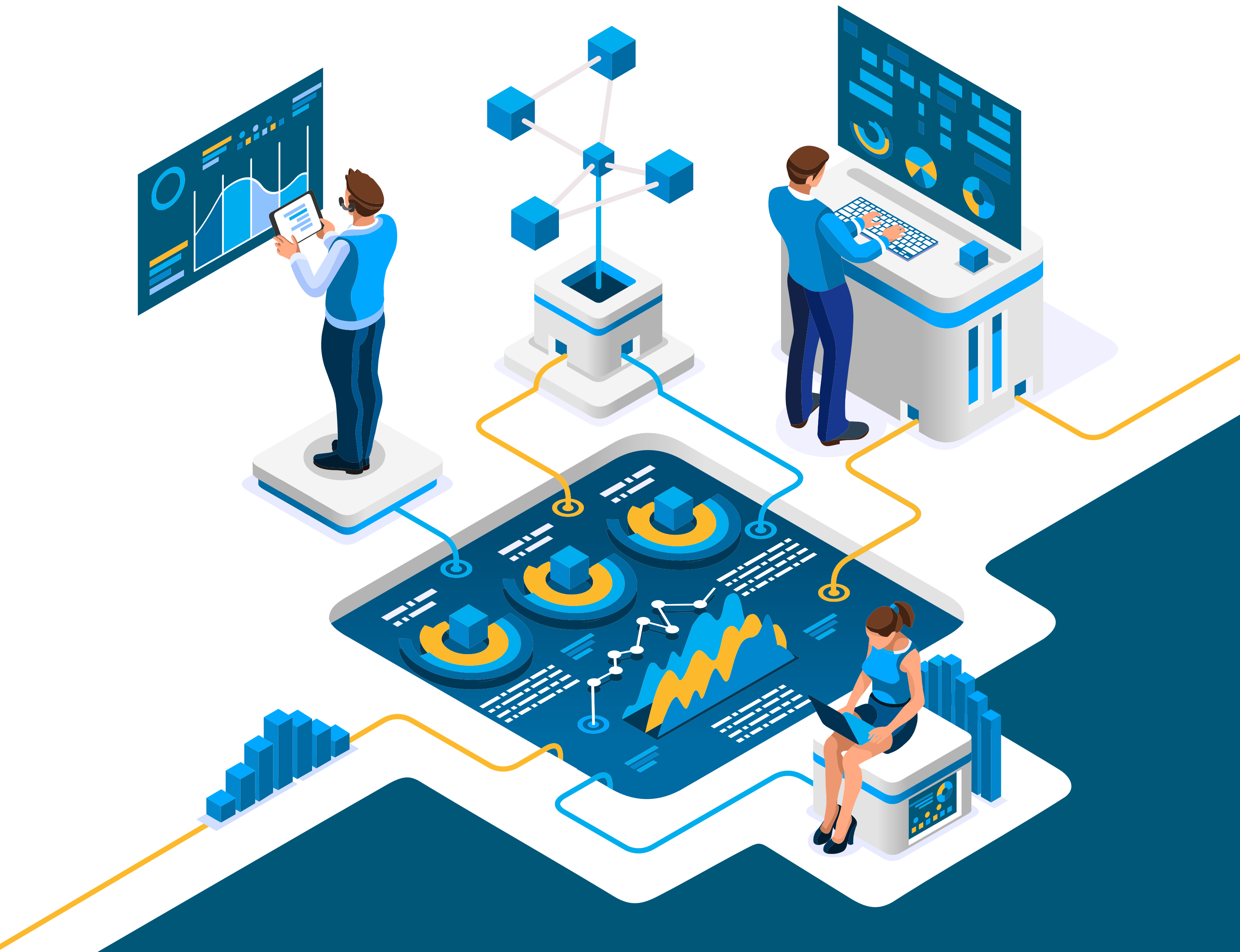
7 Steps

to

Automating & Transitioning

Contact Centre Quality Management



Contexta360

© Copyright 2021, Contexta360

7 Steps

to

Automating & Transitioning

Contact Centre Quality Management

Contexta360

Introduction

Quality Management is back in vogue. Once it was the mainstay of contact centre operations, when all contact was human-to-human and involved dealing with inquiries or transactions with a broad spectrum of complexity. Skills (hard and soft), knowledge and process were the foundations and many companies' imbedded scorecard methodologies that helped to ensure a great standard of service was delivered, that staff were trained and developed, and that customers benefited.

Fast forward to 2021 and we have a very different landscape: hyper-automation; many more channels; significantly more complex products and services to support; and, thanks to Covid-19, the centre is now a logistical-physical mix, with many more agents working remotely rather than all within the contact centre.

QM has to be reimagined and re-rendered for this new technical and social landscape. The drivers remain the same. Ultimately, all businesses and organisations are looking to serve their customers and prospects better, keep abreast of competitive pressures, grow revenue and profitability, and keep their workforce and systems engaged, optimised and driving the strategic metrics of C-SAT (Customer Satisfaction), NPS (Net Promoter Score), CES (Customer Effort Score), CFS (Customer Friction Score), revenue, FCR (First Contact Resolution) and so on.

Most organisations have some form of QM process and or tool. Some are at the manual end of the spectrum and some invested in tools that helped bring some basic structure to QM, allowing individual call recordings to be recalled, or known issues to be tracked. Many of these issues were found by random search or sample search of hundreds of interactions, so still very manual and requiring a great deal of work by team leads to find the issues to discuss.

In addition, up to 100 per cent of interactions may touch or scratch a digital-first automated service, and these too get it wrong – in fact more wrong than your typical human in certain circumstances.

There are seven steps that will help you to automate contact centre QM

- **Step one:** join the data and get a 360-degree view
- **Step two:** define your metrics
- **Step three:** set thresholds for your metrics
- **Step four:** deploy unknown topic detection
- **Step five:** custom tune your QM engine
- **Step six:** build a C-Suite ROI model
- **Step seven:** ensure you are analysing the automated channels

© Copyright 2021, Contexta360

Step one

Join up the data so the QM users can dynamically access it and you can see the global, group, agent or automated service bearer picture. Let's face it, when it comes to technology and information if it is difficult to get what you want, if it is not intuitive or quick and easy, you won't use it. At the extreme end of the spectrum, we have seen large organisations that have to run weekly batch processes to deliver simple QM. By the time the data-science team is able to produce a meaningful report, it is a month later and the world has moved on. Some take a more simplistic approach. They manually look for insights and scores through a simple QM app – which may really just provide a more elegant version than XLS. If you have a more advanced tool that analyses all conversations for insights, you may still have to do a lot of the work in pulling all the data together.

If you join all the data together it would mean you could build a QM query such as:

- Give me all interactions in the voice and chat channels
- Between X and Y date and time
- In human call groups 1,2, and 5
- In the automated chatbot channel 1
- That have a Customer Effort Score higher than 30 per cent
- Where the topics mentioned are churn

Or

- Give me all interactions in the voice and chat channels
- Between X and Y date and time
- For John Smith
- That have a C-SAT lower than 80 per cent

With this joined-up data, you also get a 360-degree view. More and more interaction is moving beyond voice and it is essential that your QM analysis covers the performance of all channels and all service bearers (human and automated).

Step two

Define your key qualitative, quantitive and EQ metrics so you have a solid baseline. These may include:

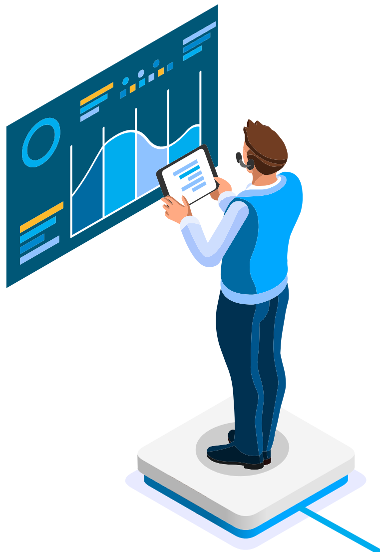
- C-SAT score
- Silence detection
- Overtalk score
- Listening skills
- Questioning skills
- Acknowledgement skills
- Empathy score
- Customer effort score
- Brand score
- FCR score

Step three

Set thresholds for these key metrics so that you are alerted when they are close to or breach the thresholds. There are hundreds of elements to look out for in QM, but your key indicators are likely to be connected to these, so they are a good indication of knowledge, process or skills deficiencies. By setting thresholds and monitoring 100 per cent of calls, chats sessions and so on for all your key indicators, with a green zone, amber zone and red zone of performance, and reporting this by agent or by group, you will have clear visibility of where the potential improvement areas are or indeed where the real star performers are. These can be used as case studies or examples of excellence.

© Copyright 2021, Contexta360

Step four



One of the most time-consuming elements of the QM process is the constant need to look for trends that are new or unknown. It is like looking for a needle in a haystack. Managing and tracking known topics or metrics is still hard, but significantly easier than finding something you don't know about. Deploying unknown topic detection NLU techniques will dramatically improve this visibility challenge. Constantly looking for unstructured patterns and elements that are not known by the system, gives the QM leader bionic ears and eyes in 100 per cent of the conversations across the platform and notifies them of potential issues or opportunities to explore deeper.

Step five

Tuning the QM platform in voice and video calls is critical. Text interactions are far simpler, but where speech to text is used, and NLU / NLP techniques used for understanding, a high accuracy and custom speech engine is always required. If you are a pharmaceutical company, complex drug names should be clearly identified. For telco, industry terms such as PAC number or IMEI need to be detected. Banking has terms that need to be aligned to the banking meaning versus the generic linguistic meaning. Every business is different and has its own nuances and lexicon. If the QM platform is to understand your business, your team and your customer techniques such as known-topic detection, unknown-topic detection, brand detection or specific lexicon detection, it will need a custom-tuned engine. This is critical to the understanding of the conversation.

Step six

Build a C-Suite ROI model and also offer them a C-Suite dashboard of business indicators based on the conversational intelligence, not just CRM dropdown data or survey data.

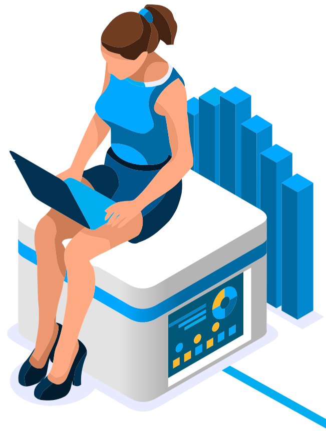
Improving your service delivery has a massive impact on the top line, bottom line, brand and C-SAT. The C-Suite should be very interested and, ultimately, they are the ones who make the investment decision. Whether this is a new initiative and investment, or a replacement of a legacy technology, a business case has to be made.

Showing the C-Suite how QM has transformed its ability to bring business issues to the surface, known and unknown, across all channels and service bearers, is key. Presenting the cost of customer friction, customer effort and FCR, and directly linking back to process, knowledge and EQ issues is a powerful and compelling proposition. Offering them a dashboard of key indicators always raises an eyebrow. Normalised business indicators are extracted from the conversation, not the interpretation of the agent, plus are currently invisible data in the automated channels.

© Copyright 2021, Contexta360

Step seven

Ensure you are analysing the automated channels as this is where the vast majority of customer dissatisfaction actually occurs. We are all employed to drive positive business and improve customer outcomes, whether they are in sales, service or support. We are not here to do QM. That is a necessary function to optimise the primary goal. But with nearly all companies connecting automated services to some part of the customer journey, it is now time to ensure we are policing, optimising and gaining a holistic status report on the performance of the entire customer management process. Ensuring great C-SAT, CES, CFS, NPS, CX, brand and overall service has to include the automated channels.



Conclusion

If you follow all seven of these steps, then your QM system will cover:

- All channels
- Remote workers
- Human and automated service bearers
- Automating the discovery
- Uniform standard of measurement/no interpretation
- Uniform metrics
- Enterprise trends

It will be fully automated and will save your business time and money, while boosting revenue as you will keep your customers happy.

If you are interested in taking your first step towards fully automated QM, why not take a look at what Contexta360 can do to help you?

© Copyright 2021, Contexta360