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WHITE PAPER

20 speech analytics use cases to help you succeed

For nearly two decades, speech analytics software has transformed how organizations analyze conversations in the contact center. Whether you're a marketing executive, a business process guru or a seasoned contact center professional, it is important to know all the ways to leverage this powerful analytics tool. This white paper discusses the features of speech analytics and how they can be used to gain insights that will improve the customer experience, employee engagement and drive compliance.

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Contents

Channel owners:

- Web content management team
- Social media team
- Interactive voice response team
- Mobile app team
- Community forum manager
- Customer portal team

The term speech analytics has often been referred to as word spotting or keyword search. With increased accuracy and speed, speech analytics has outgrown these basic terms and now represents the tools needed to understand not only voice interactions converted to text, but interactions that are natively text, such as emails, click-to-chat, social media and customer relationship management notes. But just having the ability to find a word, phrase or sentiment is not enough to justify the investment in the tool, organizations should deploy the technology with precision and intent.

OpenText has seen the number of use cases for speech analytics grow over the past two decades. This paper summarizes the top 20 that can help organizations succeed.

This white paper separates the 20 use cases into three categories:

1. Improving the customer journey and overall experience
2. Driving employee engagement and coaching
3. Turning compliance insights into action

Each section is full of customer examples and return on investment (ROI) calculations. The paper also provides a best practice for assembling a successful speech analytics team.

Improving the customer journey and overall experience

1. Customer channel containment and call avoidance

For cost-conscious customer service organizations, creating self-service tools on their website, phone menus (IVR), mobile apps and community forums are a cost-effective way to deflect customers from the most expensive channel—the contact center. And while each of these channels is designed with the best intentions, not every scenario can be accounted for at design time. How do you satisfy the customer's need? Which options should be mentioned first? What tools should be used on the website? Is the mobile app helpful?

Customers frequently mention these alternative channels when speaking to an agent on the contact center:

- Your mobile app wouldn't let me...
- That page on your website didn't make sense!
- The mobile app couldn't...
- I was stuck in your phone system and I couldn't understand
- I'm logged into your site, but I can't find where I...

OpenText recommends implementing phrases for various customer channels to build Smart Views in OpenText™ Explore to identify words, phrases and sentiment that express dissatisfaction for each channel. Users can build unique Smart Views for each channel and share the view with channel owners.

Communication owner:

- Customer Communications Management team
- Claims team
- Forms and automation team
- Customer portal team

The most common contact center metric for this use case is call avoidance. The most common metric used by the channel owner is channel containment. One represents reducing calls to the contact center and the other represents the success of containing a customer by that channel. Although usually the objective is to increase call avoidance and channel containment, some revenue-generating centers will be trying to do the opposite, for example, monitoring shopping cart abandonment to see why customers leave their items and call. In some rare cases, a web team may want to increase conversion into the contact center. Organizations can create a steering committee to evaluate all channels and plan a strategy that is right for them.

2. Customer communications insight and call avoidance

Each day, organizations send out thousands, possibly millions, of emails and pieces of postal mail. While most of these might be advertisements and promotions, there will also be communications such as:

- Statements.
- Explanation of benefits.
- Notices.
- Documents.
- Forms.
- Newsletters.
- Reminders.

In most cases, just like channel containment, an organization's goal should be to reduce the amount of calls generated by these communications. Again, customers frequently mention these communications when speaking to an agent in the contact center:

- The calculation on page two doesn't look right.
- What do I need to pay the doctor?
- When does this expire? It isn't clear.
- I have a question about the newsletter.
- Do I need to fill out section three on that form?

OpenText recommends building out phrases that express dissatisfaction with various customer channels and building Smart Views in Explore to identify words, phrases and sentiment for each communication method. Users can build unique Smart Views for each channel and share the view with communication owners.

As an example, a large insurance company in the United States used speech analytics to modify the explanation of benefits (EOB) documents sent to customers after a health insurance claim. Their old EOB, which was simple text and used industry jargon and abbreviations, was driving calls into the contact center at a high volume. The insights from speech analytics identified the most commonly asked questions and the topics creating the most dissatisfaction. The EOB was redesigned with color callouts, graphs that clearly explained the calculations and tips to help the client understand the document without having to call the contact center. Call volume was significantly reduced and has saved the organization millions of dollars.

3. Identify and correct processes or automation outliers

Organizations can use speech analytics to find terms associated with specific processes. Processes can include things such as:

- Fulfillment of an order.
- Refunds or returns.
- Employee automation.
- Missing items.
- Broken systems.

The goal is to fix the broken process by identifying when something didn't go right. Most of these projects will start with a BPI (business process improvement) journey map. In the article, Using end-to-end processes to improve customer service is a 'No Brainer,' author Holly Lyke-Ho-Gland of the American Productivity and Quality Center says, "There is enormous value by looking across the business silo and focus on the customer and value-creation through end-to-end processes. This value is even more evident when paired with customer journey maps, which ultimately improves the customer experience."[1]

But how can organizations find where processes are broken? They can start by building Smart Views that target phrases such as:

- I never received the email.
- I opened the box and it was missing.
- Your mobile app gave me an error.
- I don't understand the process.
- I can't get into your system.

BPI projects can have tremendous return on investment. In most cases, searching for the process outliers is the hardest part of the post-journey mapping process. Finding enough examples of a "defect" or "failure" is easy with speech analytics. Organizations should use tools such as clustering, word map clouds and trend graphs that provide a picture of not just the known problem, but the root cause. Why did the email not go? What is causing the system to crash? Why are the items missing from some orders? This can significantly help users such as:

- Six sigma researchers.
- Business process improvement teams.
- IT professionals.
- Journey mapping project leaders.

1 Lyke-Ho-Gland, Holly. APQC Blog, Using End-to-End Processes to Improve Customer Service is a 'No Brainer' (2018), https://www.apqc.org/blog/using-end-end-processes-improve-customer-service-no-brainer

Tweet:Call ratio

An organization's executive team can open Twitter or Facebook at any time to discover more about its brand. These tools are accessible and executive leadership can even get daily reports with social media insights. But they should consider the quantity of tweets or posts they receive compared to the volume of calls they receive. This is called the Tweet:Call ratio. In many cases, this can be 1:1,000 or 1:10,000. Are executives getting a clear picture of the customer experience with one one-thousandths of the story? OpenText recommends a two-phased approach to social media insights:

1. **Quickly fix:** Social media is public. Organizations should invest in tools that quickly identify customer mentions in social media and resolve them publicly. But they should not rely exclusively on these social media interaction tools to paint a picture of their customer service organization, sales aptitude or brand image
2. **Holistically understand:** Speech analytics can help organizations understand the bigger picture. Instead of basing their roll-up reporting to the C-suite on one comment, they can amplify their understanding with the 1,000. And executives will appreciate making decisions based on data rather than the rants of the vocal few.

4. What are customers escalating?

"I WANT TO SPEAK TO YOUR SUPERVISOR!"— the words that no contact center agent ever wants to hear. Escalations are the symptom of something terribly gone wrong or customers' perceived injustice. For this best practice, organizations should not limit their search to the phrase "want to talk to a supervisor." They should start by building a search on the phrase, but then let concept-based understanding reveal the surrounding words and phrases.

The escalation root cause can be:

- **Agent related:** "Related concepts" word maps will review cases that are due to agent behaviors, such as a lack of empathy, knowledge or action. These calls can be automatically classified with an "Escalation" tag and used for coaching. Further in this document, the section on evaluation plans discusses how to avoid escalations.
- **Business related:** With the phrase "no offense to you, but I need speak to a supervisor," there is a subtle difference in tone and wording. But this escalation is generally because of something beyond the agent's control. These instances can be a real process breakdown, but can also be an example of fishing. Fishing means repeated attempts at a task, such as asking supervisors to secure a refund, concession or upgrade. Businesses can learn from these fishing expeditions to prepare for loopholes and ways to please customers from the onset.

Lastly, escalations unchecked can lead to a more serious type of speech analytics query, which includes mentions such as:

- Attorney general.
- Better Business Bureau.
- My lawyer (attorney).
- See you in court!
- Consumer Financial Protection Board (CFPB).
- File a complaint.

Organizations can find escalations, coach employees and fix business-related challenges before problems go from bad to worse.

5. Competitive intelligence

Speech analytics is an invaluable tool for competitive insights, such as how customers compare an organization to its competition. Customers share their feedback openly with agents in the contact center and now is the time to throw away tick sheets and tally cards. Most contact centers use call dispositioning and manual methods with moderate success. Plus, these are not easily traceable to the original interaction. If an organization tallied all competitive mentions in one day, it would be difficult to find those calls and listen to them in context.

Speech analytics can point users to the root cause and frequency of mentions of their organization's products and services. How often is the competitor mentioned? Which ones are mentioned and about which topics. Is it price? Functionality? Service?

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Ask. Listen. Connect.

OpenText enables a truly holistic, 360-degree voice of the customer (VoC) approach by collecting and analyzing customer feedback in three ways:

- Ask: OpenText™ Qfiniti Survey collects direct inbound and outbound responses in the form of customer satisfaction surveys.
- Listen: Explore captures indirect customer feedback through advanced speech analytics.
- Connect: OpenText™ Qfiniti ICE enriches the content of customer interactions by automatically assigning metadata points from CRM and computer telephony integration (CTI) to identify inferred feedback from every customer interaction.

Broad and deep VoC rewards not only the customer but the employee and the business as well by:

- Reducing survey fatigue through smart campaigns triggered by speech analytics.
- Providing contextual feedback from each interaction within the complete inferred picture.
- Delivering direct and comprehensive customer feedback based on rich VoC insights into expectations, behaviors and opinions.

An organization can list its competitors as separate Smart Views and track results. These results can drive:

- Pricing decisions.
- Product design.
- Brand awareness.
- Advertising threats.

While social media is a frequently used tool for competitive intel, it only represents a fraction of the customer's voice.

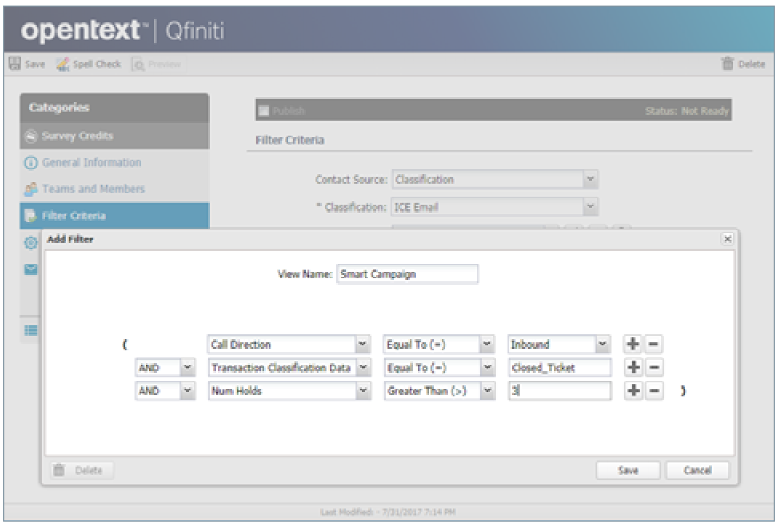
6. Trigger surveys with a purpose

When a customer survey form is designed in most enterprise feedback management (EFM) tools, the design of the form is typically based on a broad audience. Full of question branching, jumping and options, these forms are reusable across different call types, customer types and scenarios. With this approach, customer survey forms have questions such as:

- What was the purpose of your call today?
- Did you experience any problems with your service?
- Please select which of the following reasons for your call.
- Did you call more than once to have your issue resolved?
- Which product are you calling about today?

Unfortunately, customers must answer these questions as part of a survey because organizations can't link this data to the survey system. Each answer provides specific "branches" of the survey form and increases the validity of the data. But why ask a customer for information that is already known? For three reasons:

1. The EFM system is not linked to customer relationship management (CRM), contact center interaction metadata or call recordings.
2. Call dispositioning mechanisms are incorrect or not maintained.
3. The EFM vendor is charging by the amount of forms maintained in their system and having one large form is cheaper than having multiple forms connected to metadata.



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Does that run small?

Recently a retailer leveraged OpenText™ Explore to reduce customer effort by making the shopping experience seamless and easy. In one case, speech analytics identified that "true-to-size" information was not being communicated about all clothing items in a variety of retail channels. Working with their various suppliers, spokespeople, web designers and sales channels, they coached on how to communicate sizing information to address questions such as:

- Should I go up a size or down a size if I'm unsure?
- Will that shrink?
- If I'm normally a "medium," should I buy an 8?
- Does that run a little on the small side?

This retailer reduced customer effort and increased online purchases without the assistance of a contact center agent. For every order that does not require the assistance of a sales or service professional, the retailer can save $5 to $15.

With the addition of speech analytics, organizations can:

- Route specific surveys based on the topic of conversation AND the metadata.
- Reduce customer effort by only asking relevant questions.
- Increase survey acceptance rates by offering shorter surveys.
- Leverage flexible survey vendors that charge by survey consumption and not by the quantity of forms.
- Reduce the overall amount of surveys issued by using speech analytics to "Listen" rather than just "Ask" for feedback.

7. Single source of multichannel insight with text analytics

With the expansion of the customer experience into new channels, speech analytics tools have grown to incorporate more than just phone conversations. Speech analytics can often be referred to as interaction analytics, multichannel analytics, customer analytics or voice of the customer analytics. The inputs can vary from phone calls, emails, click-to-chat, social media and CRM notes. Speech analytics is transcribing 100 percent of voice conversations and turning them into text, but now organizations can combine those conversations with data across the enterprise.

This means they can increase the scope of searches to include these interactions and then toggle on and off the results by channel to pinpoint the root-case of an issue or target a customer sentiment in that channel. The team on these speech analytics projects can include:

- Web chat administrators.
- Social media teams.
- Email teams.
- Customer experience teams.
- Customer journey mapping teams.

Driving employee engagement and coaching

8. Reduce customer effort

In a recent CustomerThink article, Jim Rembach said, "From a customer effort standpoint, you're blind. Your biggest source of insight data is not visible. It's estimated that as much as 80 percent of the world's data is locked up in the voice conversation."[2]. Rembach is right. Customer effort is not a metric easily calculated and most of customer effort is a balance of frequency and emotion. Customer effort, or customer level of effort (CLE), is found in words and phrases such as:

- Ridiculous.
- Crazy.
- Hard.
- Complicated.
- Stupid.

For retailers, customer effort is about creating lifetime value, says Chris Petersen in the March 2018 commentary in Retail Customer Experience.

2 Rembach, Jim. Customer Think, Blinded Forever or Is Customer Effort Saved by AI Visibility (2018) https://customerthink.com/blinded-forever-or-is-customer-effort-saved-by-ai-visibility/

“Many retailers rarely ask these "effort" questions. Yet, they are at the very core of the Goliath's strategy that is gobbling up customers at an amazing rate... Increasingly, the "effort" required on the part of the customer is as important as product and price.”[3]

9. Call dispositioning

Customers don’t typically dislike the service in one channel or another, it is the “runaround” effort of bouncing between channels, the lack of process follow-through and the deficiency of agent knowledge.

One of the most common requests of a speech analytics project is “I need speech analytics to show me the reason people are calling.” For decades, call dispositioning has been attempted with varying levels of success in CRM screens and automatic call distributor (ACD) call codes. Symptoms of poor call dispositioning are agents:

- Classifying 89 percent of calls as “miscellaneous” or “customer service.”
- Choosing not to use any type of call dispositioning to save time.
- Struggling to choose between varying call reasons on the same call.
- Having trouble understanding complex codes or call types in a never-ending tree of call disposition codes.

The knowns: Speech analytics can be used to classify interactions with “known” call reason codes by building Smart Views associated with terms for that reason and tagging interactions for further analysis and reporting.

The unknowns: Advanced speech tools can also be used to analyze the “unknown” reasons for a call that are deeper than the basic reason code. For example, the reason code could be “product return” for returning a purchase; however, the reason for the return may be trapped deeper in CRM with other codes not identified in the call codes. Organizations can leverage speech to build related concept maps and let the solution build out the “unknown” factors in the initial codes.

Faulty math: With most methods, a call has a single disposition code. The sum of all interaction codes should match the overall call volume. With speech analytics, an interaction can have multiple call types and reveal interactions that warrant several reason codes. Users must ensure this is clear when sharing data.

3 Petersen, Chris. Retail Customer Experience, The horse you rode in on will not win the race for the future (2018) https://www.retailcustomerexperience.com/blogs/the-horse-you-rode-in-on-will-not-win-the-race-for-the-future/

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10. Net Promoter Score (NPS) validation

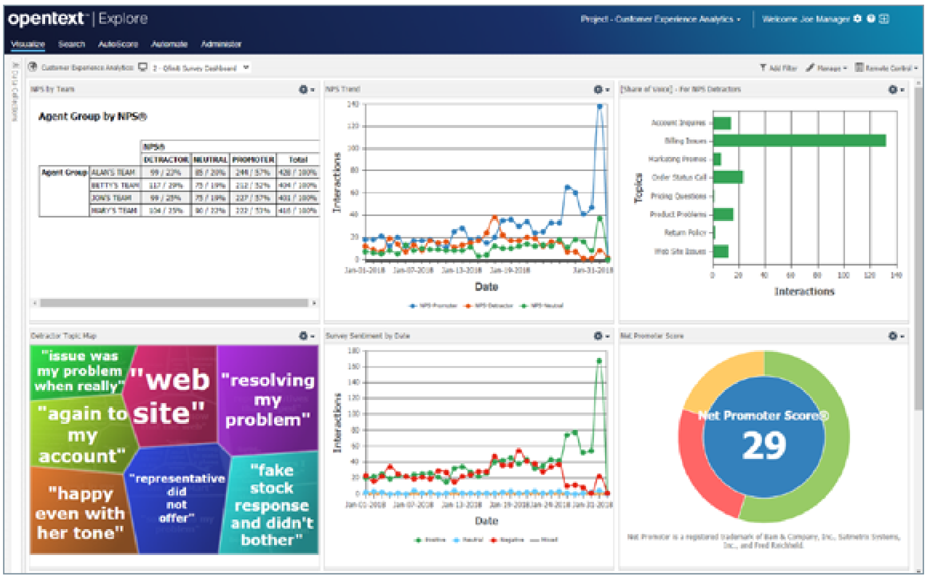
Should customer 'willingness to recommend' data go to the boardroom, the marketing department or the contact center floor? The answer is "all of the above."

Detractors in NPS are more likely to churn than promoters. In fact, 50 percent of NPS detractors are likely to churn within the next 90 days.[4] If this figure is shared in the boardroom, the organization is missing the action needed in the contact center. If the contact center can't resolve some of the frustration, customers will head toward the exits.

Speech analytics can reveal the reason for a customer's unhappiness. This enables organizations to use the feedback customers provide.

Promoters: Users can link NPS promoters to their verbatim survey comments, or better yet, to the entire interaction. They can link call disposition codes mentioned above with the score and let conceptual matching and sentiment reveal what part of their organization makes the promoters feel special.

Detractors: Users can perform the same exercise with detractors, looking for ways to personalize their response. Follow-up should not be defensive or out of context, but rather a conversation should start to listen, resolve their issue and track success.



4 Severson, Dana. INC, How a Detractor Can Damage Your Company (2016) https://www.inc.com/dana-severson/how-a-detractor-can-damage-your-company.html

11. Pulling calls for coaching vs. pushing moments that demand attention

Random coaching practices are prevalent and purposeful across the contact center industry today.

Before	After:
Three times a month a coach will: • Evaluate random examples, longer than 60 seconds to ensure fairness. • Assess the most recent calls so the topic is fresh on the employee's mind. • Avoid calls that might make the employee feel pressured.	Two times a month a coach will: • Evaluate interactions received in queue that have been tailored to the coaching plan. • Receive calls with problematic workflows or topics. • Get scorecard data based on 100% of the interactions in order to spot trends and take advantage of areas of opportunity.

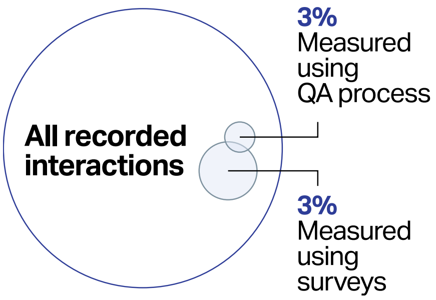
Speech analytics should be used to target coachable interactions. OpenText uses evaluation plans, which are custom-filtered evaluation plays that set:

- Topics based on interactions tagged by speech analytics, surveys or metadata.
- The frequency of coaching for that agent group.
- The distribution of coaching work across a QM team, team leaders or coaches.
- Injected calibration interactions that insure consistency of coaching.

Coaches can start with topics from section one of this document and should always use a balanced mix of calls that warrant praise and demand correction. "Pushing" interactions for coaching should be laser-focused on the desired business outcomes and employee behavior.

12. Analytics-driven quality monitoring

For measurement purposes, the number of interactions typically observed as part of a traditional QA model do not represent a statistically valid sample set. Simply put, most contact centers score a sample of interactions, and this study is used to estimate the score for all interactions of the same type, for the same group or for the same agent. When using a sample to make inferences about the entire set of interactions, larger sample sizes will consistently result in a more precise estimate. Using one or two recordings per week may be enough to facilitate an effective coaching session with an agent. But just a few interactions out of hundreds is not really a fair and valid measure, especially when such a small sample is used to affect an employee performance review and/or compensation or when the sample is being used to make critical and costly business decisions.



Using fewer samples also hinders a contact center's ability to include samples of every kind of interaction in the dataset. For example, a contact center agent may handle a mixture of sales, fulfillment, billing and return authorization calls throughout the course of a month. If the QA team was staffed to coach the agent on just three calls that month, the agent's quality score for that month would be based on a dataset that did not include a sample of at least one type of interaction. Furthermore, it would be inferred that the agent's performance was consistent on all types of calls, even though all types of calls were not included in the study. The same could be said about not including samples of calls collected at different times during the day or work week or not including samples of calls of various durations or complexity.

An analytics-enabled contact scoring platform can provide additional and significant visibility into contact center performance and the customer experience—insights not available via traditional measurement methods. With the right solution, this unique measurement process can be highly flexible and easily configured to measure a variety of business objectives. In most cases, the measurement of agent script adherence, agent skills proficiency and customer experience can be automated with speech analytics and this type of analysis can be leveraged against all recorded interactions instead of a few manually-selected contact recordings or just a few customer survey responses. A fully-featured, analytics-enabled interaction scoring solution will typically allow contact center users to:

1. Create lists of words or phrases that, when spoken by the agent or the customer, would indicate that a specific business objective has been partially or completely met or not met.
2. Configure how the use of this language on the part of the agent or the customer will affect the score of each interaction for that measurement category.
3. Select a group of interactions to measure for each category.
4. Validate results and tune the scoring tool to deliver a meaningful score.
5. Tune the analytics engine itself to ensure highest possible degree of accuracy.
6. View scored results for all interactions by team, agent, site, type of interaction, line of business, etc.
7. Track adherence, skills and satisfaction trends over time and compare relative performance across different contact center teams.

Of course, any analytics-enabled interaction scoring solution is only as accurate as the analytics engine that powers it. Contact center analytics solutions are becoming increasingly reliable, and as always, a few solutions consistently outperform others in terms of implementation effort, speed of ingestion and output accuracy. Anyone who has implemented an analytics tool knows to expect a great deal of fine-tuning and customization and that no analytics solution can measure everything.

As with any new performance measurement tool, agents and their leaders must acquire some degree of comfort with the dataset before the organization can successfully be held accountable to a different system of measurement. In the case of automatic scoring, it seems best to allow a generous test period, during which time the automatic scoring solution can be fine-tuned and reconciled with current measurement results.

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13. Automating traditional QA scoring

Some analytics-enabled solutions on the market have been advertised as a complete replacement to a traditional QA model, and examples have been made of contact center organizations that have abandoned their manual QA process in favor of an automated solution. Conversely, contact centers could view the emergence of automatic scoring technology as an opportunity to augment and improve upon their current measurement process.

Much of the quality and adherence data gathered by contact centers using manual methods could be gathered using an automated process. If a contact center uses a fully-featured, analytics-enabled QA solution powered by a high-performing analytics engine, the data will be collected using a consistent set of standards that the user can configure, test, validate and adjust as needed to ensure the most accurate results.

Analytics-driven scoring, linked to a question in a traditional QA form, can supplement your existing processes to:

- Reduce overall evaluation time.
- Increase overall coaching.
- Pinpoint timestamps in the interaction for coaching based on analytics.
- Save time by automatically marking questions “not-applicable” based on results.
- Provide on-the-fly results of all interactions (Use case No. 12) inside of a scorecard.

14. Reducing employee effort

Organizations continue to drive change and attempt to cut costs. These cost-cutting measures should never be done without considering positive and negative effects on workplace culture. Employees should feel positively motivated to support decisions and commit to the change that drives cost reductions. These efforts are likely to succeed when leaders make positive motivation an integral part of the process.

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"Speech analytics provides compelling insights to customer effort and employee effort. If customer service professionals spend significant effort in using multiple disjointed systems and workarounds to do their job, you will have unhappy employees resulting in employee churn. Not only that, the next generation of employees (often referred to as Generation Z) crave meaningful work and demand that organizations have the right tools and technology in place before they arrive."

Roger Lee, aka Dr. WFO
Principal Evangelist
Contact Center Advocates, LLC

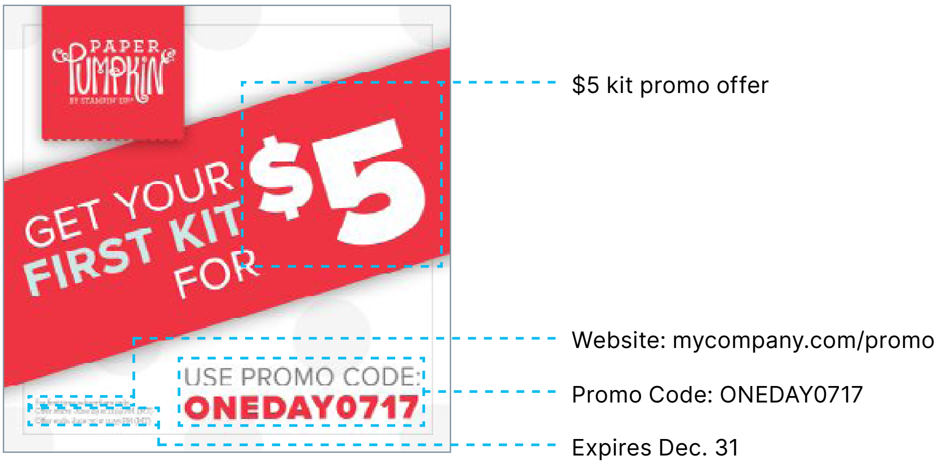
They can start by listening to employees. Speech analytics reveals the employee's side of the story with searches such as:

- My system.
- My computer
- In my system.
- Please hold.
- I don't see the same thing as you do.
- Running slow.
- I/We can't do that.

The pain caused by applications is easy to hear and often referred to as "my system" or "my computer" by an agent. These include:

- Complexity of screens or steps in a process.
- Network or computing bottlenecks that lead to slow response.
- Alternate views of data compared to the customer view, for example statements vs. CRM or advertising vs. promo codes.

Customer view **Employee view**



Leaders should identify these issues, classify the interactions and present the data to management. With these insights, organizations can ensure that front-line leaders' actions appeal to employees' hearts and minds.

15. Agent training

Coaching employees to deliver an amazing customer experience isn't as easy a pat on the back. Coaching and training require thoughtful insights and an objective and meaningful conversation about performance. Speech analytics combined with automatic scoring can identify the agents that require training and maximize the efficiency of team members that are already proficient.

As buzzwords like machine learning and artificial intelligence swirl around the industry, now is the time to look beyond the hype and discover real solutions to strengthen quality monitoring methods that drive cross-generational employee engagement. Now is the time to upgrade the coaching experience—for the employee and evaluator.

Trainers can also take advantage of best practice call libraries, as otherwise, finding the right call with the right topic and the right best practice can be daunting. Trainers and coaches can leverage call classifications within speech analytics to find best practices.

16. Average handle time (AHT) reduction

TechTarget defines AHT as, "a call center metric for the average duration of one transaction, typically measured from the customer's initiation of the call and including any hold time, talk time and related tasks that follow the transaction."[5]

Simply using AHT on its own does not tie back revenue growth, customer retention, customer satisfaction (CSAT) or NPS to the overall picture. Speech analytics can help organizations identify outliers by range. They can start by grouping interactions in the tool by duration and then leverage conceptual identification to do the heavy lifting. Patterns in longer calls can offer a quick teachable moment.

Understanding long calls also helps identify what customers are really trying to accomplish. A long call might be full of idle chat, but it might also be rapport-building on the part of the agent. Agents need coaching to find the balance between rapport-building and accomplishing the task. Using clear examples, like the evaluation plans mentioned in No. 11, can help coaches push those interactions for evaluation

5 TechTarget, A Guide to call center metrics (2006) https://searchcrm.techtarget.com/definition/average-handle-time

17. First contact resolution (FCR) improvements

FCR is a longstanding contact center metric that is often plagued with calculation errors, disagreements and confusion. Regardless of the calculation method, organizations do monitor repeat callers for a reason—customers don't like to call repeatedly and not handling the issue on the first contact comes at a cost. Speech analytics takes the guessing out of FCR by searching for key phrases such as:

- Second time I've called.
- I'm calling again.
- The previous agent.
- I've been transferred.

Repeat callers often express frustration and speech analytics sentiment analysis should be added to isolate specific issues. Organizations can track FCR issues through speech analytics to find outliers, increase training, provide scripted responses, update the knowledge base and to allow agents to move beyond their AHT boundaries to resolve the call on the first attempt.

Turning compliance insights into action

18. Keeping out of trouble

Compliance in the contact center includes finding what is known, finding what is not known and monitoring for exceptions. Finding what is known starts with searching for examples of fraud or compliance and using speech analytics to find specific examples of a certain behavior. For example, speech analytics could be used to find interactions where credit cards were mentioned and to verify that procedures are in place to keep credit card information safe.

Finding what is not known is the most common use case for speech analytics and can be used to search for topics broadly and let concepts be exposed. As an example, searching for "mortgage escrow" could reveal that specific disclosures were not communicated properly when customers were angry.

Finally, monitoring for exceptions should be used in conjunction with No. 12 on this list. Organizations can find a topic of compliance concern, use it for scoring the call, add it to their monitoring form and then let speech analytics do the heavy lifting. This allows coaches to spend more time coaching and less time double-checking compliance triggers.

The benefits of compliance tracking include:

- Complying with industry regulations.
- Reducing losses.
- Reducing callbacks to customers.
- Increasing the efficiency of the contact center.
- Improving customer sentiment

19. Managing compliance

Speech analytics can be used to alert the compliance officer. Organizations can leverage speech analytics to trigger alerts immediately after the occurrence or in batches as needed (daily, weekly, monthly). Speech analytics can also tag interactions for follow-up. Having a place in the application for a compliance officer to find examples should be simple and easy to use.

Simply finding a compliance violation is never enough. Speech analytics tagging, combined with quality management, allows companies to "push" interactions that need attention using evaluation plans.

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20. Compliance and the customer experience

Compliance also has an impact on the overall customer experience. Negative press because of PCI, HIPPA, GDPR or other PII violations is never a good thing. Speech analytics helps organizations create smooth processes, target areas that require heightened customer effort or dissatisfaction and put measures in place to fix them. For example, the GDPR protects the personal information of EU residents, imposing specific requirements upon those enterprises that collect and manage such data.

Assembling a successful speech analytics team

1. **Create subject matter experts:** Implementing speech analytics requires a team effort. Large contact centers can find a core user who will be able to manage the application and leverage their business acumen to find trends and help other users. The quality monitoring team should also be equipped to handle the set-up of evaluation plans to send interactions to the coaches. Bringing in speech analytics as a benefit to the organization should be based on feedback from supervisors, agents and QM staff.
2. **Establish a steering committee to monitor success:** A speech analytics steering committee should evaluate the use cases presented in this document along with other uses to make the most of a speech analytics investment. Mangers should seek input from across the organization and appoint committee members who can monitor progress. This process should include agents, as employee engagement and employee effort are an integral part of the program success. Employees will trust their peers and will be more accepting of process changes down the path.
3. **Evangelize the program and communicate success:** After a steering committee has been formed, champions should evangelize success. Once speech analytics is shown to a broad audience, hands will raise from across the organization to search for trends. The subject matter expert should be a great speaker and be able to present findings, even to an executive level.
4. **Stay current with technology:** As speech analytics is an ever-changing technology, organizations should schedule regular checkups with their speech analytics vendor. This may include adding new channels in the future, improving accuracy and capturing the most from voice interactions, emails, chat, social media and CRM notes.

If you would like additional information, please visit opentext.com/qfiniti.

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