The US Contact Center Decision-Makers' Guide 2019-20

The Quality Management & Call Recording Chapter

Sponsored by

CallFinder®

Cloud-based Speech Analytics

Powerful. Affordable. Easy.

"The 2019-20 US Contact Center Decision-Makers' Guide (12th edition)"

CallFinder®
Cloud-based Speech Analytics
Powerful. Affordable. Easy.

CallFinder® is a leading provider of cloud-based SaaS speech analytics, automated call scoring, and speech-to-text transcription technology with sentiment analysis. We take the best of leading speech analytics technologies to deliver a robust, flexible platform that optimizes contact center performance, functionality, and user experience without compromising customer interactions analytics. Our easy-to-use solution is designed to help small and medium size businesses and contact centers automate quality monitoring to improve agent performance and provide a superior customer experience.

CallFinder clients experience:

- 100% visibility into agent-customer interactions
- 100% monitoring of interactions, up from only 5-10%
- Scalability of QA reviews with the same size QA team

We work with a wide range of industries including contact centers, healthcare, hospitality, finance and banking, collections, insurance, and more.

All CallFinder clients are supported by our unparalleled MyAnalyst managed client support service. We provide tailored one-on-one training and support that enables your business to derive actionable information from the CallFinder solution. Our analysts will assist in transforming your manual Quality Assurance or Quality Monitoring business processes into automatically delivered scorecards, transcripts, and reports that measure key business metrics and help you manage your business and contact center operations.

Schedule a demo of the CallFinder solution today.

Contact:

CallFinder

a: 1795 Williston Road, Suite 200, South Burlington, VT 05403 USA

Laura Noonan, SVP Sales & Marketing

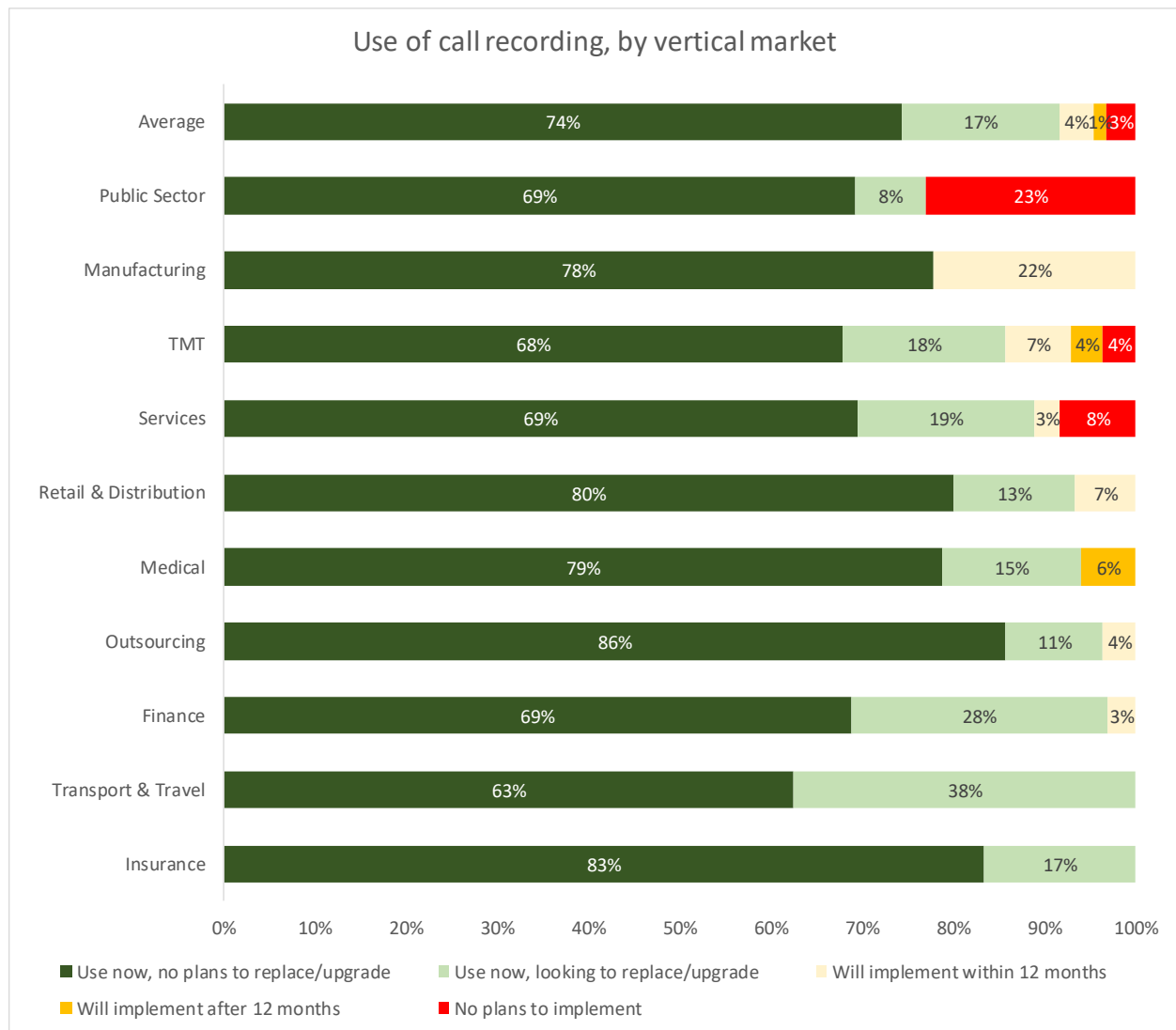t: 800-639-1700

e: lnoonan@mycallfinder.com

w: www.mycallfinder.com

4

CURRENT & FUTURE USE OF CALL RECORDING

Consistently one of the most widely-used contact center technologies, call recording is used by 91% of this year's respondents, 19% of whom state that they wish to replace or upgrade their current system. Only 3% of respondents have no intention of using call recording, most of which are in the public sector.

Figure 1: Use of call recording, by vertical market

Use of call recording, by vertical market

	Use now, no plans to replace/upgrade	Use now, looking to replace/upgrade	Will implement within 12 months	Will implement after 12 months	No plans to implement
Average	74%	17%	4%	1%	3%
Public Sector	69%	8%			23%
Manufacturing	78%		22%		
TMT	68%	18%	7%	4%	4%
Services	69%	19%	3%		8%
Retail & Distribution	80%	13%	7%		
Medical	79%	15%		6%	
Outsourcing	86%	11%	4%		
Finance	69%	28%	3%		
Transport & Travel	63%	38%			
Insurance	83%	17%			

A considerable proportion of respondents in the transport & travel and finance sectors report that they are looking to update their call recording solutions. Taken in the context of data from elsewhere in this report, this is almost certainly connected with adding speech analytics capabilities to the recording functionality in order to improve the QA process, increase compliance and gather new business insight from their customer interaction records.

The use of call recording has in the past been influenced by the size of the contact center operation, although the current figure of 83% penetration in respondents from small operations shows that vendors have been able to offer solutions successfully at various price points and deployment methods.

Figure 2: Use of call recording, by contact center size

Use of call recording, by contact center size

	Use now, no plans to replace/upgrade	Use now, looking to replace/upgrade	Will implement within 12 months	Will implement after 12 months	No plans to implement
Average	74%	17%	4%	1%	3%
Large	75%	23%	2%		
Medium	77%	21%	2%		
Small	72%	11%	6%	3%	7%
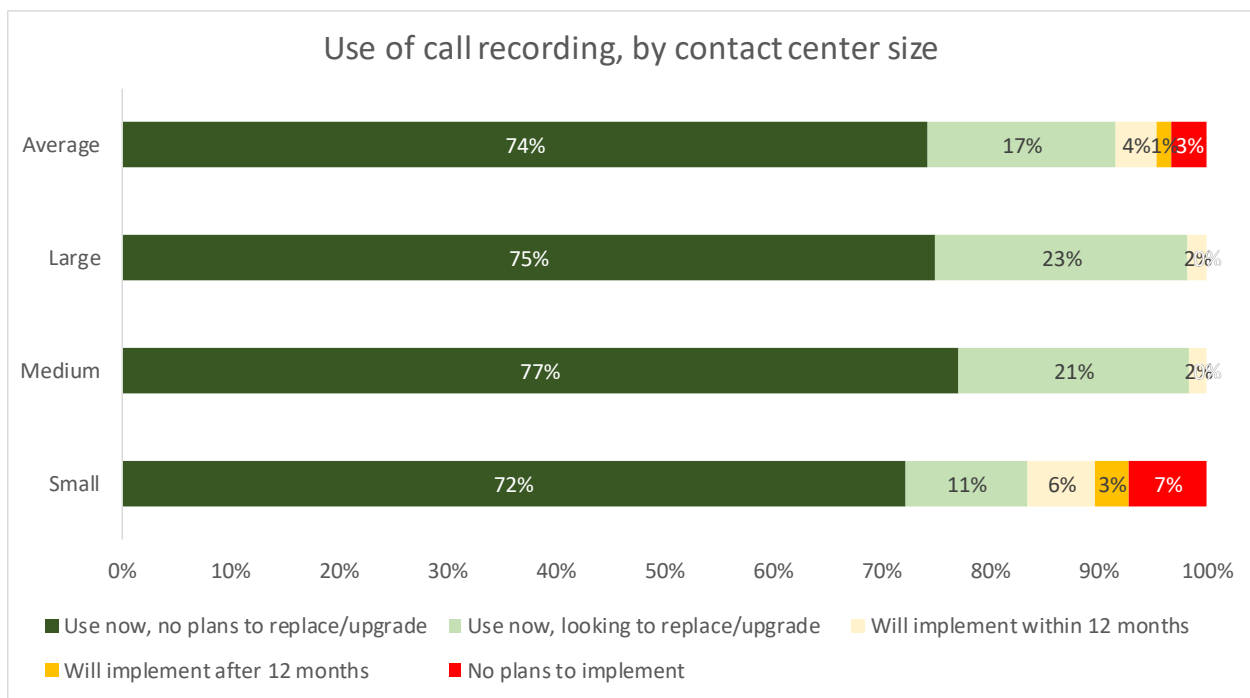
CallFinder®

Redefining Call Centers With Speech Analytics Technology

Jay Rosenblatt, CEO - CallFinder

Due to fast-evolving customer expectations to optimize live interactions, most organizations are taking the leap from aging technology stacks of recording, as well as outdated quality monitoring and workforce management tools, towards automated solutions with call scoring, and active management using speech analytics technology. Cloud-based speech analytics and call scoring technology is proving to be powerful, affordable, and easy to use for contact centers and Business Process Outsourcers. For example, CallFinder's solution enables small and medium size businesses to gain mangement visibility into 100% of agent-customer interactions, deliver insights to improve agent performance, automate quality monitoring, and provide a superior customer experience. Today's speech analytics solutions are not only empowering businesses to automatically score agent-customer interactions, the technology scans and transcribes calls for customer insights that only monitoring and analyzing 100 percent (100%) of interactions can deliver.

Technology that Drives Speech Analytics: CallFinder's speech analytics platform is the over-arching solution that encompasses call and agent scorecards and transcriptions. The user-intuitive SaaS solution combines a phonetic search engine with a language processing model to provide a robust solution that enhances accuracy rates and ease of use, offering analytics on voice as well as text conversations. The most impactful feature of CallFinder's solution is the automated scorecard reports that are easy to create and share with team members for transparency in the contact center's call handling performance, compliance and more. Added benefits of the solution are the customizable reports that clients use to unearth the reasons their customer are calling them, lending the ability to track patterns and trends within agent-customer interactions.

How Speech Analytics Works to Deliver Insights: It is pertinent to mention, CallFinder processes interactions in near real-time, including metadata, in a systematic, unbiased way so that trends emerge, ultimately transforming unstructured data into actionable business insights. Businesses use CallFinder to reveal agent knowledge gaps and problematic or exemplary behavior to pave the way for coaching opportunities that improve performance, productivity, and call-handling strategies.

Client Experiences with SaaS Speech Analytics: RoadVantage provides automotive road hazard warranty products. They were looking for a way to improve consistency in how information about processes and claims services was delivered to their service writers and customers. The call center was searching for an automated solution to monitor agent-customer conversations to ensure service consistency and deliver prompt and efficient adjudication of claims. The client opted for CallFinder who took the time to work with the client to determine the optimal search structure and scorecards to meet RoadVantage's business process and customer experience improvement goals. Working with CallFinder, RoadVantage was able to:

- **Reduce call handle times by 14%.**
- **Gain 100% management visibility into their customer interactions.**
- **Increase productivity and efficiency of QA teams by monitoring more interactions in less time.**

Why Work With CallFinder: CallFinder offers managed client support through the MyAnalyst program, a robust one-on-one training and support solution provided so that businesses quickly become comfortable with the interface, and adept at creating and refining scorecards and reports. Every CallFinder client is assigned a dedicated CallFinder Analyst who works with them throughout implementation and post-implementation stages to align the discovery with client goals, create scorecards, reports, and train internal stakeholders and users on the CallFinder solution. Learn more and schedule a demo of the CallFinder solution at mycallfinder.com.

SITUATIONAL CALL RECORDING

40% of call recording users can choose to record based on the call profile (i.e. business rules based on the nature of the call), and 25% can do so depending on who the caller is. 45% can record based upon the inbound contact center number being called.

Figure 3: Situational recording choices

Situation	% respondents choosing to record or not record
Call profile (e.g. do not record calls made to HR; outbound calls to states with 2-party recording regulations; etc.)	40%
Based on ANI (automatic number ID, i.e. the number calling in)	25%
Based on DNIS (dialed number ID service, i.e. the number being called)	45%

As with any form of recorded and potentially sensitive customer data, the secure storage of recorded calls must be taken into account. 42% of respondents choose to store their recorded calls offsite, either as part of a cloud-based call recording solution, or through a dedicated backup facility as part of a wider disaster recovery plan, an increase on last year's figure of one-third.

The majority of respondents in medium & large operations state that they have dedicated secure hardware on-site in which to store their call recordings, and some choose both on-site and offsite duplication of storage. A small proportion of respondents, usually in smaller contact centers, state that the call recordings are stored onsite on standard hardware (e.g. in hardware that is also be used for other purposes). For most vertical markets, there is little pattern shown in where they choose to store recorded voice interactions. However, it should be noted that only 19% of finance respondents choose a hosted offsite option, compared to 61% of outsourcing respondents: this may be indicative of each vertical markets' respective propensity to retain control, or to welcome third-party involvement.

Figure 4: Storage of recorded calls, by contact center size

Contact center size	Offsite (hosted / cloud)	Onsite (dedicated secure hardware)	Onsite (on standard hardware)
Small	48%	49%	10%
Medium	34%	66%	6%
Large	40%	65%	0%
Average	**42%**	**59%**	**5%**
NB: multiple choices are allowed - totals may be greater than 100%			

Call recording and monitoring may have been around for a long time, and it remains at the forefront of the battle to improve quality and thus customer satisfaction and loyalty. The new generation of interaction recording solutions brings the whole contact center into play, supporting agent best practice and improvement, ensuring compliance with regulation as well as improving the organization's insight into the customer experience through analytics.

Recording solutions have moved on from the days of simple bulk recording, and the phrase 'call recording' is no longer an accurate description of the solution, and it is certainly more realistic to talk of 'interaction recording', which captures and synchronizes what is happening on the agent's screen with what is happening in the audio channel, and allows recording of after-call work, email and web chat, and can be used to identify areas of workflow improvement.

The traditional user of interaction recording solutions has been the **contact center supervisor or team leader**. The supervisor deals heavily with quality monitoring at the agent and team level, using the recording facility along with data about the call (e.g. call outcome) to provide examples of best practice to other team members. This means the supervisor does not have to listen in live to the call, but can choose which to listen to, considerably reducing cost.

The challenge has been that it is impossible to listen to every call. It's also difficult to know which calls are worthy of further evaluation based on the presence or absence of poor or good performance behaviors or other risk factors. Interaction analytics transcribes and analyzes all call recordings, consistently and objectively. Supervisors no longer have to listen in live on calls. Instead, based on KPIs established by the company, they can search for calls that meet a certain criteria and listen to only those that have significant coaching value. This not only helps improve agent performance, it also reduces the time and cost of manual call monitoring. The use of interaction analytics means that 100% of calls with 100% of agents can be monitored, meaning that it is possible to make sure that agents comply with all business rules as well as regulations. Linking this information with metadata such as call outcomes, sales success rates and other business metrics means that the most successful behaviors and characteristics can be identified and shared across agent groups.

The supervisor may also be responsible for the initial stages of customer dispute resolution, and can find out exactly what has been said by customer and agent in order to deal with the matter accurately. In industries where recording may be a legal requirement - an increasing trend - businesses may have compliance officers to deal with disputes. Even in areas which do not require bulk recording, many companies look upon this solution as a tool to protect against litigation.

With some of the more sophisticated interaction recording solutions available, the supervisor can move into a more analytical role, understanding not only what has happened, but the reasons for it as well. Taking a top-level view of team performance, a supervisor may see that certain types of call have been dealt with very quickly by a specific agent. Standard management information systems may show this as a positive situation, but the use of interaction recording capabilities may find that the agent is unable to help the customers, and is simply passing the calls through to colleagues. Now the supervisor has a chance to improve the situation, rather than missing the problem altogether.

Agents can add to the value of interaction recording: by using agent-initiated tagging of calls, the front-line team can add to the store of useful information which can be acted upon by the company as a whole. For example, if customers talk about the competition and what they are offering specifically, these agent-tagged calls can be reviewed for possible action by a business's commercial team. This has the added benefit of making agents feel a key part of the overall business.

A strategic use of call recording may occur at the **management or executive** level. When all interactions are recorded and analyzed, a complete performance management program may be put in place. Agent performance can be viewed by supervisors, team performances can be analyzed by the operational manager, and contact center performance can be evaluated by executives. Analysis of interactions is also vital as part of a wider process optimization strategy, to identify good and bad business practices and business process bottle-necks. Analysis of interaction recording is also vital to gaining a thorough understanding of the customer experience across channels and interactions, as part of a customer journey / Voice of the Customer project.

Using interaction recording, the performance of the contact center as a whole can be viewed in terms of quality, not just quantity. Key performance indicators can be set and reviewed (such as average revenue per call), which are directly relevant to the needs of a business as a whole. Contrast this with the traditional efficiency measures of a contact center's success: average speed to answer, average call duration and occupancy rate. Measurement and improvement in key performance indicators, due to interaction recording analysis, will help to prove the contact center capable of making a real impact on a company's profit.

Of those contact centers which use interaction recording, the majority use it for both quality assurance and training purposes, so that the supervisor and the agent can both learn from it. Many of those using interaction recording solutions are trying to get their senior management involved in what goes on within the contact center. Compliance has also been a major reason to implement call recording.
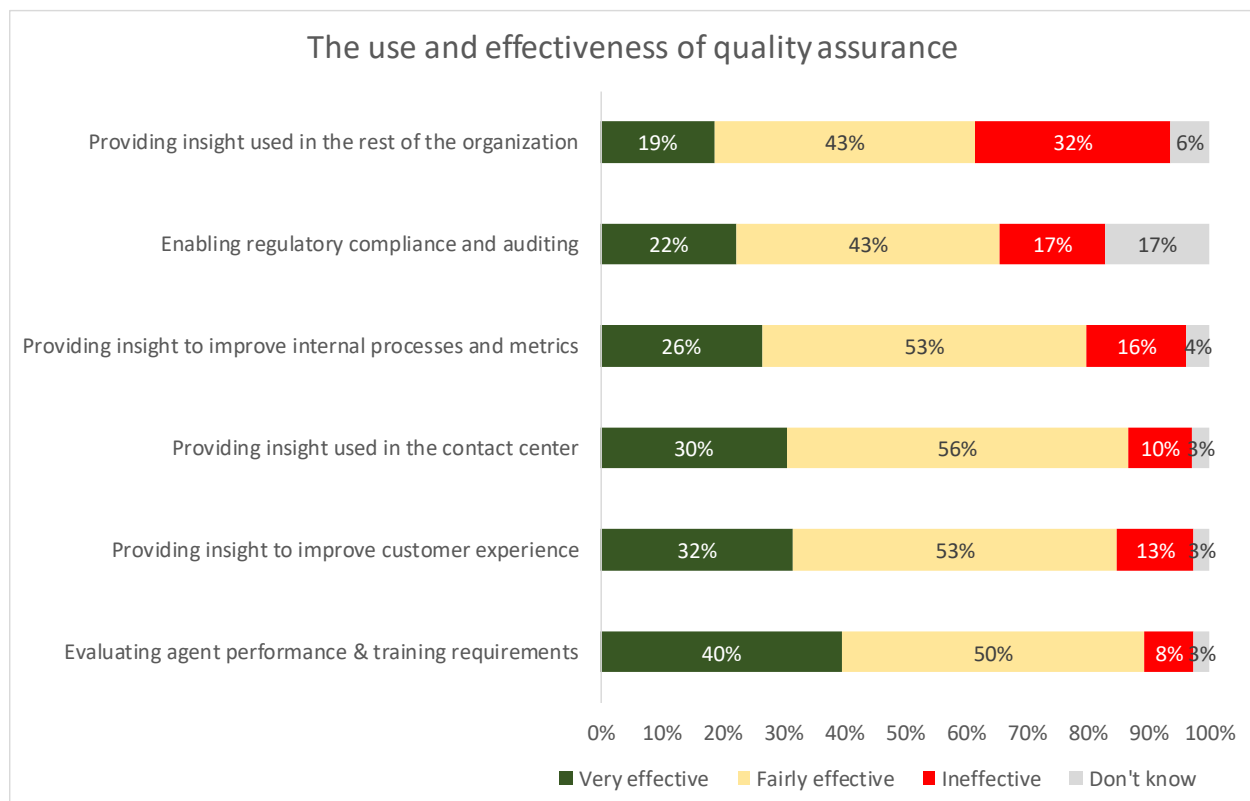
EFFECTIVENESS OF QA

When respondents were asked about how effective their QA processes are and what they are used for, it is noticeable that more of these respondents are lukewarm about the results of their QA processes than are actively enthusiastic: none of the options given had more respondents judging the QA process as 'very effective' rather than merely 'fairly effective' for this purpose, showing that there is still a need for improved functionality.

32% feel that QA drives customer experience improvements significantly, however, customer insight gained from the quality assurance process stands a very significant risk of not being used effectively within the wider organization, although the feeling is that it does generally help the outcome at agent level.

As such, it seems fair to comment that QA is currently used far more effectively and widely as a tool for improving agent productivity and skills, rather than as input into strategic business improvements, and it is fair to say it is not yet being used at its full potential.

Figure 5: The use and effectiveness of quality assurance

The use and effectiveness of quality assurance

| Category	Very effective	Fairly effective	Ineffective	Don't know
Providing insight used in the rest of the organization	19%	43%	32%	6%
Enabling regulatory compliance and auditing	22%	43%	17%	17%
Providing insight to improve internal processes and metrics	26%	53%	16%	4%
Providing insight used in the contact center	30%	56%	10%	3%
Providing insight to improve customer experience	32%	53%	13%	3%
Evaluating agent performance & training requirements	40%	50%	8%	3%

Survey respondents were asked their opinion on how effective they felt their quality evaluation was for specific contact center activities, including inbound and outbound activity, and multichannel work. As might be expected from the activity that has been around the longest, inbound telephony was judged to have the most effective quality evaluation, with 37% of all respondents stating that it was very effective. Evaluation of outbound calling was somewhat less positive, with 17% of the respondents who evaluated outbound activity feeling that it was ineffective and 33% very effective.

For back office work evaluation, more respondents believed their QA to be ineffective than very effective, but the majority either did not have an opinion, or did not use quality evaluation for back office processes. As workforce optimization solutions continue to evolve, and processes get tracked throughout the enterprise - not just in the contact center - the back office will have considerably more attention drawn to it, as it is ripe for improvement in many organizations as these figures suggest.

Multichannel quality evaluation still has some way to go to reach the standard of telephony QA. Only 23% of respondents that evaluated email quality said that it was very effective, and 15% believed it ineffective. For a channel that has been offered to customers for well over a decade by most businesses, this is not very impressive: neither of the newer channels of social media and web chat had much better results.

Figure 6: Effectiveness of quality assurance, by channel

Effectiveness of quality assurance, by channel
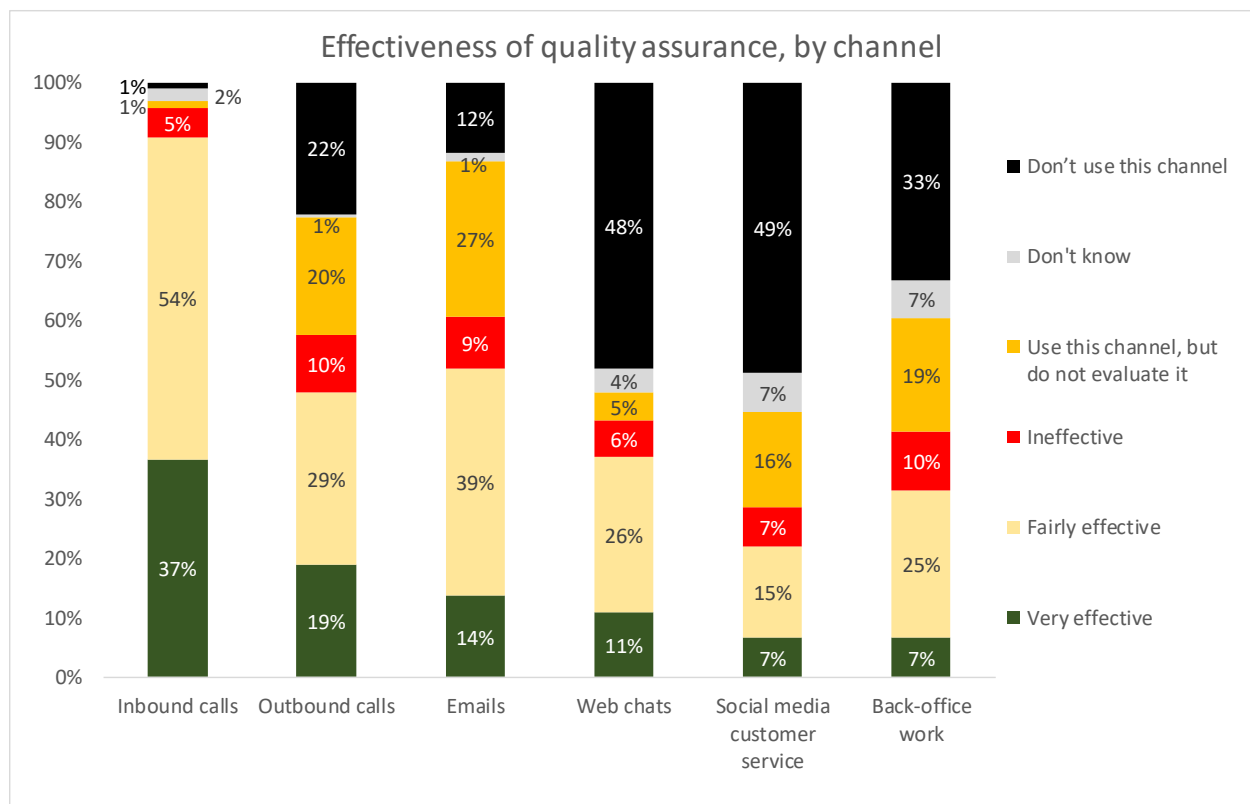
Operations driving their performance and quality forward often carry out many of the same types of improvement:

- Assessment: changing QA assessment frameworks (the scorecard), not just in the contact center but in some cases across back office functions as well as for emails and other contact types

- Freedom: giving advisors the freedom to do what is needed to meet the customers' needs; stepping away from the standard process where this is not appropriate and taking steps to improve processes for the future

- Development: creating a cultural change supported by a new coaching and development framework – for example, how the evaluation process is used for performance management and enabling the advisors to make suggestions for improvement

- Learning: linking quality into a wider continuous improvement framework, gaining insight about the drivers for customer satisfaction and loyalty which can be shared throughout the organization in a quality-focused 'Voice of the Customer' program.

There are also some clear critical success factors:

- Organizations need to distinguish compliance from customer satisfaction. Adherence to process and risk management are vital in most industry sectors but they don't necessarily drive customer satisfaction, so there has to be a balance that doesn't impact the customer negatively

- Organizations have to put the customer first: learning from customer feedback mechanisms is essential to driving success

- There has to be a strategic use of quality – aligning QA to strategic goals is extremely important, if businesses are measuring something that doesn't impact upon their strategic aims, then it's a pointless exercise that takes focus away from what's really important.

The process of quality management - which includes quality assurance and quality monitoring (QA/QM) - tends to look at several specific steps in an iterative cycle:

1. interaction recording
2. monitoring and scoring interactions, whether through manual or automated analytical processes
3. identification of issues and subsequent feedback, coaching, training and e-learning
4. reporting at an integrated level
5. identification of areas for improvement, which are then acted upon and measured.

It is the responsibility of contact center management to identify required agent behaviors and characteristics that are most closely aligned to the operational requirements of the contact center, which should themselves be driven by the strategic requirements of the entire organization. The time is long since passed when agents' performance was focused on call duration or number of calls handled per hour: in fairness, this focus upon the production line method of handling interactions may have been more to do with the lack of tools available to look at metrics that impacted the customer experience. Nowadays, there is no excuse for focusing on efficiency to the detriment of quality and customer satisfaction, nor are there now many examples of contact center operations that continue to pursue this way of working.

Voice of the Customer (VoC) programs help to identify the characteristics and outcomes of interactions that customers most value, rather than simply ensuring compliance. ContactBabel research has consistently found that first contact resolution is most highly prized by the majority of customers, placing traditional contact center metrics such as call duration or even average wait time into the background. Many contact centers are still measuring and rewarding agents based upon metrics and behaviors that are not aligned with the more modern customer-centric outlook. Quality scoring tools and processes must be flexible enough to encourage and reward the agent characteristics and skills that support the overall organization's aims, rather than seeing the contact center existing in a vacuum where productivity is all that counts. The scoring criteria should be re-evaluated a regular basis, and to make sure that scores are fair and consistent across the contact center, there should be regular re-checks of calls already scored by other supervisors or QA staff.

As the focus of contact center's success moves away from the individual interaction, and more into understanding the entire customer journey, no matter how long that takes, quality management should look to do the same. Many customer interactions require more than a single interaction or channel, and to understand quality from the customer's viewpoint, all of the interactions between the customer and business should be monitored and understood.

In operations which are using manual quality processes, listening to 100% of calls is clearly impossible. The majority of benefits from quality monitoring come from understanding the best and the worst calls, so as to propagate best practice and to retrain agents where needed. However, listening to a small random sample of calls is unlikely to show either the highs or the lows, so this is an opportunity missed for many operations. The use of speech analytics for quality purposes has taken off significantly, especially in larger operations. This allows the analysis of all calls, allowing supervisors and QA teams to focus upon the areas in most urgent need of attention, and to provide training and coaching to those agents in greatest need. The next chapter considers analytics in more depth.

Quality management outputs can be used by the HR division in order to track the success or otherwise of recruits, and feed this back into their recruitment practices so as to attract more candidates with the skills that prove successful in the contact center environment. The training department can see where the greatest needs for improved training courses are: for example, if a large proportion of new agents receive low scores for similar attributes or characteristics, improvements to the induction course should be considered.

As quality-focused call recording is used by the vast majority of the industry, contact centers have a clear understanding of what works for them and what doesn't.

Respondents to recent ContactBabel surveys were asked which interaction recording functionality they would most like to add or improve. Of the seven choices provided, three stood out as the most popular. In order:

- providing better data management information systems and reporting

- adding and improving multichannel capabilities.

- improving the ease of use for supervisors and trainers.

The most frequently-stated addition to recording functionality is a demand for higher quality of data to feed into the management information and reporting process (and also into the supporting wider analytical processes). Many respondents also acknowledge that recording is moving out of the voice-only territory, and will need to be able to handle multichannel with similarly rich functionality.

It is likely that the major change to quality management in contact centers will come from the continued growth in the use of analytics, which allows organizations to take 100% of calls and interactions into account within the quality process. This easily and quickly identifies the outliers - both good and bad - as well as being able to provide analysis of all of an agent's calls so as to assess them more accurately. Currently, analytics is a useful tool for identifying where to look, but is not yet a substitute for the knowledge and experience of quality management professionals.

Based on results from quality management professionals who state that they do not have sufficient time to do everything that they would like to, we would also expect future quality management tools to focus on further automating manual processes. Furthermore, significant proportions of survey respondents indicate that outside the traditional practice of ensuring the quality of inbound calls, QA is far less effective in handling digital channels. As the relative and absolute importance of non-voice interactions will continue to grow throughout the industry, this is a challenge to which solution providers must rise.

ABOUT CONTACTBABEL

ContactBabel is the contact center industry expert. If you have a question about how the industry works, or where it's heading, the chances are we have the answer.

The coverage provided by our massive and ongoing primary research projects is matched by our experience analyzing the contact center industry. We understand how technology, people and process best fit together, and how they will work collectively in the future.

We help the biggest and most successful vendors develop their contact center strategies and talk to the right prospects. We have shown the UK government how the global contact center industry will develop and change. We help contact centers compare themselves to their closest competitors so they can understand what they are doing well and what needs to improve.

If you have a question about your company's place in the contact center industry, perhaps we can help you.

Email: info@contactbabel.com

Website: www.contactbabel.com

Telephone: +44 (0)191 271 5269

To download the full "2019-20 US Contact Center Decision-Makers' Guide", free of charge, please visit www.contactbabel.com