Repeat Call Reduction

Deploying Interaction Analytics in eCommerce

Introduction

With a deep penetration of internet connectivity, laptops and smartphones, the popularity of e-Commerce is growing worldwide at an unprecedented rate. Powered with limitless options, varied payment methods and reliable consumer information such as customer testimonials and product reviews, consumers now are more likely to purchase online than ever before. The transactional value for e-Commerce has risen by almost 12%, from $379 billion in 2014 to nearly $424 billion in 2015 and will continue to rise rapidly in the coming decade.

With the rising popularity of e-Commerce, the industry, however, faces the challenge of managing high call volumes in their contact centres, due to customer queries about products and policies. Besides increasing the operational costs, the large call volumes also lead to poor customer handling and experience. These facts are leading the industry to develop and deploy improved solutions, to help identify, avoidable, surplus calls such as repeat.

Repeat calls, where the customers call more than once to have their issue resolved, alone constitute between 15 to 35 percent of the total call volume. These, if left unchecked, will be a major deterrent to customer experience as well as the contact centre efficiency.

Why 'not' repeat!

When the customers are required to have to call back for a resolution to a query, it increases their effort. Since customer effort is inversely proportional to customer satisfaction, an increase in effort leads to them to defect to competitors.

It takes 12 positive experiences to make up for one unresolved negative experience - "Understanding Customers" by Ruby Newell-Legner

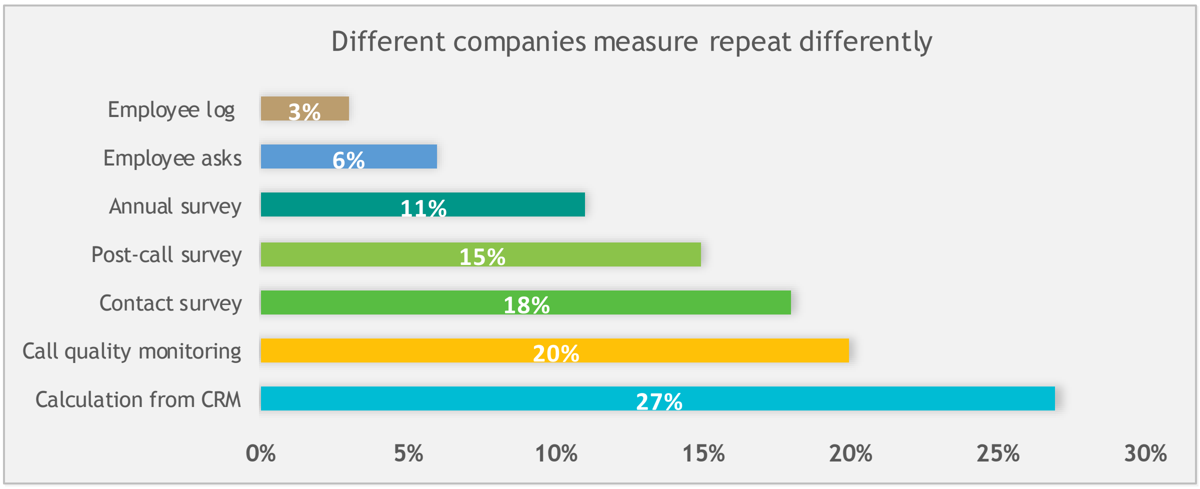
Low First call Resolution leads to:

- Spiked Call Volumes & AHT
- Increased Escalations
- Increased Customer Effort
- Reduced Customer Loyalty
- Higher Churn
- Minimal Repeat Business

How much is more?

For any given industry, repeat calls could be measured over varying time intervals, ranging from, over a couple of minutes, to a few weeks. However, assuming a generic 'repeats within 24 hours, 30 days, 45 days or 60 days' approach, would not only be misleading, but also risky, for the successful implementation of a business strategy.

Some businesses ask customers directly: "Was your query resolved the first time you called?'' However, this method is prone to human error and interpretational differences, as the advisor may either forget to ask the question or incorrectly input 'Yes' in place of 'No' in the CRM



Source: Ascent group

Transactional Quality: Changing Lanes

The usual approach involves a team of supervisors and/or quality auditors reviewing a fixed sample of calls for each advisor to ascertain the Call Reason, and FCR status (Was the customer's issue resolved?) While this may look like a reasonable approach, it has many loop holes.

To begin with, the sample size is usually minuscule, commonly ranging from 1-2 calls per advisor per week. In most cases, this doesn't even sum up to 1% of the total call volume handled by an advisor. Statistically, this could be returning ambiguous results, not representative of the overall set.

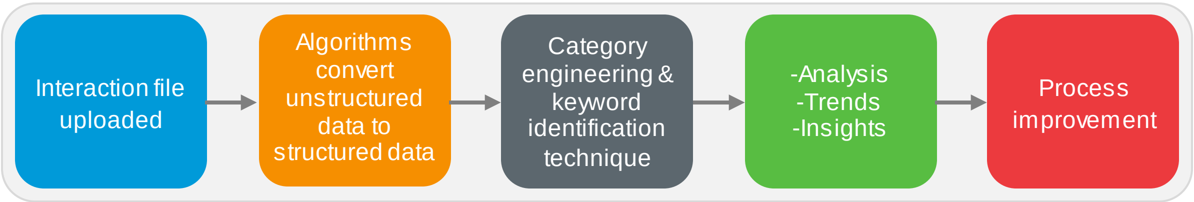
Secondly, the calls may not be randomly picked hence increasing the risk of biased monitoring as an auditor may be more comfortable evaluating a certain call type over others, and/or may choose to ignore the complex or longer ones.

Furthermore, this approach is affected by the varying levels of process and industry knowledge possessed by the advisors and auditors, commonly presenting interpretational differences, and understanding issues. (E.g. a complete resolution for some might just be a partial resolution for others.)

Lastly, this is a resource intensive approach and to improve the effectiveness, organizations must consider increasing the sample size by deploying more auditors, which would mean incurring additional costs.

Consider Interaction Analytics

Interaction analytics, the technology of converting calls into structured data, is increasingly finding acceptance throughout the globe. Its use is not just limited to improving customer centricity, but to evaluating all calls to detect errors, as well as opportunities. This unique ability makes it a powerful tool to monitor and understand the reasons of repeat calls.



Repeat calls can be identified by training the tool to pick up keywords like "I called yesterday", "I contacted you before", "I called the other day" or "I called before". A multiple touch-point scan may be deployed by analyzing calls for the mention of other platforms like "I mailed you" or "was informed during the chat"

> Over 70 percent companies believe that interaction analytics helps improve customer experience and 68 percent consider it to be a cost-saving mechanism. More than 50 percent users trust that interaction analytics deployment can lead to increased revenue.

Apart from providing an aerial view of the process, Interaction Analytics also has the capacity to provide - in-depth, advisor wise performance on Repeat Contacts, hence enabling a targeted Advisor Coaching Plan. Attacking repeat call drivers in eCommerce

Discussed below are the major repeat call drivers and the ways in which an Interaction Analytics tool identifies these, thus enabling appropriate solution strategies.

Inconsistent Information

Incorrect or varied information, such as incorrect resolution or time commitments, provided by the advisors is one of the top reasons for customers calling back for the same issue. Such calls are easily spotted by the Interaction Analytics engine, by filtering out keywords like 'previous advisor told me' 'I was informed'.

Lack of Empowerment

This refers to situations wherein the advisors have inadequate knowledge or tools to process a certain request, or not authorized to connect to the relevant department, and end up asking the customer/s to call another department, or call another time. The Interaction Analytics tool helps in the regular identification of bottle-necks in existing processes.

Confirmation Calls

This is a customer driven reason, and occurs when the customer merely calls back to confirm details of a solution already provided. This is easily detected by listening for keywords like 'I am calling just to confirm'.

Broken Promises

When the commitment regarding a solution, a response, or a call-back, is not met, it results in a rapid loss of customers' confidence in the company.

Lack of appropriate response from self-serve options

When customers do not receive a satisfactory response from suggested self-help channel/s, it leads to a channel shift. While this may not be a second call from the customer, it is definitely the second attempt that the customer has made to get a resolution. Such calls are picked up when verbiage such as 'I emailed' 'I reported this on the app', etc. are recorded.

Identification of hidden concerns

At times, only the superficial concern is addressed, leaving the actual problem or root cause/s unaddressed. For instance, a certain geographical area is facing delayed parcel delivery issues and the customer calls enquiring about the average delivery time in the same area. The advisor shares the usual time taken, but fails to update the customer of the ongoing delivery issues, that will impact the delivery time to their area.

Doing it Right!

Precision matters!

The correctness of the derived insights can be determined and improved by following regular accuracy checks, effective categorization methods, language customization and phonetic boosting exercises. It is imperative to bring the accuracy up to a minimum of 75%-80% before using the derivatives for strategic decision making.

> "Dissatisfied customers tend to share their experience with over 10 people whereas a happy customer will do so with only about 5"

Cost effectiveness

Assess the available Interaction Analytics tools available in the market and compare the solutions offered with the end to end deployment cost closely. Choose systems with a larger vocabulary for more complete call transcripts. New or smaller establishments could use consultants with a mixed level of tool efficiency, varying quality of tool operating experts with varied industry experience.

Experience equals to quality

While it can substantially reduce the number of people required, it cannot completely replicate experience and understanding. Experienced professionals will help tune the engine, to enable better quality and more meaningful insights.

Not a Magic Potion!

With massive funding flowing in, the advent of interactive 3D shopping experiences, along with innovations such as digital wallet, drone or droid delivery, the eCommerce industry is getting more and more competitive at a rapid pace. Organizations are increasingly engaging with customers throughout the world, using varied channels. Retaining existing customers has hence, become more critical than ever.

The importance of providing prompt resolutions to customer issues cannot be neglected. Interaction Analytics is speedily gaining popularity and becoming one the most promising technologies to measure and improve resolution, provide end to end customer experience and get an edge over competitors. It, however, is not a magical tool which will begin to reap benefits immediately upon deployment. It requires skilled analysts, possessing intricate industry and domain knowledge, and clear business objectives, to provide impactful results in stipulated time-frames. Hence, when run intelligently, Interaction Analytics helps derive meaningful process insights, and effectively aid any eCommerce venture, expand its footprints.

For further information about eCommerce strategies and cost effective implementation of Interaction Analytics, contact: Knowledge Services, Intelenet Global Services.

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