Innovation & Process Improvement in Outsourcing

Etech Global Services

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Agenda

- Who is Etech
- What is Customer Experience
- How to approach implementing CX today?
  - Voice of Customer and how to use it?
  - What and how do you measure it – Tools?
- Human Intelligence & Artificial Intelligence
- Tip of the Iceberg - are you really listening?
- Case Study
- Q&A

Etech
playing by the rules™

Etech's Journey

2002
Bell South made a decision or divest its internal call center asset in Nacogdoches Texas

2003

JUNE
3 Days before the closing of the Nacogdoches operations, Dilip Barot, Matt Rocco and the other investors from Etech acquire the asset of the call center from Bellsouth **Saving over 400 much needed jobs**

SEPTEMBER
In addition to the headquarter center in Nacogdoches, Etech opens its back-office/ BPO center in Gandhinagar, India and now provides solutions for 4 major Telecom clients

2004
Launched Lufkin center with 325 Seats and 500 employees

2006
Launched Vadodara, India center with 200 Seats and 13 clients

2008
Launched Rusk center with 100 Seats and 16 clients. Etech reached 1500 Employees

2010
Launched Jamaica center with 150 Seats and launched Software and Development services

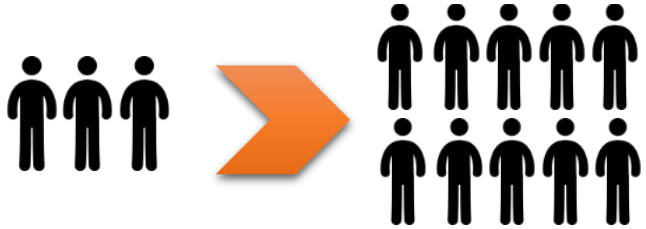
2012
Launched Dallas center with 220 Seats

2014
Launched Florida center with 150 Seats Etech launched Chat and email product ICE and software Implementation service

2016
Currently serving 31 clients

2019
Etech family reached over 3000 employees and together serving around 43 clients

THE STEVIES FOR GREAT EMPLOYERS



ETECH GREW FROM 400 TO MORE THAN 3000 EMPLOYEES

NO MERGERS NO ACQUISITIONS

Etech's Business at a Glance

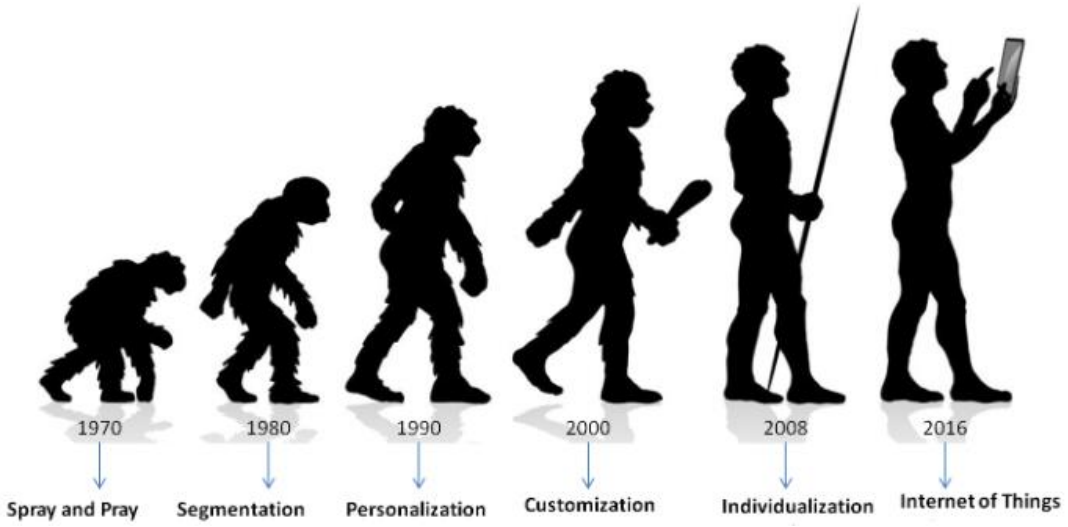
Customer Engagement Solutions
Inbound/Outbound, Chat, Email & Tech Support

Etech Insights
Actionable Insights for Total Quality Management to enhance operational efficiency & customer experiences

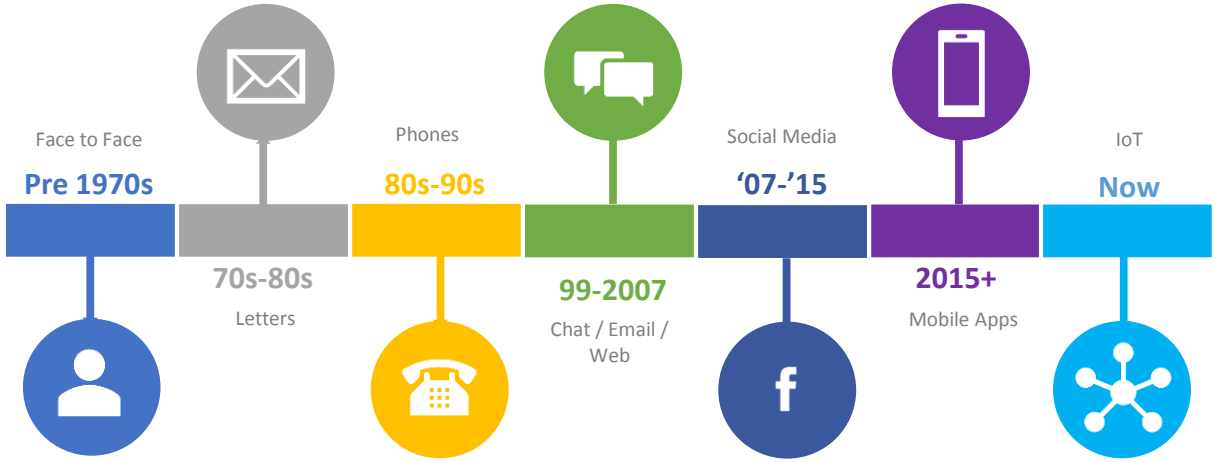
Etech Technology Solutions
Software/Application Development
Custom Reporting (Internal/External)

Evolution of Trends

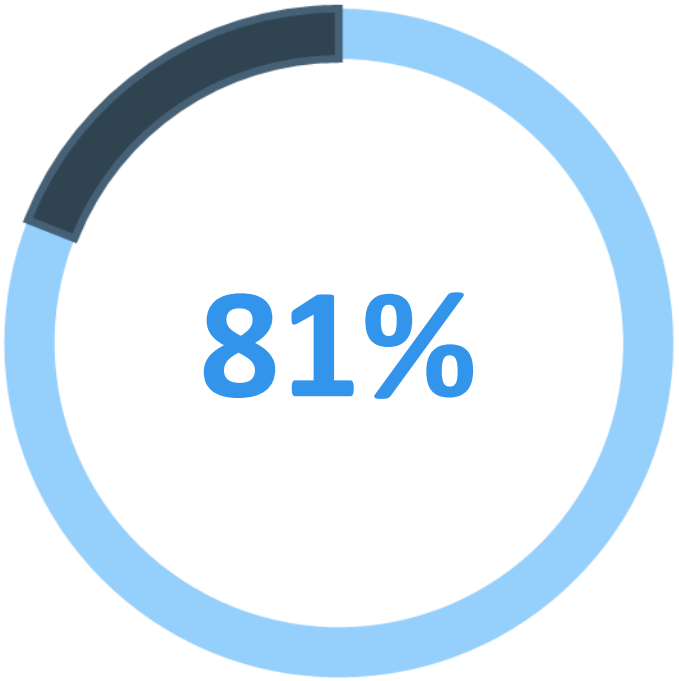
Marketing



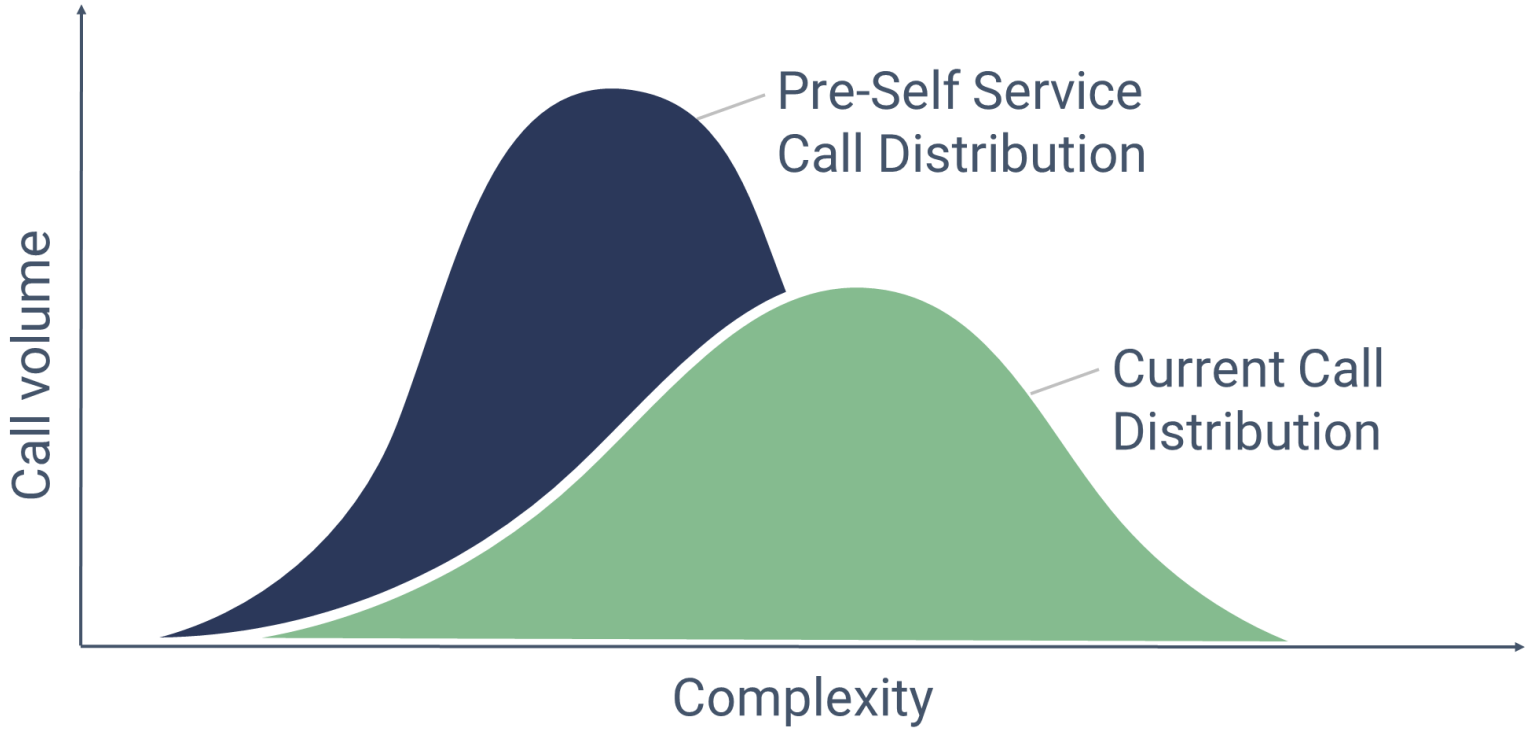
Customer Service



End of an Era

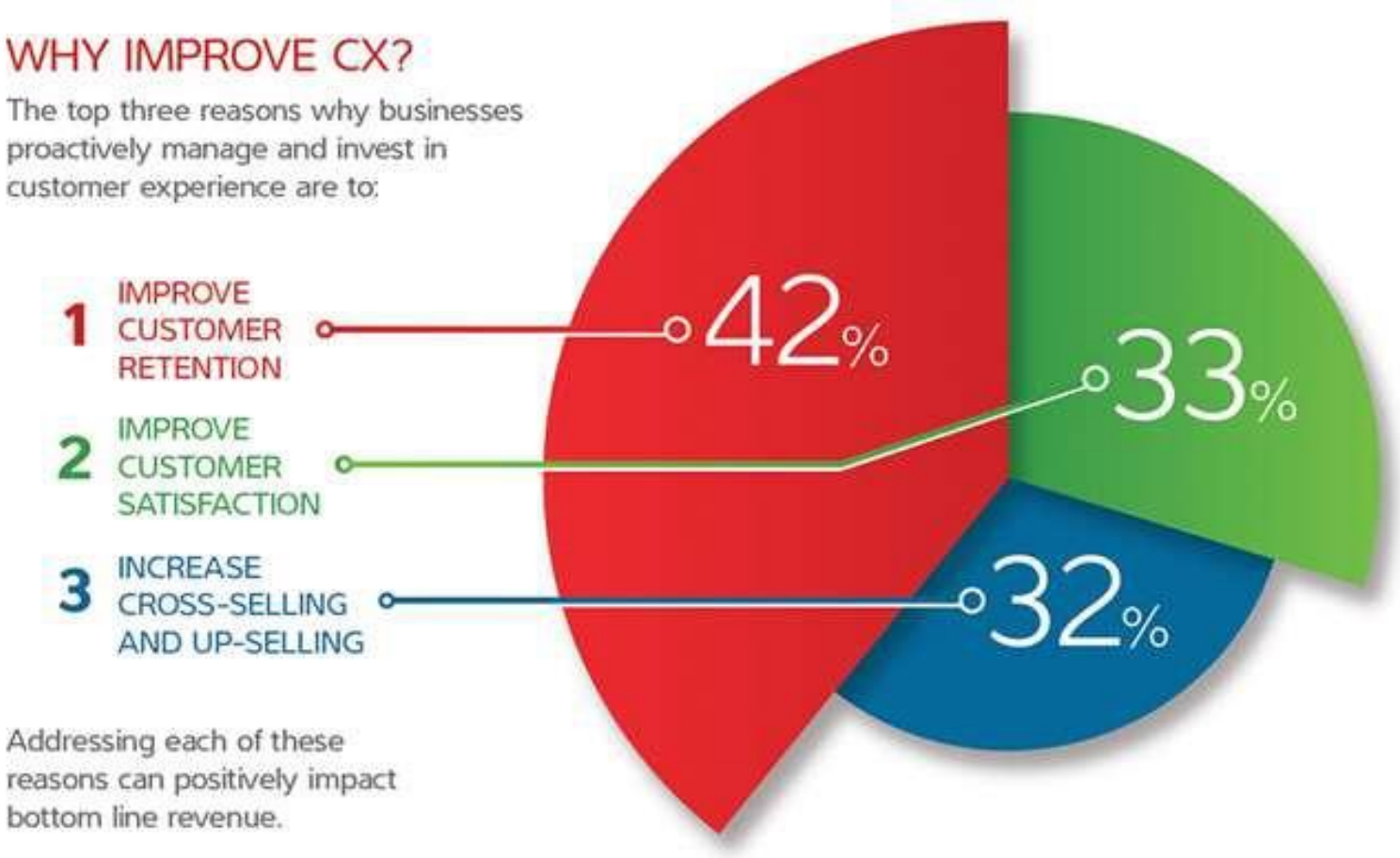


of customers first turn to self-service to address issues



86% of buyers will pay more for better ***Customer Experience***

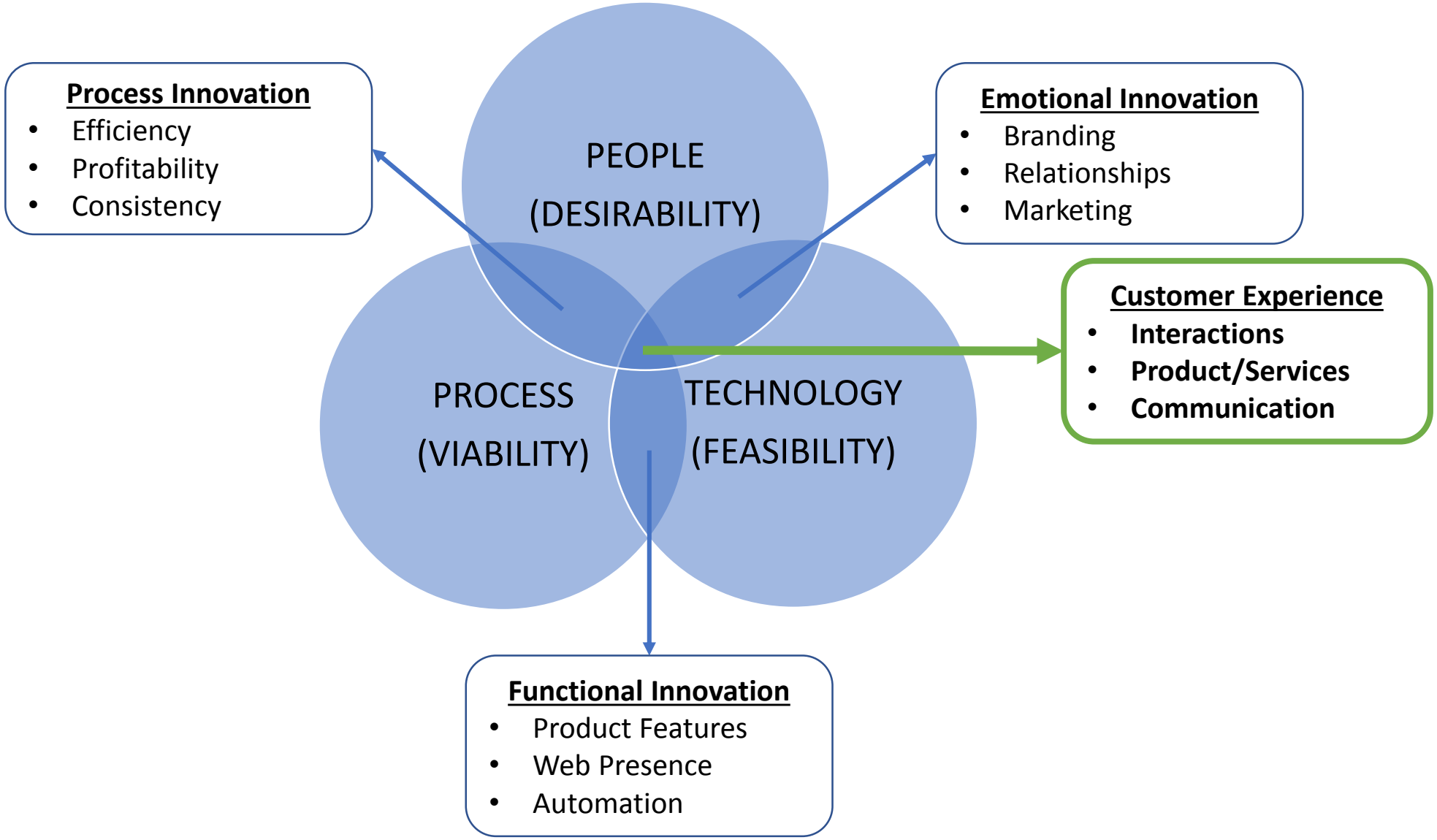
- Home Coffee $0.51
- Starbucks $2.99+
- Ritz Hotel $10.00



Source: *Genesys*

What is Customer Experience?

The perception that the customers have of their engagement with the company



Why make it “Effortless”?

CUSTOMER EFFORT = **CUSTOMER'S FEELING** = **CUSTOMER DISLOYALTY**

- Repeat Contacts
- Channel switching
- Transfer/ Repeat info
- Robotic service
- Hard policies or procedures
- Hassle factors

78%

SPREAD THE WORD!

68%

BUY MORE!!

54%

REFUSE TO BUY OTHER PRODUCTS

A CUSTOMER IS

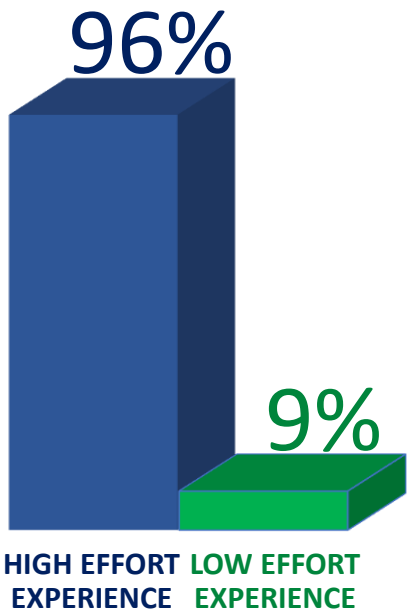
4x

MORE LIKELY TO BECOME DISLOYAL AFTER A SERVICE INTERACTION.

- (CEB - CUSTOMER LOYALTY)

37%

OF COSTS ARE REDUCED BY GOING FROM A HIGH TO A LOW EFFORT EXPERIENCE



The Big Rocks

I need to create an internal environment that nurtures and sustains continuous customer experience improvement

I'm struggling to make sense of multiple customer data points... I need to create an integrated view of all this info

I need to prioritize the vital few *versus* the trivial many actions to improve customer satisfaction, loyalty, and drive business results

My strategy for improving customer satisfaction is not producing the desired results

I have a lot of data, but not sure if I'm measuring and acting on the right things at the right time

I'm required to create a business case to justify resources needed to achieve meaningful progress

You say YOU are listening

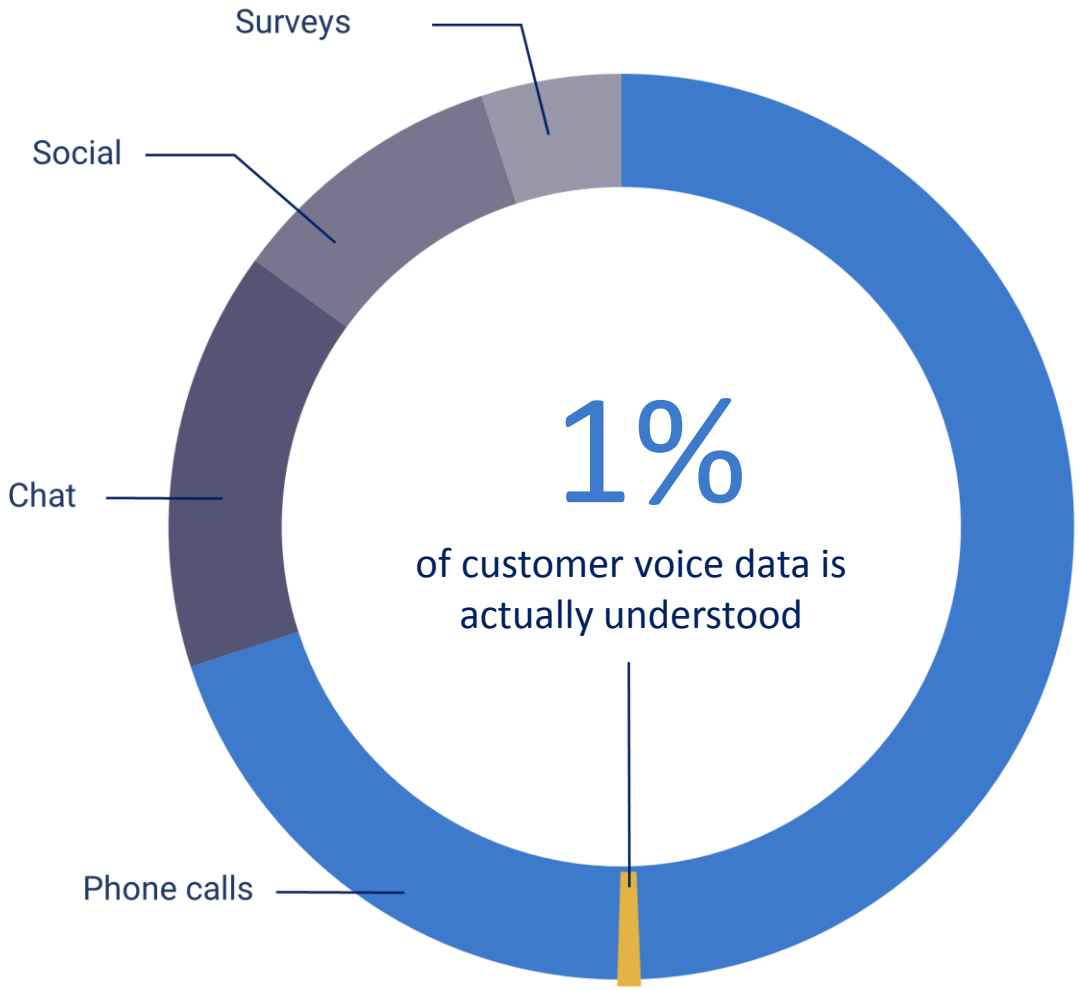
But YOU Clearly Don’t Understand

Voice of Customer

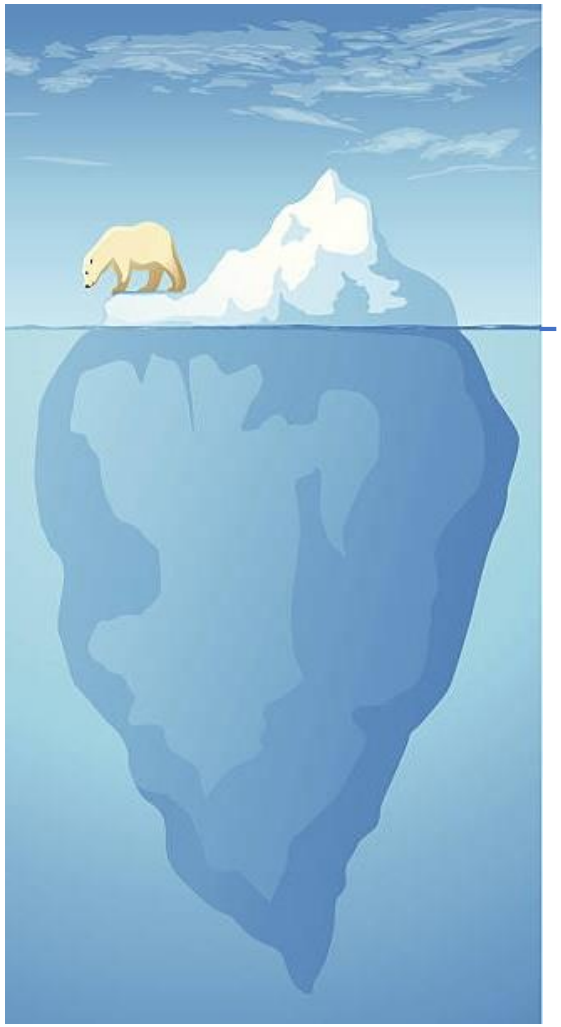
70% of feedback (Voice of Customer) is shared via phone calls by your consumers!

1% of actual Voice data of VOC is listened to by companies

30% of other VOC is not fully understood due to different systems or lack of tools to integrate all data together



Tip of the Iceberg



420B
Spoken words across the call center

45.4B
Inbound calls per year

92%
Customer service transactions over the phone

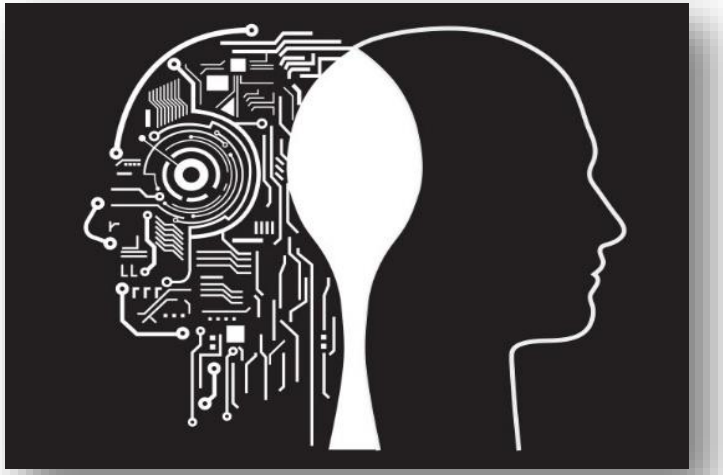
Maximized Learnings

LISTEN – LISTEN - LISTEN

LEVERAGE TECHNOLOGY

REDUCE AREA OF FAILURES

FIX CUSTOMER ISSUES



LEARN WITH H.I. SCALE WITH A.I.

Engineering the Experience

Are you thinking like your customer?

CSAT SCORE

How would you rate this interaction?

AGENT QUALITY

Overall QA score/rating for an agent

EFFORT SCORE

1 2 3 4 5 6 7

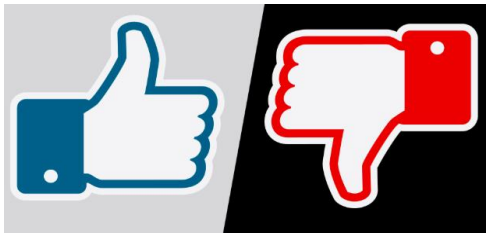
% EASY** MINUS **% DIFFICULT

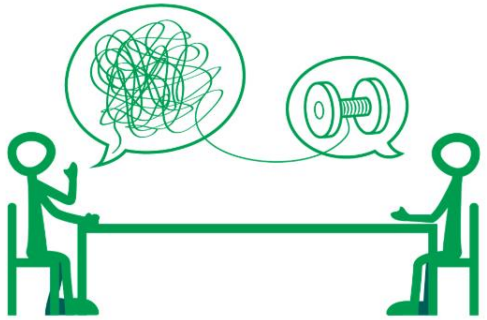
CUSTOMER LOYALTY

1 2 3 4 5 6 7 8 9 10

% PROMOTERS** MINUS **% DETRACTORS

In todays world…





%

QUALITY SCORE

GOOD

BAD

TAG CALL TYPE

CIRCLE COACHING

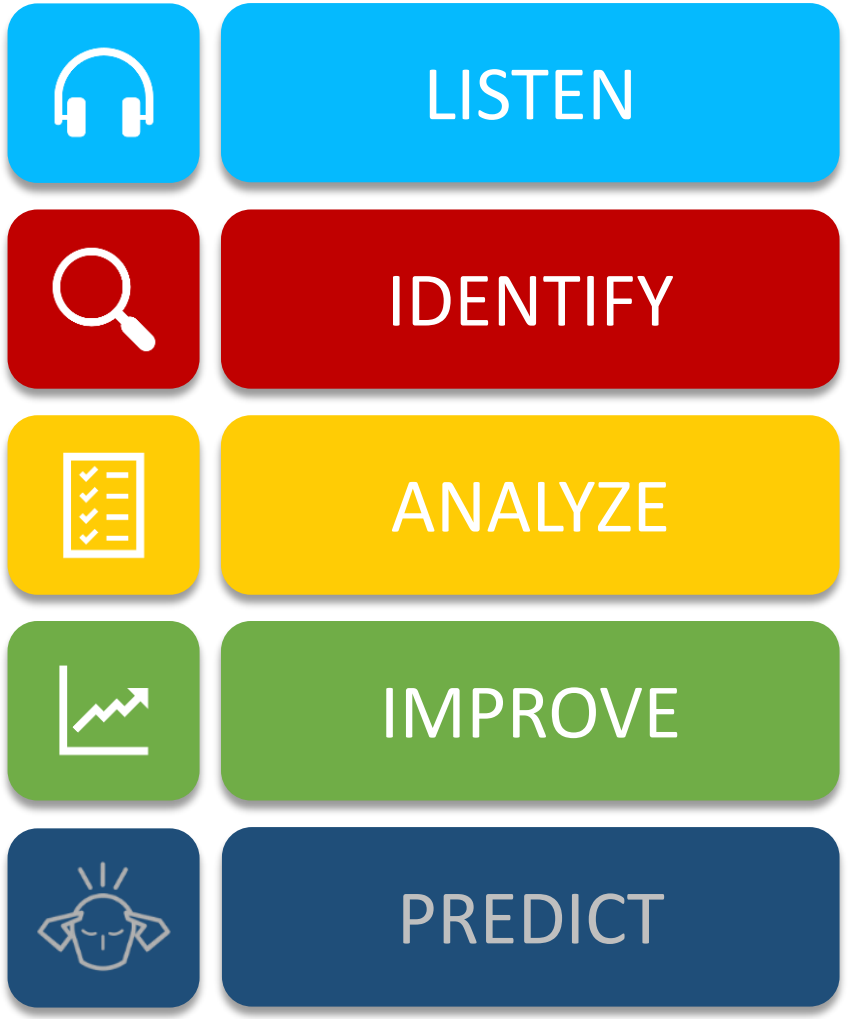
DO's

DON'Ts

AGENT FEEDBACK

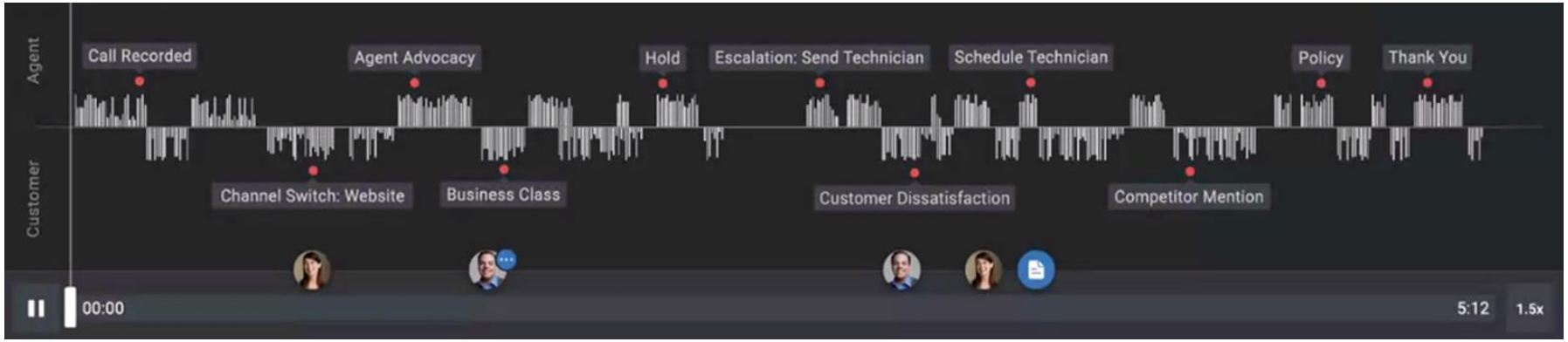
LIMITED INSIGHTS

Steps to Implement a CX Strategy



LISTEN

Said & Unsaid



Traditional Approach

Agent Opportunities

- High AHT
- Dead Air in between
- Incorrect Hold Procedure
- Reason for Call – Bucketing via call dispositions
- Did the agent cross sell / upsell?

Customer Experience Approach

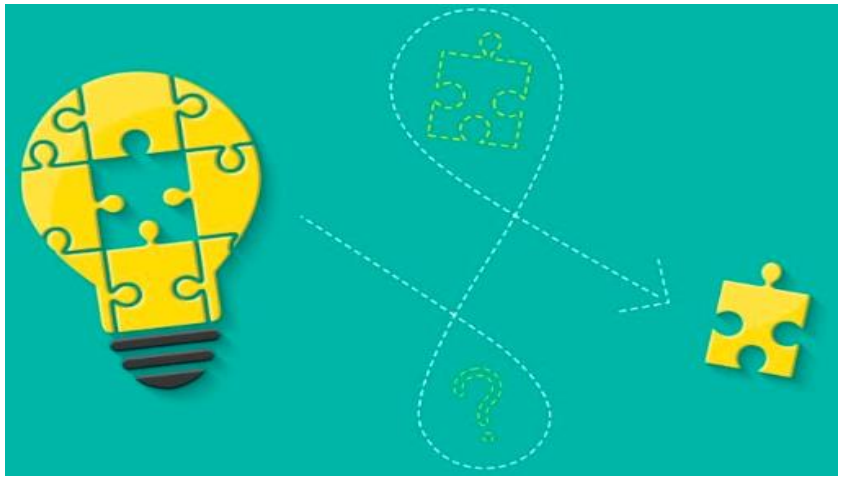
Traditional QA Insights +

- WHY are customers calling?
- What was satisfaction level for the customer?
- Did the customer share high effort experience?
- Was this an FCR? Was there a Self-Serve opportunity?
- Did the customer use other tools before calling?

IDENTIFY

Ask the right questions

KPI



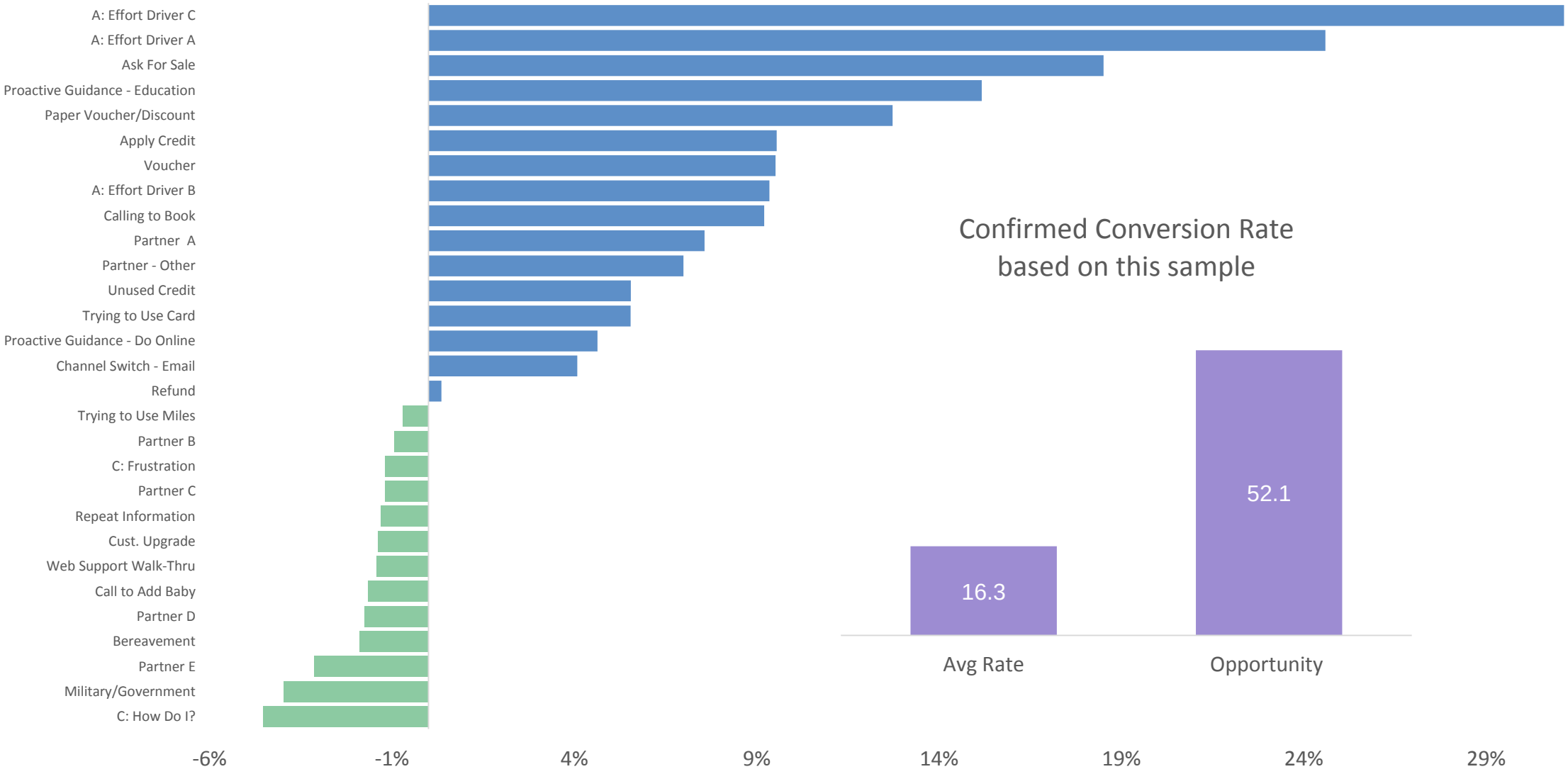
Problem Solving

Customer Effort

Competition

ANALYZE

What works!



IMPROVE

Fix what matters!

Proactive Improvement in:

People:
- *Agent Performance*
- *Overall Communication*
- *Customer Expectations*

Process:
- *Enterprise Systems*
- *Policies and Procedures*
- *Production and Marketing*

Technology:
- *Self Serve Options*
- *Support Delivery*
- *Service Delivery*

PREDICT

Controlling Outcomes

Industry: Subscription Services

Finding 1: When a customer is offered a subscription service that they do not use, Agent use FREE Trial as a rebuttal for 90% of the time

Finding 2: 85% of these customers churn within the free trial period

What happened?

Population Analytics

What will happen?

Predictive Analytics

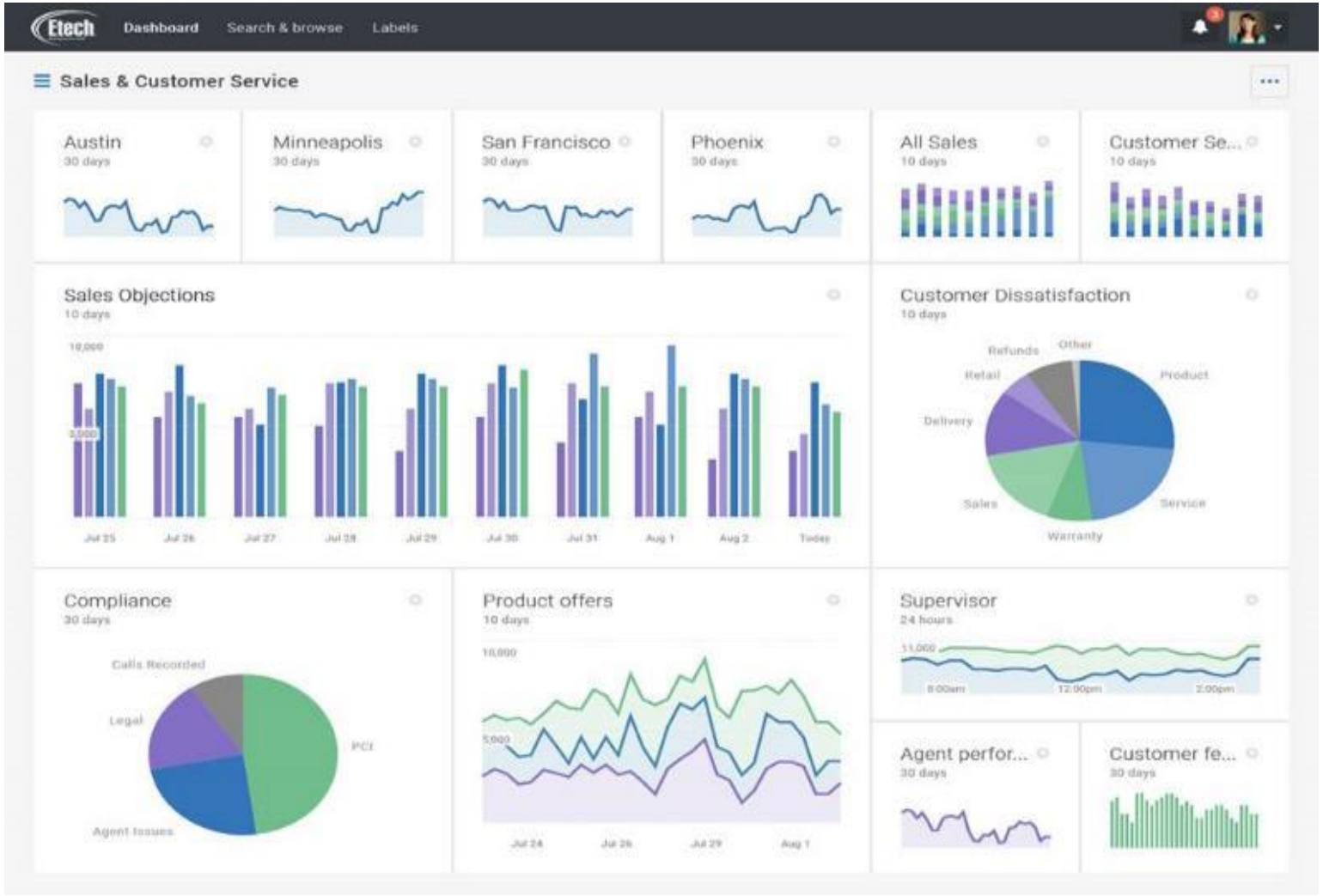
How can we make it happen?

Prescriptive Analytics

Case Study - Exploring The Data

Enterprise wide Data:
168,771 Calls ingested

Charts and trends
Created within the AI tool based on dates, times, markets, vendors etc. (Metadata)



2 million Spoken words
Transcribed for both agent and customer side with 140+ categories

SO HOW TO USE IT?
Primary challenge is to how to utilize all these amazing insights to get targeted business decision making done!

Now What?

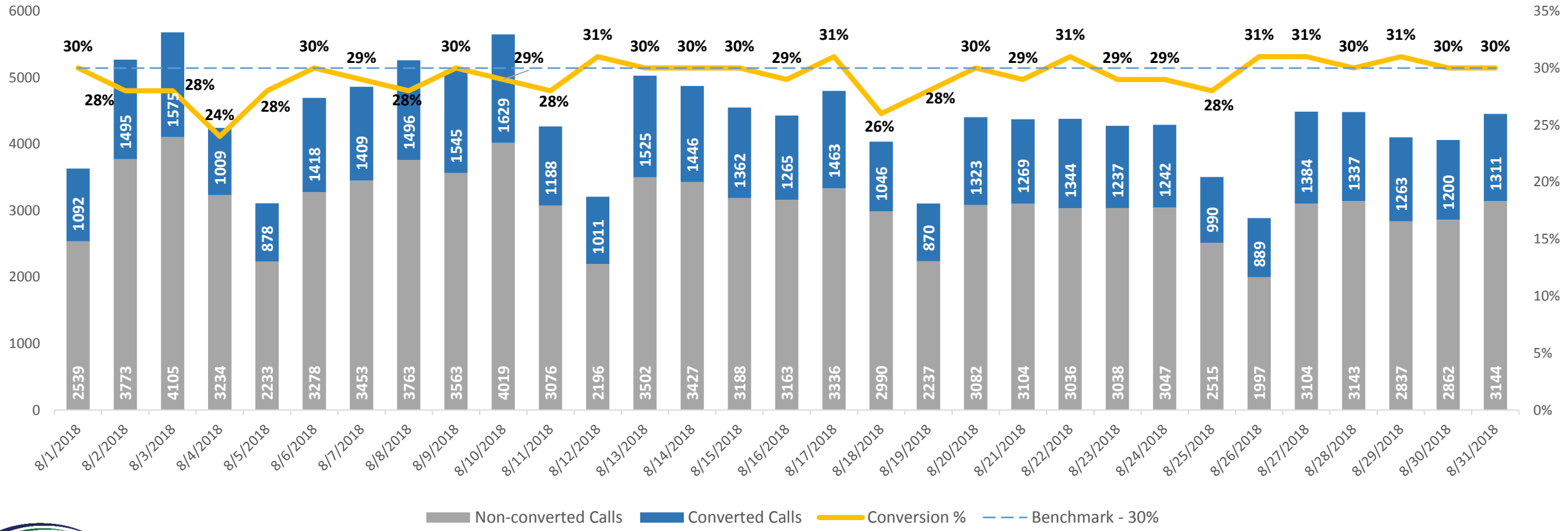
LISTEN

Customers & Agents

- Etech filtered the total volume of **168,771** calls using the " Number of Adult – Verification" Category to determine the potential sales calls
- Total Call Volume Represented in the Graph: **135,495**
- Total Calls Converted: **39,511**

Goal: 30%

MTD Conversion: 29%

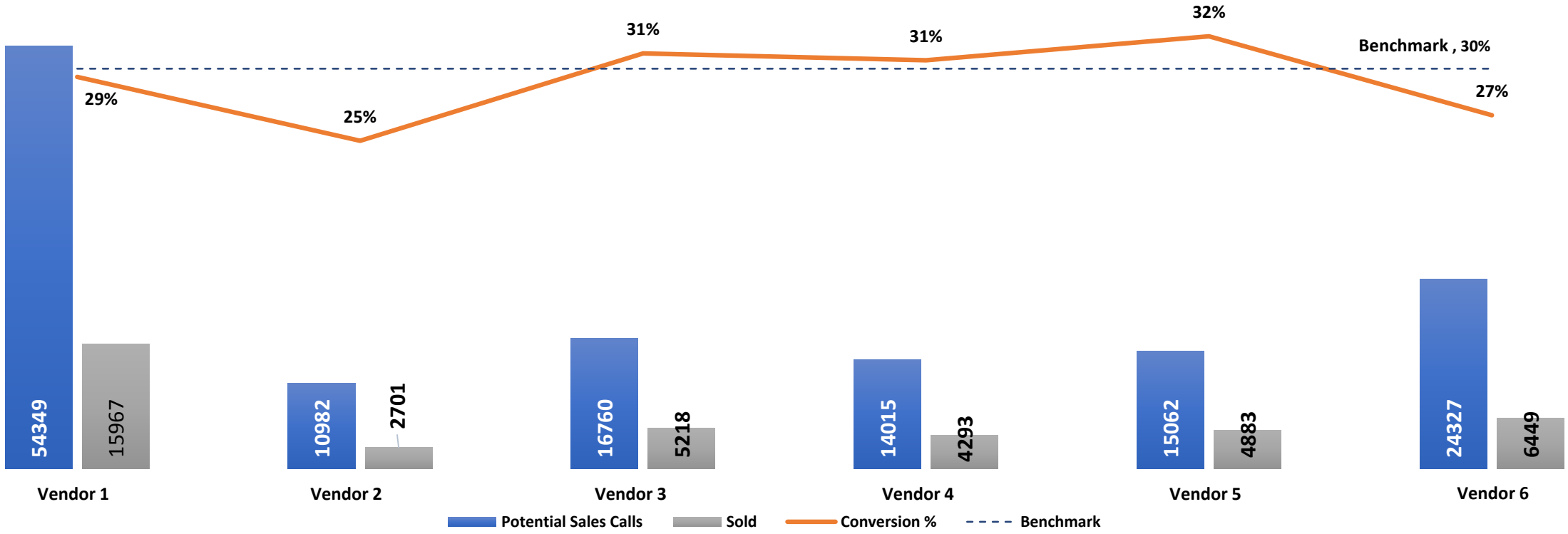


IDENTIFY

No Sale Break Down – Enterprise Level

Total Call Volume : 135,495

Call Outcome - Vendor Wise Analysis

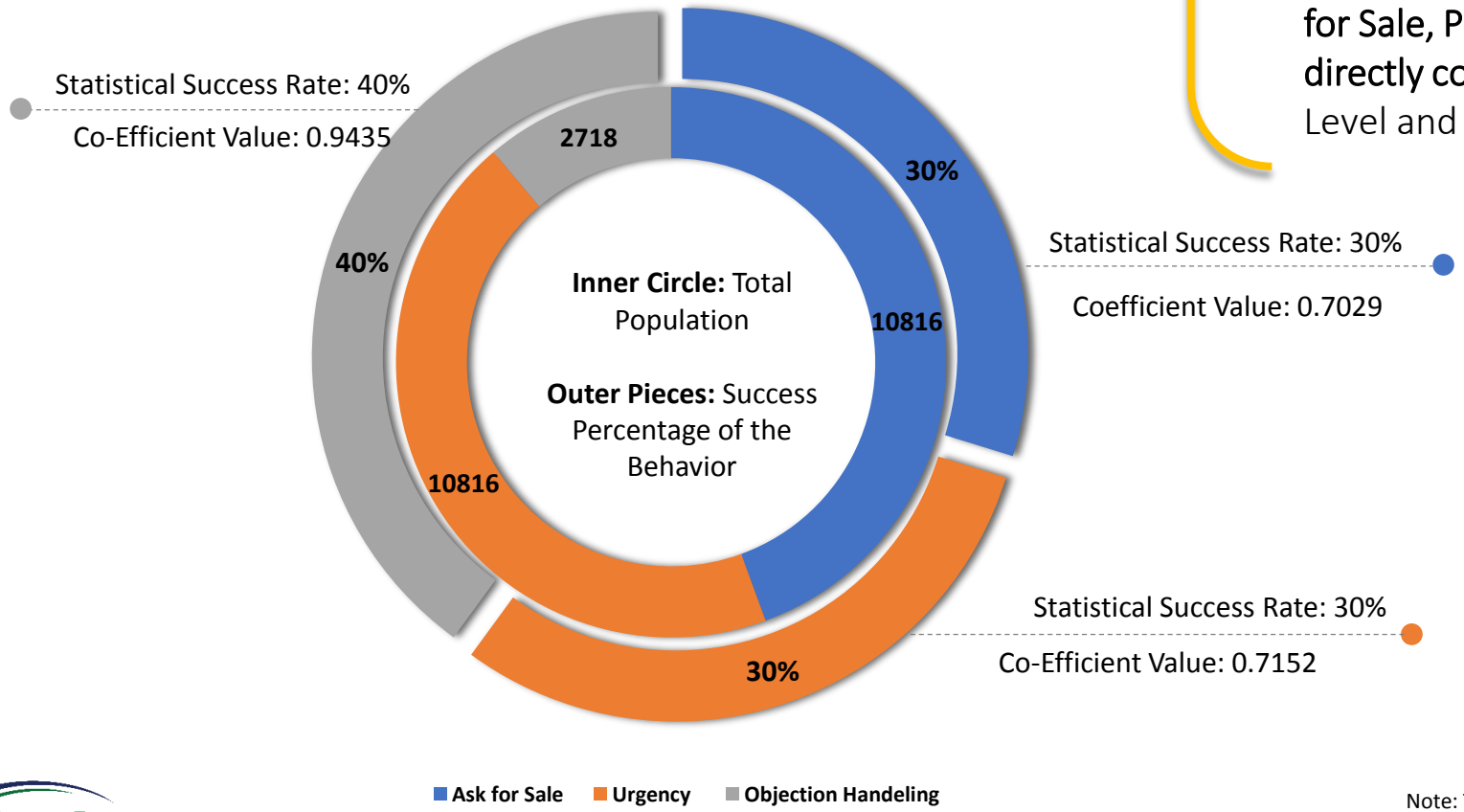


IDENTIFY

Successful Behaviors

- Co-efficient Value **shows a correlation between the observed outcomes and the observed predictor values**. The value of co-efficient is always between +1 and –1. **The closer it is to +1 the stronger the correlation**.
- This Analysis statistically proves the hypothesis that **Asking for Sale, Providing Rebuttals, & Creating urgency and directly correlated** to the conversion on an Enterprise Level and can be used to fuel a predictive model

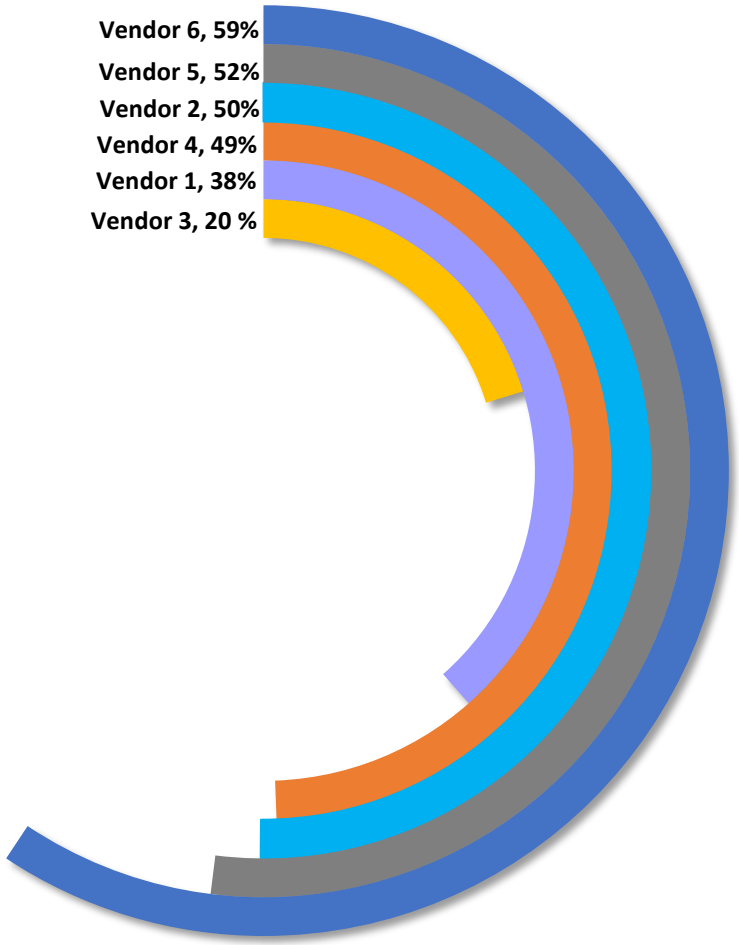
Crucial Behaviors & Success Probability



Note: This model is based on the data collected in the month of July. These analysis will be run quarterly to ensure we have enough data to observe any new patterns or see any visible deviations from the last output.

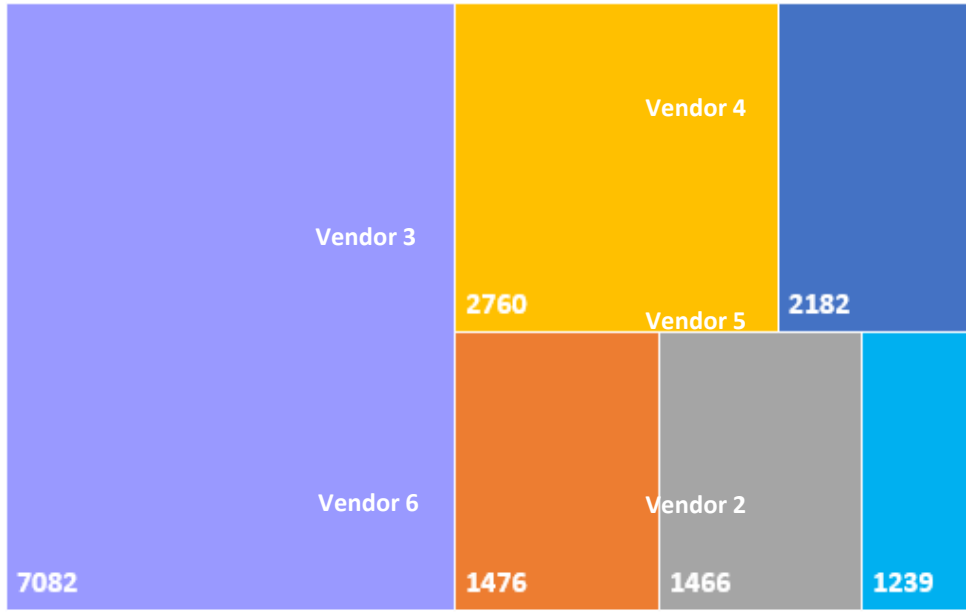
ANALYZE No Sale Calls Vs Crucial Behaviors – Asking For Sale

Vendor Wise Comparison - Asking for Sale on No Sale Calls



Vendor 3 lost $552,000 in **potential sales** by not asking for sale on 80% of the No Sale calls

Lost Sales – Impact of not Asking for Sale



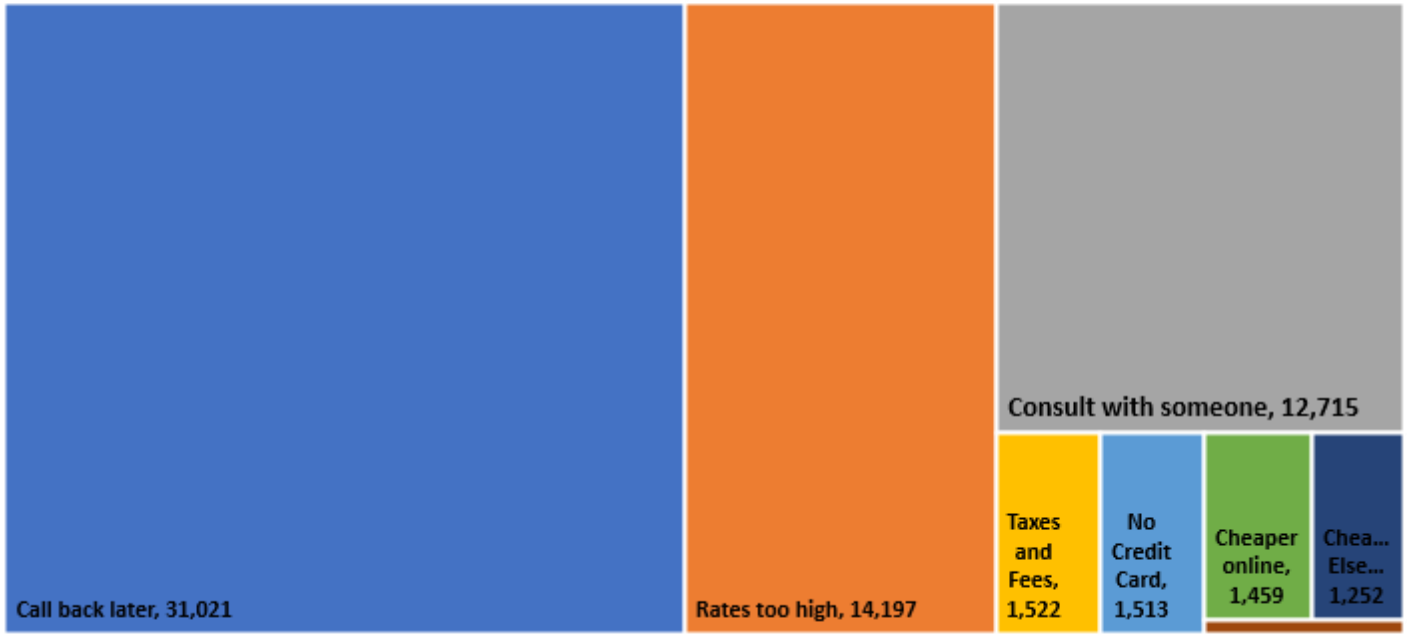
IMPROVE

Drive Quick Improvement

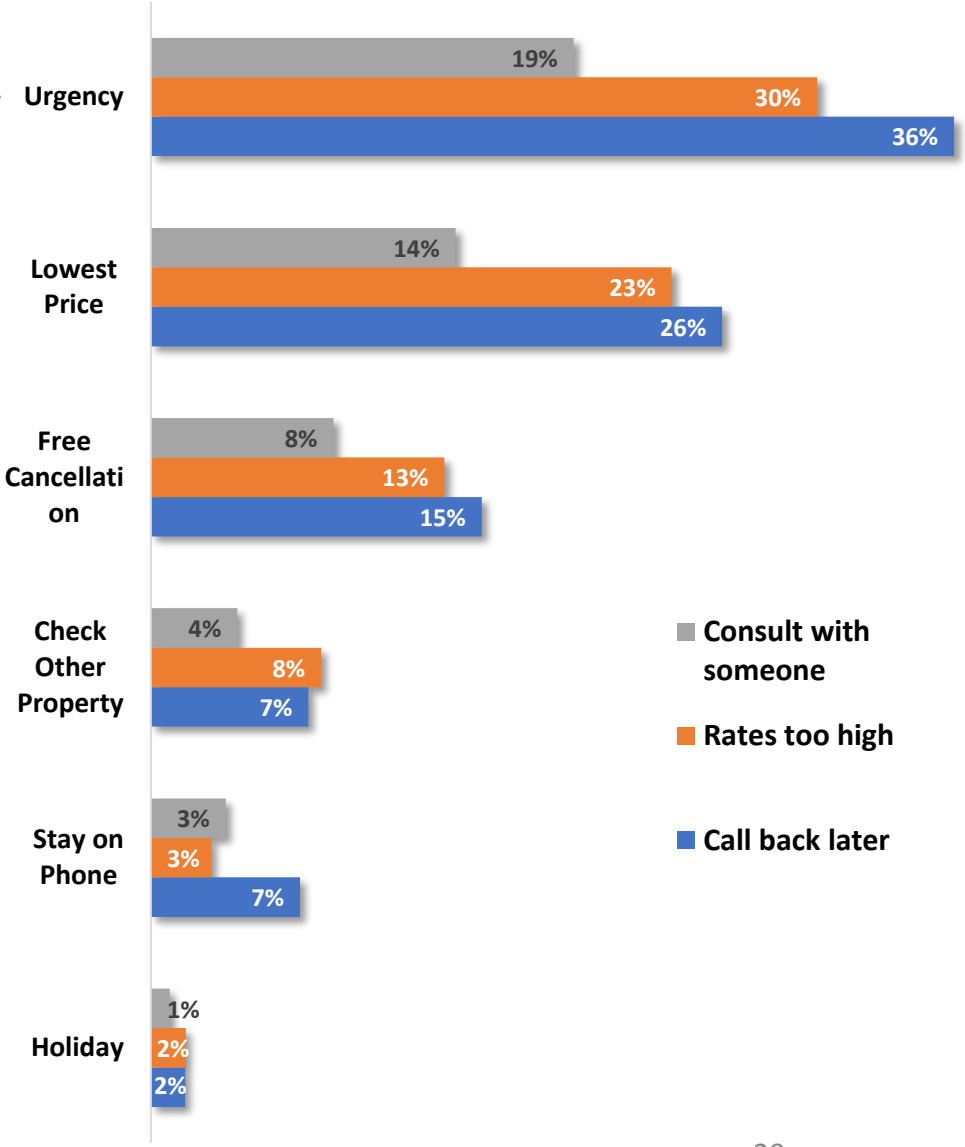
Creating Urgency functioned as a **successful rebuttal** for the top 3 objections

Lowest price rebuttal was **successful 23%** of the times when customers objected to the price being offered

Call Volume Vs Type of Objection



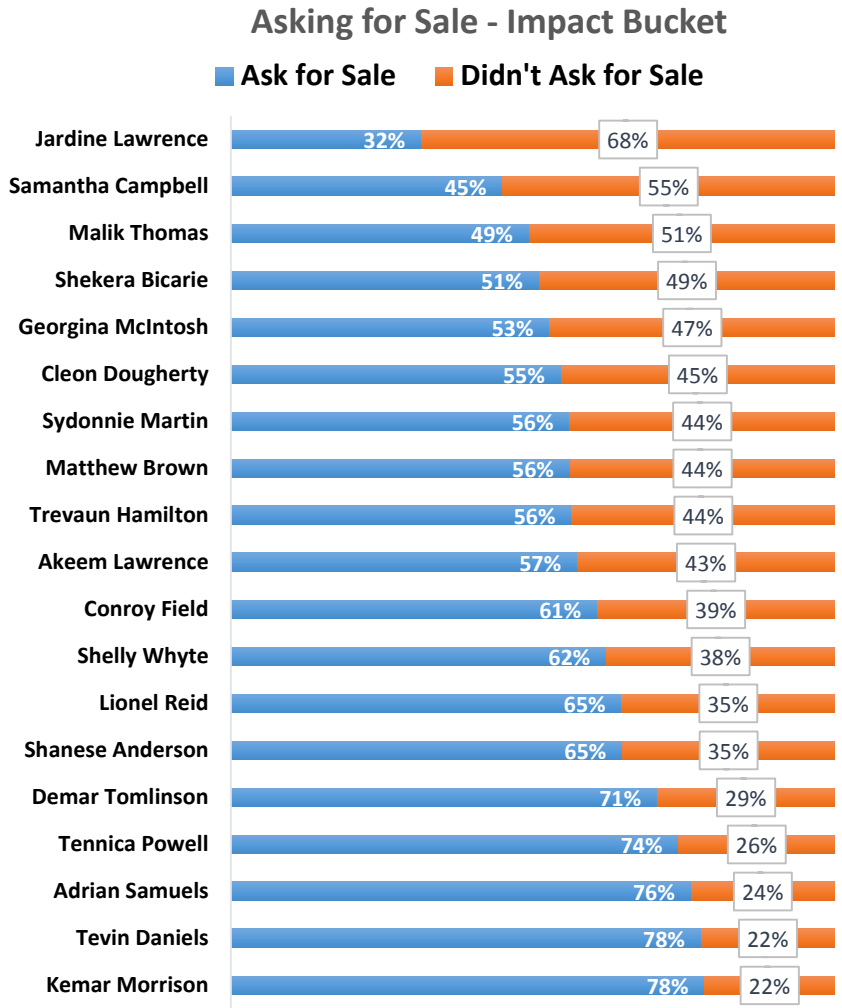
Top 3 Objections Vs Successful Rebuttals



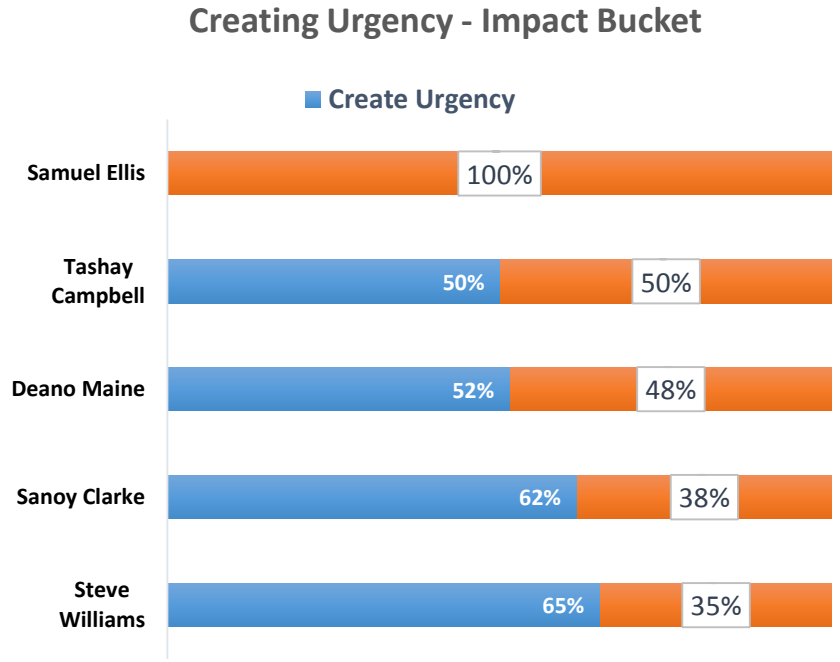
IMPROVE

Agent Coaching Packet

Agent Coaching Packet



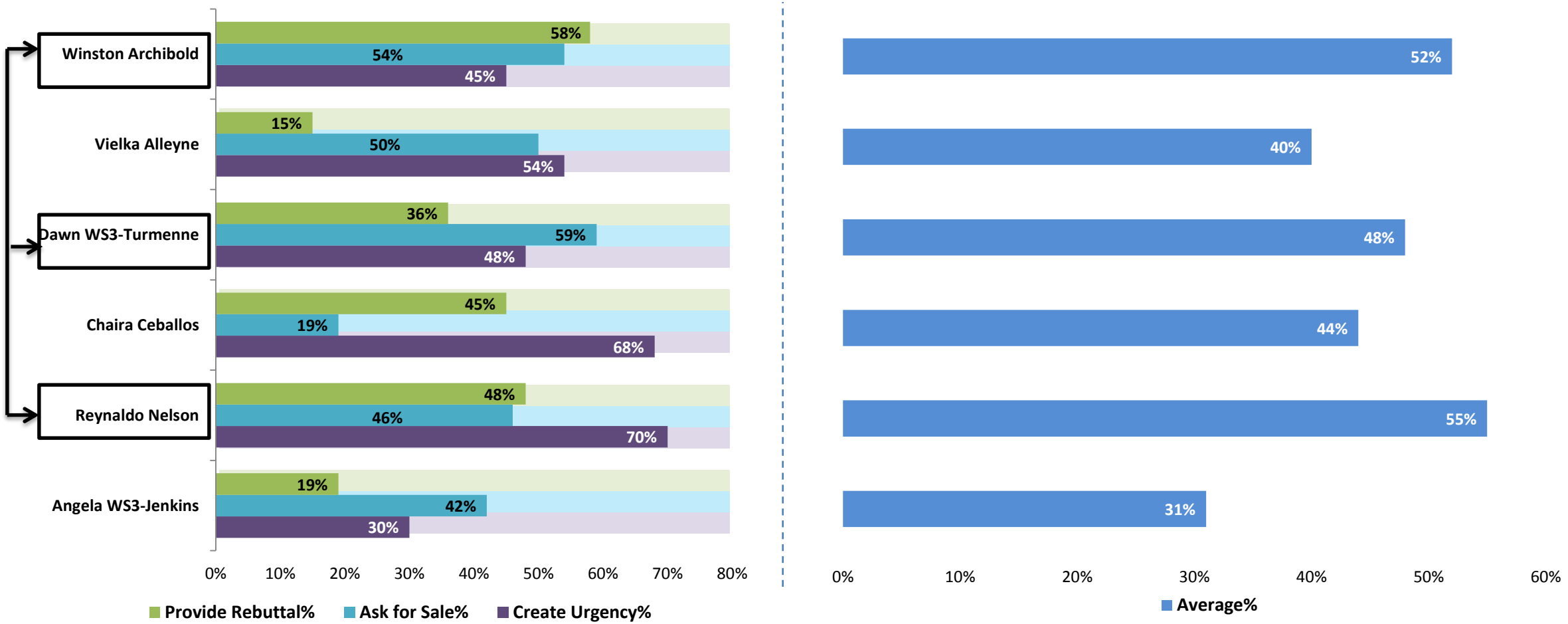
Primary opportunity was derived based on the impact that behavior will have on the conversion



IMPROVE

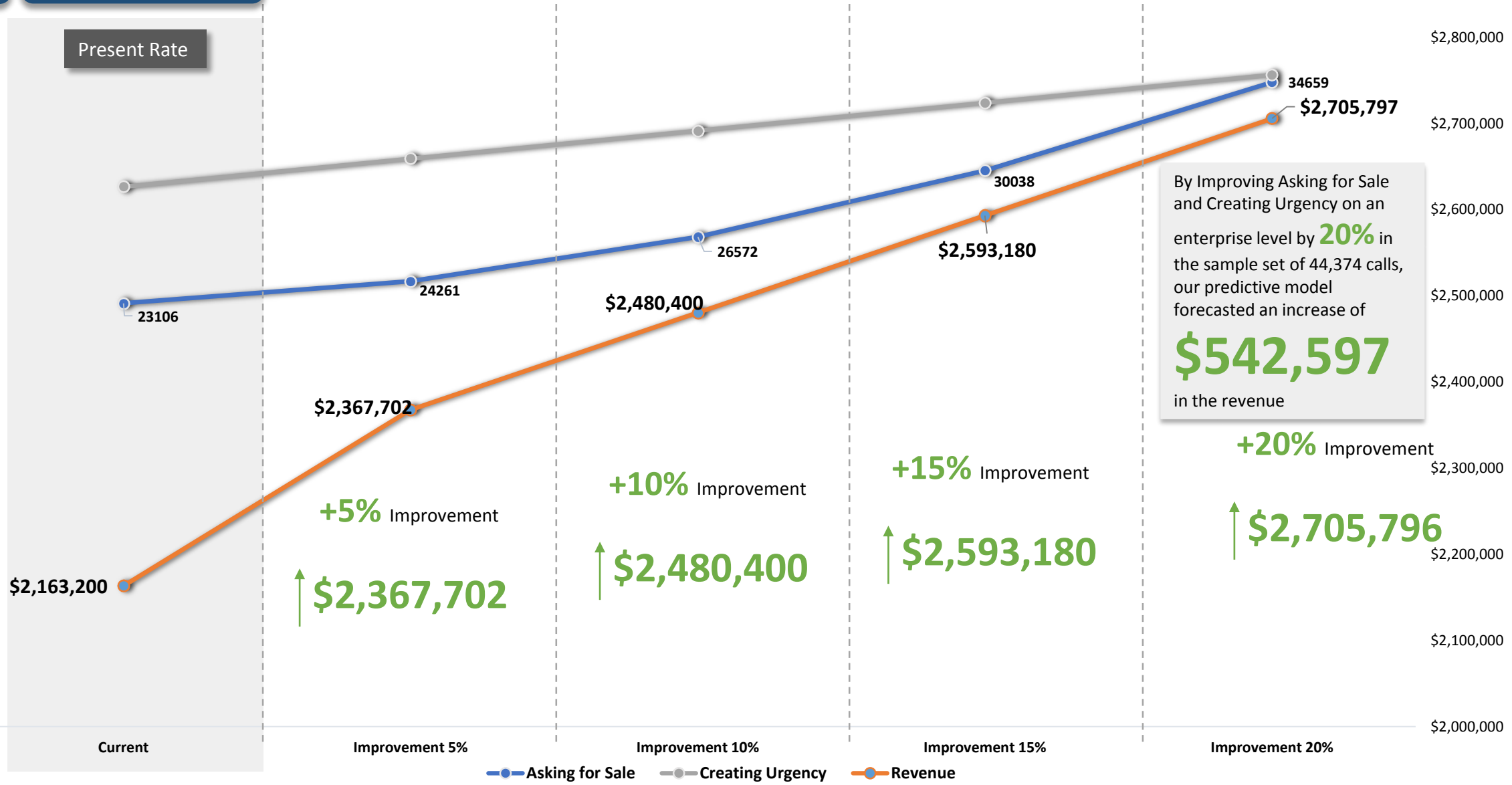
Replicate Successful Skills

After understanding what behaviors drive success – We can cross-train agents to improve performance



PREDICT

Predictive Model: Successful Behaviors increase Revenue



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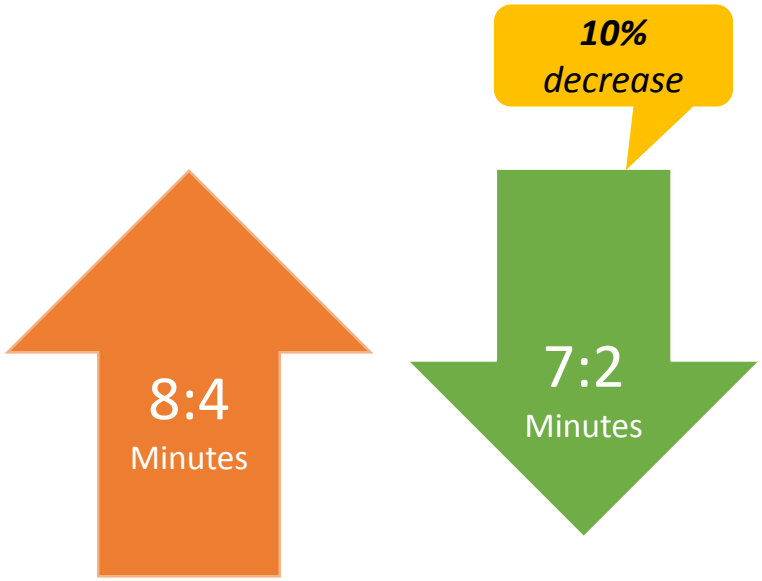
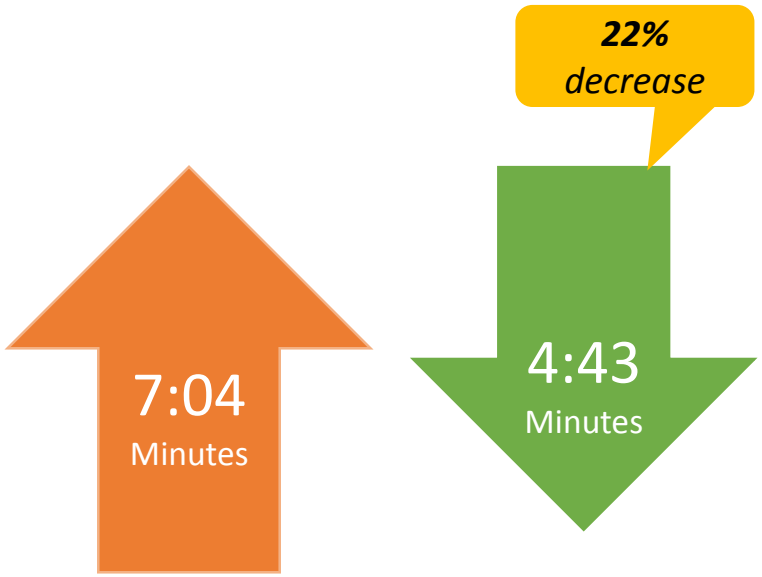
Key KPI Improvement

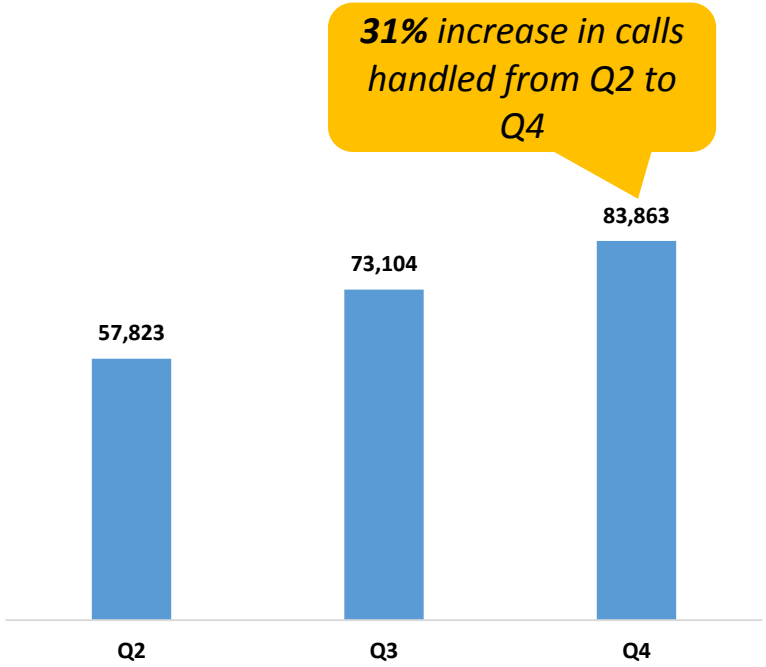
Impact
Average Handle Time



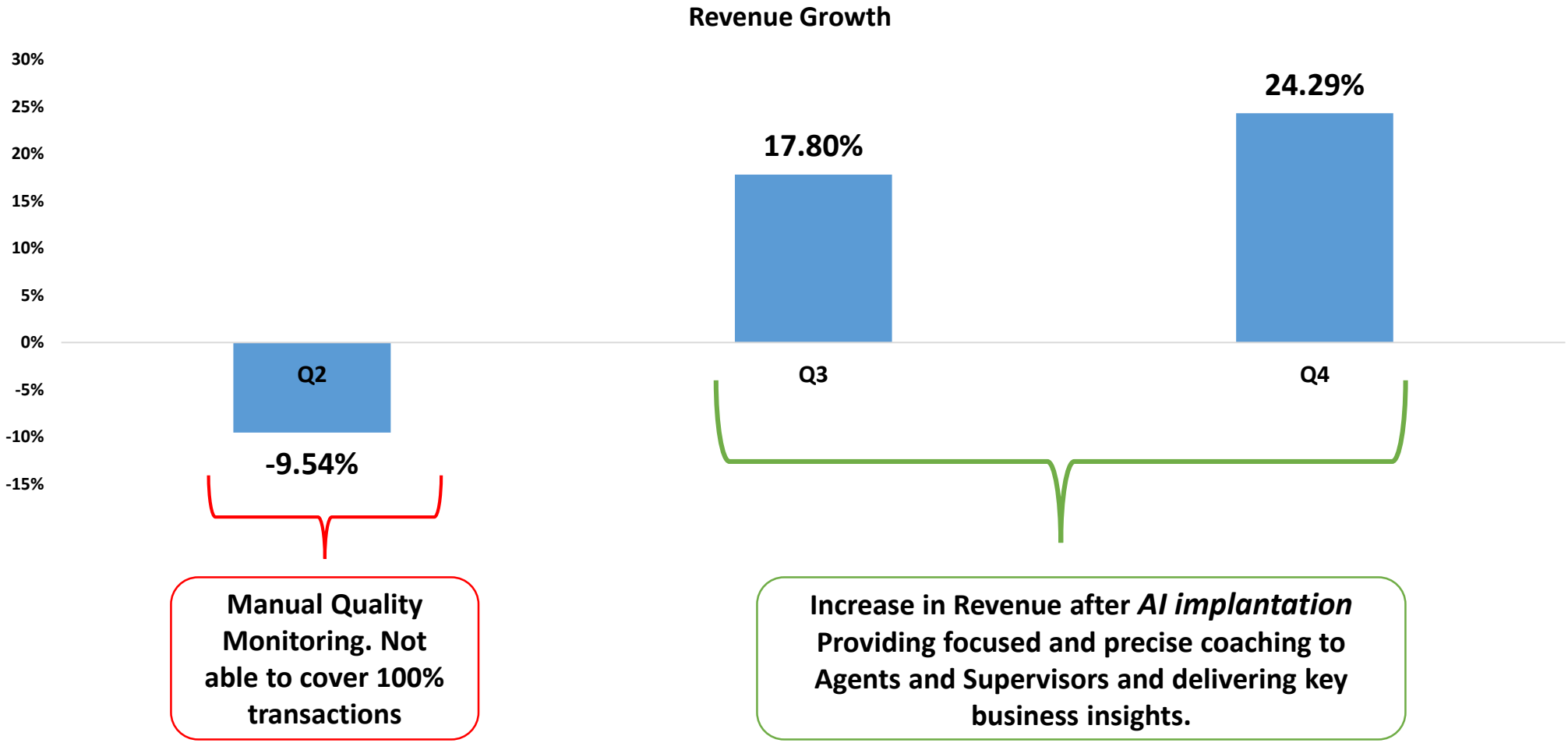
Impact
Average Hold Time



Impact
Calls Handled



How it translated - ROI



Effectiveness Rating

Overall Program QA Score

Date Type :-Call/Chat Date Date Range : 08/01/2018 To 08/31/2018 Total Evaluation : 170622

Client Name : Evaluation Form : AI Sales Form V 1.0 Autofailure Evaluation : 50746

Program : AI Sales Form Location : All Sub Program :

Agent Name : Supervisor Name : Partner Name :

QA Score Without Auto Failure		597926.4	391573.4	65.49%		
QA Scores With Auto Failure				32.58%		
	Maximum Points	Total Possible Point	Total Scored	Performance(%)	Performance Bar	Status
Auto Fail Section - Compliance						
1. Recording Disclosure	1	8528.05	8339.65	97.79%		
2. Use the third party verbiage, if asked by the customer	1	742.8	347.4	46.77%		
Section Average		**9270.85**	**8687.05**	**93.7**		
Auto Fail Section - Process						
3. Did the agent phonetically confirm the guest email and name?	1	10952.5	9550	87.19%		
4. Did the agent verify the name of the guest checking in?	1	10952.5	9102.5	83.11%		
5. Did the agent mention the hotel name & address while recapping?	1	10952.5	1206	11.01%		
6. Did the agent verify dates + day of week of travel reservation ?	1	10952.5	6312.75	57.64%		
7. Did the agent quote "THE GRAND TOTAL INCLUDING TAX, RECOVERY CHARGES AND SERVICE FEES?"	1	10952.5	8630.75	78.80%		
8A. Did agent ask if Customer agrees with the Terms & Conditions of the Reservation?	1	10952.5	8114.25	74.09%		
8B. Did the agent read Cancelation Policy?	1	10952.5	9307.75	84.98%		
8C. Did the agent inform the Customer that we charge in USD?	1	10952.5	6852.5	62.57%		
8D. Did the agent provide R# to the Customer?	1	42640.25	42640.25	100%		
Section Average		**130260.25**	**101716.75**	**78.09**		
Introduction						
9. Introduction	1	8531.1	6602.5	77.39%		
10. Willingness to assist (building trust and take accountability)	1	8531.1	6329.85	74.20%		
Section Average		**17062.2**	**12932.35**	**75.8**		
Identify and Understand Customer Needs						
11. Verifying Travel Info - Check In Dates	1	27274.05	25223.45	92.48%		
12. Verifying Travel Info - Check Out Dates	1	27274.05	23591.05	86.50%		
13. Verifying Travel Info - Number of Rooms	1	27274.05	20594.15	75.51%		
14. Verifying Travel Info - Number of Adults	1	34127.45	27146.1	79.54%		
15. Verifying Travel Info - Number of Children	1	27274.05	23488.4	86.12%		
17. Verifying Travel Info - Hotel Name	1	27274.05	19046.4	69.83%		
19. Did they demonstrate effective probing techniques to help lead the call towards a sale?	1	27126.75	11989.6	44.20%		
Section Average		**197624.45**	**151079.15**	**76.45**		

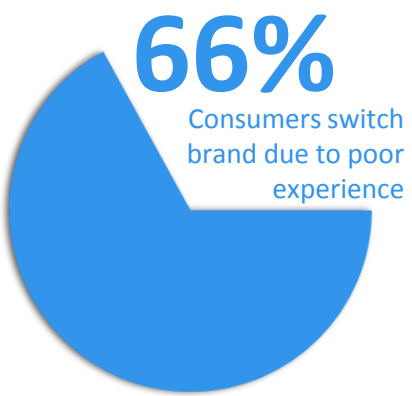
Evaluated 170k plus calls on detailed output using AI + Qeval

SO What??!

Impact of Customer Experience

86%

of buyers will pay more for a better customer experience



66%

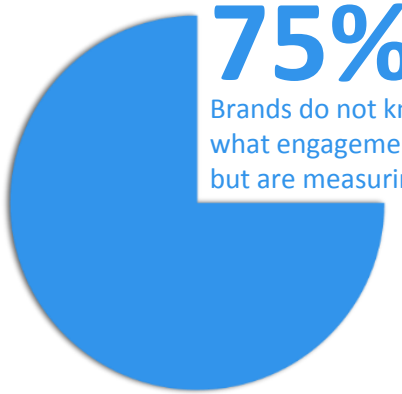
Consumers switch brand due to poor experience

1/26

Only 1 out of 26 unhappy customers complain

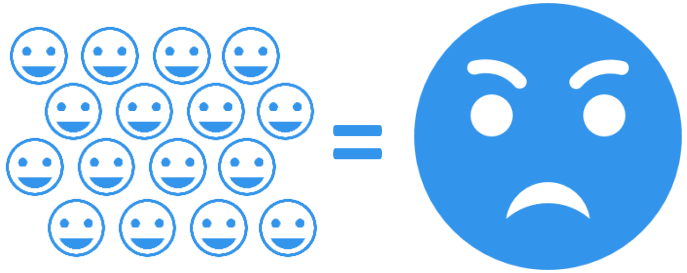
91%

Of non-complainers will simply leave

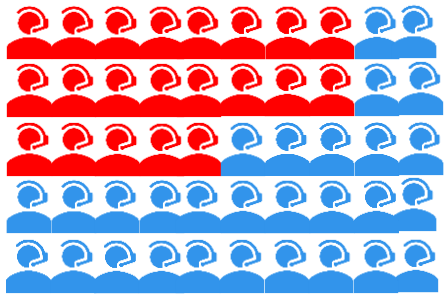


75%

Brands do not know what engagement is, but are measuring “it”



It takes 12 positive customer experiences to make up for ONE negative customer experience



42%

Of agents are unable to efficiently resolve customer issues due to disconnected systems, archaic user interfaces, and multiple applications

70%

Companies that deliver the best in class customer experience “USE” their customer’s feedback 70% of the time

Versus industry average of 50%, and 29% for those who lag on CX delivery

Machine learning is lost without People

In a world driven by tech…Your people matter more than ever.

Job looks the same but

your customer expectations have changed.

We focus on CX, **YOU** Decide Tools

IMPLEMENTATION STEPS

Record your Calls

Capture Metadata

Define Objectives

Measure Effectiveness

Monitor & Evolve

Ongoing Refinement

TOOLS

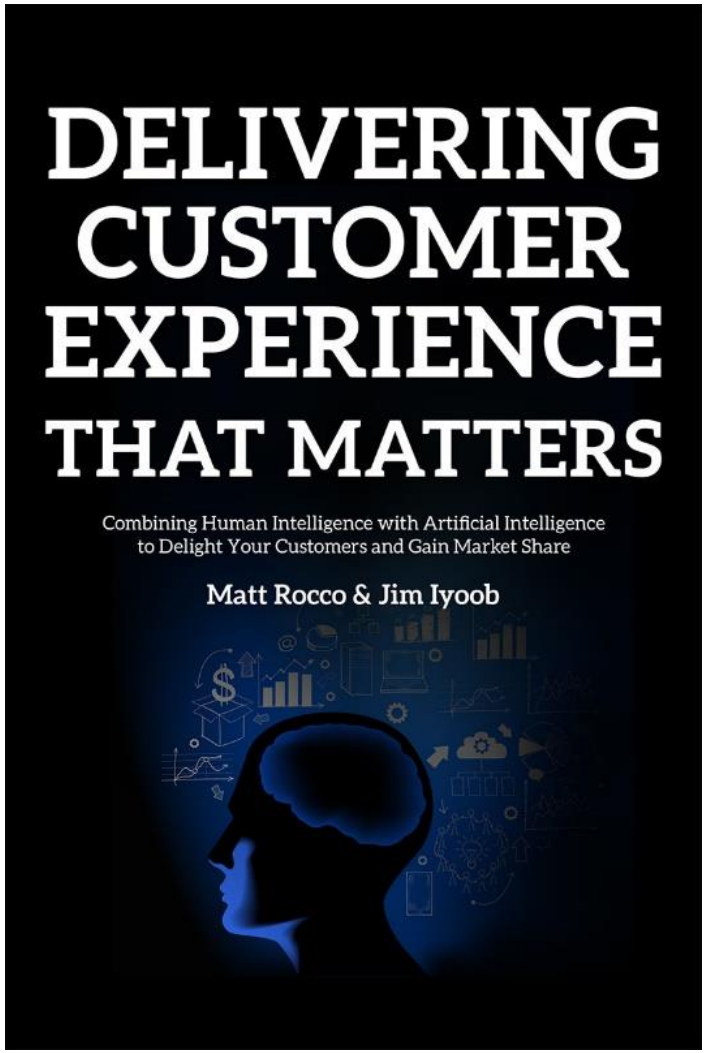
Paper Form

Excel

Artificial Intelligence & Human Intelligence

DECIDING FACTORS

Volume, Commitment to Customer Experience



Learn how Artificial intelligence is revolutionizing the contact center.

Contact me at: *Jim@etechgs.com*