



# Driving Operational Efficiency with Innovative Quality Management Solutions

**Ofer Mosseri**  
**Director of Product Marketing**

Insight from Interactions™



**Smart Contact Center Solutions  
for Banking and Finance**

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**Radisson SAS Bucharest**

# QUESTION



***How many of you questioned (or been questioned) if the QM program is adding any real business value?***

# Top Reasons QM Programs Can Fail

Lack of alignment between what is being monitored vs. what is important to the customer

Connection between QM criteria and the key business initiatives and KPIs is not seen

Lacking results over time...The same quality scores month over month over month



# Bridging The Gap



## Business Focus / Goals

- Reduce costs
- Improve FCR
- Improve efficiency
- Improve customer satisfaction
- Reduce churn
- Generate Revenue

How effective are  
my QM and  
coaching efforts?



How can I manage  
QM according to  
business KPIs?



Contact Center  
Operation

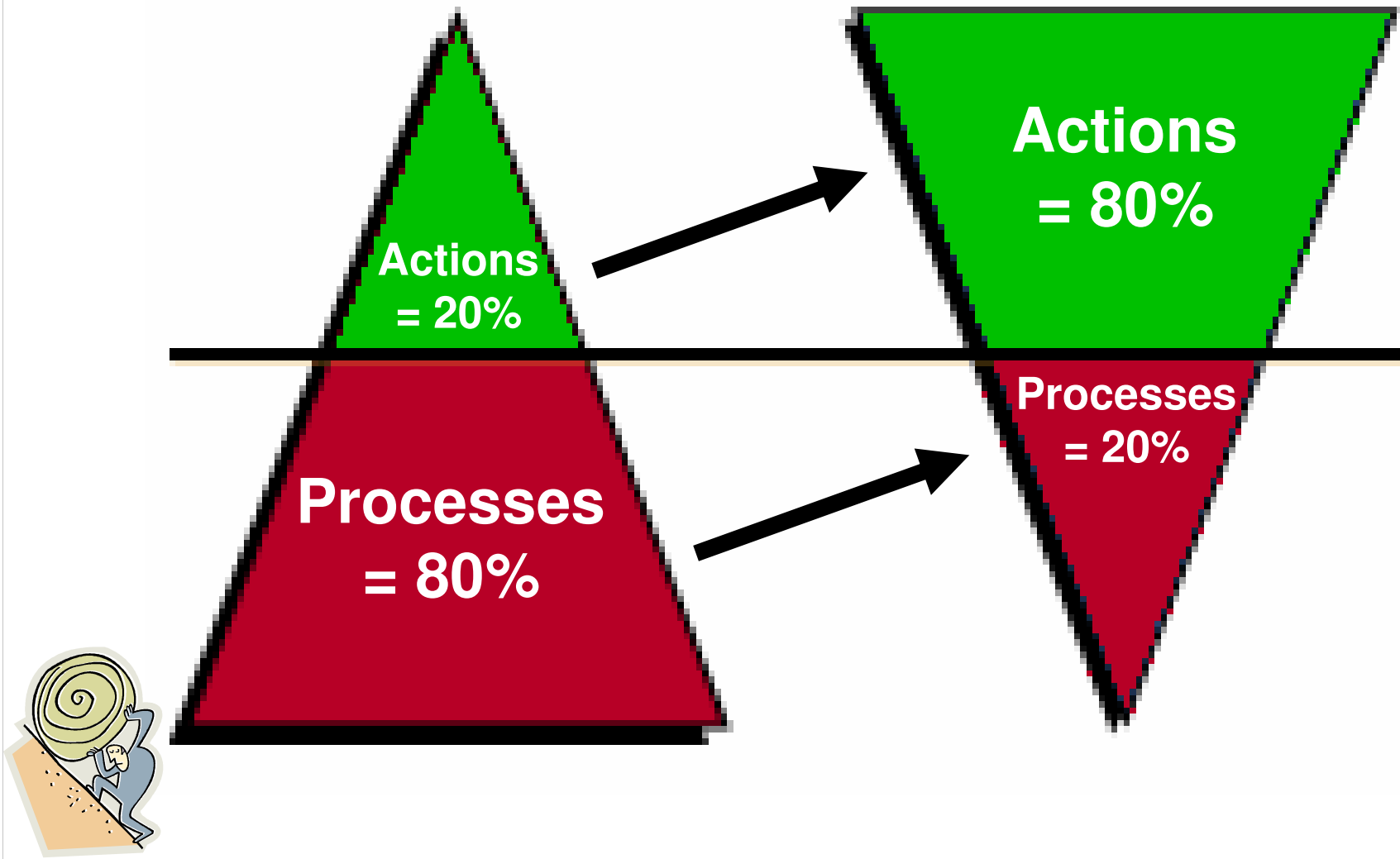
IT  
management

Coaching

QM

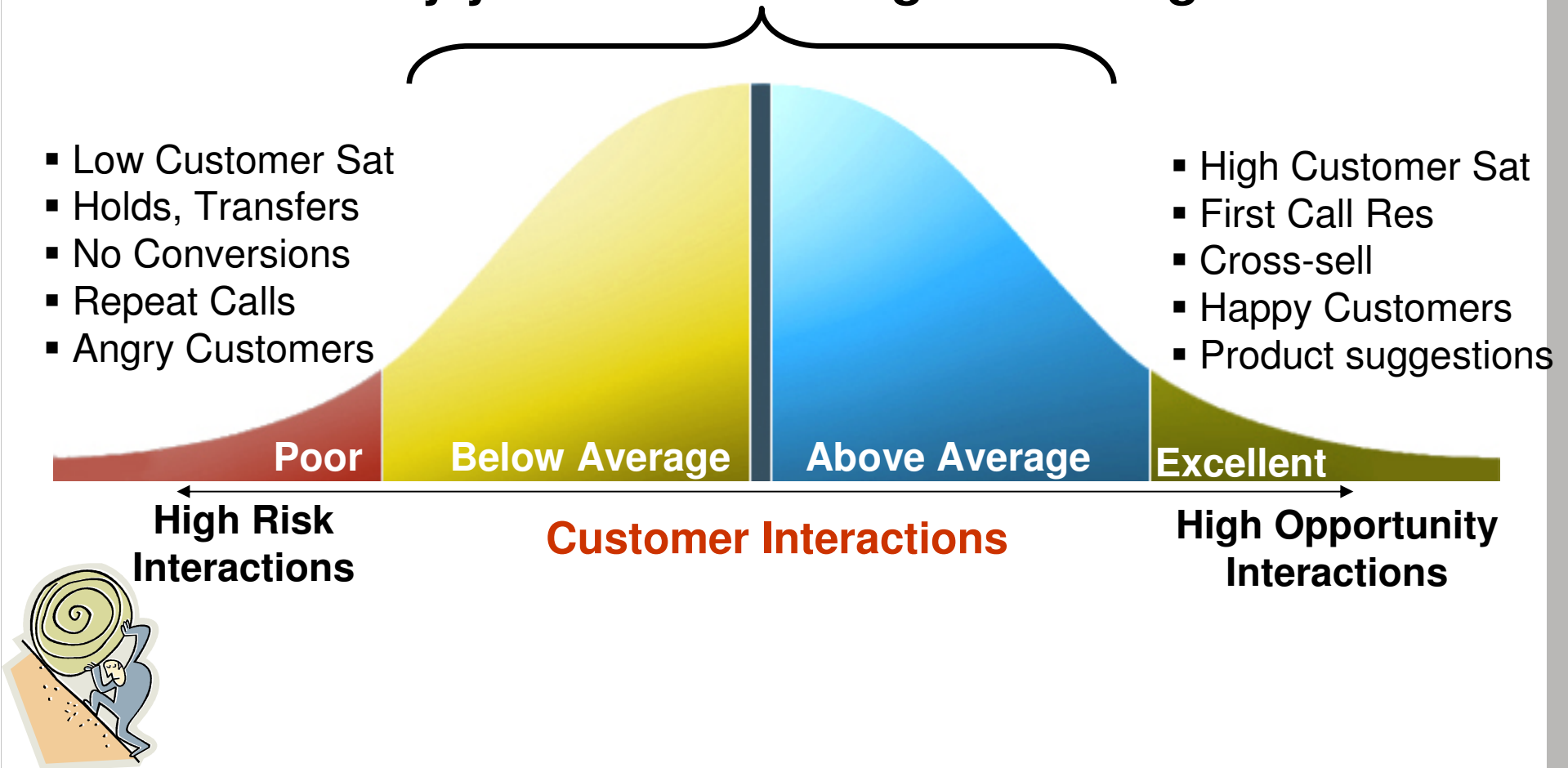
WFM

**Challenge: 80% of Time is Spent on the *Process* while only 20% of time is spent on *Actions***



# Challenge: Can't Focus on the Interactions that Matter Most

**On average less than 1% of all calls are monitored.  
Most likely you are evaluating the average calls**





# Quality Optimization - Business Driven Quality Management

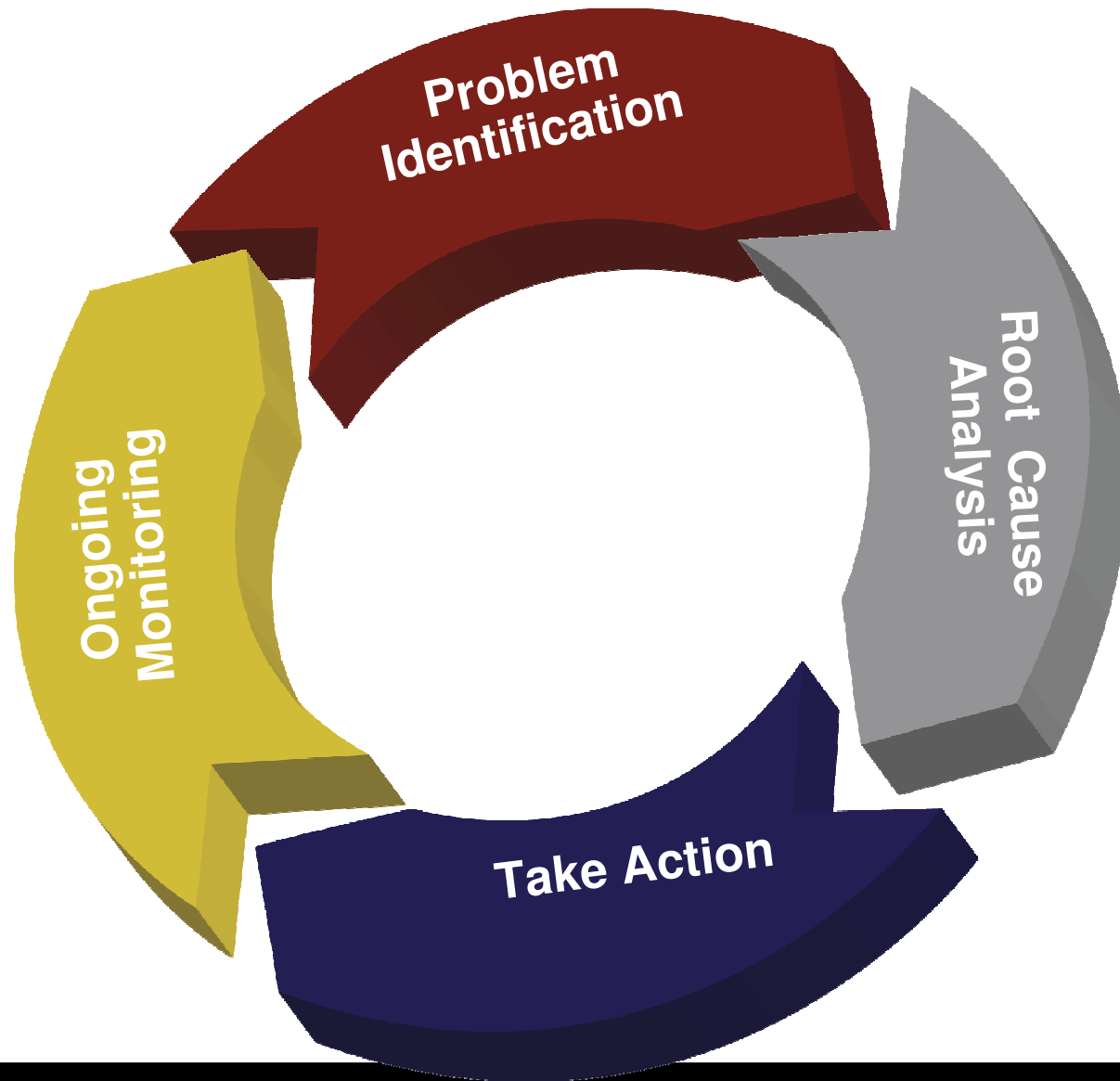


## Quality Optimization

- Innovative approach to QM process
- Enables targeted root cause call monitoring based on KPIs
- Aligns QM activities with operational metrics
- Enables to assess the impact of QM on operational KPIs and vice versa
- Drill down to the recorded call

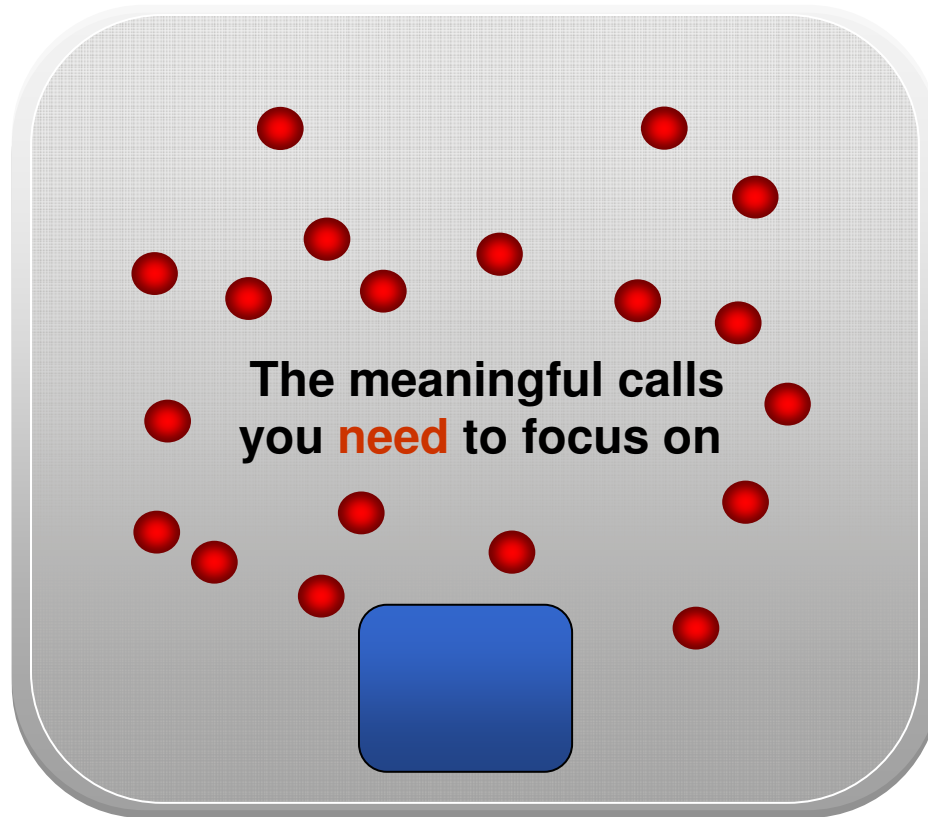


# Quality Optimization – Workflow





# Switching from “Random Monitoring” to “Business-Driven Monitoring”



The amount of calls  
you **can** listen to

- Let the system **analyze** 100% of interactions
- **Automate** processes based on business rules
- **Proactively** flag the meaningful interactions
- “**Push**” valuable business insights to the right people
- **Focus** on the contact center and its role in the enterprise

*Switch from focusing on  
agent behavior to focusing  
on processes and Best  
Practices*



## Business-driven QM – How it Works?

# Step 1: Select Your Metric

Metrics Selection Screen

Select Metrics

**Available Metrics:**

- #Categorized Interactions
- #Evaluations
- #Interactions
- #Screen Recorded Interactions
- #Voice and Screen Recorded Interact
- #Voice Recorded Interactions
- %Abandoned from Hold
- %Abandoned from Queue

< >

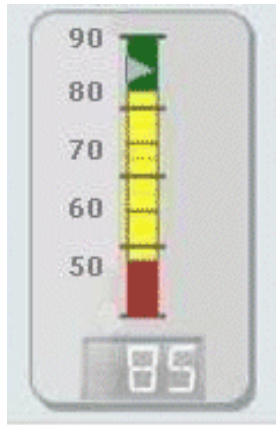
# of Evaluations  
# Interactions  
% Transfers  
% Conferences  
% Abandoned from Hold  
% Abandoned from Queue  
% Coaching Completion  
% Critical Error Accuracy  
% Non-Critical Error  
% Evaluations on QM Interactions  
% Hold Time vs. Talk Time  
% Hold Time vs. Handle Time  
Average Talk Time  
Average Hold Count  
Average Hold Time  
Average Evaluation Score  
Average Neg Calibration Variance  
Average Pos Calibration Variance  
Average Queue Time  
Average Survey Score  
# Categorized Interactions  
% Categorized Interactions

Partial List!

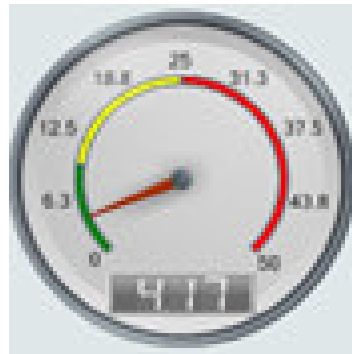
OK

Cancel

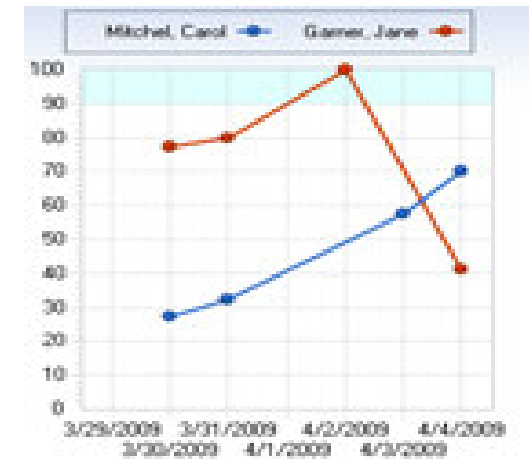
## Step 2: Select your desired graphical view



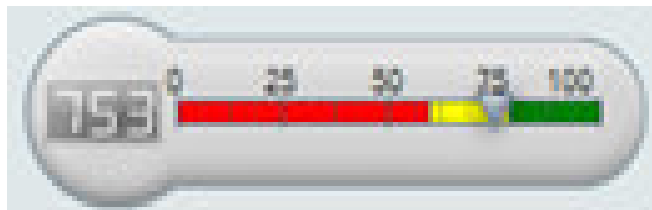
Vertical Gauge



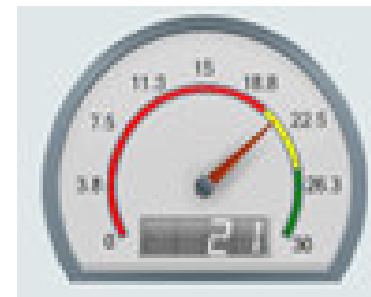
Circle Gauge



Line Graph



Horizontal Gauge



Semi-Circle

## Step 3: Define thresholds and color codes

Metrics Analysis Settings Screen

Metrics Analysis Settings

Add/Remove

- General
- Filters
  - Time
  - Groups
  - Categories
  - Forms
- Metrics
  - #Evaluations

General:

Title: Number of Evaluations

Gauge Type: SemiCircular

Display Minimum/Maximum Value:

Minimum: 0.0 Maximum: 30.0

Target:

Target: Greater than 25.0

Drill down open mode:

View Type: RankingTable

Entity: SubGroups

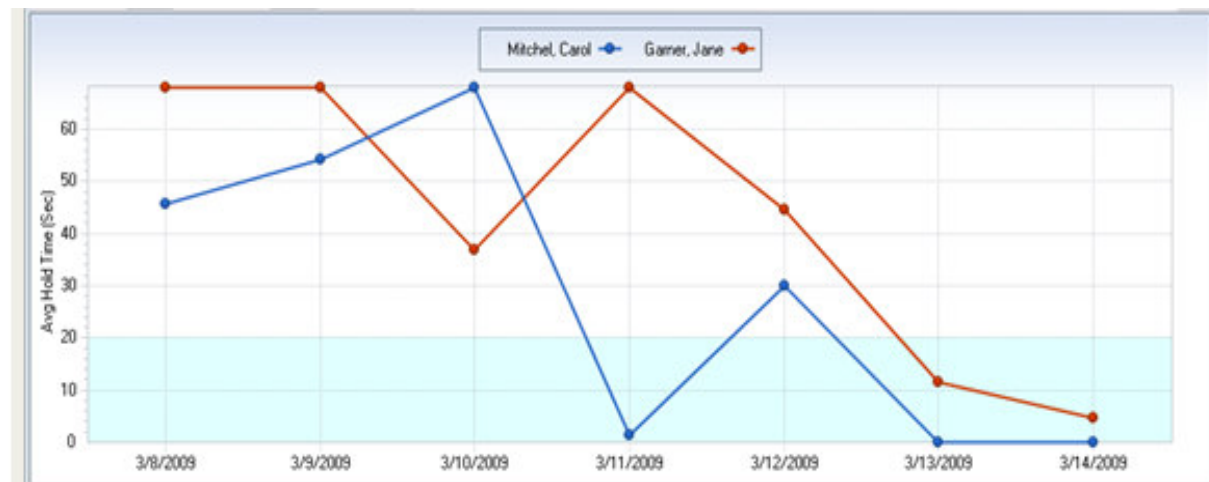
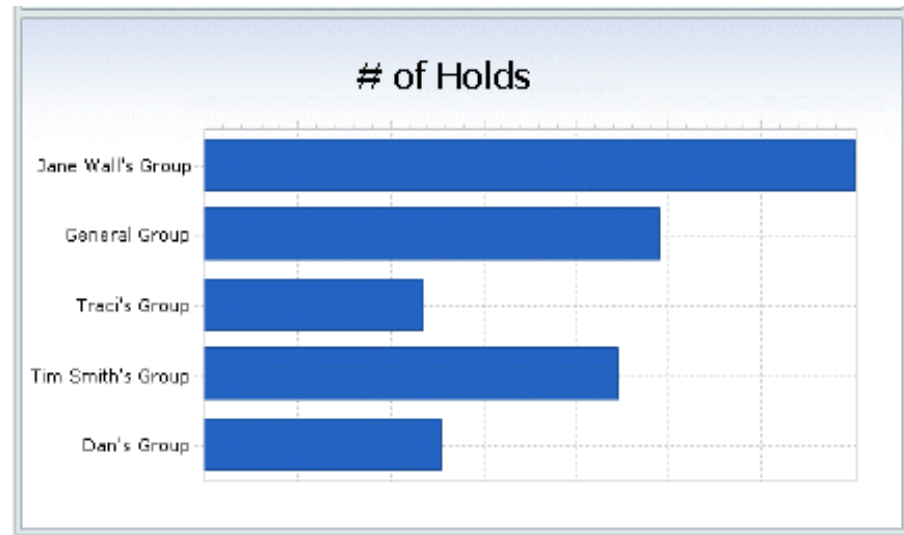
Rating Colors:

	From	To	Color
1	0.0	20.0	Red
	20.0	25.0	Yellow
	25.0	30.0	Green
*			

OK Cancel

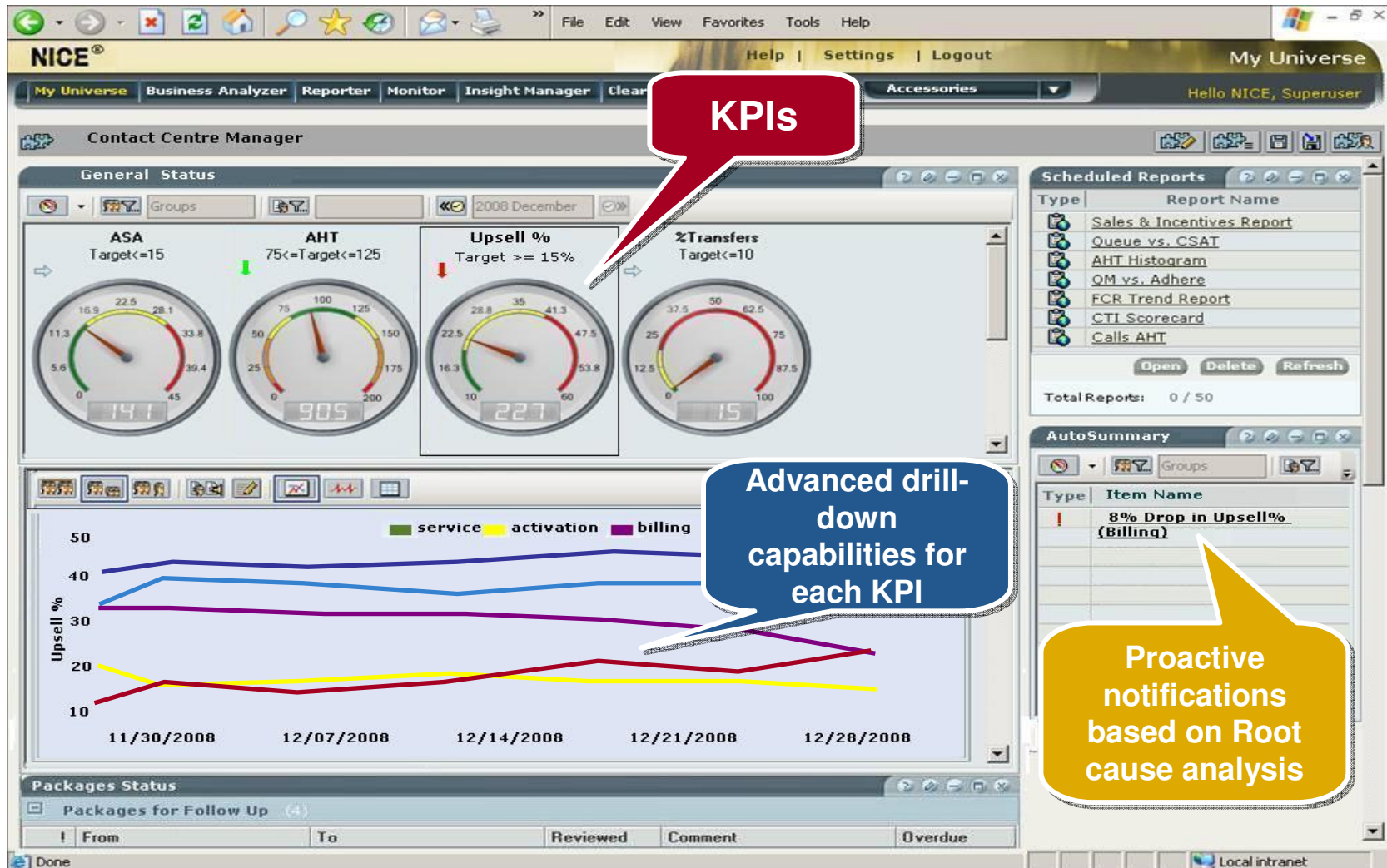
## Step 4: Define desired view for drill-down

- **Drill Down by:**
  - Group
  - Agent
  - Categories based on your defined call criteria
- **View as a:**
  - Histogram
  - Trend Line





# QM Optimization – Dashboard



# Quality Optimization In Action

## Multi-Dimensional KPI Analytics:

- **Call Flow Analysis**  
CTI events
- **Feedback** surveys
- **Interaction Analytics**  
categories
- **ScreenSense** business data



## Dashboard:

- Clearly indicates important area needing attention



## Monitoring:

- Business Analyst analyzes data and relevant interactions to determine cause
- Tracks root causes using Customer Experience Form

## Analysis & Action:

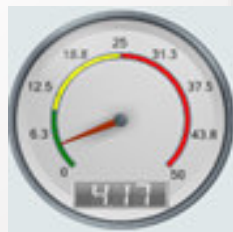
- Relevant people notified of root cause identified
  - Process issue?
  - Training issue?
  - Marketing?
- Develops a new coaching package to update agents



## Monitor

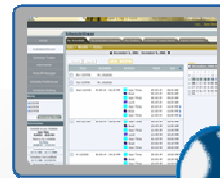
### Improvements:

- Dashboard reflects resulting improvements



## WFM:

- Schedules coaching session at optimal time





## Quality Optimization Example – Driving AHT Reduction

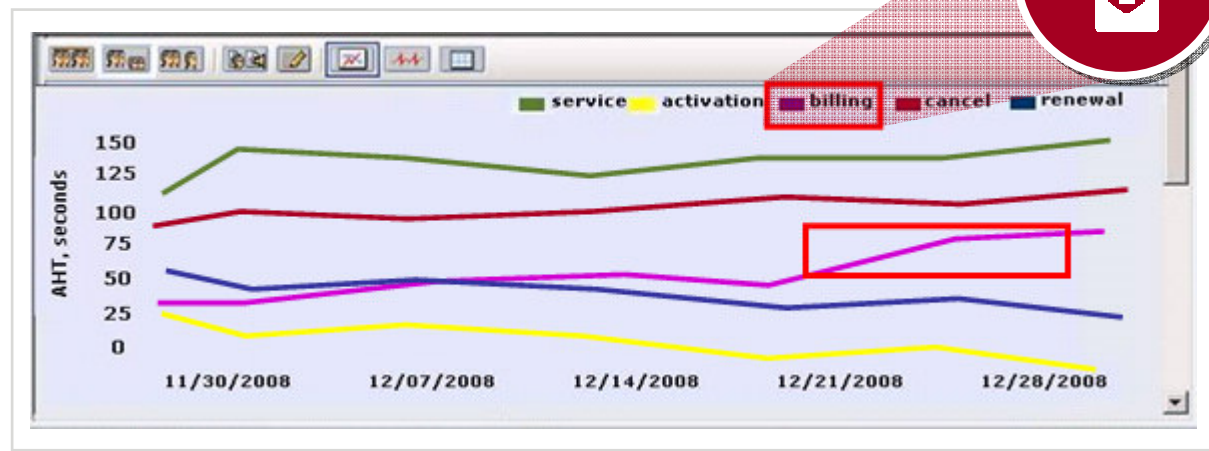
# Problem Identification



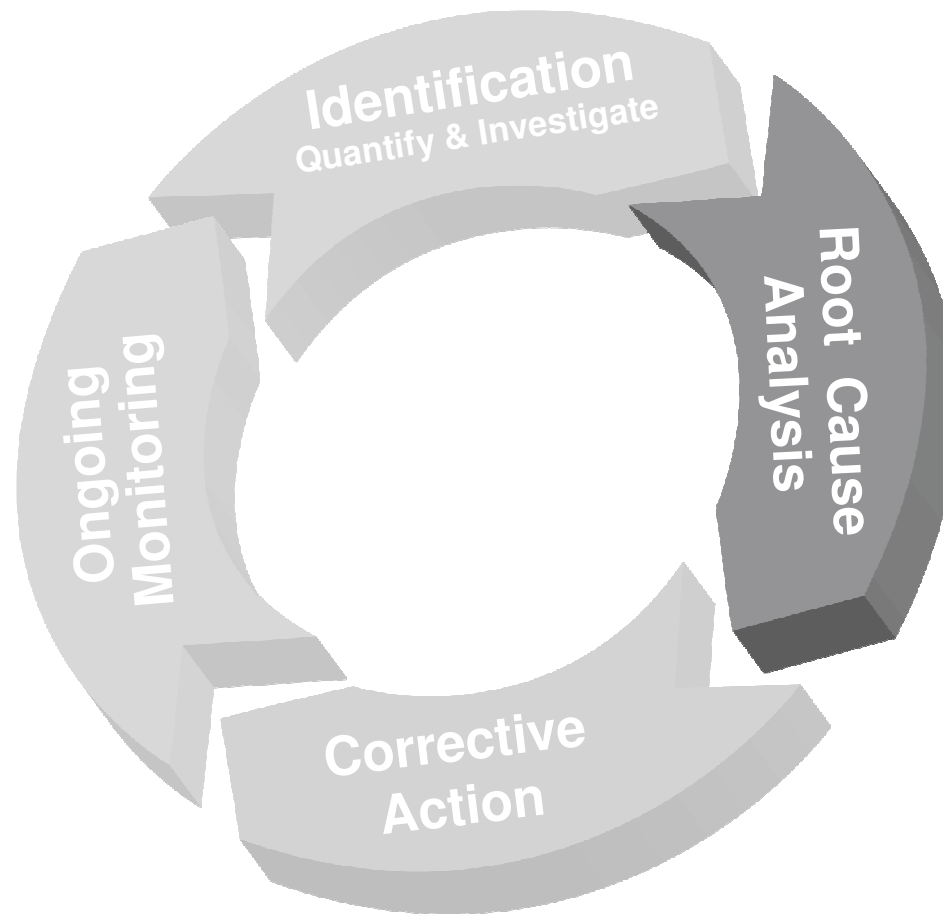
# Problem Identification



- Immediate identification of problematic KPI
- Proactive automatic notification
- Identifying key contributing drivers



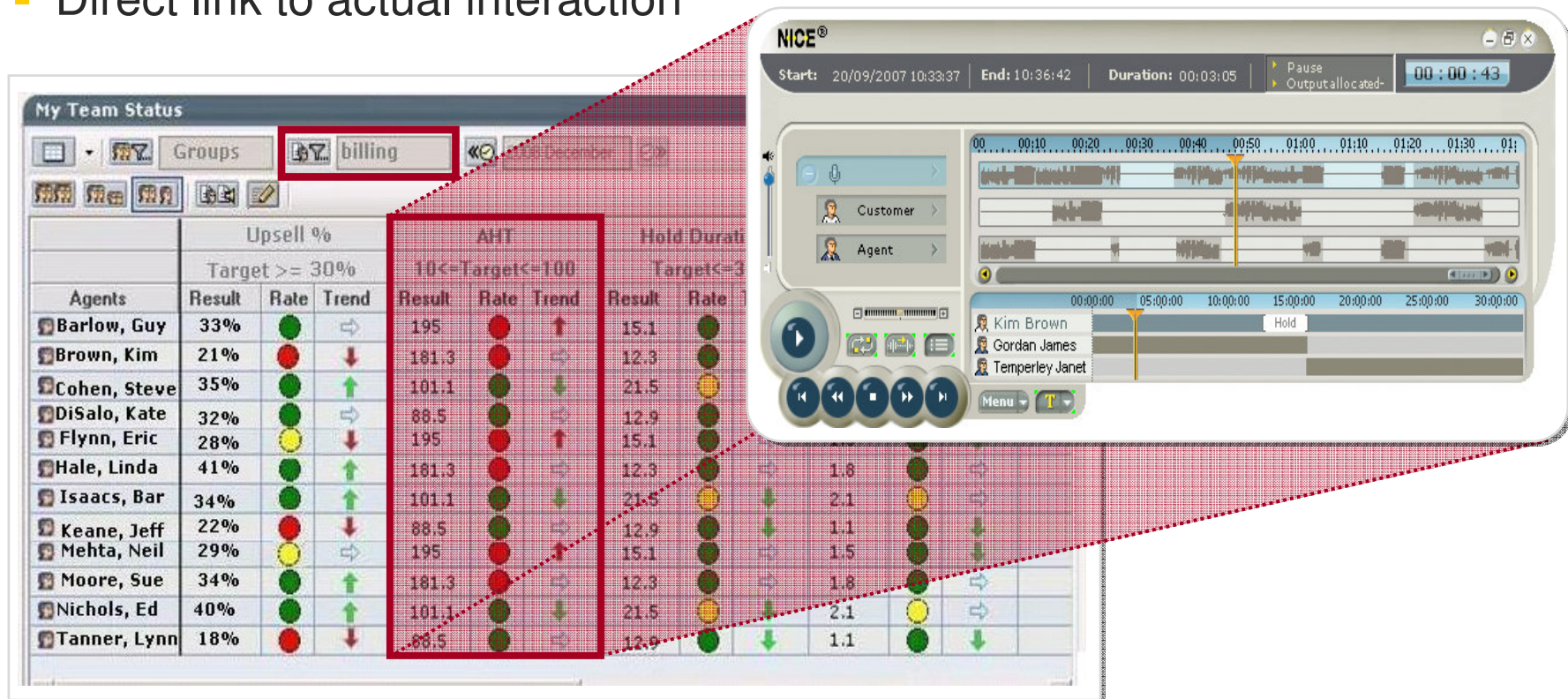
# Root Cause Analysis





# Root Cause Analysis

- Correlation between call types and agent performance
- Immediate identification of agent group contribution for KPI breach
- Direct link to actual interaction



# Corrective Action

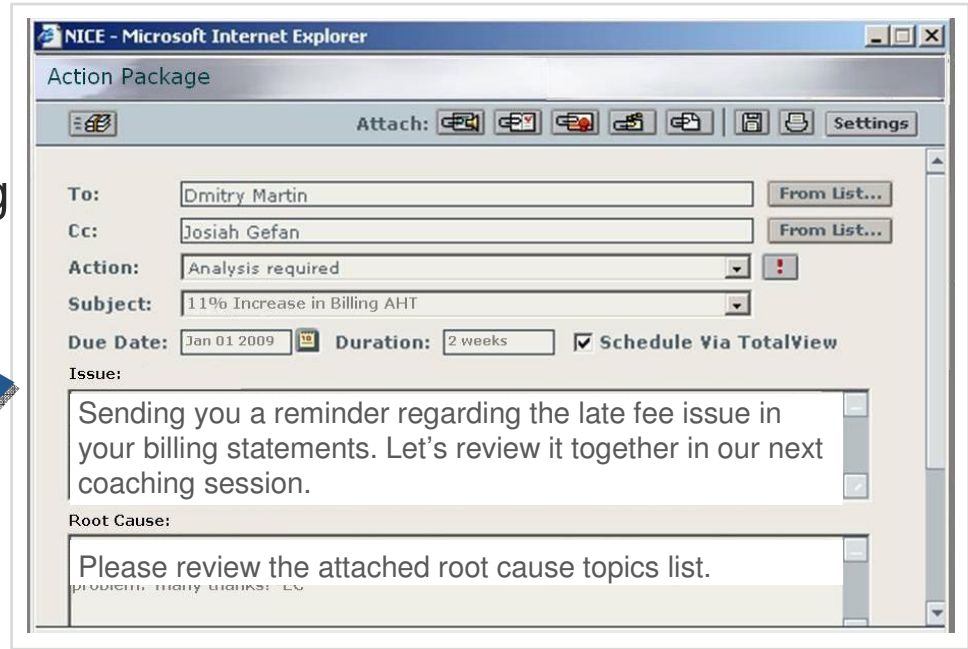


# Corrective Action

- **Launch an action package**

- Targeted coaching package for agents not meeting KPIs
- Action packages to other teams
  - Marketing
  - Telecom

- **Focused process/issues handling at the organizational level based on analytical data**



NICE - Microsoft Internet Explorer

Action Package

Attach: [Icons]

To: Dmitry Martin [From List...]

Cc: Josiah Gefan [From List...]

Action: Analysis required [!]

Subject: 11% Increase in Billing AHT

Due Date: Jan 01 2009 [Icon] Duration: 2 weeks [X] Schedule Via TotalView

Issue:

Sending you a reminder regarding the late fee issue in your billing statements. Let's review it together in our next coaching session.

Root Cause:

Please review the attached root cause topics list.

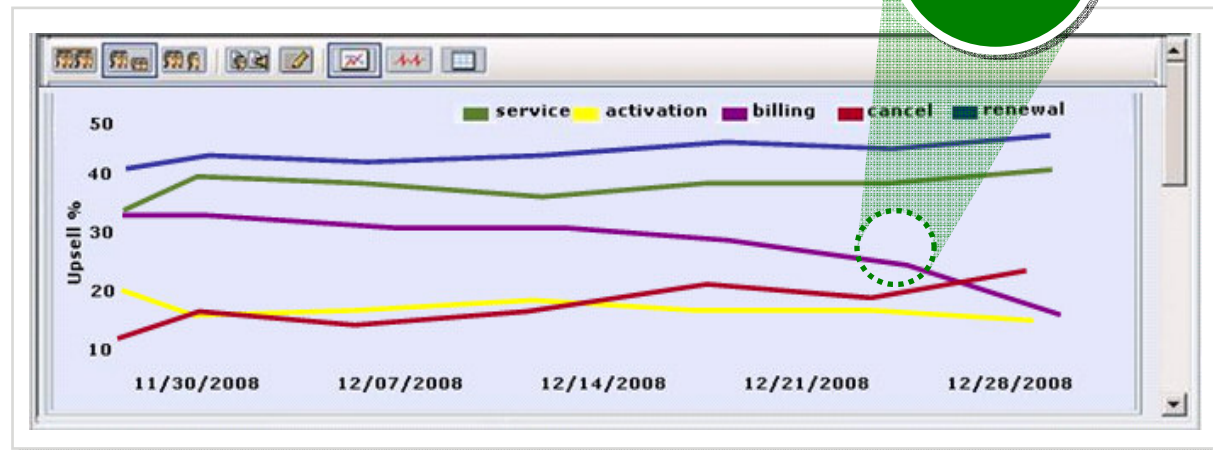
## On-Going Monitoring



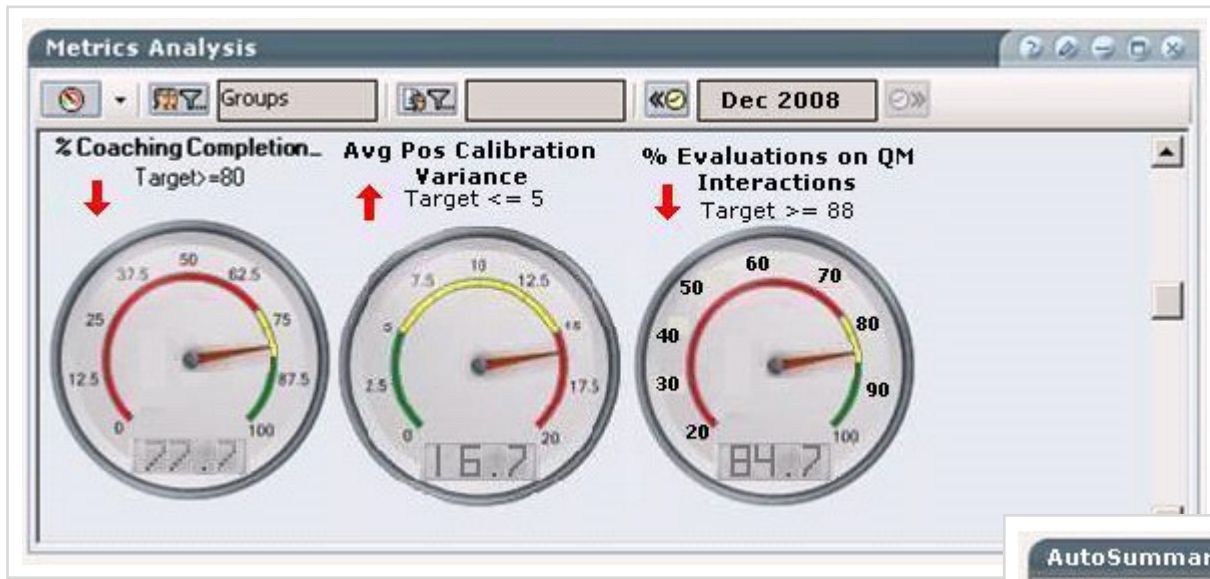
# On-Going Monitoring



- Ensure business issue resolution
- On-going monitoring on QM process effectiveness



# On-Going QM Monitoring



- On-going monitoring on QM process
- Clear performance metrics
- Confirm problem resolution

Type	Report Name
!	<u>Coaching Completion Rate down 6%</u>
!	<u>Avg Pos Calibration variance up 8.1%</u>
!	<u>% Evals on QM interactions down 5.3%</u>

Open Delete Refresh



# Quality Optimization - Summary

- **Align QM process with specific business issues**
- **Ability to easily link QM efforts to operational metrics**
- **Clear identification of the most problematic agents/groups based on business needs**
- **Quick and deep understanding of the root cause of CC issues**
- **Immediate and effective corrective actions**



Questions?





**Thank You!**

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**NICE**