



# National Association of Call Centers

## In Queue

The fun, informative, and unique newsletter for the call center industry

Welcome to the May 2018 issue of the NACC In Queue newsletter!



### How Interaction Analytics Can Optimize Contact Center Performance & Customer Satisfaction

(The following article is sponsored by CallMiner. Readers are encouraged to take a look at the eBook offered in this article – Editor)

Interaction analytics gives contact center agents and managers the insights they need to optimize contact center performance and customer engagement. It automates the Quality Assurance process and scoring to improve agent performance and contact center efficiency. By capturing and analyzing all interactions across call, email, text, chat and social channels, it also provides a 360-degree view of the customer journey which can boost the experience and satisfaction.

This blog will cover the advantages for automated scorecards. For more information on scorecards, automating the QA process and other uses of interaction analytics to optimize contact center performance and customer engagement, download the full [eBook](#).

#### Eliminate the Challenges of Manual Scoring with Automated Scorecards

Many businesses still use manual scorecards to evaluate agent performance. They also typically only score a few interactions per agent per month. This is problematic because they are basing their agent assessments on just 1-3% of all interactions, which does not provide an accurate or objective view of total performance. Was the agent empathetic? Was the agent assertive enough to ask for the sale? Did the agent resolve the customer's issue?

Interaction analytics eliminates these challenges by automatically monitoring and scoring 100 percent of conversations. With automated scorecards you can:

- Monitor and objectively grade agent performance
- Track progress toward goals at the individual, team, shift and other levels
- Give supervisors the ability to self-select and self-score immediately
- Identify coaching opportunities and best practices
- Remove the "bad cop" stigma for coaches
- Encourage self-improvement and change
- Keep score for contests and other incentive programs

Here's what an interaction analytics user had to say about automated scorecards.

*"Weekly scorecards proved invaluable in driving performance improvement. Supervisors now have an accurate view of agent performance and they use it for training and coaching purposes. We have been able to*

*identify a direct link between agent advancement and his or her scorecard."*

Mike Hull, TradeGlobal

See the case study [here](#).

#### Measure What You Want to Manage

Scorecards can be developed to measure whatever your organization believes is important. Interaction analytics automatically monitors all contacts for abusive language, legal disclosure, Right Party Contact Language and more. Organizations have also successfully improved their contact center operations by using interaction analytics to monitor for:

- Dispositioning
- Rebuttals and objection handling
- Upsells
- Call avoidance
- Long holds
- Excessive silence
- Whether scripts are being followed

How Automated Scorecards Improve Contact Center Efficiency and Customer Satisfaction

#### In This Issue...

- How Interaction Analytics Can Optimize Contact Center Performance & Customer Satisfaction
- Defining The Human Age: A Reflection on Customer Engagement Trends
- Interested in Biometrics? Got Ten Minutes?
- Call Center Comics!

#### Pearls Of Wisdom

"To avoid criticism, say nothing, do nothing, be nothing."

~ Fred Shero

#### Reports From NACC

The NACC has been burning the midnight oil and typing until our fingers are sore to bring out reports to our members. Each is listed below. If you are interested to see what we are writing about, click on the links below and download the executive summary of each. If you like what you see, join the NACC so that you can view these reports and others that will be coming out soon on our website. These reports will ensure that you know the latest trends in the industry.

- [Research Note: NICE Introduces CXone - Fully Integrated Open Cloud Contact Center Platform: August 2017](#)
- [Research Note: Verint Introduces Knowledge Management Professional Knowledge Management for the Masses: July 2017](#)
- [NICE Introduces Nexidia Analytics: Omni-Channel Analytics For The Contact Center: January 2017](#)
- [Text Analytics Market Update: April 2016](#)
- [Kodak Alaris Launches AI Enabled To Deliver Artificial](#)

With 100 percent contact monitoring and scoring, you get a complete, in-depth picture of your customer interactions with far less effort than it takes to manually screen and analyze a small sampling of contacts. Here are a few examples of the agent performance and contact center efficiency gains by two users of interaction analytics.

[Afni](#) reduced the time its supervisors spent preparing to coach call center agents by 40 percent by using contextual data from interaction analytics to pinpoint where each agent needed help. It then achieved a 17 percent improvement in the use of correct language during customer calls, a 2.8 percent increase in first call resolution and a 4 percent increase in customer satisfaction.

[State Collection Service](#) estimated that it saved 4,000 hours annually by automating performance Feedback.

[Sokolove Law](#) used the time savings from automated interaction analytics to consolidate five quality assurance positions into one, which saved the company more than \$215,000 annually.



## Defining The Human Age: A Reflection On Customer Engagement Trends

Ryan Hollenbeck, SVP of Global Marketing and Executive Sponsor of the Customer Experience Program, Verint, [info@verint.com](mailto:info@verint.com)



**New global consumer research shows consumers are more trusting of automated, robotics-driven interactions, but that the human element in the customer service equation never goes out of style.**

Author note: An infographic for this topic is available [here](#).

### 1. Be Proactive – Complacency is the Enemy in Call Center Services

Technology for automated self-service has advanced rapidly with more and more organizations using it to enable quick responses from the device, time and place of the customer's choosing. Yet, there is still a critical role that the human touch plays today and into the future, according to the findings from a 2018 global consumer

research study commissioned by Verint.

Capturing insights from more than 36,000 consumers in 18 countries—including Australia, Belgium, Brazil, Canada, Denmark, France, Germany, Hong Kong, India, Japan, Mexico, Netherlands, Singapore, South Africa, Spain, Sweden, the United Kingdom and the United States—the study carried out in partnership with Opinium Research LLC provides fresh perspective on consumer expectations; explores how technology, societal trends and customer preferences will shape engagement in the years to come; and provides advice for striking the right balance between human and automated service experiences.

### The Human Touch Matters

With the study's wealth of data about consumer preferences across age groups and market segments, which takeaways bubbled to the top? Despite all the new digital channels, 76% of consumers want human contact to remain part of the customer experience.

Nearly two-thirds (63%) stated that they are happy to be served by a chatbot if they have the option to escalate the conversation to a human when needed. And interestingly, 41% said they could not tell the difference between being served by a chatbot and being helped by a human behind the screen. Still, the study makes it clear that at some point in the engagement journey with a company, customers want to know they have the option to break through the "technology wall" and speak to a person to ensure their voice is heard.

### Loyalty Down, Interest in Company Ethics Strong

Other key points in the study provide a blueprint for customer engagement strategies in coming years. While price and quality of a product or service are still key, other factors—such as the customer experience—are rising in importance in the purchasing decision.

The study also shows that customers are more fickle than in years past. They're less likely to stay with service providers for the long term, making it even more important for organizations to understand customer preferences and meet them.

- Across all sectors explored in the study, 49% of consumers have been with their service providers for more than three years, compared with 61% from a similar study in 2015.
- One in 10 have been with their service provider for less than a year, compared with 7% from 2015.
- While retention rates have fallen sharply across all age groups, the results for consumers aged 18-25 indicate cause for concern, as this demographic will become an even more vital and influential audience for organizations in 2030.
- Just 28% of consumers aged 18-25 have been with their service providers for more than three years, and 14% have been with their service provider for less than a year.

What factors have led to this decline in customer loyalty? Perhaps it's because there are more choices. Maybe it's the result of unpleasant customer experiences. Or maybe it goes deeper. The study found that 69% of all respondents shared that a company's ethics are a major deciding factor when choosing to engage with an organization, and almost half (49%) said they are more likely to switch providers for ethical reasons.

### Personalization, Transparency and Trust

The importance of transparency and trust also came through loud and clear in the 2018 consumer study

[Foundry To Deliver Artificial Intelligence-Based Solutions For The Contact Center: November 2015](#)  
- [HireIQ Candidate Optimizer Disrupts The Status Quo. Powers Revolution In Customer Service Human Capital Management: May 2015](#)  
- [Verint Jumps Into The Gamification Game: April 2015](#)  
- [Research Update - Strong 4th Quarter Tops Year Of Growth For The 2014 U.S. Contact Center Industry Employment: March 2015](#)  
- [Geo-Fencing: Expanding The Contact Center Boundaries?: November 2014](#)  
- [Neural Phonetic Speech Analytics: The Brains behind Nexidia Interactions Analytics 11.0: July 2014](#)  
- [Nexidia Pushes Speech Analytics Envelope with Nexidia Interaction Analytics 11.0: July 2014](#)  
- [The Time is Now: Workforce Optimization Becomes Reality for the Small-to-Medium-Sized Contact Center: July 2013](#)  
- [Finding the Silver Lining in the Contact Center Cloud: May 2013](#)  
- [The At-Home Agent Movement - A Benchmark Quantitative Analysis: January 2013](#)  
- [State of the Call Center Industry Report: 2nd Quarter 2012 Data](#)  
- [State of the Call Center Industry Report: 1st Quarter 2012 Data](#)  
- [Contact Center Mobility Study: May 2012](#)  
- [State of the Call Center Industry Report: 4th Quarter 2011 Data](#)  
- [State of the Call Center Industry Report: 3rd Quarter 2011 Data](#)  
- [State of the Call Center Industry Report: 2nd Quarter 2011 Data](#)  
- [State of the Call Center Industry Report: 1st Quarter 2011 Data](#)  
- [State of the Call Center Industry Report: 4th Quarter 2010 Data](#)  
- [State of the Call Center Industry Report: 3rd Quarter 2010 Data](#)  
- [State of the Call Center Industry Report: 2nd Quarter 2010 Data](#)  
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- [State of the Call Center Industry Report: 3rd Quarter 2009 Data](#)  
- [State of the Call Center Industry Report: 2nd Quarter 2009 Data](#)  
- [State of the Call Center Industry Report: 1st Quarter 2009 Data](#)  
- [North American Contact Center Industry 2008-2009: The Year in Review and a Look Ahead](#)  
- [State of the Call Center Industry Report: 4th Quarter 2008 Data](#)

results. In fact, the study revealed a fine line between personalization and collecting data for customer engagement purposes. While more than two-thirds of consumers (68%) like their customer experiences to be tailored to their interests, organizations can run the risk of over-personalizing and alienating them.

At the same time, consumers are growing more aware of the value of their personal data. The research found that 71% of consumers are worried about the amount of personal data organizations have about them. Only 37% said they were happy to provide their personal information in exchange for a discount or special offer, a figure that dropped to 29% if their information would be passed on to third parties for a discount. Just over half (51%) of consumers said they trust organizations to use their data ethically.

In today's market, trust and ethics play such a vital role in an organization's success, especially when it comes to privacy and safeguarding customer data. To provide the excellent experiences consumers demand, companies need information about their customers, and therefore need to collect some data. It's how they use this information, coupled with ever-changing regulations, that has come to the forefront.

### Digital on the Rise, But Human Relationships Always in Vogue

By all accounts, the study shows that organizations must continue to invest in the digital experience.

- 69% of respondents want organizations to make it easier for them to engage or make a purchase whenever they want.
- 47% won't engage with an organization that doesn't have a good website or mobile app.
- 68% said organizations need to make it easier to resolve a query without having to call someone or go in-store.
- 32% want organizations to provide online account option in the next 5-10 years.

At the same time, while the study points out the value of the "cool factor" as viewed by consumers who are savvy about technology and dependent on their devices to get things done, technology alone isn't enough. Organizations must be transparent, ethical and responsible in every element of their business. That includes

always disclosing if artificial intelligence (AI) or chatbots are serving the customer. And customers should always have the option to speak to a highly skilled, highly trained, human service agent.

It's important to understand that when technology is used, it needs to be a tailored, individual experience, but only humans can form an emotional bond to delight the customer. Leading trends forecaster James Woudhuysen, visiting professor of forecasting and innovation at London South Bank University, says it well:

*"We can be confident that by 2030 clever chatbots and online channels will make it tougher than ever for customers to distinguish online dialogues and machine operators from human ones. Advanced automation will make self-service and information access easier than ever before. On the other hand, its limitations will ensure that customers, especially older ones, continue to value the human touch delivered by real people. The balance between technology-assisted human service and fully automated service will certainly go on shifting toward the latter, but that balance will vary in different scenarios, and both ways of engaging with customers will remain vital to getting things done."*



## Interested In Biometrics? Got Ten Minutes?

Paul Stockford, Research Director, NACC and Chief Analyst, Saddletree Research  
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When it comes to contact center compliance and anti-fraud strategies, the hottest topic in the industry is biometrics. Whether you're a seasoned biometrics user or a novice interested in learning about how biometrics can be put to work in your contact center, you'll learn something from the podcast I just recorded with Windsor Tanner of NICE.

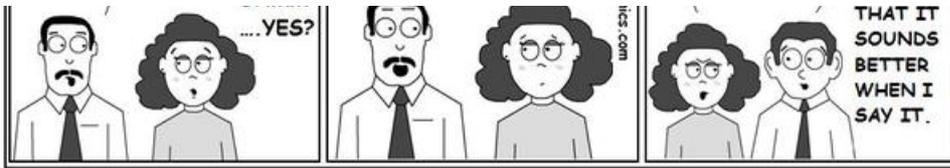
I like podcasts for a number of reasons. First, you'll learn something in exchange for about ten minutes of your time. Second, you can listen to it at your convenience. Third, the biometrics podcast is resident on my Saddletree Research website and there is no registration or other information required for you to listen. We just want to reach as many people as possible with this information-packed podcast.

To give it a listen, go get a cup of coffee, settle in at your desk for ten minutes, and [click here](#). I promise you'll be glad you did.



## Call Center Comics





If you like this comic and would like to see more, write Ozzie at [callcentercomics@yahoo.com](mailto:callcentercomics@yahoo.com) and visit his website at <http://callcentercomics.com> or just click on the comic to take you to his page. The NACC appreciates Ozzie letting us use some of his comics in our newsletter.

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