



YOUR TRUSTED ADVISOR FOR
Remarkable Customer Experiences

Etech delivers next generation BPO solutions. A global minority owned business, Etech has created and trademarked how to turn your data into strategic insights. Leveraging the power of artificial plus human intelligence Etech enhances training and coaching to focus on critical behaviors creating improved customer experiences and shareholder value.

Data Cleaning & Methodology

Total Interactions

8101

Excluded Spanish
Calls

7131

Excluding calls <1
Mins

6108

Considered
6108
Interactions
for Analysis
purpose

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Date Range

1st July till 31st August 2022

Total Call Volume Received

8101

Spanish Calls

970

Calls < 1 Min Duration

1023

In-Scope Calls

6108

92% of the calls were from FL
4% of the calls were from NY

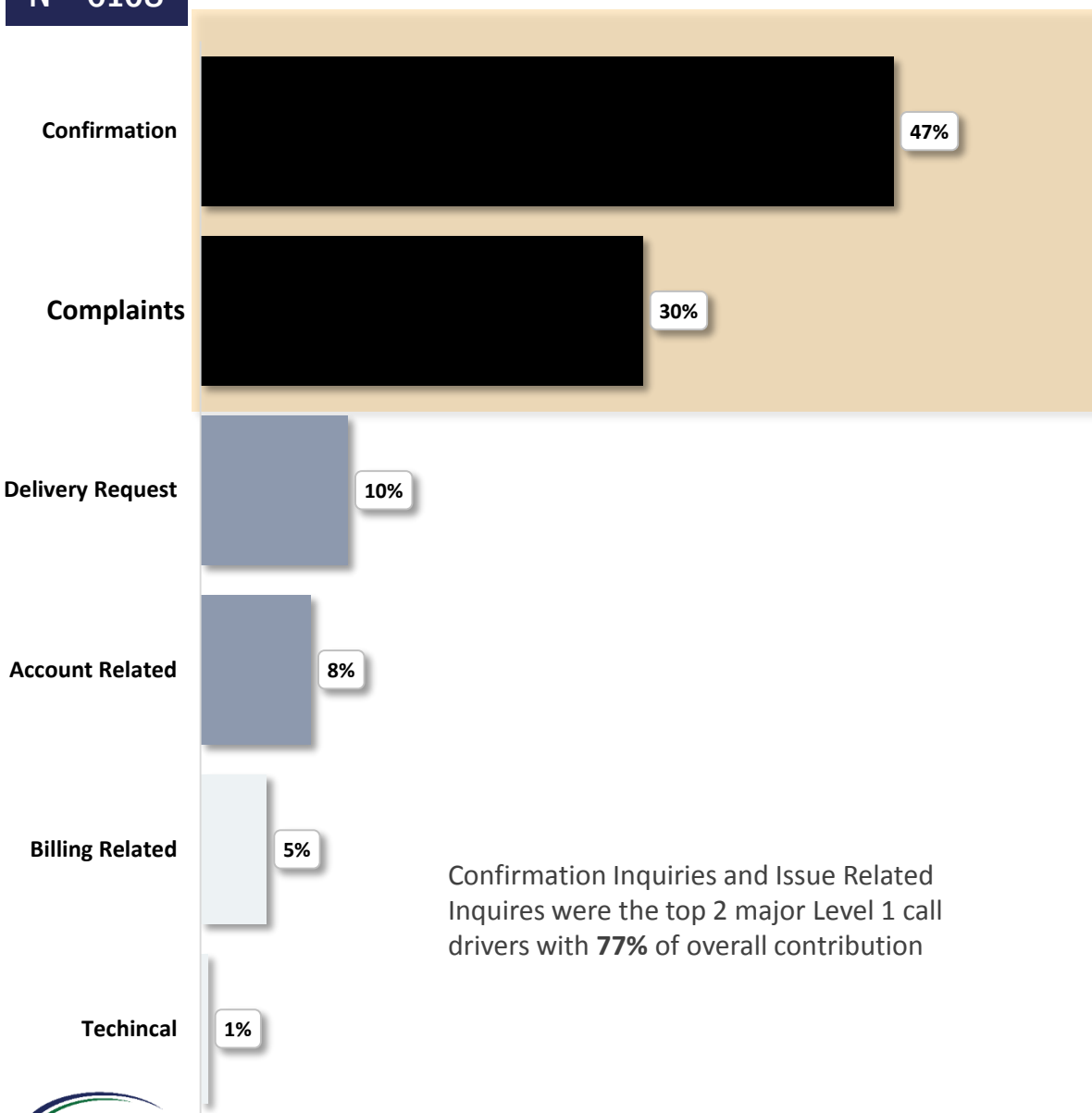


Overall Volume by Queue

Call Reason Analysis – Level 1 Main Reason for Contact

N = 6108

Level 1 Call Reasons



- Confirmation Inquiries

Agents calling customers to confirm the furniture delivery, pick up or exchange details.

Example Phrase – Just calling to **confirm delivery** for today you should be **receiving the exchange** I **need to confirm** that you are receiving a king size bed

- Complaints

Issues like delivery of damage/wrong/incomplete furniture, delay in the delivery.

Example Phrase – One **chair is missing** and the other two **are damaged**.

- Delivery Request Inquiries

Inquiries related to basic delivery related questions, product related questions, requests to reschedule existing delivery.

Example Phrase – I got a notification that the elevator reservation for my **delivery isn't confirmed** but I called you guys last week and **confirmed it** I just want to **make sure we're all set**

- Account Related Inquiries

Customers looking to update any personal or payment related details in their profiles, checking existing order's delivery status or looking to make any changes to an existing order.

Example Phrase – They were calling to see if they can **change the address** on the order.

- Billing Related Inquires

Questions/concerns related to refund, wrong charges, payment status.

Example Phrase – I received an order without chairs, waited too long for it. Now I **want a refund** of the order

- Technical Inquiries

Customers getting any error message or glitch while accessing website.

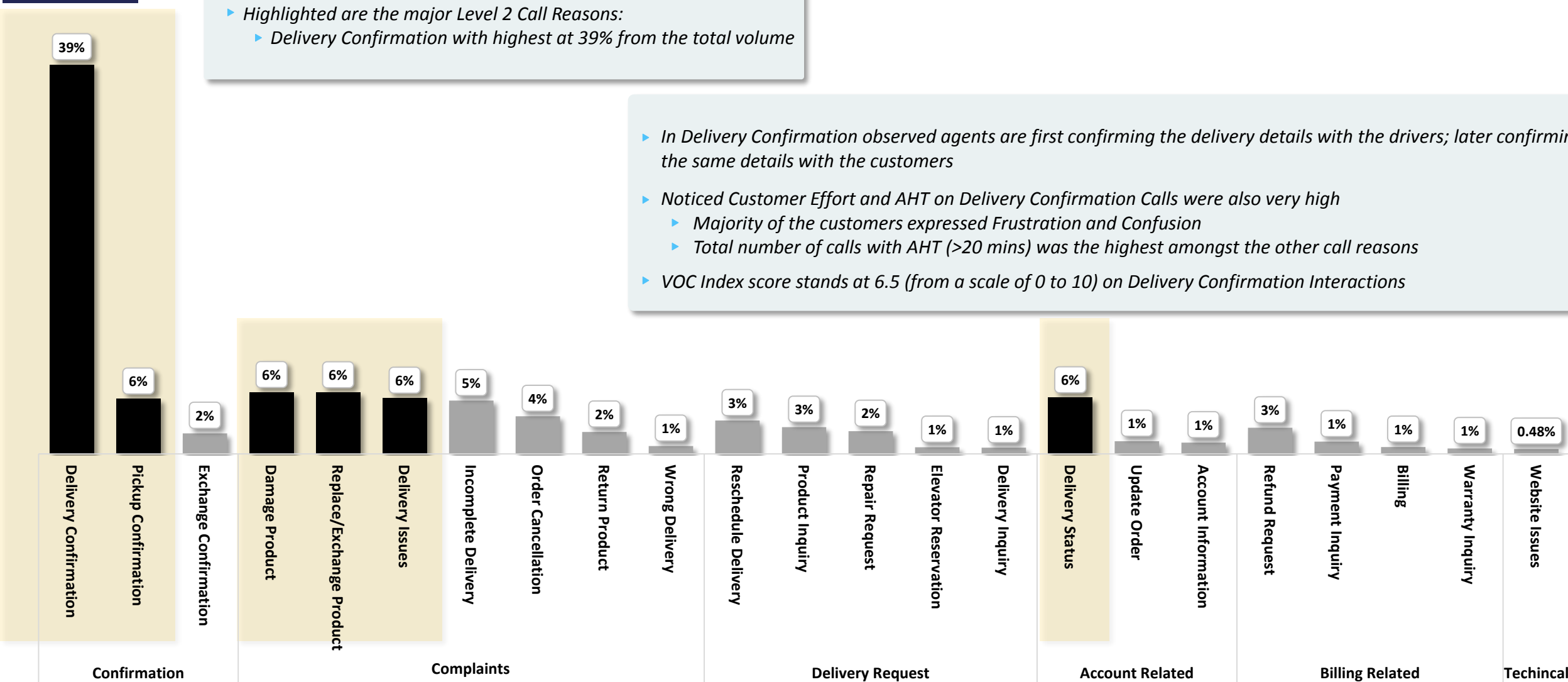
Example Phrase – It's not on the website, it must be a **glitch in your system**, I have the invoice right here in front of me.

Call Reason Analysis – Level 2 Drivers

N = 6108

- ▶ Highlighted are the major Level 2 Call Reasons:
 - ▶ Delivery Confirmation with highest at 39% from the total volume

- ▶ In Delivery Confirmation observed agents are first confirming the delivery details with the drivers; later confirming the same details with the customers
- ▶ Noticed Customer Effort and AHT on Delivery Confirmation Calls were also very high
 - ▶ Majority of the customers expressed Frustration and Confusion
 - ▶ Total number of calls with AHT (>20 mins) was the highest amongst the other call reasons
- ▶ VOC Index score stands at 6.5 (from a scale of 0 to 10) on Delivery Confirmation Interactions



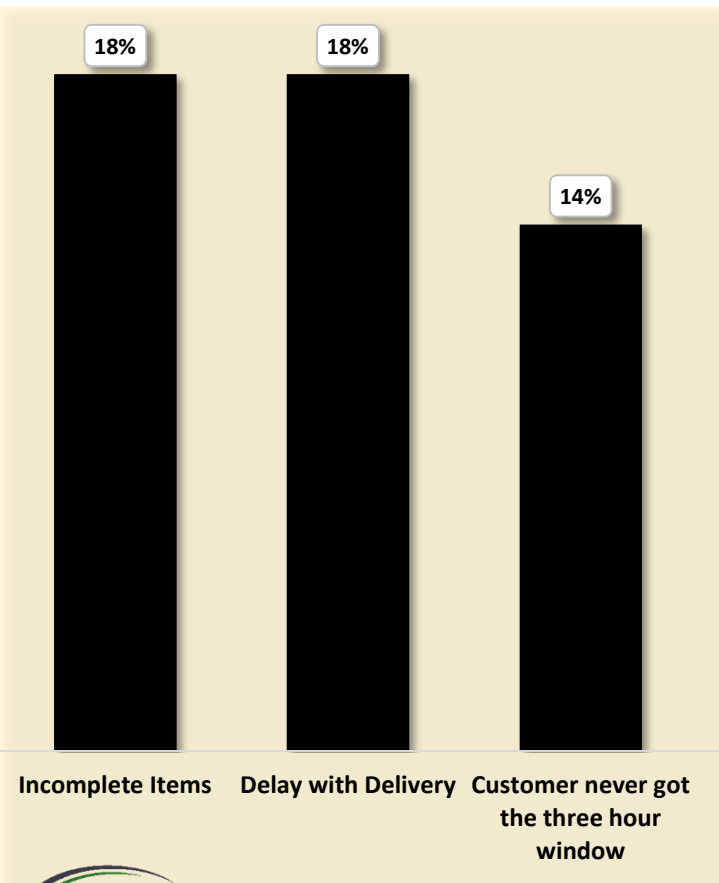
Insights on Delivery Issue Interactions

➤ Etech Analysts reviewed **25%** of interactions from the Level 2 Driver: Delivery Issue and provided Insights

Incomplete Items was the top reason; this includes calls where customers called and mentioned they didn't receive the remaining parts :

- **Didn't receive** chair, but received table
- Delivery guys couldn't **deliver complete items**; hence, assembly won't be possible.
- Rail was **delivered but couch was on the way**
- 33% of times we observed the data, CHAIRS were not available in the order received.

Major Delivery Issue Drivers

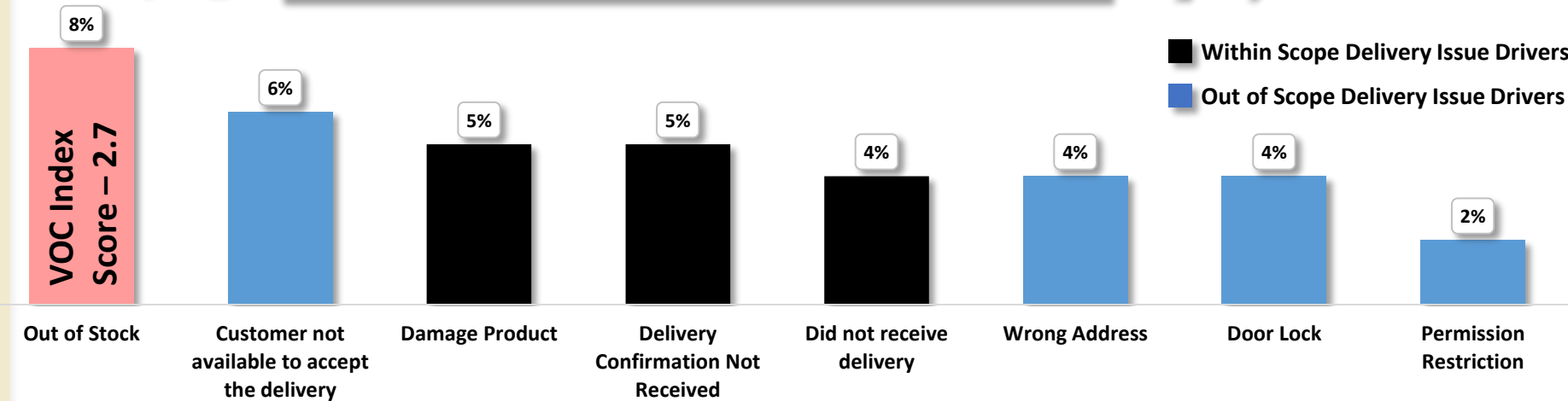


Delay with Delivery:

- Customers are tracking online and noticed delivery guys are **way behind schedule**
- Customers are waiting; but **delivery is not yet received**
- Customers **getting the partial order** after few days/weeks/month
- Stores **providing incorrect delivery date**

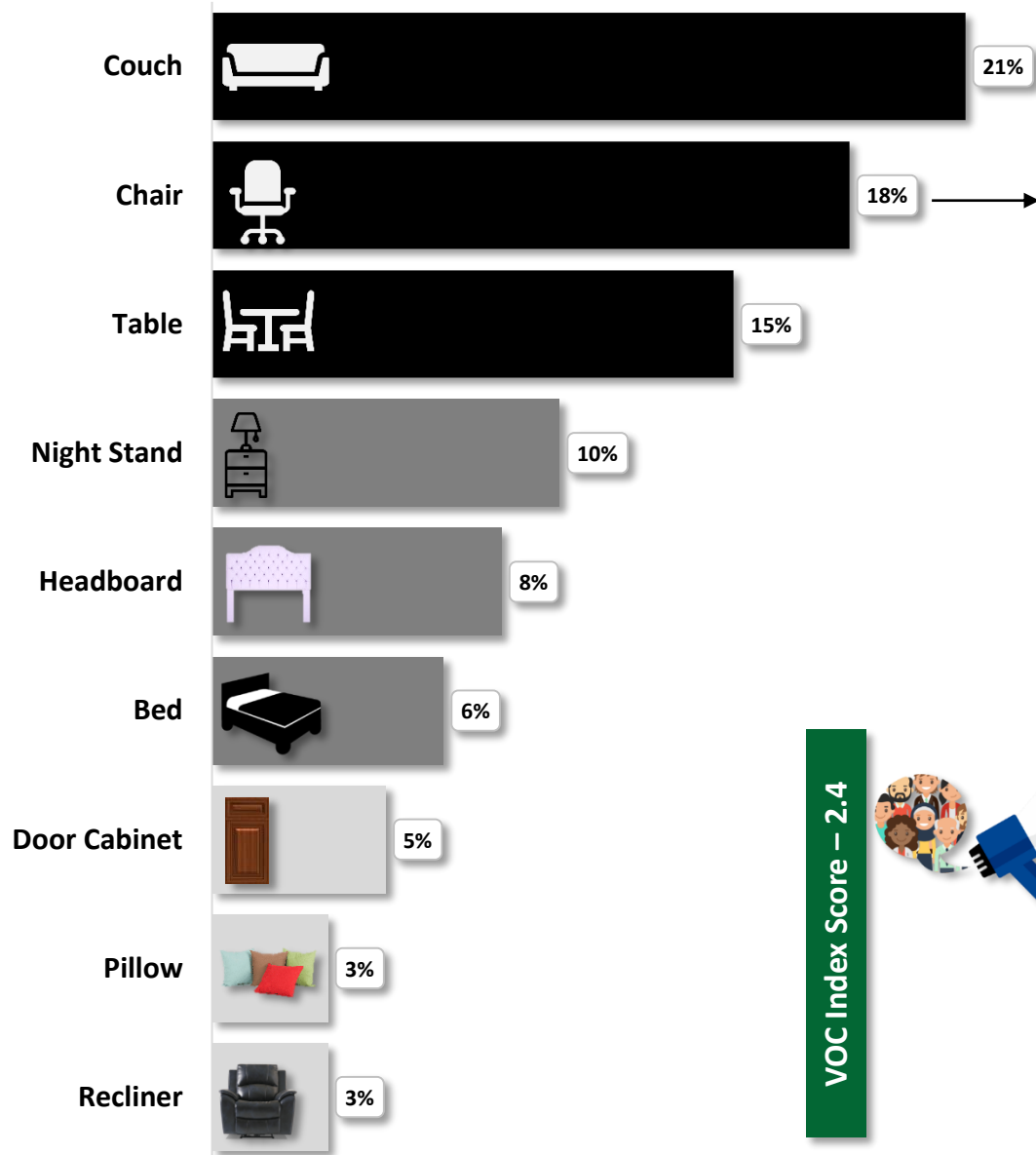
Customers didn't get a 3 Hour Window

- This includes all the interactions in which customers **never received any information** on when the item will be delivered and at what time.



Insights on Delivery Issue Interactions – Product Level Drill Down

Product Inquiry Type – Delivery Issues



Call 1 – Incorrectly assembled
Call 2 – Paint quality not good
Call 3 – Unable to pass through the door

Call 1 – For second chair - status showed out of stock
Call 2 – Order is on back order
Call 3 – Received dining table without chairs.

Top 3 area code from which we got most of the delivery issues calls

- 954 – 135 Calls
- 305 – 41 Calls
- 786 – 41 Calls

EI strongly recommends to add Product code information which can be easily extracted from the CRM and further added to the metadata fields. This will add an additional level drill down with actionable insights on a specific product type

VOC Index Score – 2.4



Overall VOC Index score for Delivery Issue Interactions stands at **2.4**

Overall

Positive Sentiments: 198

Negative Sentiments: 121

VOC Index score: On a scale from 0 to 10

Insights on Return/Replacement Products

Return/Replacement Drivers



Etech Analysts reviewed 25% Return/Replacement Product interactions to determine the major reasons and provide actionable insights

Received Damage Product: Number 1 driver under the category: Returns and Replacement. Majority of the customers mentioned that the product they received is broken/damaged and hence requested for Returns/Replacement.



From the total calls analyzed under: Received Damage Product:

- 21% of customers requested an Exchange
- 15% of customers Scheduled a Technician Visit
- 12% of customers were issued a Gift Certificate by the agents
- 12% of customers Submitted Warranty Claim for Damage Products received

Secondary major driver was **Quality of the Product**.

Under this category, we considered all interactions wherein customers expressed dissatisfaction over the quality of the products received and didn't like the product. This further lead to Return/Replacement of products.

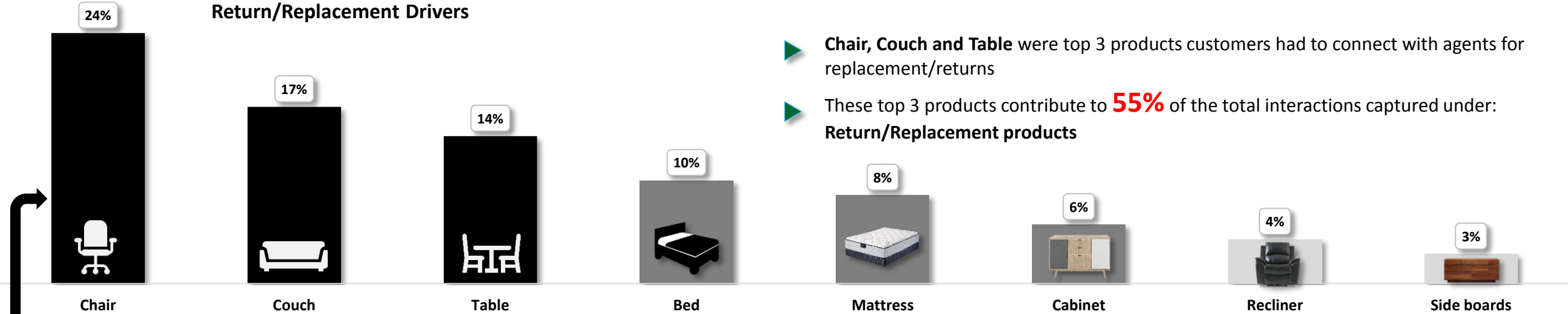


From the total calls analyzed under: Quality of the Product:

- 22% of customers requested an Exchange
- 17% of customers Reported to the Store
- 15% of customers Scheduled a Pickup
- 9% of customers were issued a Gift Certificate

Insights on Return/Replacement Products – Product Level Drill Down

Return/Replacement Drivers



- ▶ **Chair, Couch and Table** were top 3 products customers had to connect with agents for replacement/returns
- ▶ These top 3 products contribute to **55%** of the total interactions captured under: **Return/Replacement products**

Call 1 – One of the legs was broken
Call 2 – Wrong color got delivered
Call 3 – Part of chair was missing

Call 1 – Delivery didn't match what they saw in the store
Call 2 – One of the couch pieces was broken
Call 3 – Quality was even worse during replacement delivery

Negative Sentiment VOC

- *I'm very very very very mad right now*
 - *Couch delivered was broken*
- *I'm not happy with my purchase at all*
 - *Mattress is not comfortable*
- *I don't want to waste my time and you don't understand*
 - *Furniture started peeling in 2 weeks*
- *Such poor quality I have received. I'm just astonished*
 - *Replacement couch delivered is defective again. It is worse than the original one*

Overall VOC Index score for Return/Replace Interactions stands at **1.7**

Overall

Positive Sentiments: 269

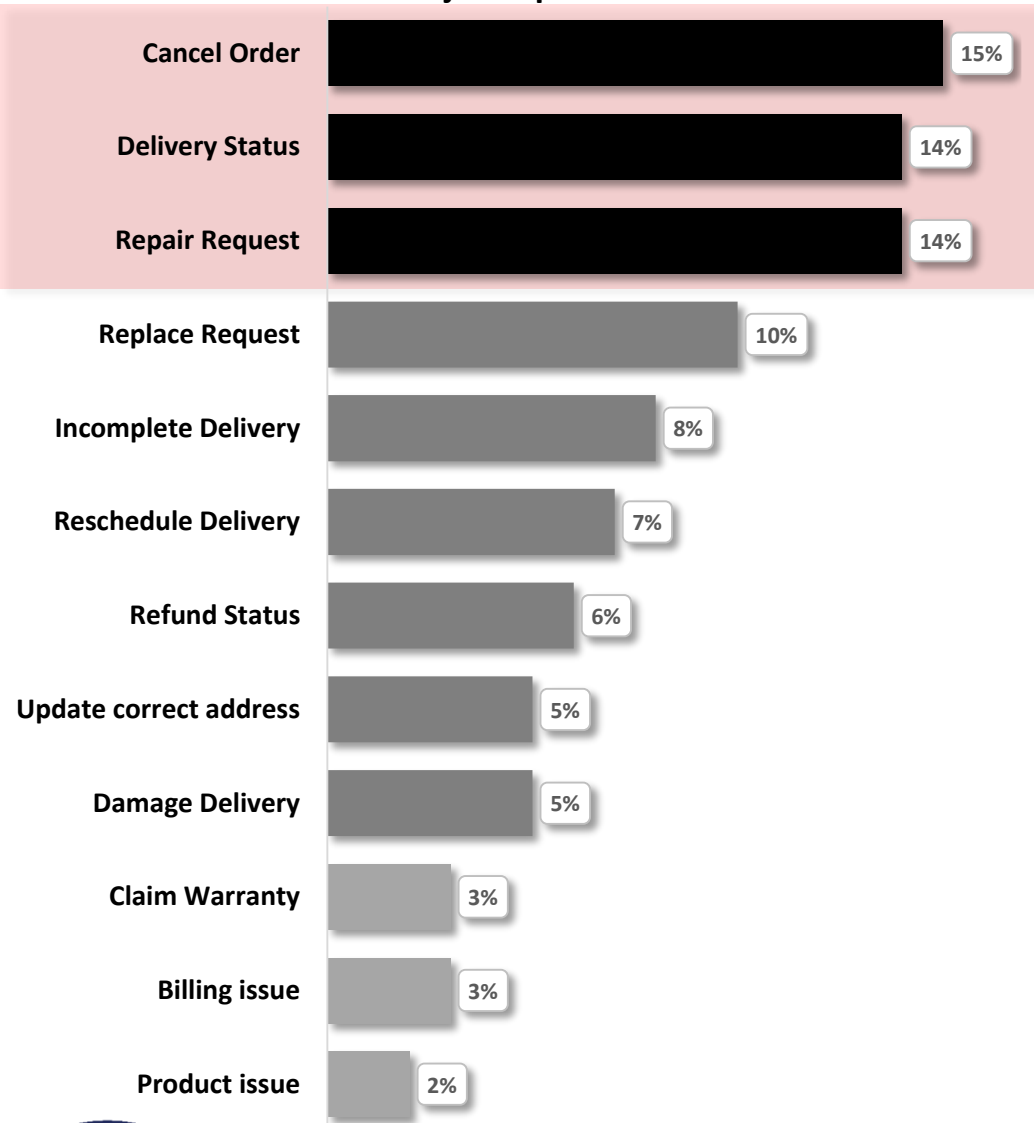
Negative Sentiments: 192

VOC Index score: On a scale from 0 to 10

Repeat Contact Analysis

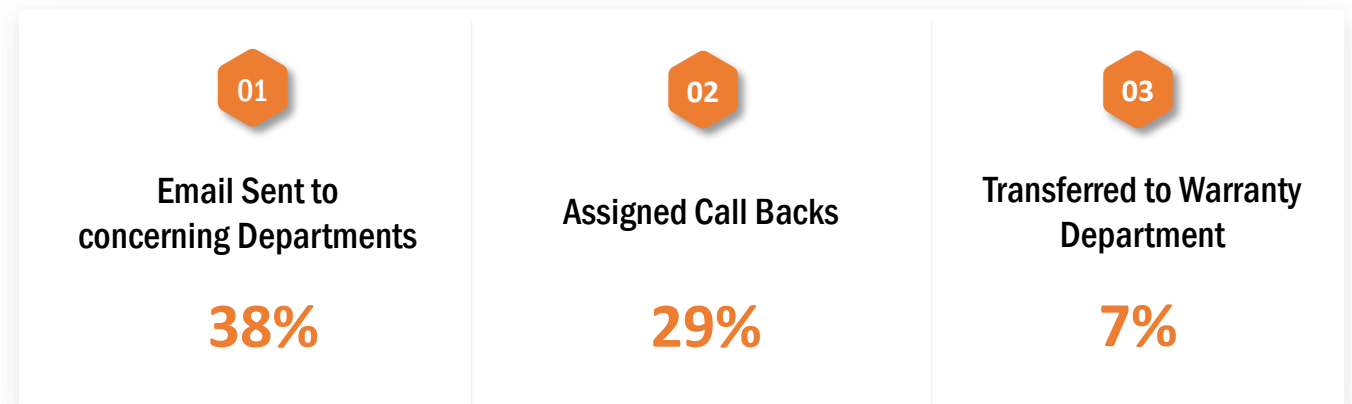
➤ Amongst all the Customer Efforts, we observed from the data that Repeat Contact was at **14% (843 calls)** from the total volume of 6108 calls

Major Repeat Contact Drivers



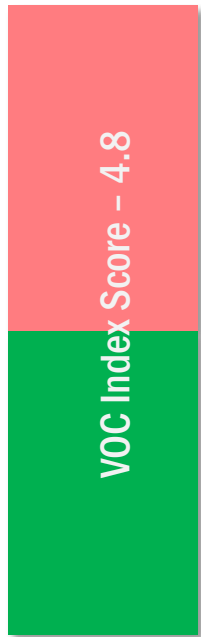
- **Cancel Order:** Cancellation was the major driver for Repeat Contacts wherein customers are calling again because they didn't receive the call back with cancellation confirmations
- **Call Outcome:** Agents are sending an email to the concerning department to get further assistance.
- **Delivery Status:** Customers are calling multiple times to inquire on the status of Delivery.
- **Repair Request:** Along with Repeat Contacts, Customer Effort driver: Customer Frustration was also very high on Repair Request Inquiry calls. All customers are complaining on receiving the Damaged products and are seeking assistance to get them repaired.

Insights on Call outcome



VOC Index Score – Overall Performance

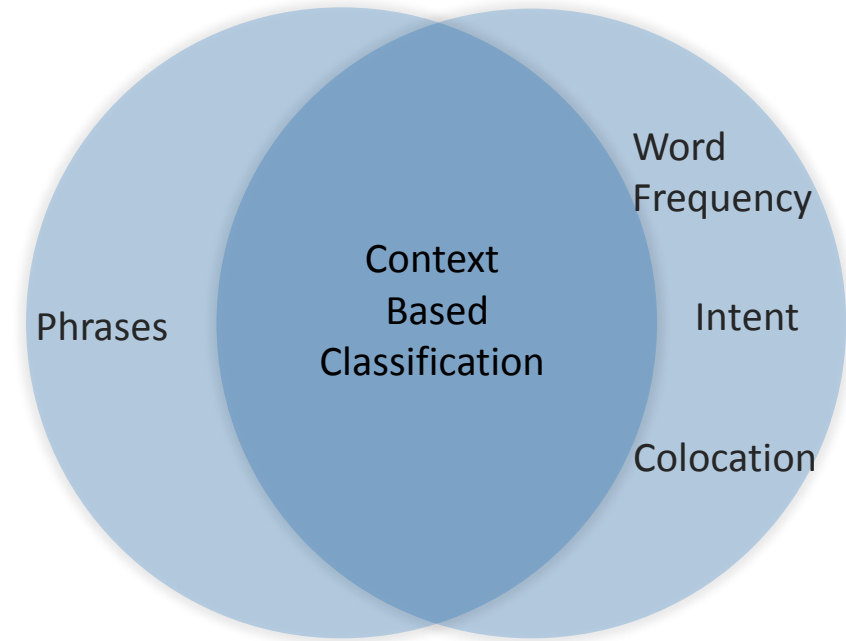
10
9
8
7
6
5
4
3
2
1
0



Overall
Positive Sentiments: 1546
Negative Sentiments: 539

VOC Index score: On a scale from 0 to 10

Voice of the Customer (VOC) is a term that describes your customer's feedback about their experiences with and expectations for your products or services. **It focuses on customer needs, expectations, understandings, and product improvement.**



VOC Index METHODOLOGY

VOICE OF INDEX(VOC) Index is based on NET SENTIMENT SCORE

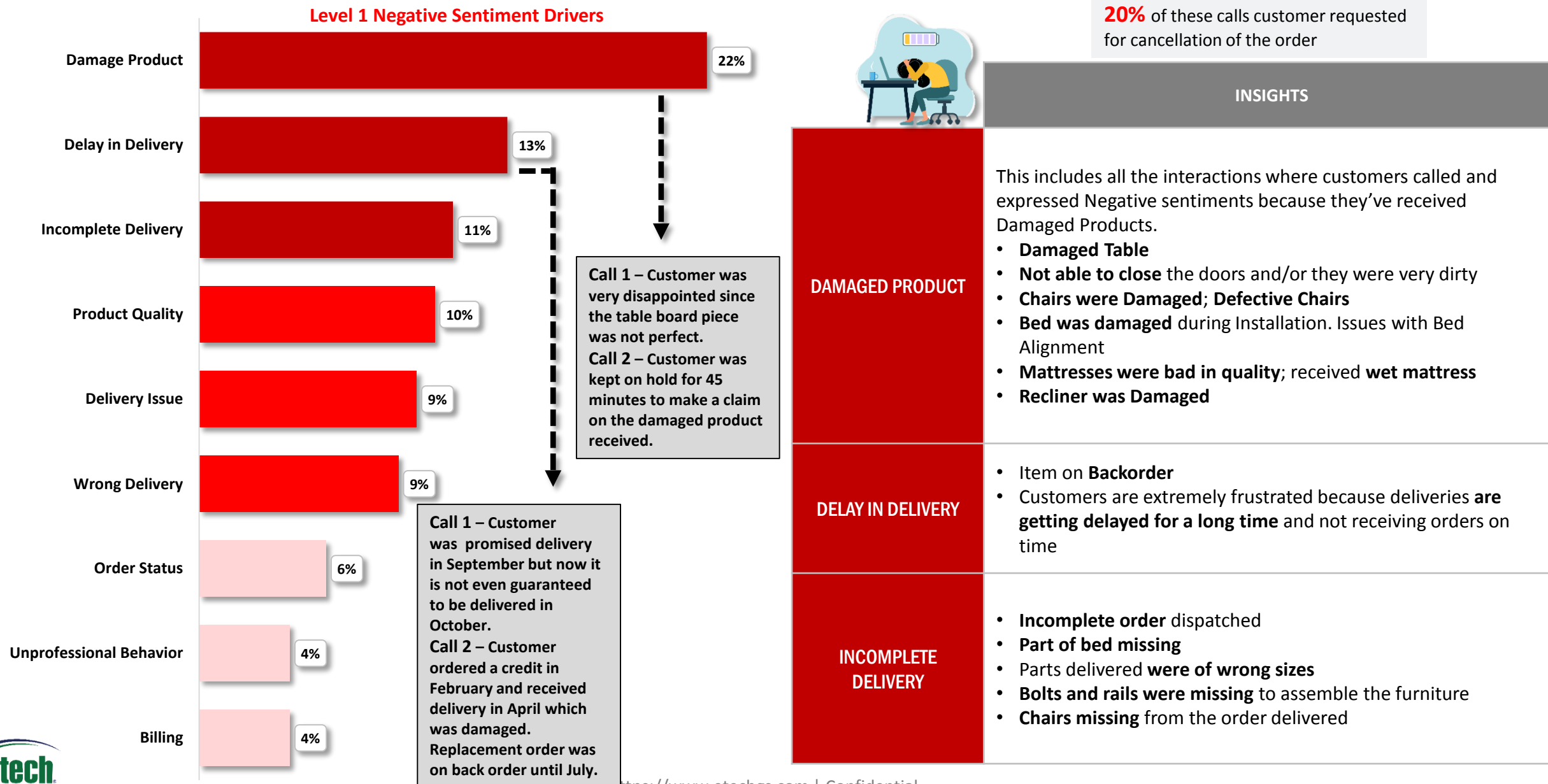
Calculation

Net Sentiment Score = % Positive – % Negative

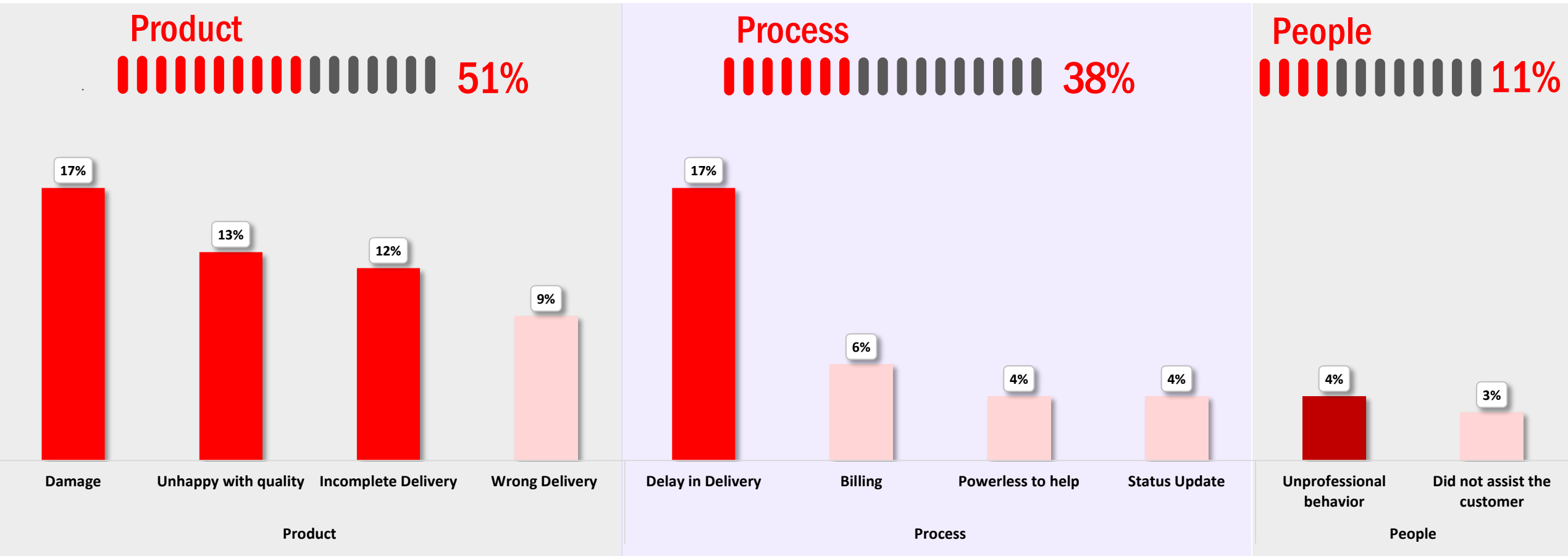
VOC Index = Net Sentiment Score * 10

Insights on Negative Sentiments – Deep Dive Analysis

Etech Analysts reviewed 25% Negative sentiment interactions to determine the major reasons for customers left a Negative Sentiment on the call



































Insights on Negative Sentiments – Negative Sentiment Drivers



Actionable Insights on Unprofessional Behavior calls

- Phone number 1 – Customer was kept on hold and the driver did not answer back.
- Phone number 2 – Customer found driver's behavior as "weird".
- Phone number 3 – Customer was unhappy with the staff's "rude behavior".
- Phone number 4 – Driver's behavior was "rude".

Competitor Insights – Overall Score Comparison with Brand Popularity

Competitor Name		Overall Score	Brand Popularity	Customization Option	Scheduled Deliveries	In-stock Availability	Fast Shipping	Furniture Assembly
City furniture		4.2/5		--	--	--	--	--
Pottery Barn		4.6/5						
Overstock (Online only)		4.6/5						
West Elm		4.6/5			--	--		
Wayfair (Online only)		4.6/5			--	--		
Betta Home Living		4.5/5		--	--	--	--	--
Joybird		4.5/5						--
Living Spaces Furniture		4.3/5		--	--	--		--

VOC Index Score – Agent Performance

Top 10 Performers				
Agent Name	Total Calls	Positive Sentiments	Negative Sentiments	VOC Index Score
Roberto	52	15	1	8.8
Jenia	47	19	2	8.1
Camilo	62	18	2	8.0
Valentina	29	9	1	8.0
Kristine	60	24	3	7.8
Jose	47	15	2	7.6
Megan	17	7	1	7.5
Kathleen	42	20	3	7.4
Paul	76	24	4	7.1
Julian	26	11	2	6.9

Bottom 10 Performers				
Agent Name	Total Calls	Positive Sentiments	Negative Sentiments	VOC Index Score
Camilo	12	2	3	-2.0
Naomie	11	1	1	0.0
Geraldine	15	7	6	0.8
Emily	15	6	5	0.9
Sebastian	54	9	7	1.3
Jesus	18	4	3	1.4
Maria	36	7	5	1.7
Vanessa	56	7	5	1.7
Fabio	12	3	2	2.0
Dishika	12	6	4	2.0

Note: Considered calls for agents >10



A Big Shout Out to *Robert and Jenia* for **8.8 and 8.1** VOC Index scores, respectively.



VOC – Positive Sentiments



Okay that would be fabulous I would love that thank you!



We're good, alright honey thank you so much have a phenomenal day.



Fabulous! Cathy, you sound like an angel who came from the heavens.



But you guys are doing a great job!



I had great service overall.



Tell your guys that they were fantastic. They were nice they were right on time, I'm glad you called me ahead of time.



Yeah, fantastic, the delivery driver did a great job!



I'm doing a lot better today than I was over the weekend and the gentleman Rodney is awesome!



The chandelier that was delivered it's fabulous we absolutely love it it's perfect!



I love the shelf it's wonderful!



This works for me, this looks great. Thank you so much.



Okay I just want to say that the delivery guys are wonderful!

VOC – Negative Sentiments



I'm going to get a lawyer and I'm going to call the Better Business Bureau!



This is the worst company please do not trust them.



The whole process took eight to nine months. I had the worst experience with the delivery guys.



I'm just trying to understand what I'm spending all this money for? I don't want to spend anything on this terrible service.



There's a piece of wood that was not perfect in the middle of the table. My sister said table looks horrible.



I am just saying out loud. I had so much trouble with this order. I do not understand.



This is really a bad furniture it is not good furniture.



I'm really dissatisfied because I paid full price, I didn't get the discount. A couple of days later there were discounts.



I'm very disappointed this is the worst experience that ever happened with Furniture Company, and we spent over thirty-three thousand dollars!



The fabric it's all messed up!



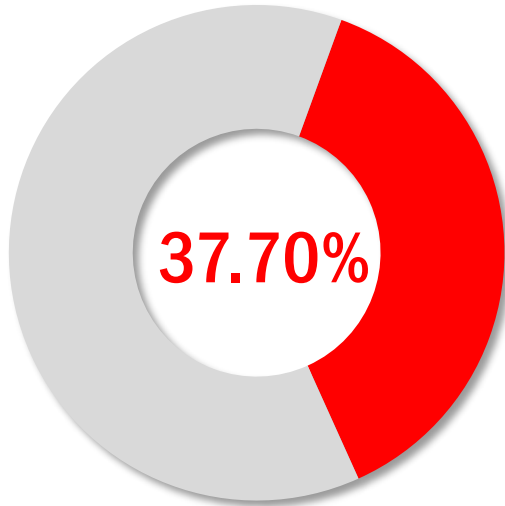
Somebody to fix it before September? Which is completely unacceptable because I am sleeping on the floor.



I was very upset because during the delivery they did before this one, I had asked Ben twice to inspect before bringing it to me.

Customer Effort Analysis – Overall Score and Drivers

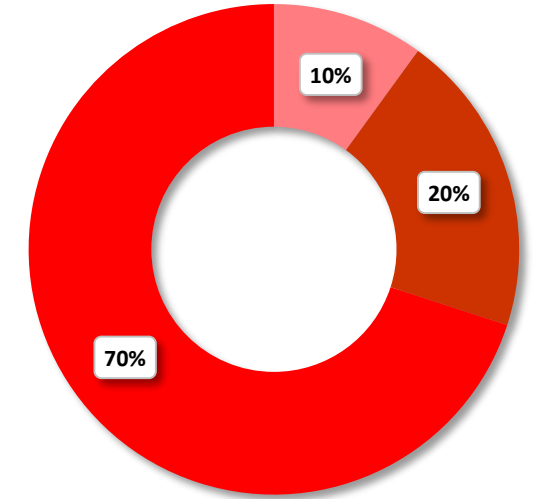
Overall Customer Effort Ratings



■ Customer Effort ■ Effortless

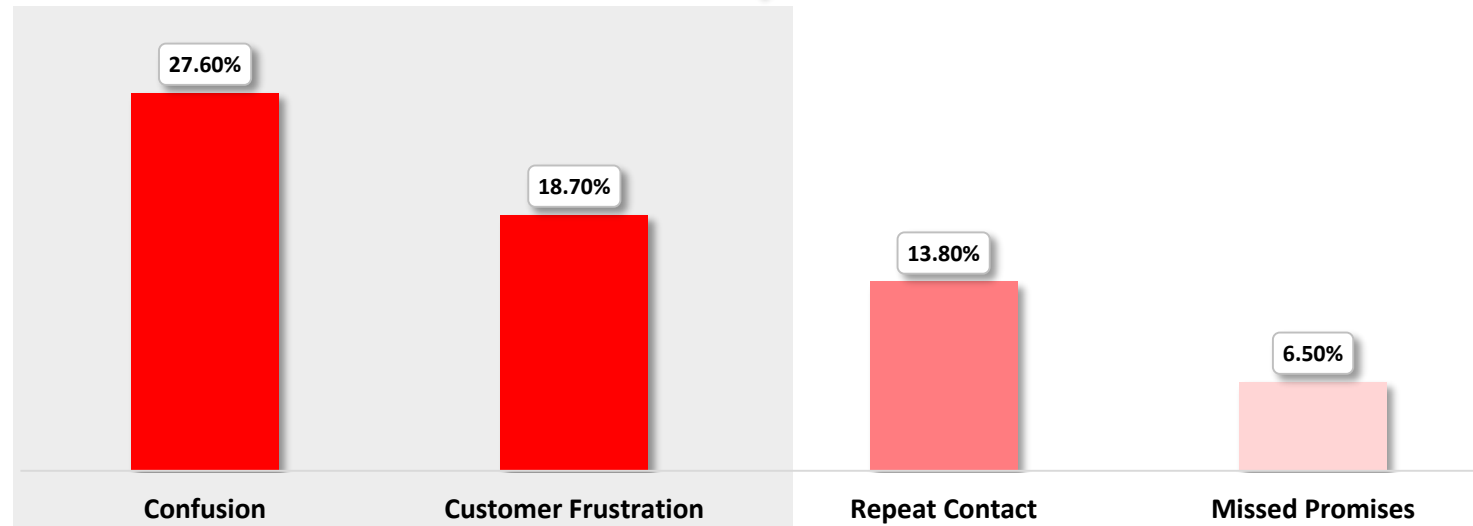
Customer Effort score = **37.70%**
For All Interactions (6108 calls)

Customer Effort Type Interactions



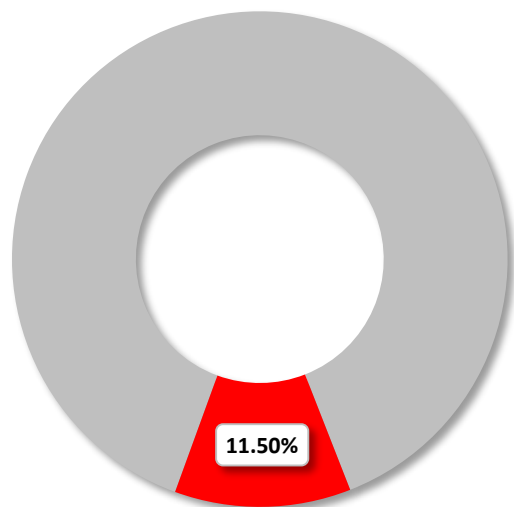
■ Small Effort ■ Medium Effort ■ High Effort

Customer Effort Drivers



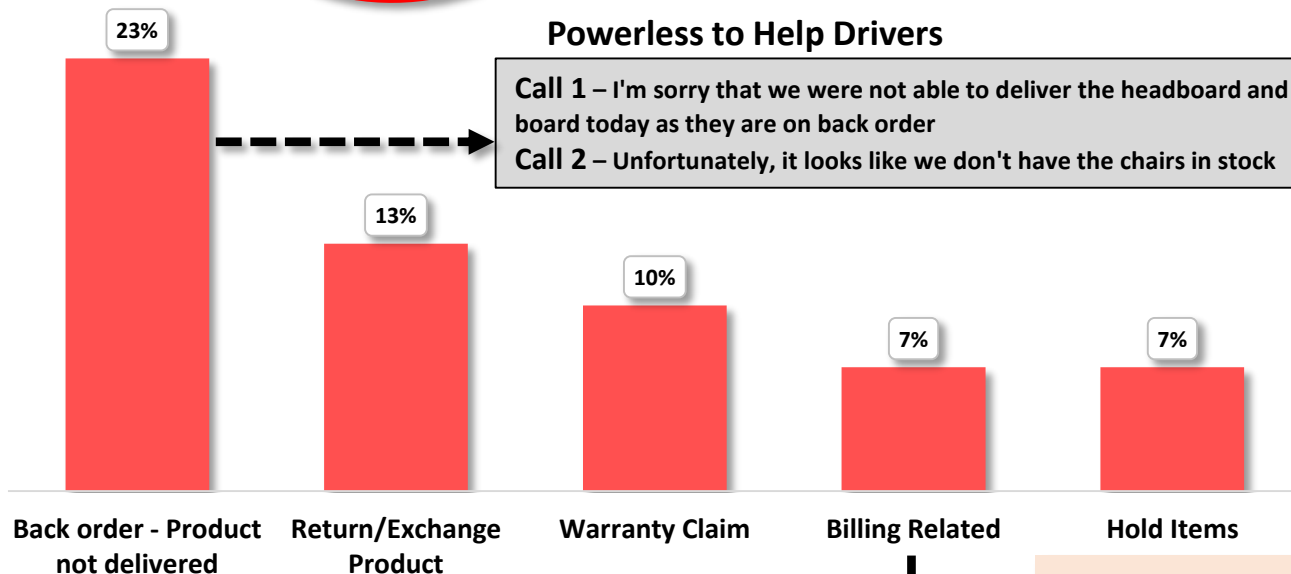
Agent Effort Analysis

Overall Powerless to Help Ratings



- From the total call volume of **6,108** calls, we were able to capture Agents Powerless to Help Interactions on **703** calls.
- **Meaning, the total Agent Effort was at 11.5% in August 2022.**
- Etech's Analysts reviewed **25%** of random calls on Agents Powerless to help the customers interactions to derive the major drivers behind agents displaying limitations

Powerless to Help Drivers



Call 1 – I'm sorry that we were not able to deliver the headboard and foot board today as they are on back order
Call 2 – Unfortunately, it looks like we don't have the chairs in stock

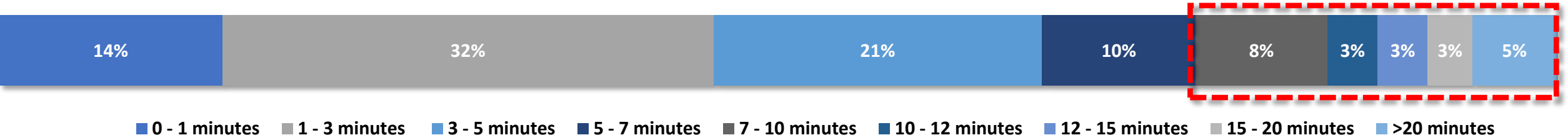
❖ On **42%** calls where in agents were unable to help the customers, they received negative sentiments

❖ Negative Sentiments VOC

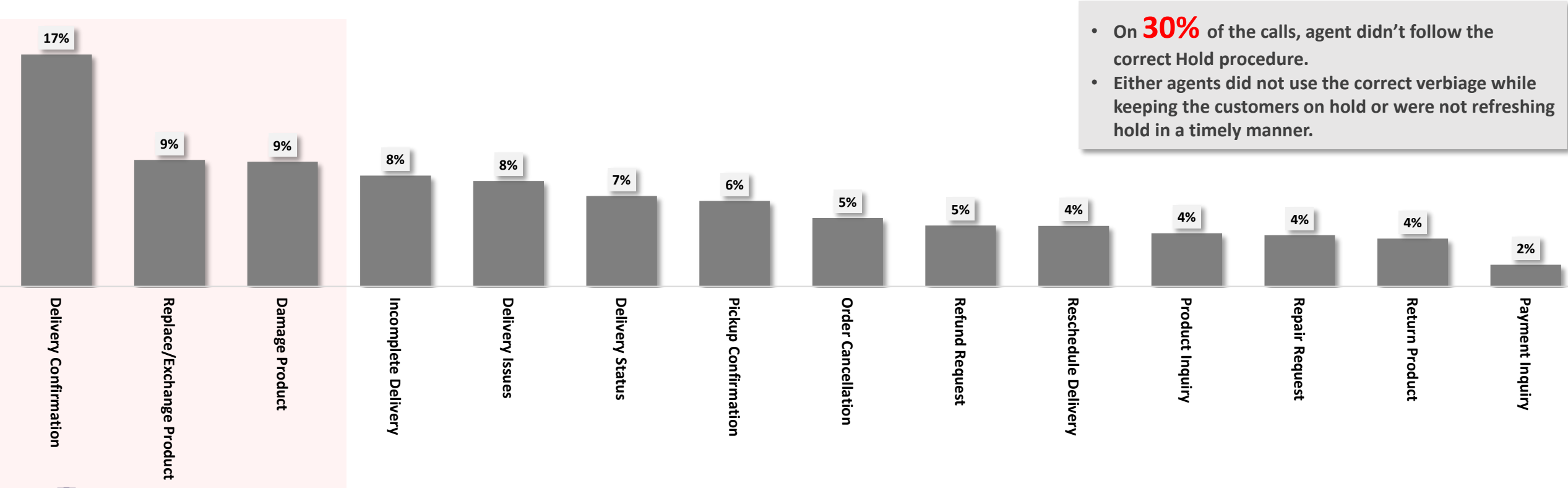
- ✓ Cancel it and I'll just go online to another.
- ✓ it's been a lot of inconveniences!
- ✓ this is a waste of freaking time.

- Agents unable to check why customers were charged extra/incorrect dollars on the bill.
- Agents unable to cancel existing order and process refund.
- Agents do not have required approval to process the refund.
- Agents unable to check why customer was charged for delivery without providing a replacement.

Call Duration V/s Call Volume



Call Reasons V/s High AHT Calls



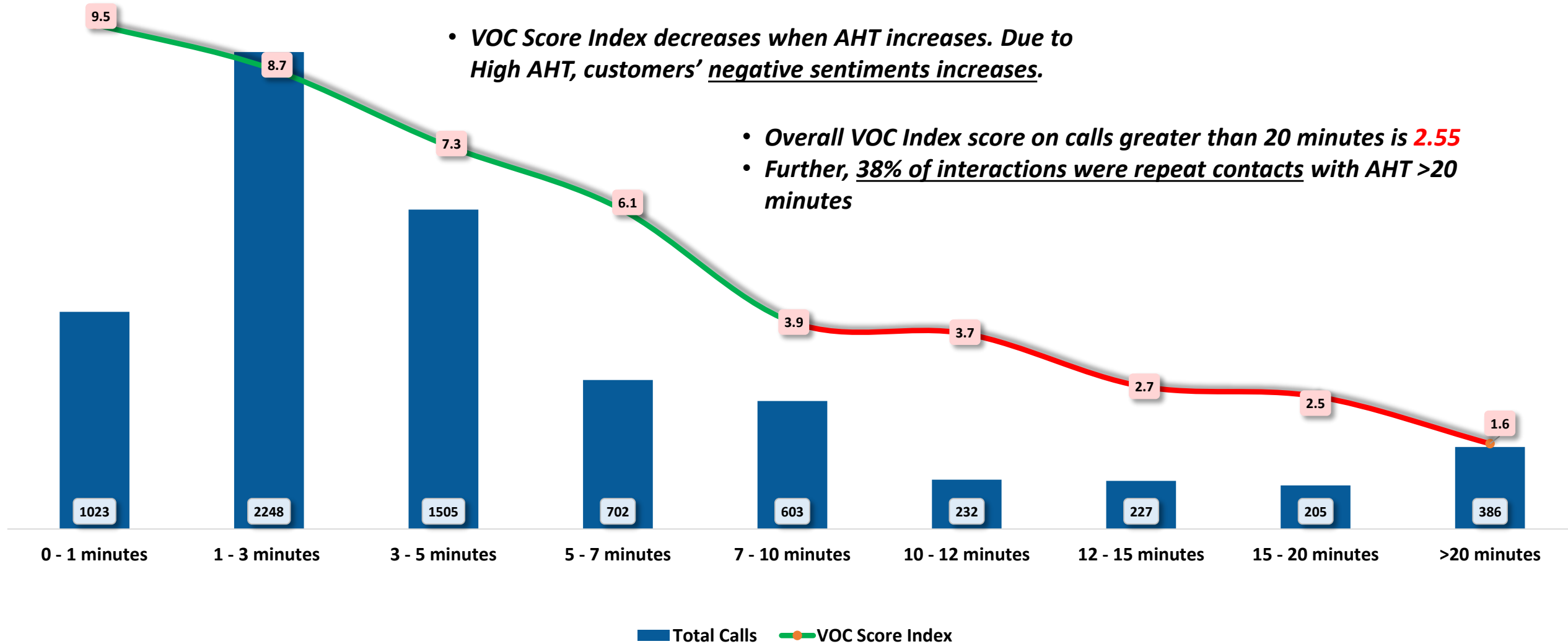
- On **30%** of the calls, agent didn't follow the correct Hold procedure.
- Either agents did not use the correct verbiage while keeping the customers on hold or were not refreshing hold in a timely manner.

AHT Analysis

AHT V/s VOC Score Index

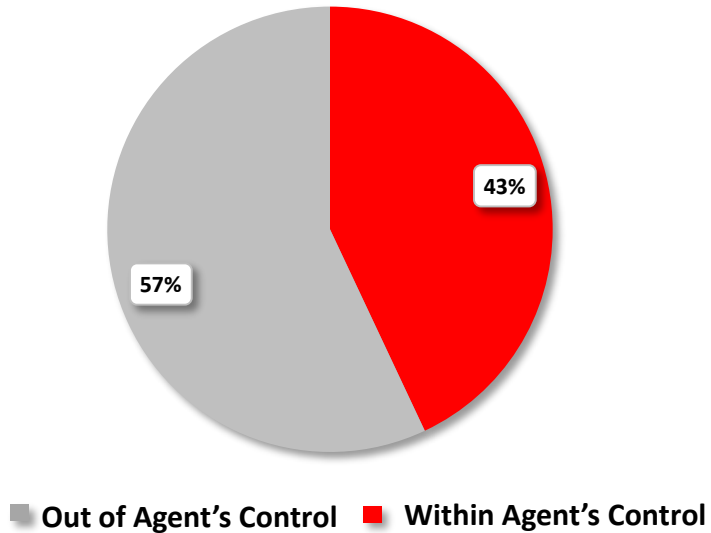
- *VOC Score Index decreases when AHT increases. Due to High AHT, customers' negative sentiments increases.*

- *Overall VOC Index score on calls greater than 20 minutes is **2.55***
- *Further, 38% of interactions were repeat contacts with AHT >20 minutes*



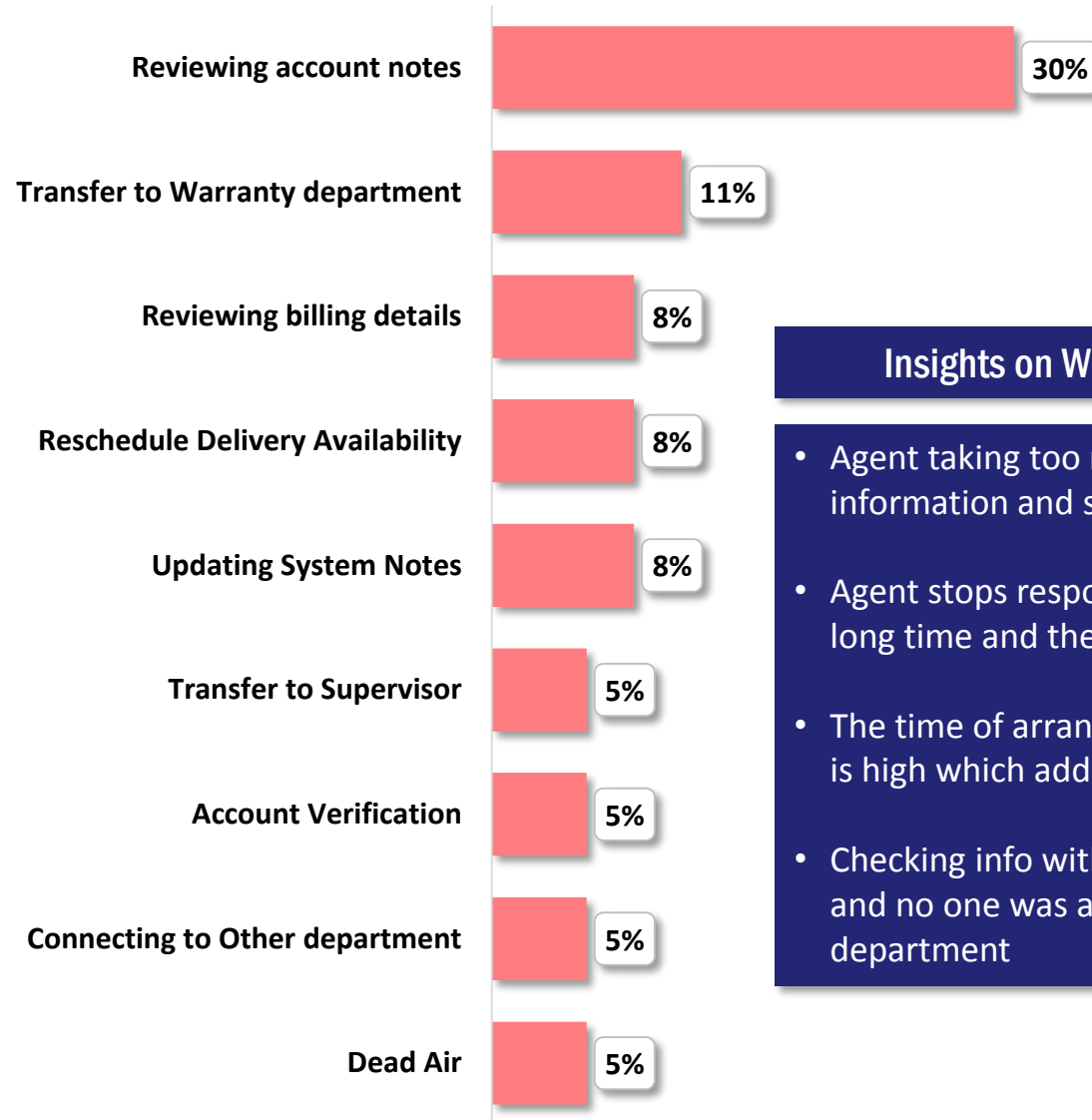
AHT Analysis – Deep Dive Insights

Agent Opportunities on High AHT calls



- After identifying the primary reason for long hold, we also reviewed if there was any agent opportunity to reduce the overall hold time and improve AHT and CX. This is called Within Agent's scope.
- While we define Out of Agent's scope as cases in which we didn't come across any opportunities for the agents.

Within Scope Opportunity Reasons

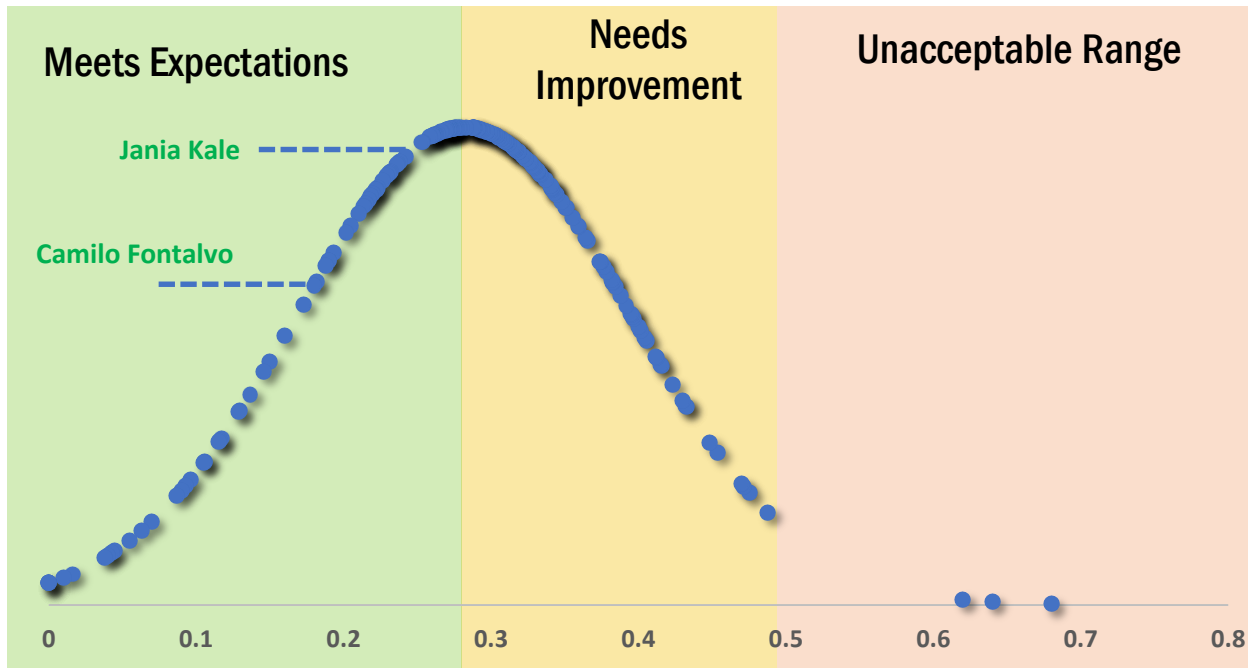


Insights on Within Agent's scope calls

- Agent taking too much time reviewing account information and system notes.
- Agent stops responding to the customer for a long time and then resumes the conversation.
- The time of arranging a supervisor over the call is high which added to customer's frustration
- Checking info with concerned department reps and no one was available from the respective department

Silence Time Analysis

Meets expectation	Needs Improvement	Unacceptable
0% to 28.2%	28.2% to 50.89%	Above 50.89%
86 Agents	102 Agents	3 Agents



Agent 0:29 – Just give me a second. I will transfer you to the department for this claim

Dead air from 0:29 – 35:56

Agent 35:56 – Good Afternoon you have reached the warranty department

Agent 0:56 – This sounds like a job for a customer care, allow me one moment to transfer, don't hang up. I will transfer you to customer care

Dead air from 0:56 – 17:03

Agent 17:03 – Good afternoon, Customer Care

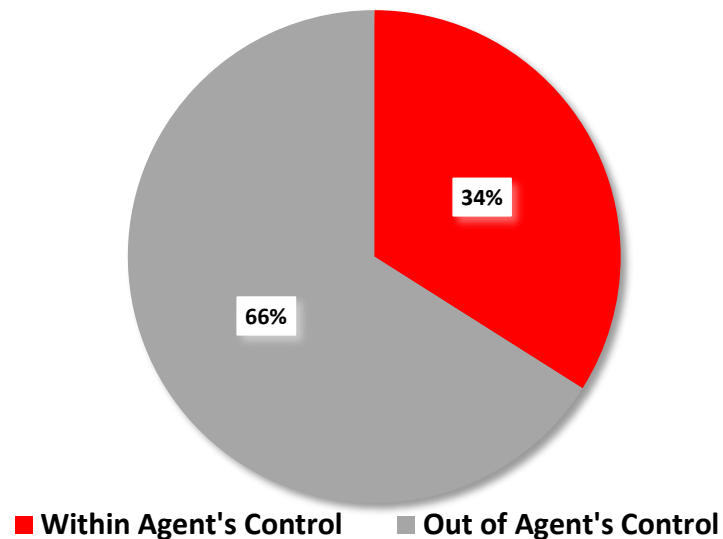
Reducing Silence time by 25% will help save **6,185** Man Hours a year



Calculator

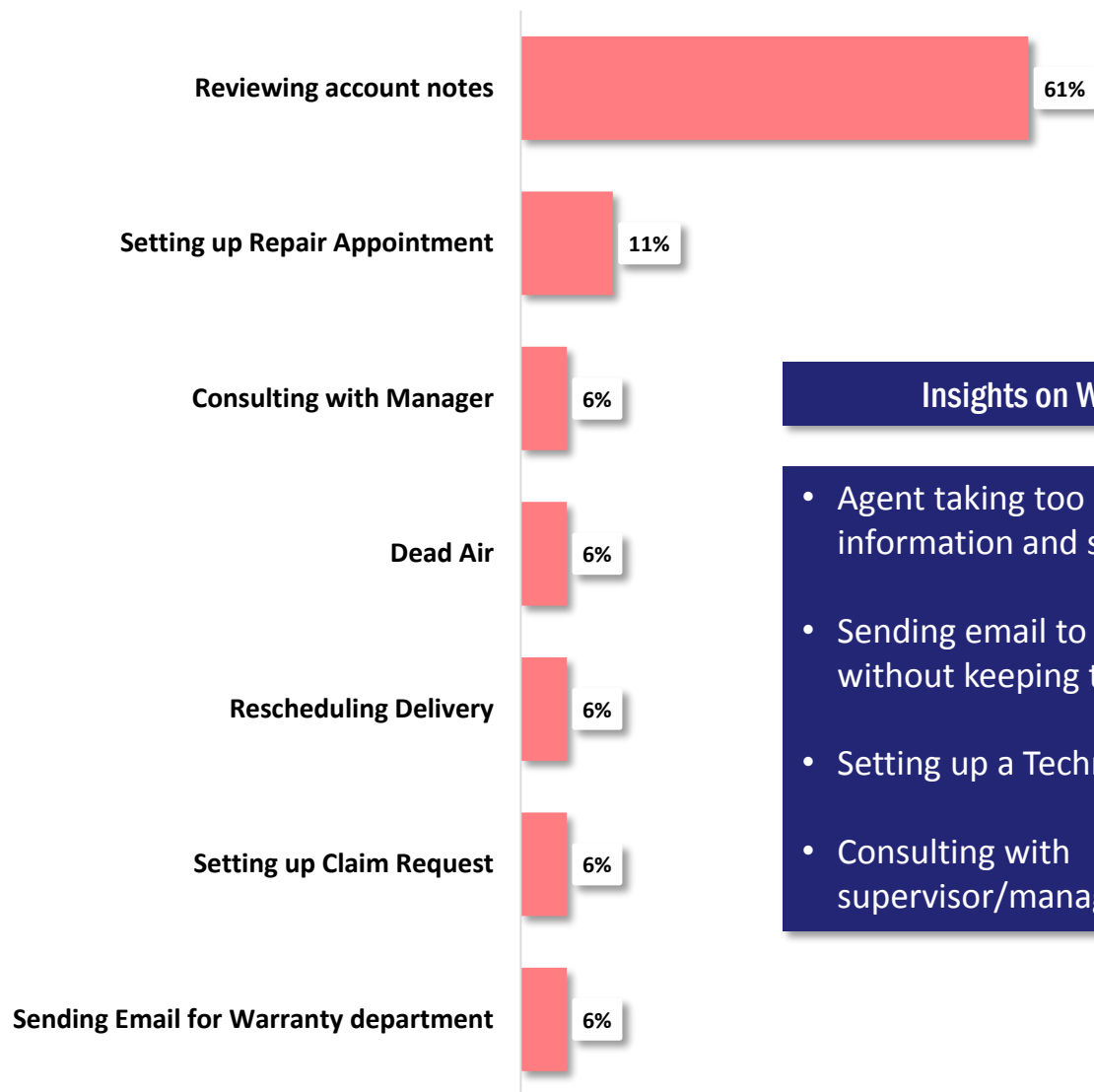
Deep Dive – Silence Time Analysis

Agent Opportunities on High Silence Time



- Considered Out of scope where in the silence time is below the average silence time of 38 seconds.
- Scenario such as agents quickly reviewing customers' accounts, system notes or order details well within the average silence time.

Within Scope Opportunity Reasons

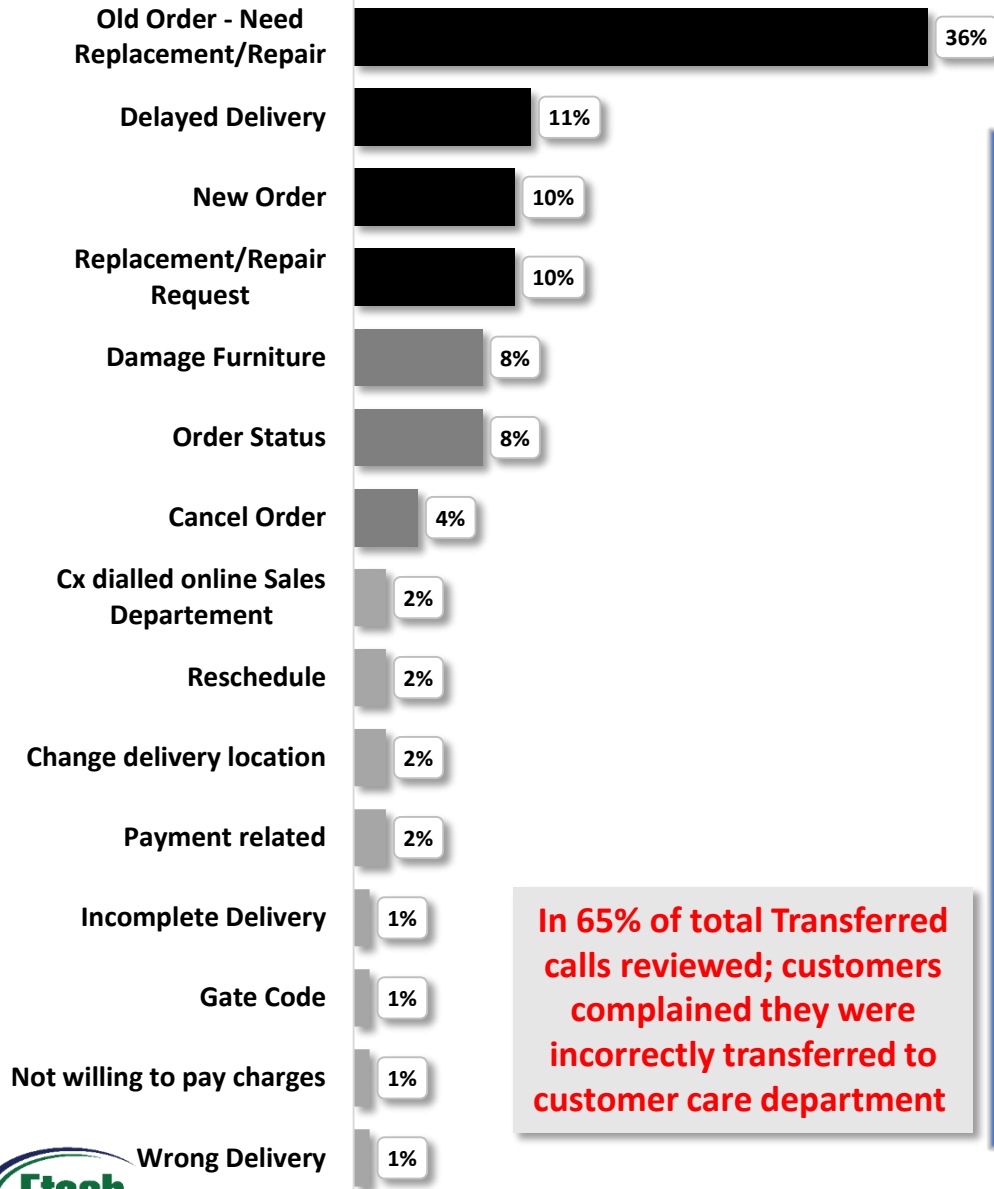


Insights on Within Agent's scope calls

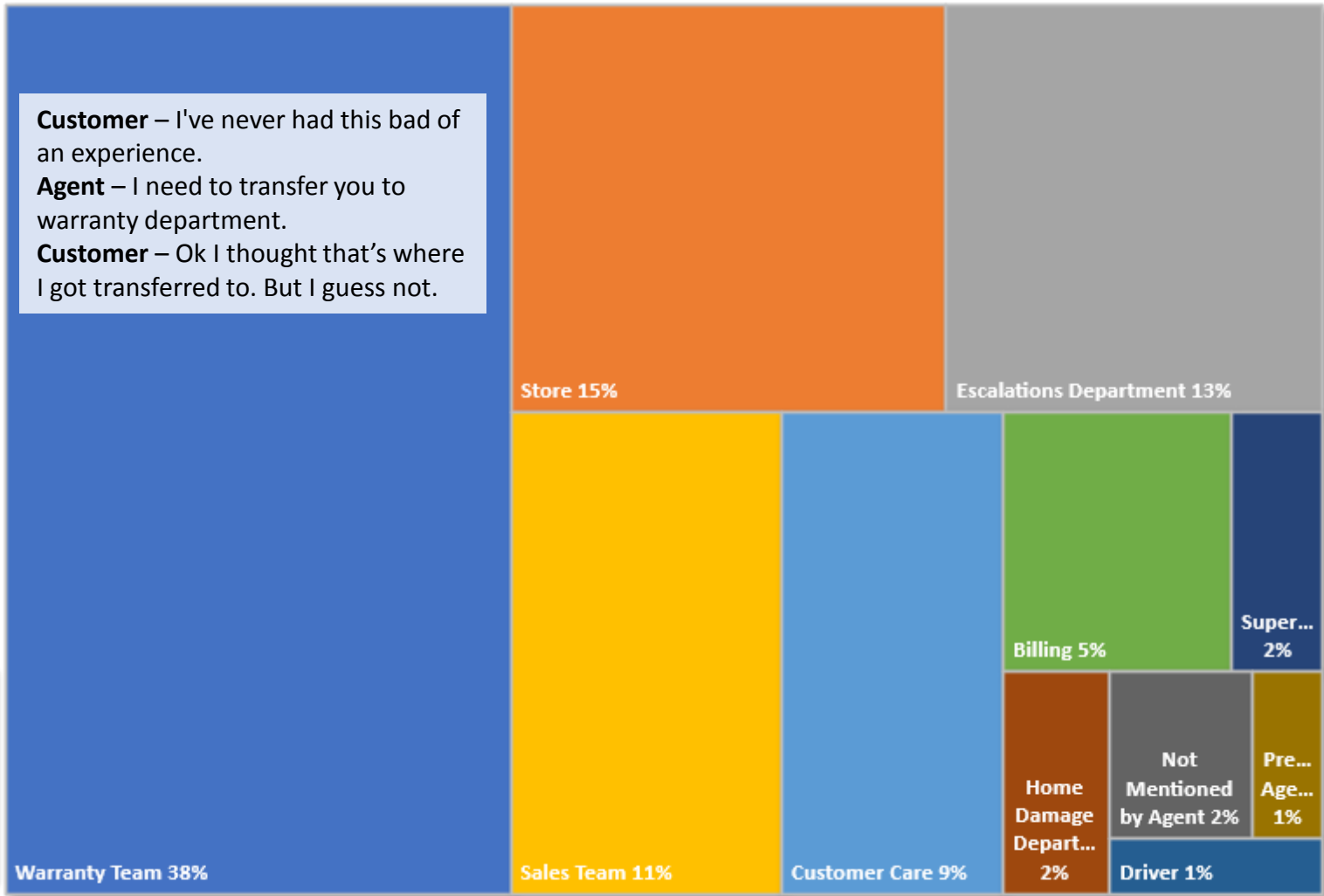
- Agent taking too much time reviewing account information and system notes.
- Sending email to the concerning department without keeping them on hold.
- Setting up a Technician/Repair appointment
- Consulting with supervisor/manager/driver/store.

Transfer Analysis

Transfer Reasons

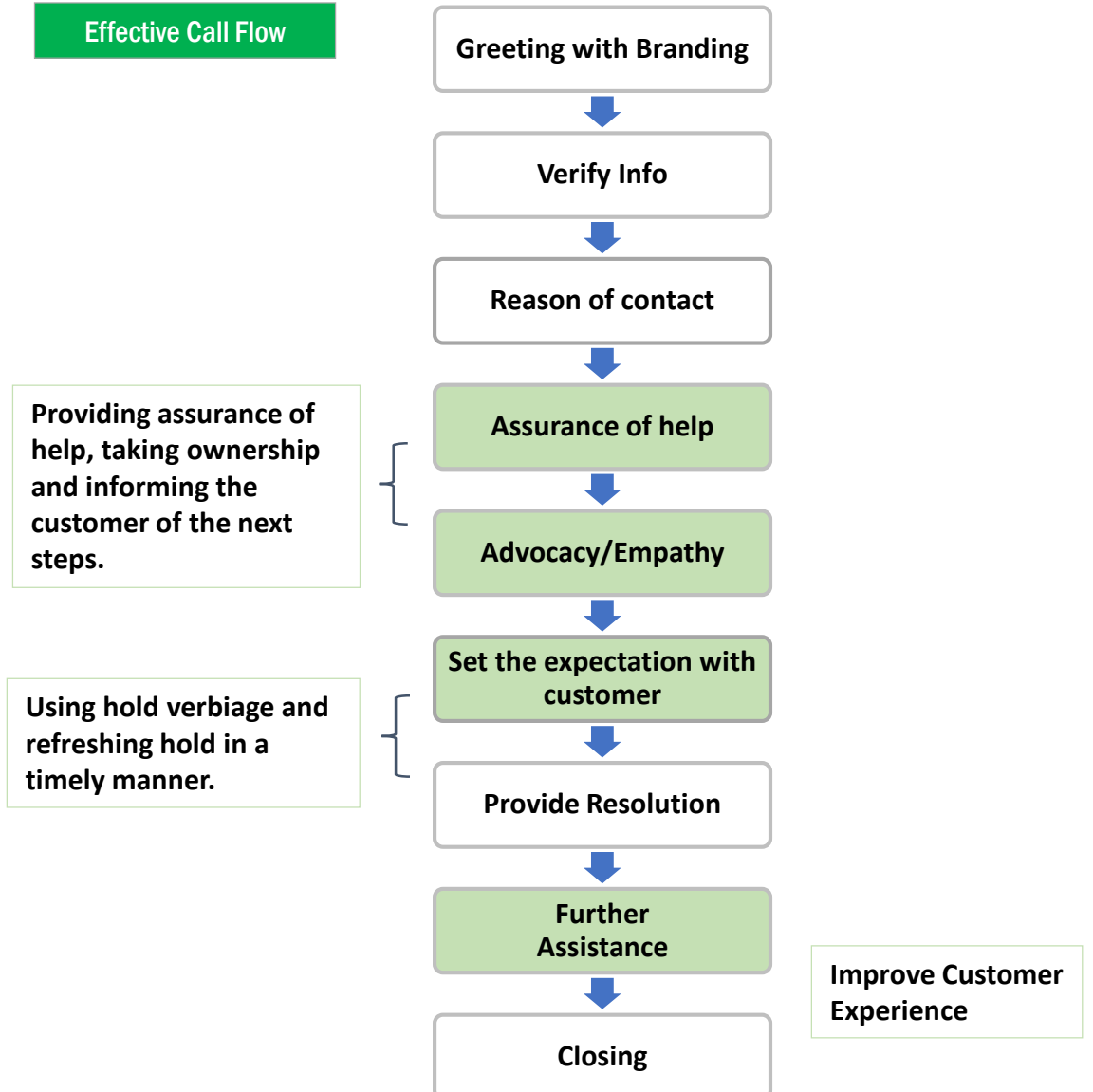
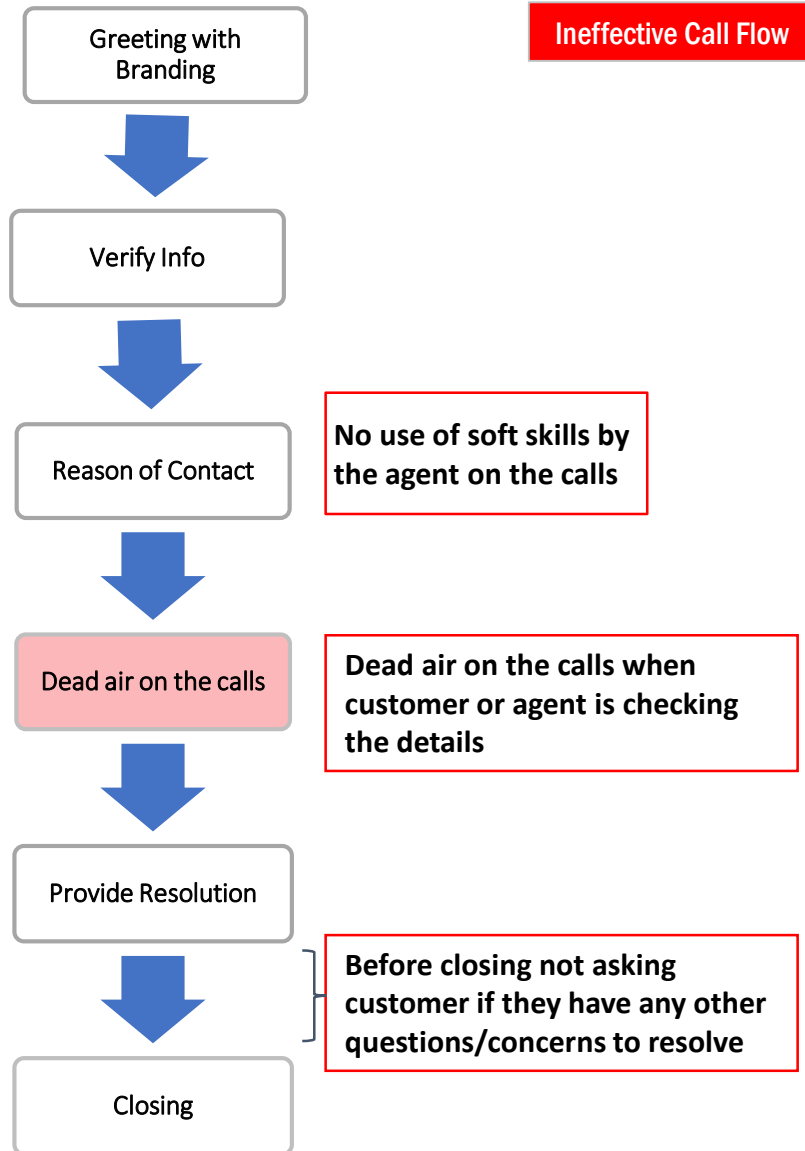


- Out of total transfer calls, **46% of transfer calls are above AHT of 20 minutes.**
- Customers were transferred to multiple departments.



In 65% of total Transferred calls reviewed; customers complained they were incorrectly transferred to customer care department

El Recommendations – Effective Call Flow



Call Flow Examples

Dialed Number -
Greeting
Hi this is Chantelle with Customer Care on a recorded line. I see that you requested a call back from us. May I have your invoice number please?
Customer-
I've been waiting for forty minutes
Verification
and your name is?
Call Reason
Yesterday I called to tell you that the guy didn't find all the legs of the bed
No assurance of help provided and did not displayed Empathy
Okay
Kept customer on hold
They might have it to investigate this for you, can I place you on hold for a minute or two. I will take a second to get the notes.
No hold refresh in a timely manner
Thank you very much for your patience and apologize for the wait time
I just read the notes and I can schedule a technician visit to check the legs on the bed.
I say it says for Tuesday the twenty-third between eight am and eight pm
Customer-
Okay thank you for your help
Did not ask for further assistance and no proper Closing
Bye

Dialed Number -
Greeting
Thank you for calling Customer Care, this is Shantal. May I have your invoice please?
Verification
Whom am I speaking with?
Tanya David
Call Reason
I would like to know an update on my back order.
Provided assurance of help and displayed Empathy
No problem, I will be happy to check the details for you and I apologize for the inconvenience faced.
I spoke to one of the floor managers and we think that this is a replacement product. Because when you received the shipment, two of your items were damaged.
Yes. I apologize and it now shows on my end what I was just saying.
Provided Resolution
In that case, I will send an email to the manager and shipping department
Further assistance
Is there anything else you like for me to assist?
Customer - That's it thank you very much

Call Flow Examples

Dialed Number -

Greeting

Thank you for calling customer care, this is Sheila speaking. May have your invoice number please?

Call Reason

So, I thought maybe it will be easier to combine the delivery on the same day.

Verification

Do you have the invoice number for that delivery ma'am?

Can you confirm the customer's name please?

No Hold Procedure

Hello, can I have a moment to look this over please

Okay let me see what the system allows me to do

Okay ma'am and now you will receive both deliveries on the same day, do you need anything else?

Order Confirmation

Okay yes, on the date of delivery and the night before delivery you will receive an email with the three-hour delivery window.

Further assistance

Okay ma'am, that's perfect! Do you have any other questions?

Sheila thank you very much for helping!

Closing

Okay nice pleasure man I hope you have a wonderful rest of your day

Dialed Number -

Greeting

Thank you for calling the customer care, my name is Onnella. May I have your invoice number?

Verification

Please confirm the name on the order?

Call Reason

What is the status showing on my account right now I think they are still out for delivery?

I just need asked, they do show that we tried to deliver, and we were supposed to deliver it today and the driver was unable to reschedule it

Yes, and what can they do about the restocking fee?

Restocking fee won't be applied to you because it shows that you tried to call us and reschedule.

Provided Resolution

I will call the driver and cancel the delivery today and reschedule it on the next available date.

Further assistance

I just went ahead and scheduled that for you for August twenty-sixth which will be next Friday if there anything else I can help you with?

Alright thank you I appreciate your help

EI Recommendation – Balanced Scorecard

Section	Sr No	Parameter	Ratings	Weightage
Intro	1.1	Used appropriate branded greeting, including identifying themselves using their full name.	Exceptional, Excellent, Good, Fair, Poor, NA	5
	1.2	Sounded enthusiastic and confident when opening		5
Setting Expectation & Customer Details	2.1	Did the agent set the right expectation with the customer? (How & What)	Exceptional, Excellent, Good, Fair, Poor, NA	7
	2.2	Did the agent acquire all the details and locate Invoice to assist the customer on their request? (Damaged, Replace, Refund, others)		7
Problem Solving Skills	3.1	Reason for Contact	Dropdown Menu - All reasons for Contact	NA
	3.2	The agent assured customer they were there to help	Exceptional, Excellent, Good, Fair, Poor, NA	5
	3.3	The agent took ownership of the problem (ask relevant probing/open ended questions)		6
	3.4	The agent apologized for the issue, or inconvenience for the problem		6
	3.5	The agent used appropriate resources to address the issue		6
Call Handling Skills	4.1	The agent followed correct procedures for placing the customer on hold	Exceptional, Excellent, Good, Fair, Poor, NA	6
	4.2	The agent followed correct procedures for transferring the call/escalating a call to their manager/Department		6
Customer Service Quality	5.1	The agent used effective active listening skills	Exceptional, Excellent, Good, Fair, Poor, NA	7
	5.2	Positive behaviors displayed by agents on the call?		7
	5.3	The agent avoided long silences during the call		7
Closing	6.1	Did the agent recap the call and ask for further questions?	Exceptional, Excellent, Good, Fair, Poor, NA	5
	6.2	Did the agent create the case and were accurate notes placed on the Customer's Account?		5
	6.3	Thanked the customer and adhered to the call closure script?		5
Business Insights	7.1	FCR: The caller's issue was sufficiently addressed	Yes, No	5
	7.2	Customer Effort Drivers? (Frustration, Channel Switch, Repeat Contact, Long Hold, Website Issue)	Drop-down Menu	NA
	7.3	Agent Effort Drivers? (Powerless to Help, System Issue, Website Issue, Agent Uncertainty)	Drop-down Menu	NA
	7.4	VOC captured from the call (Positive Sentiment, Negative Sentiment, Neutral)	Drop-down Menu	NA
	7.5	VOC phrase	Text field	NA

El Recommendation – Damaged Products & Incomplete Items



From the interactions we scrutinized, data clearly states that the overall **Customer Effort** is very high, customers are giving **Negative Sentiments** on calls in which they received a damaged product, or the items received weren't complete per their order/invoice



Furniture manufacturing is a challenge for retailers and online shops. They must remain unique and innovative, whilst also considering consumer safety and ensuring that they meet time-to-market obligations. These are all essential elements in optimizing their supply chains. Furthermore, **Quality Control** is a vital part of the furniture manufacturing process.

Key Areas of QC Inspection for Furniture

• Site Inspection



• Pre-Shipment Inspection



• Furniture Inspection Checklist:

- Check the appearance and aesthetic of the goods, fabric, printing, painting, gaps, screw holes, hardware, glass, plastic, mirror and foam
- Assembly check
- Complete order Item check
- Stability check
- Size measurement check
- Tape and moisture content check
- Sofa bottom spring and frame check
- Cushion stuffing check
- Carton size and weight check

After Pre-Shipment Inspection, if the customer still receives a Damaged or Incomplete product, then it is concluded that the root cause is with the logistics department while delivering the product

Software Application Development

Developing business websites, web & mobile applications, CRM integration, and desktop applications meeting the complex and competitive market demands.



Enterprise AI Solutions

Creating custom software applications, contact center solutions adding the power of Artificial Intelligence to improve your business operations.



SaaS Product Development

Developing cloud-based SaaS solutions to create dynamic software products for our customers



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Helping organizations in capacity planning, forecasting, scheduling, and real-time monitoring of the team's performance.



Custom Reporting

Our team provides custom reports for a strategic decision-making process and meeting organizational objectives.



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PCI-DSS Certified Compliant



SOC 2 Complaint



GDPR Compliant



PACE-SRO Certified



Network Security

24x7 Monitoring
Deep Packet Inspection
Intrusion Prevention
Data Leak Prevention



Host Security

Host Intrusion Prevention
Integrity Monitoring
Web Application Security
Log Inspection



Vulnerability Management

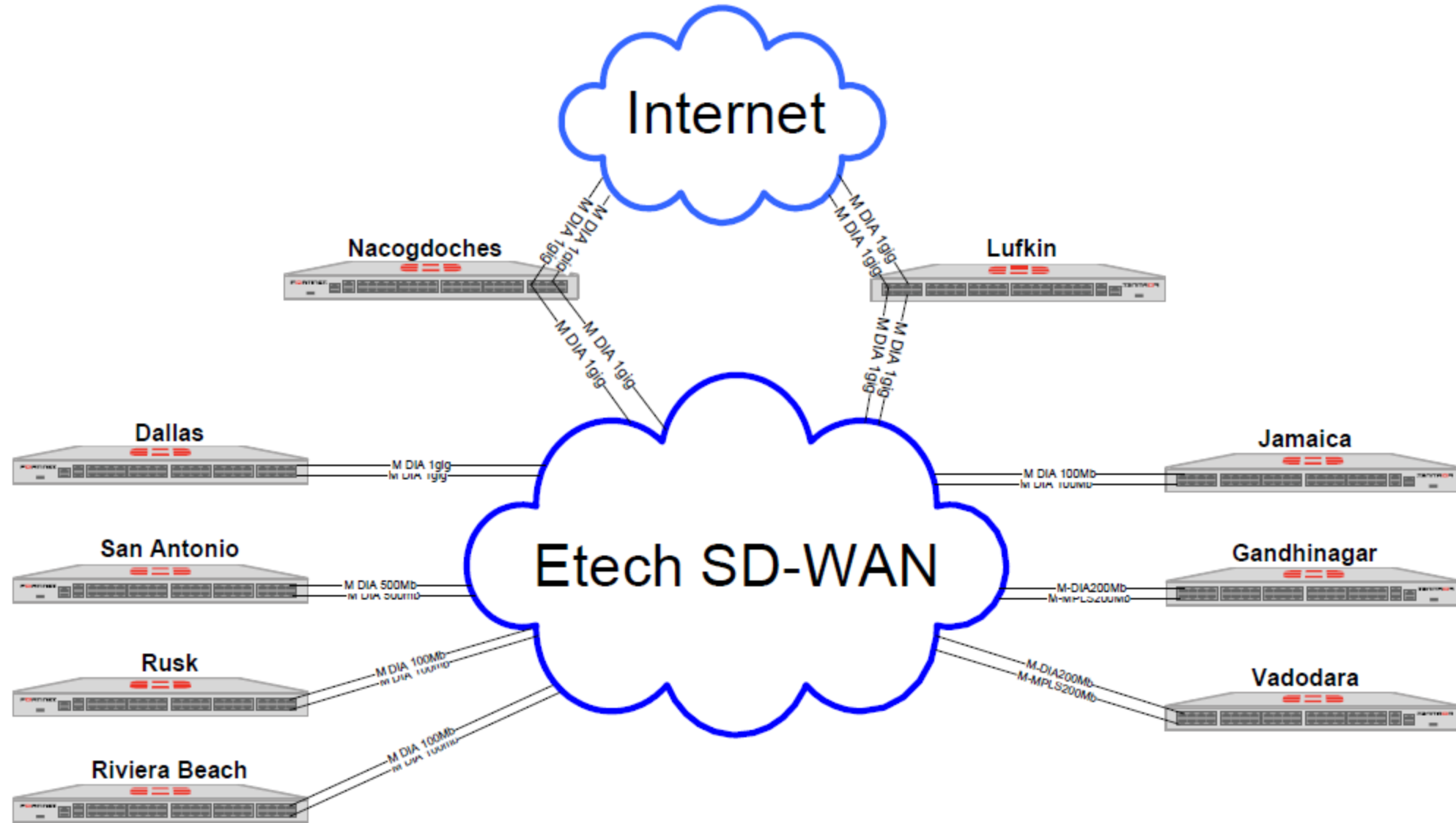
Monthly Vulnerability Scans
Web Application Scanning



Individual Certifications

CompTIA CySA+
CompTIA Security+
CompTIA Network+
CompTIA A+

Etech SD-WAN Diagram



A Commitment to Servant Leadership Focusing on Our People, Customers and Communities

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Jim Iyoo
Chief Customer Officer



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To make a remarkable difference for each other,
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