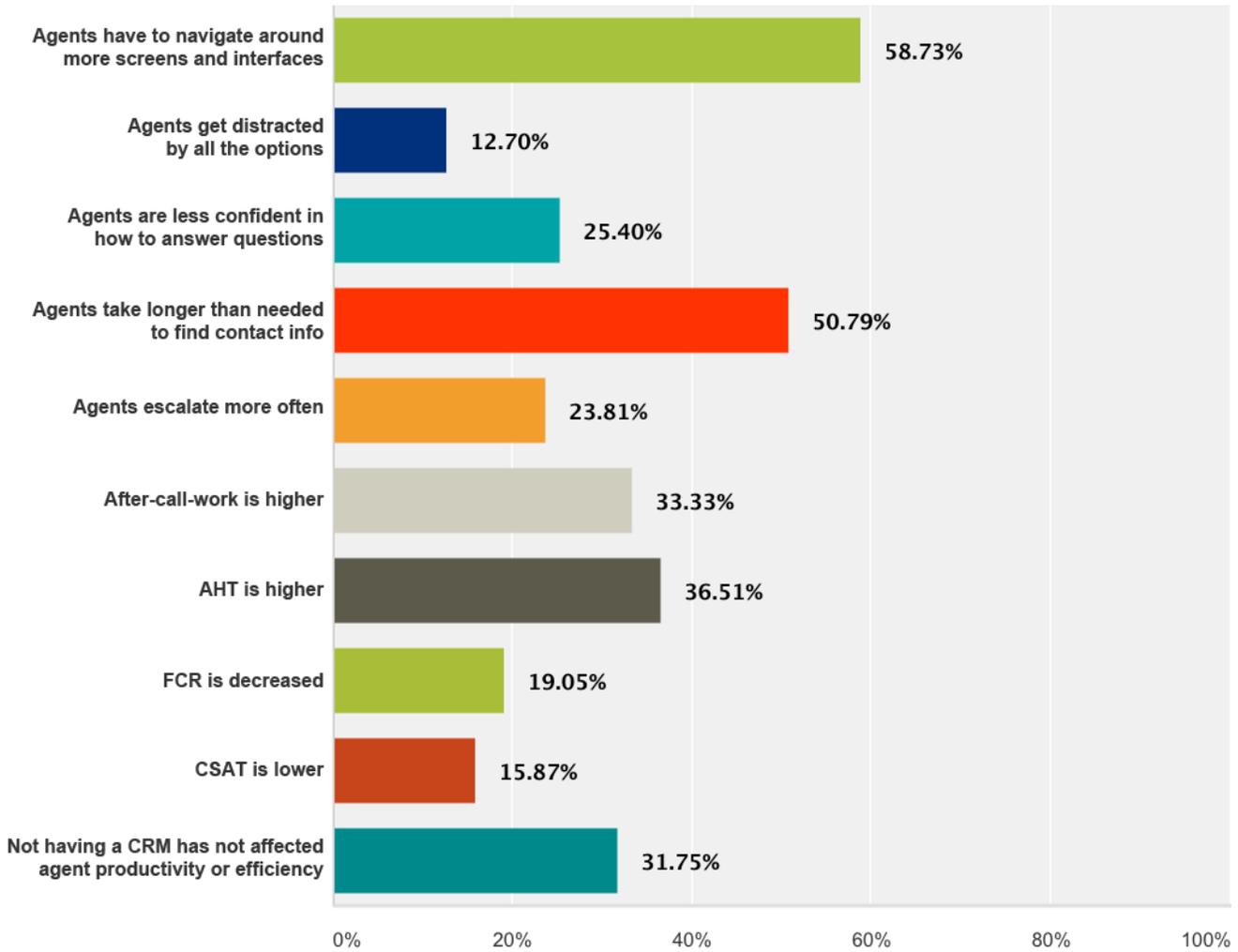
Of those, the average number of applications that an agent uses to manage all customer service channels is five, and the complete breakdown is as follows:

- 2-3 applications – 39.7%
- 4-6 applications – 37.7%
- 7-9 applications – 12.5%
- 10-15 applications- 3.2%
- >15 applications – 6.8%



59% of respondents indicated that agent productivity and efficiency is negatively impacted by not having a CRM system. They noted the following inefficiencies as a result:

How has agent productivity/efficiency been impacted by a lack of a CRM?



Even those with a CRM are somewhat affected (39.0%) by productivity drains if their systems are antiquated or no longer integrated, so organizations have been considering additional platform solutions like a unified desktop system.

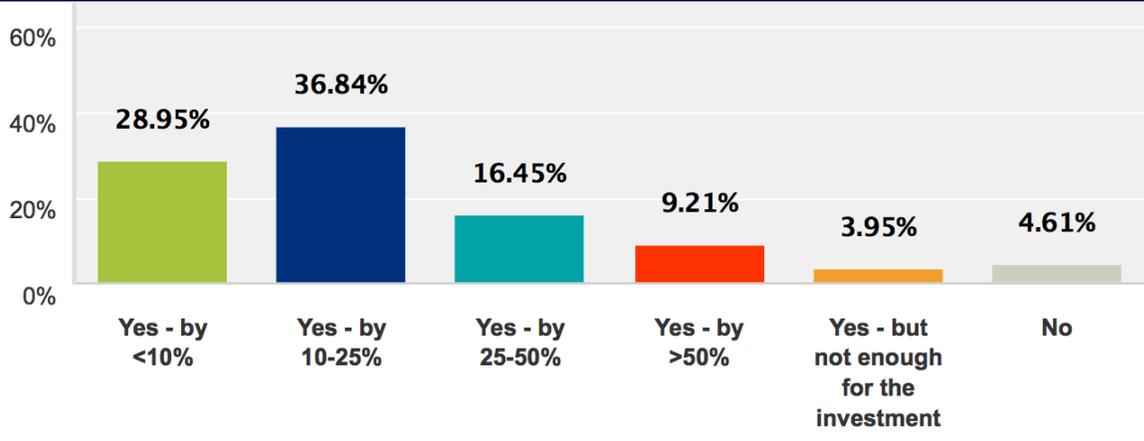
When ICMI asked the community to select their three primary reasons for implementing one, the responses pointed to agent and client satisfaction and experience:

1. To improve the overall agent experience – 56.9%
2. To improve customer satisfaction – 51.4%
3. To improve first-contact-resolution (FCR) – 48.6%

Computer telephony integration (CTI) or screen pops built into the CRM can also assist with productivity and efficiency. While CTI technology was first introduced more than 20 years ago, it is still seen as valuable by 91.5% of those that do have it in place:



Do CTI (screen pops) increase overall agent productivity and efficiency?



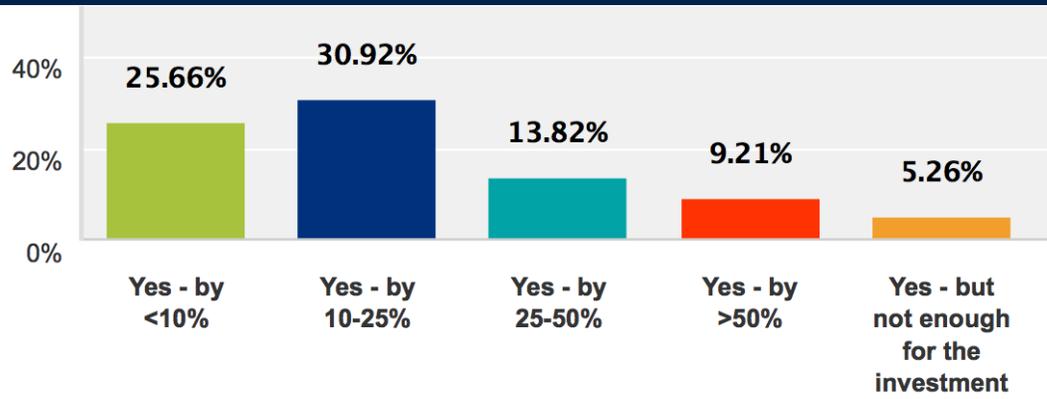
2 BETTER DATA AND AGENT ACCURACY

Improving agent accuracy - reducing duplicate records and having more accurate customer information - is a top initiative for many customer centers. More than 60% of contact centers do not have the capability to provide customer contact information proactively to an agent prior to an interaction, so among other challenges, there's a good chance that an agent may incorrectly enter information.

"The research proves that contact centers are not using customer time wisely," said John Neely, Director of Accounts at WhitePages. "When it comes to gathering basic contact information, nearly half of all agents have to ask for basic data, like phone numbers or addresses that should have already been at their fingertips. Keying in that information is a large drain on operational efficiencies and also leaves more room for data entry error. While it's not always efficient to add technologies to call center operations, there are a few simple ways they can receive data in real-time so agents can be more effective."

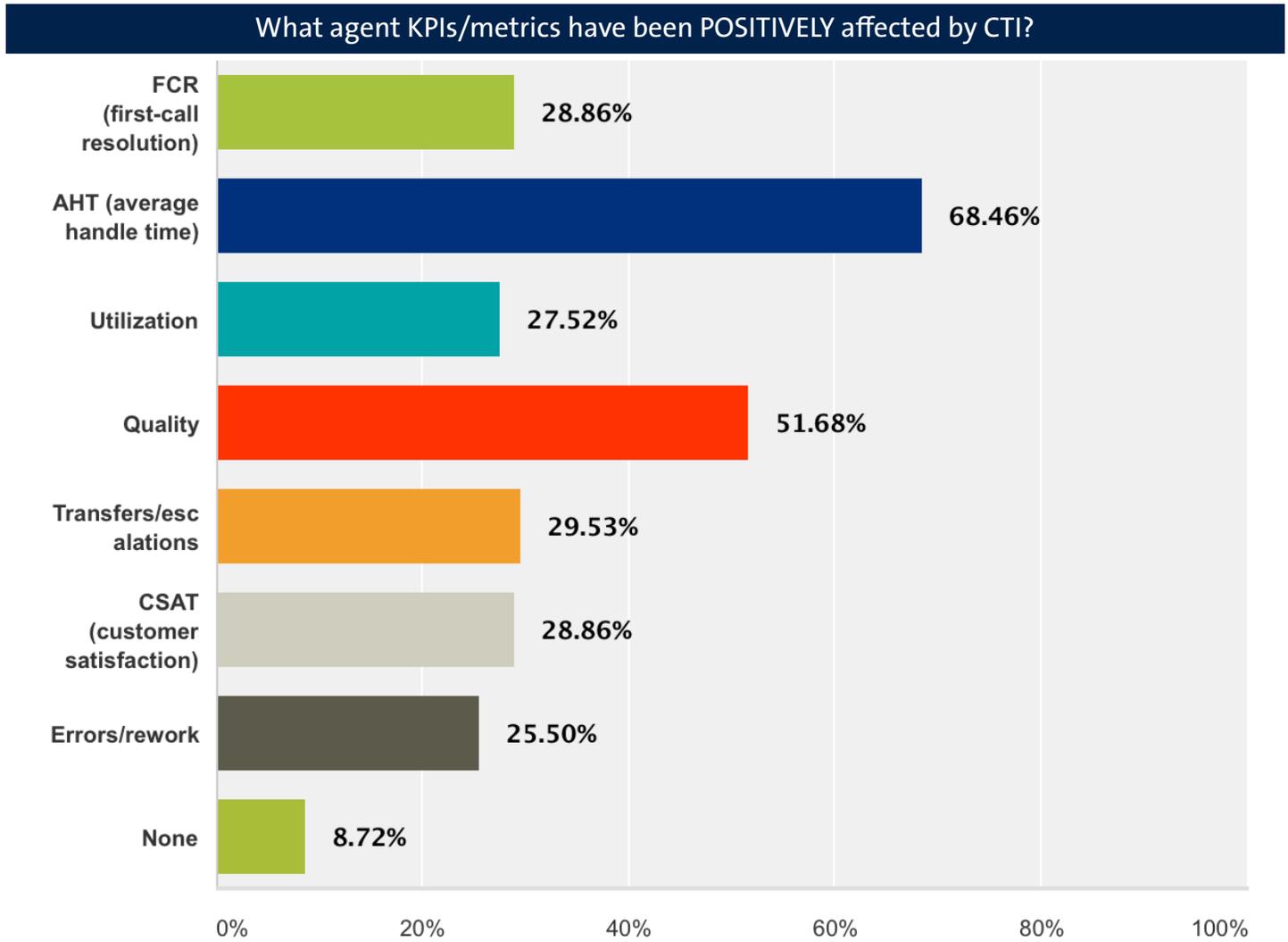
84.9% of survey respondents with CTI state that having customer contact info immediately available to an agent reduces duplicate CRM records. Of those, 94.7% said the reduction is worth the investment, reporting improvements of:

Does having customer contact info immediately available to an agent reduce redundant/duplicate CRM records?





Below, we see how CTI has the greatest impact on agent accuracy:



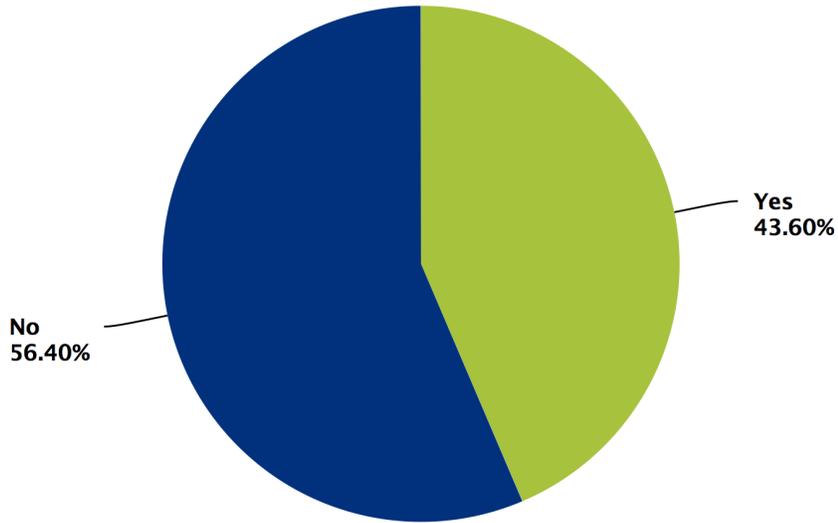
B BETTER DATA AND AGENT PERFORMANCE

In today's complex contact center with a plethora of channels and technologies, simple agent performance metrics like average handle time, agent utilization, and quality are no longer sufficient. While we know that every agent interaction impacts customer experience and engagement, companies are also looking for metrics that indicate the breadth and scale of that impact. Furthermore, they want to understand how they can optimize a customer's interaction in real-time. Fortunately, new data sources that lend themselves to almost immediate analysis are becoming available. For example, 71.8% of contact center managers indicate they have access to near real-time agent activity.



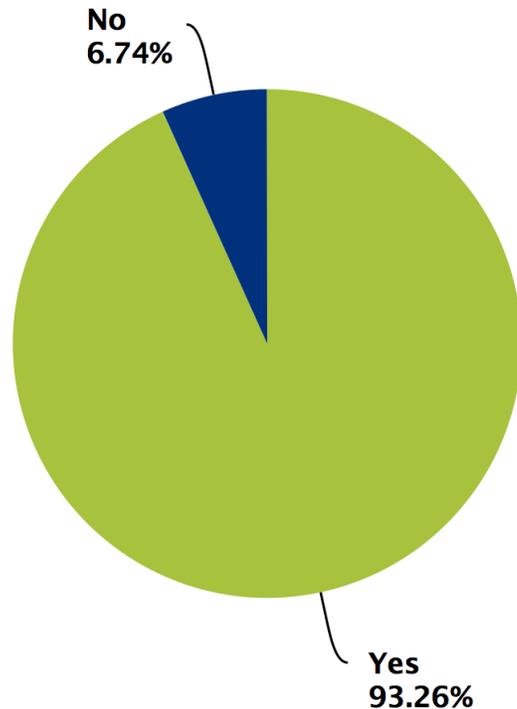
43.6% of survey respondents report using data to identify agents who drive repeat calls. “Every team performs a repeat calls analysis on a daily basis to identify the repeat callers and the underlying agent reasons,” said one contact center leader.

Do you use data to identify agents who drive repeat calls?



Once that performance data is collected, 93.3% of respondents use metrics collected to take instructional actions with agents such as training and personalized coaching.

Do you use this data to take corrective action on the agent, such as personalized training or coaching?





Customer feedback is also used by 76.5% of the community to enhance agent training, primarily to improve an agent's ability to diagnosis and quickly reach issue resolution.

It's more important than ever in the multichannel contact center for tightened metric alignment between leadership and agents. There can often be a misunderstanding between what the contact center is reporting, what their unspoken KPIs are, and what the agent is being measured on. Agents operate at a higher efficiency and productivity, and with greater concern for customer satisfaction, when they believe metrics are understandable and attainable.

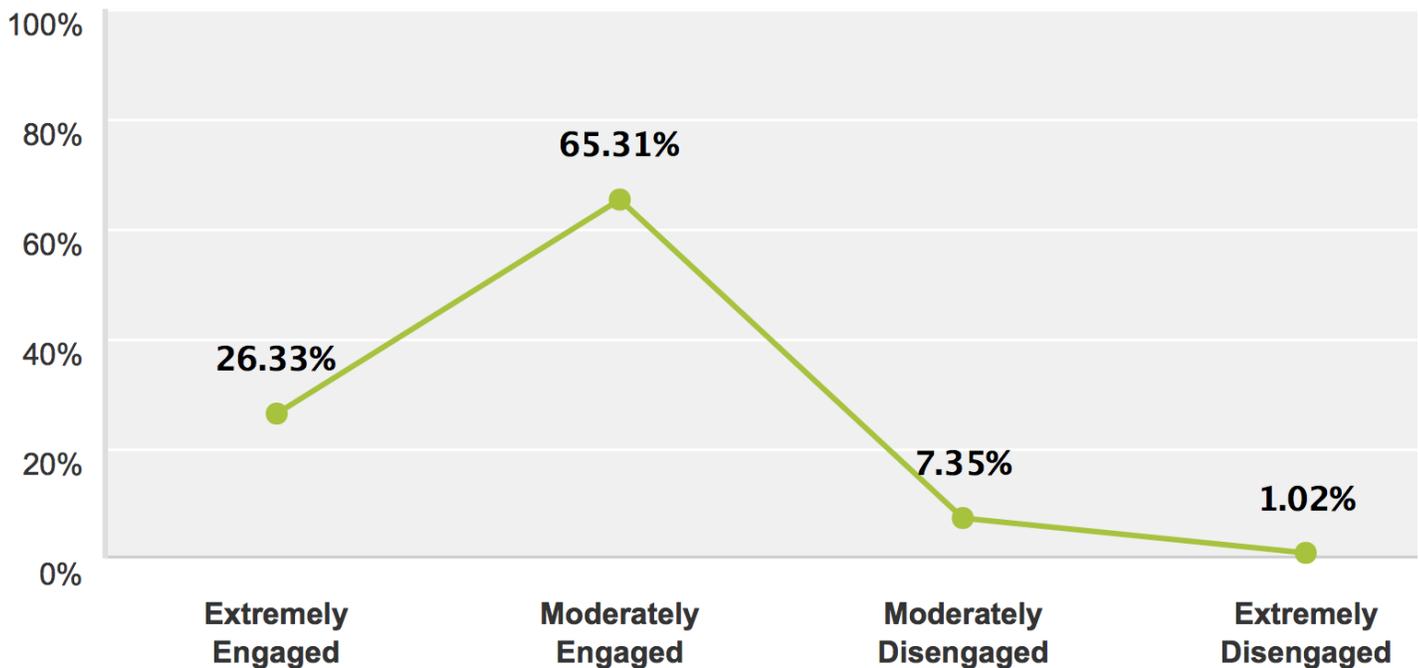
4 BETTER DATA AND CUSTOMER ENGAGEMENT

Consumers in today's marketplace are much more tech-aware, sometimes using multiple devices at the same time. They also demonstrate a remarkable lack of concern about sharing some aspects of their personal data, meaning companies can get much smarter in how they target their products and services.

"By employing big data insights from customer interactions and transactions, organizations can build a detailed picture of the customer journey, bringing them closer to their customers than ever before," says Barak Eilam, President of NICE Americas.

30.8% of survey respondents noted they were collecting contact center data to improve customer engagement, while 47.8% noted they aimed to identify areas for customer satisfaction. These are areas that can certainly be improved, with those surveyed noting the following engagement levels:

How actively engaged do you consider your customers to be with your company?





As Jim Maloney, the General Director, Customer & Relationship Services (CARS) at General Motors says, “Data helps predict when there is an opportunity to change the customer engagement.”

While only 29.9% collect and use engagement data, 62.3% feel that it helps create and improve engagement between the customers and agents.

Those who do collect this information are gathering the following specific data:

- Average satisfaction of a contact
- Customer mood after an agent interaction
- Customer likes and dislikes
- Customer channel preferences
- Geographic location information of customer (weather, landmarks, news)
- Customer birthday
- Customer anniversary with the company
- Other personal customer information (pets, children, spouse)

Having a good customer relationship management (CRM) system is imperative in collecting and using engagement data. Applications like CTI can also benefit customer engagement, as 28.9% of contact centers saw correlated improvement to CSAT with the technology and 73.3% of respondents felt that CSAT could be improved 5-20% if agents had quicker access to customer data.

Companies are also working to improve engagement between agents and customers, and customers and the brand.

Engagement can be increased by:

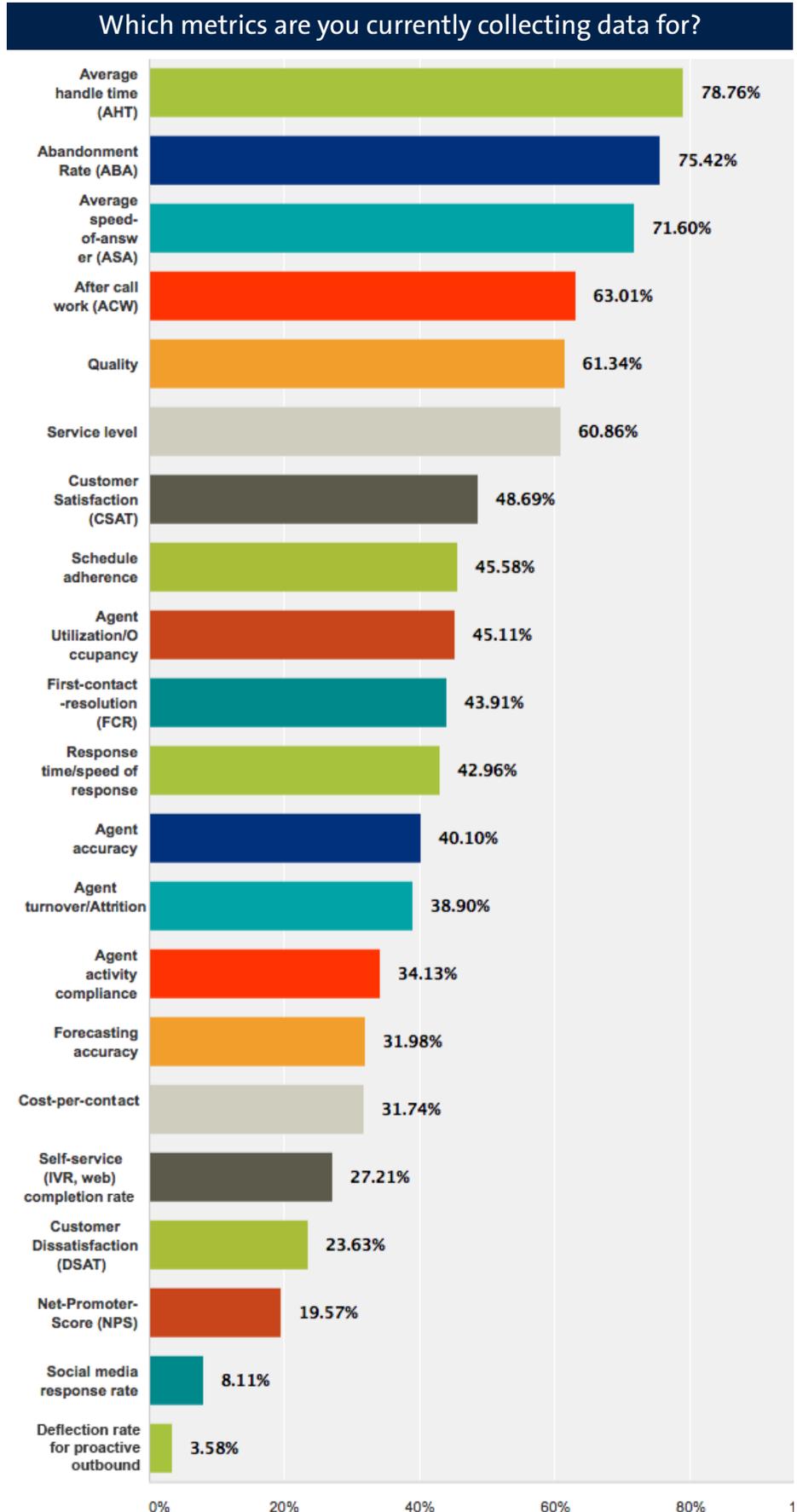
- Using customer preference data to proactively move the interaction through the best channel (41.1%) and to the most adapt agent (42.3%)
- Taking customer feedback to improve escalation procedures (71.6%)
- Leveraging speech analytics to assist customers who have previously struggled with comprehension issues (41.3% are either doing it or will be within 12 months)



CONCLUSION

“While it’s clear that some contact centers are struggling to utilize customer data, there are areas in which access to customer data in real-time can provide increased efficiencies,” noted John Neely from WhitePages. “With almost two-thirds of respondents saying that data can be used to improve the customer experience, call centers must continue to refine the use of data to further increase the efficiency of their operations.”

Whether the application of big data is to improve agent productivity and efficiency, or to more quickly diagnose customer challenges and move to a higher satisfaction level, companies are continuing to evaluate their investments into data collecting, mining, and analysis. They aim to spend less time gathering and storing the data that doesn’t create value, and focus in on the data that impacts strategic goals like improved operational efficiency and increased customer loyalty. By using contact center data as an input to a solution, rather than just an output, an organization is equipped to truly make improvements across all facets of the customer journey.





About This Report

This research was made possible by the underwriting support of Whitepages PRO (www.pro.whitepages.com). ICMI research sponsors do not have access to research participant information, including individual survey responses.

About ICMI

The International Customer Management Institute (ICMI), is the leading global provider of comprehensive resources for customer management professionals—from frontline agents to executives—who wish to improve contact center operations, empower contact center employees and enhance customer loyalty. ICMI's experienced and dedicated team of industry insiders, analysts and consultants are committed to providing uncompromised objectivity and results-oriented vision through the organization's respected lineup of professional services including training and certification, consulting, events and informational resources. Founded in 1985, ICMI continues to serve as one of the most established and respected organizations in the call center industry.



About Whitepages Pro

WhitePages PRO gives businesses access to WhitePages' contact data, providing a 360 degree view of customers. This intelligence helps to validate online purchasers to identify both fraudulent and legitimate transactions, drive greater efficiency from call centers, and enrich contact records to strengthen customer interactions. Early customers include Vizio, Oakley, and Ann Taylor.

