



Call Journey’s conversation analytics solution helps to reduce Average Handle Time and improve First Call Resolution.

Preface

Contact centers have been recording conversations for decades as part of either regulatory/compliance obligations or for future reference for service-related clarification. For many organisations, this vast goldmine of rich data remains untapped as they rely on post call surveys, team leader observations and the limited amount of calls where QA professionals can review.

With the growth of big data utilisation and the pace of artificial intelligence development the reality and opportunity to tap into this rich source of unstructured data to drastically improve business output has come at us with significant pace.

In our current environment, best practice organisations are tapping into the huge volume of calls that happen every day to uncover incredible insights as to what is occurring across the volumes of conversations in their business. These insights are now proving an asset in driving business performance.

Industry
Finance



Employees
16.000



Challenge
Discover the drivers
Behind the significant
AHT discrepancies

Background

An iconic Australian finance institution was seeing large discrepancies in average handle time for one of the categories of their inbound service calls. A recent change to one of their products showed a persistent, unaccounted deviation in Average Handle Time (AHT).

Despite agents being trained on the new product and the new scripts, two months after the launch, the call length patterns were still

extremely varied, which was causing concern.

Significant rise in AHT was driving the institution to likely increase of the Full Time Equivalent (FTE) to maintain committed service levels.

Call Journey was asked by their partner to perform Conversation Analysis to surface call patterns and determine call length drivers.

Requirement	Priority	Success Criteria
Drivers of Average Hold Time	Critical	Determine influencers/predictors of AHT
Call Categorisation	High	Group calls by customer enquiry type
Development of Call Sentiment Score	High	All calls allocated a Sentiment Score
Development of Call Emotion Score	High	All calls allocated an Emotion Score
Agent Performance	Critical	Agent KPI tracking Agent behaviour segmentation
Drivers of Net Promoter Score	Medium	Determine influencers/predictors of NPS

Problem Statement

After Call Journey and its partner had met with the Head of Customer Experience, the GM of Contact Centre Operations and their Head of Analytics, it was quickly revealed that the inconsistent AHT had a number of drivers.

The institution dealt with hundreds of calls daily, yet the decision makers had no access to reliable data about the most prominent reasons for calls.

Call tagging, meant to identify the drivers behind calls was used with little consistency.

Multiple business units used various call tags, further reducing the data transparency.

In addition, call samples initially provided to Call Journey showed low script adherence, and lack of consistency in answers provided to the customers.

Implementation Process

We commenced the improvement process by setting up a Secure Transfer File Protocol (SFTP) to provide the recordings to Call Journey's conversation analytics engine EVS.

The transfer process followed strict protocol of data sovereignty parameters the client was working within.

Before being transcribed all calls underwent the process of Redaction (private data cleansing) and Diarization (speaker channel separation).

Call Journey then provided a data set including information about Call duration, agent I.D. Gender, Silence, Overtalk, Sentiment, Emotion and Confidence.

Once the calls were provided to Call Journey, the set was ingested into Call Journey's analytics engine where every word and every utterance was transcribed, and "scored."

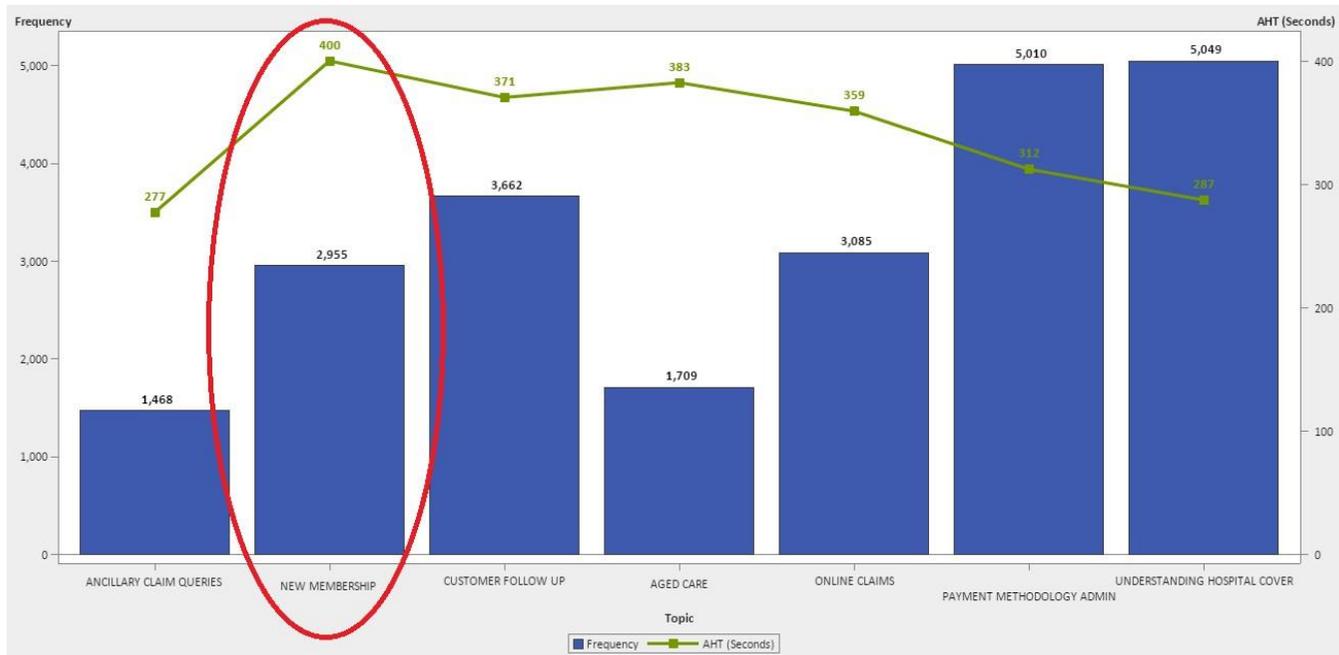
The resulting data stream was pushed into the partner's analytical dashboard and examined from a range of different angles in order to establish the correlation between Average Handle Time and metrics produced by the engine.



Improvement

Progressively, over the first number of weeks of the program, the working team consisting of finance institution personnel, the partner, and Call Journey's Customer Success Director were able to begin to get a valuable insight as to some of the challenges they were not surfacing in traditional Quality Assurance practices.

The group was quickly able to ascertain the actual trends in call drivers, identify patterns in the New Product call category and determine the main reasons behind lengthy calls. Analysis of EVS-generated data highlighted a strong correlation between the length of the call and the metrics such as customer age, emotion, silence and overtalk.



Agent performance review highlighted an alarming use of transfers and lengthy "on hold" or silence periods.

Following internal process analysis revealed that agents were relying on an outdated internal knowledge management system (the new product details hadn't been updated effectively for ease of agent access/understanding).

Additionally, IVR threads were also updated as audio assessment found negative emotion in some of the IVR prompts leading to negative customer emotion before they even entered the conversation.

Based on these findings Call Journey built an actionable, VoC-driven roadmap for the stakeholders. Finally, using existing patterns, we were able to establish an optimal and realistic average hold time for a successful, first resolution call.

Through addressing these areas, the company was able to manage its workforce better (the FTE increase wasn't required), improve its agent training and knowledge transfer program, address the process issues and address the AHT and FCR challenges that it drove.

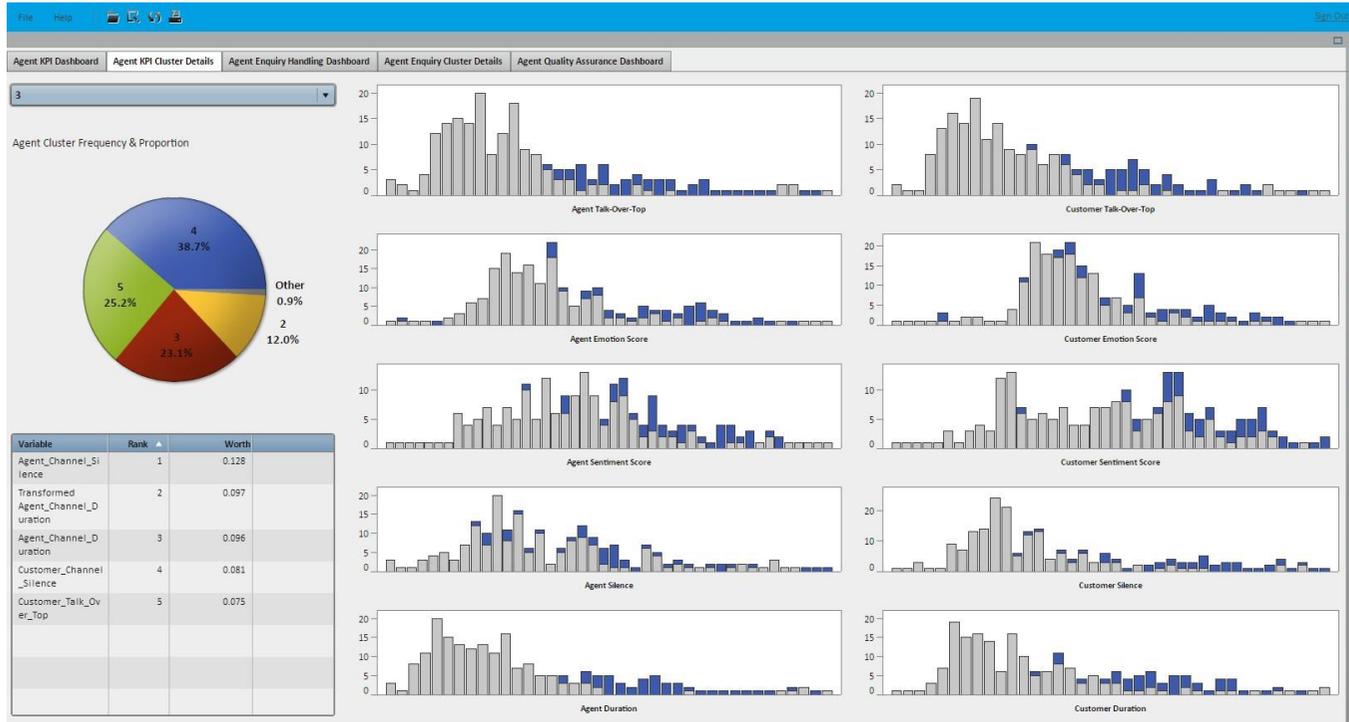


Figure 1: Agent Performance Dashboard (by Partner) including EVS-generated metrics such as Silence, Overtalk, Sentiment and Emotion

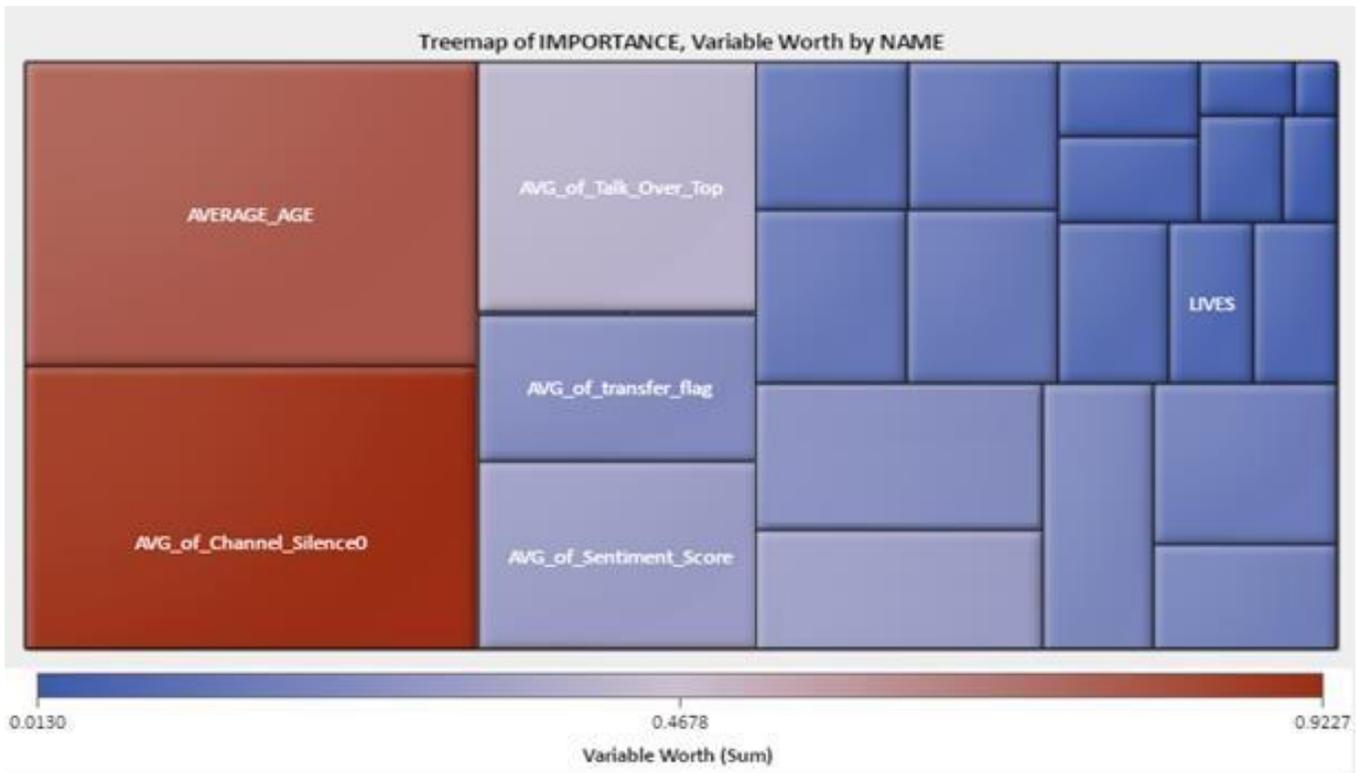


Figure 2: Treemap of AHT Drivers

Ongoing process

Following the findings of the preliminary program, the financial institution decided to engage in the repeatable process of call analysis. Call Journey built a secure, cloud-based ecosystem automating the task of call processing. In the environment, high-level trends are assessed, customers' experience is

reviewed in an ongoing feedback loop with the use of sentiment and emotion metrics. The agent performance is measured with much higher frequency and accuracy. The financial institution uses EVS-generated data to assess customer effort at various touchpoints regularly.

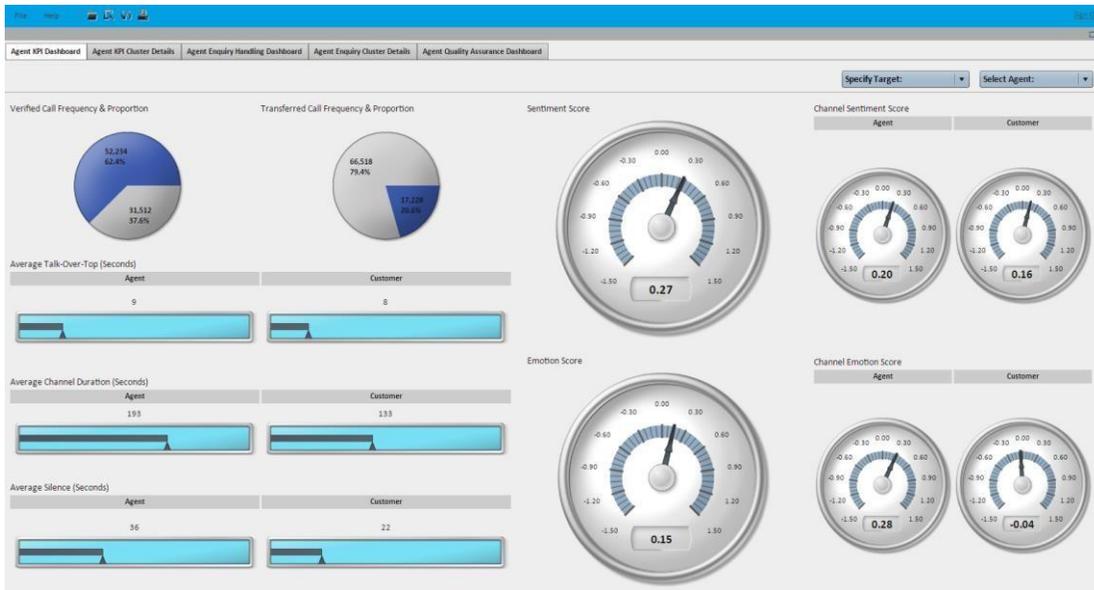


Figure 3: Customer's Agent Performance Dashboard powered by EVS and Call Journey's Partner

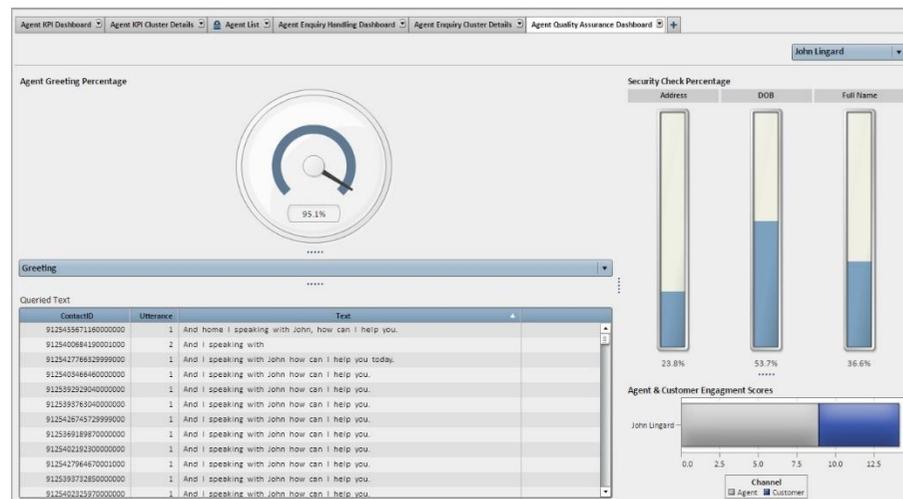


Figure 4: Customer's Script Adherence Dashboard powered by EVS and Call Journey's Partner

Benefits for the Financial Institution

Three months after beginning the program, the financial institution has reduced the Average Handle time by 17% and the data showed more importantly that it was most likely to continue that trend. Thanks to a positive shift in First Call Resolution resulting in an 72% reduction in repeat Call Volume.

Additionally, more comprehensive agent reviews allowed the institution to identify potential performance issues early on, leading to an implementation of targeted training programs positively affecting agent's engagement and reducing workforce churn and improvements in their internal product roll out processes.



We've commenced the speech analytics program with a single goal of reducing the AHT. What we achieved is much more than that. Call Journey's findings lead us to reconsider some core assumptions about our customers and reasons they communicate with our business, leading to changes that are still benefiting us today.

VP Customer Experience – Financial Institution

Future

The Financial Institution is gradually moving from analyzing a specific group of inbound calls to a full program of work, including the analysis of the entire call center traffic.

As the next step towards full deployment of Call Journey's services, the company introduced call processing to its sales (including portfolio cross-selling), retention cohort and debt collection traffic.

Additionally, the marketing team are now engaging a standard operating rhythm giving them insights into product performance, brand engagement and future campaign identification.

Post that phase, the financial institution will introduce a program to track NPS contributory factors, fraud analysis and expand into their business banking/high net wealth area.



LET'S START A CONVERSATION!