Teleperformance
Transforming Passion into Excellence

Speech Analytics

PVKO Inspiration session 14-11-2017

Air | *Innovation*
Inspiring. Renewing. Dynamic.

Change is the constant wind that fills our sails;
we both embrace it and propose it.

I create & improve.

Speech Analytics Intro

- *Background*
- *Vision*
- *Improvement topics*
- *Opport. Matrix*
- *Making Basic Queries*

Speech TP & Samsung Silent time reduction Case

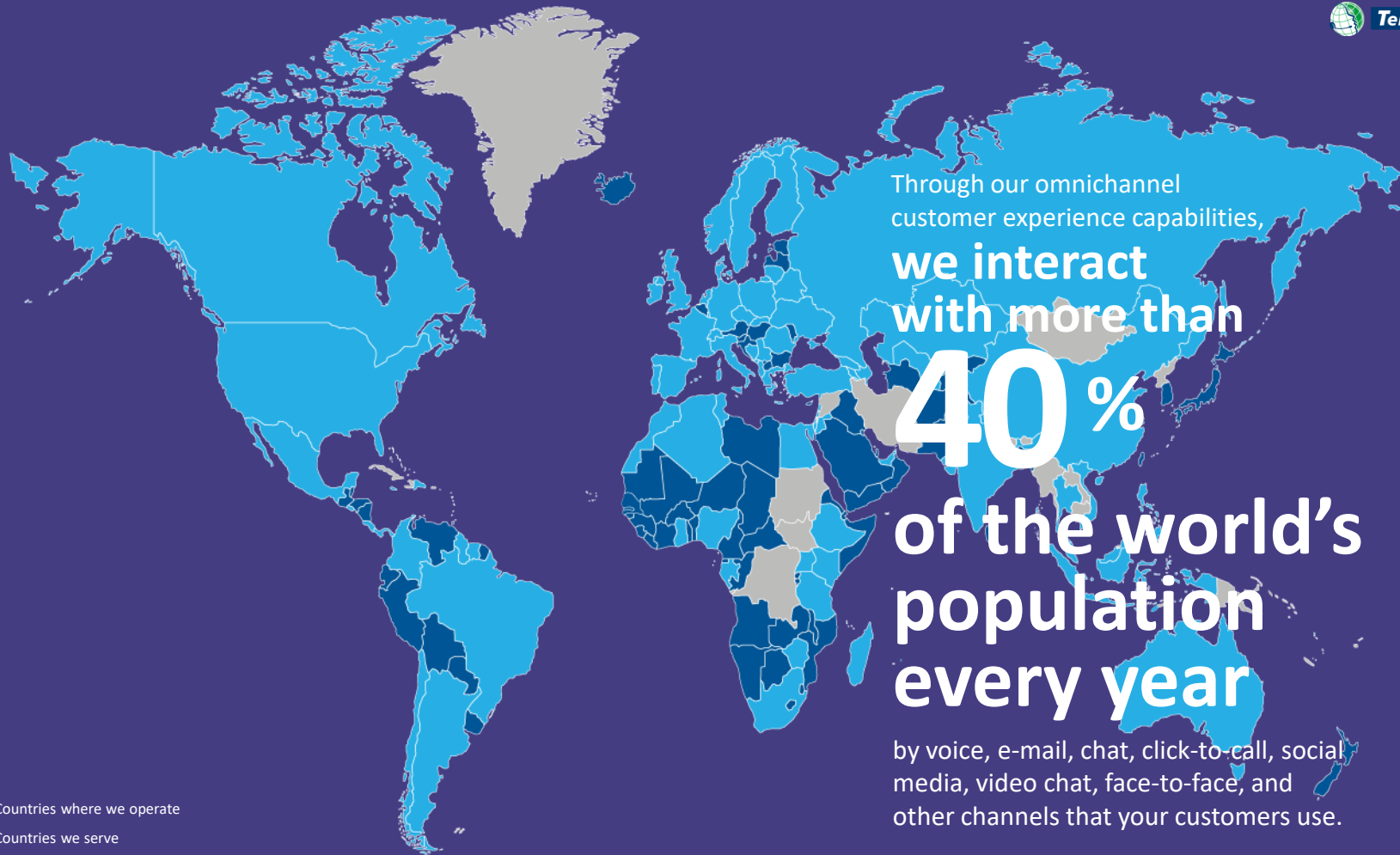- *Opportunity Silent Time Reduction*

Results

- *Results*
- *Agent dashboard*
- *Next steps*

We are the worldwide leader in

outsourced omnichannel customer experience management.

We are experts in people interactions and it gives us the edge in delivering a superior customer experience in every contact.
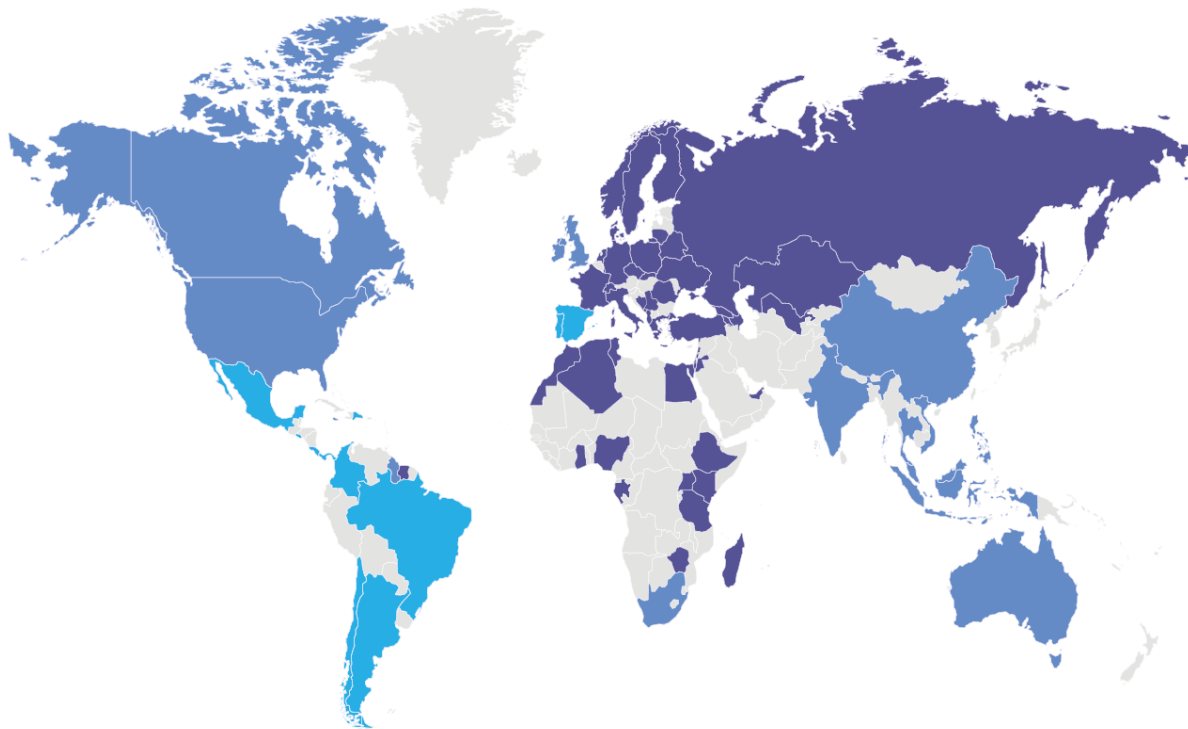
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Through our omnichannel customer experience capabilities, **we interact with more than 40 % of the world's population every year** by voice, e-mail, chat, click-to-call, social media, video chat, face-to-face, and other channels that your customers use.

Countries where we operate
Countries we serve

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IBERO LATAM

74,331	53,704
Employees	Workstations

68

Facilities

EWAP

102,199	75,141
Employees	Workstations

95

Facilities

CEMEA

40,470	34,155
Employees	Workstations

177

Facilities

We are a team of **217**,000 people

We provide service in **265** languages and dialects

Present in **74** countries

340 facilities

Serving **160** markets

Interacting with more than **40**% of the world`s population every year

Revenue of $ **4.050** bn € **3.649** bn In 2016

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Transforming Passion into Excellence

1

Speech Analytics introduction

Teleperformance

Speech Intro

Working with Speech Analytics maximizing impact on Customer Experience

Speech Intro movie

https://youtu.be/KEsWSf3uazY

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CHANNELS USED TO INTERACT

Global CX Survey 2017|
Mobile Devices| Cross-Country

Teleperformance Customer Experience Lab

During the last 12 months, have you ever contacted customer service?

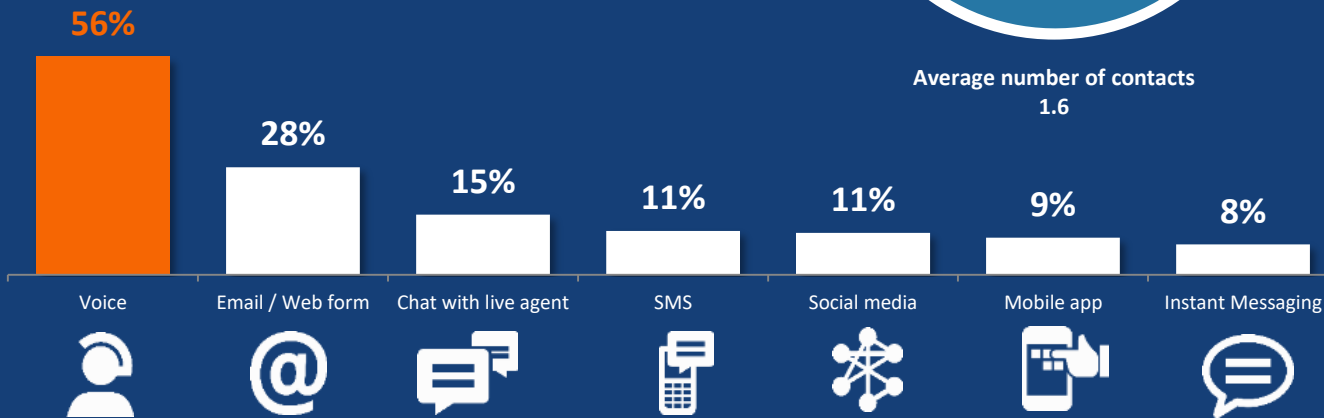*10,359 respondents*

Yes 42%

No 58%

56%

of consumers ***interacted via phone with Mobile Device manufacturer's customer service***

CHANNELS USED TO INTERACT

4,315 respondents that interacted – multiple answers

Average number of contacts
1.6

Voice	Email / Web form	Chat with live agent	SMS	Social media	Mobile app	Instant Messaging
56%	28%	15%	11%	11%	9%	8%

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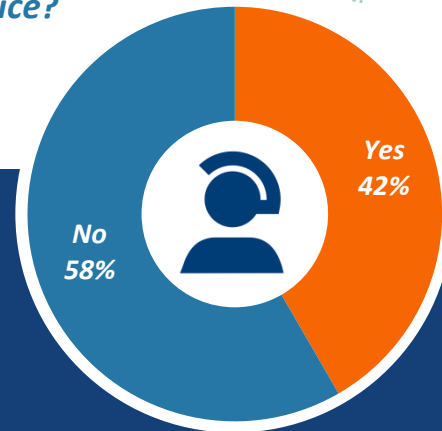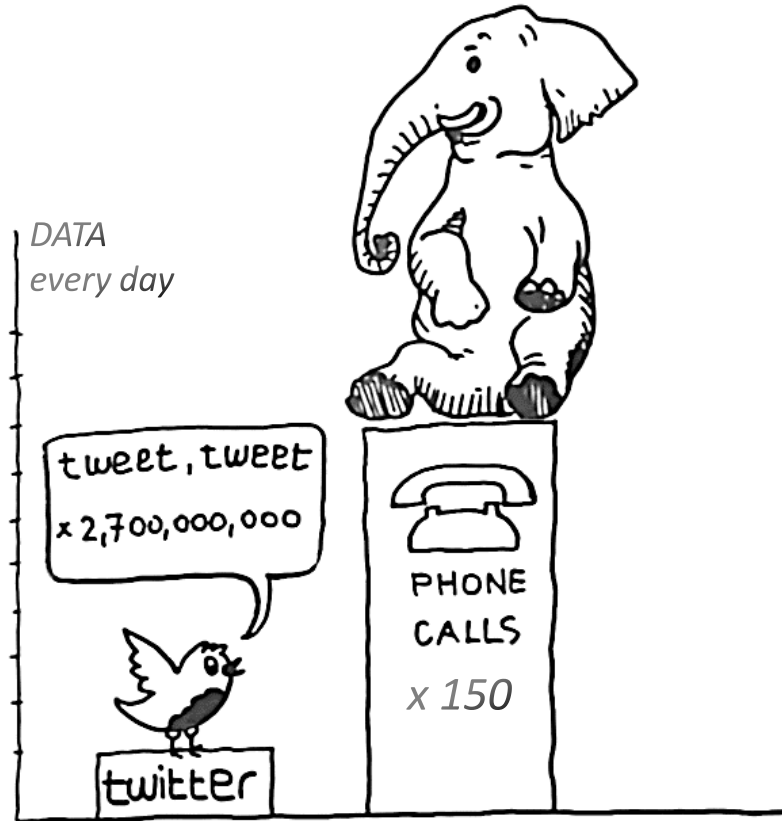
Speech Intro

- *Most channels already analyzed by tooling*

- *Most companies are ignoring the big elephant in the room "phone calls"*

- *In the world of big data there is no bigger source of data explaining the VOC then phone calls*

Critical business challenges

The Need to increase revenue and market share

To acquire new customers and retain existing ones

Drive operational efficiencies

Increase overall customer satisfaction

Maintain a high level of agent performance

Upholding quality control standards

When thinking about our business we have a lot more to manage than we used to…

But still, unanswered questions remain. Questions such as:

- **Exactly why are customers contacting our company?**

- **Are there product or process issues that need to be addressed?**

- **What sales offers have we been making?**

- **Which ones resonate with which prospects and customers – and why?**

- **What competitive intelligence can we gather from our customers?**

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Speech Intro

Improvement topics

Before installing the Speech tool
thinking about wat to improve,

**IMPROVEMENT TOPICS
THAT MATTER MOST
Making priorities**

**Performance
management**

SPEECH

**Process &
Quality
management**

**Marketing, Brand
& Product
management**
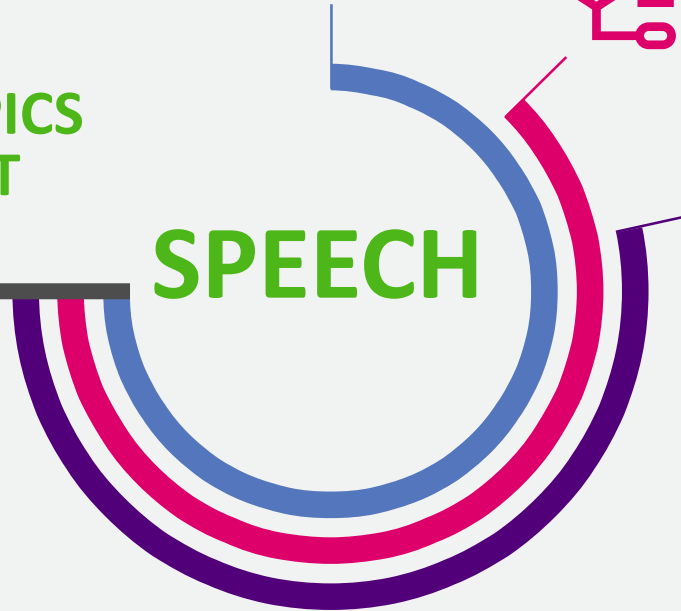
Speech Intro *Samsung & Teleperformance*

Opportunity Matrix

Focus point	Categorie	KPI	Prio	Opp0rtunity
Focus on cost, revenue & experience	*Process management*	**AHT**	**1**	*Silent time, reduction 15 sec AHT*
Focus on cost, revenue & experience	*Process management*	**AHT**	**1**	*Identify different AHT related process drivers. Seeing where the agent takes longer to come to an answer.*
Focus on cost, revenue & experience	*Quality management*	**FCR / CSAT**	**1**	*Improved Knowledge Management*
Focus on cost, revenue & experience	Performance management	**AHT**	**1**	Workforce management

Governance

Code	Roles	Description
RE	Requester	The requester of the Interaction Analytics request
AC	Analytics coordinator	The Analytics coordinator is responsible for the management of the analytics process. The coordinator has the overview and aligns with the whole analytics team.
IA	Interaction Analyst	The Interaction Analyst is the one who analyzes the data in the Nexidia system, interprets the data, analyses the resultst and translates them to conclusions & recommendations. Besides the requests for analyses, the analyst also proactively searches for opportunities to improve.
CCS	Change coordinator Samsung	The Change Coordinator Samsung is the SPOC for TP for implementing the desired changes within Samsung. Furthermore the Change coordinator is responsible for gathering and providing relevant information to the Analytics Team when required.
ATM	Analytics team members	The Analytics team members are part of the Analytics team responsible for the changes and improvements to be implemented. The team variously consists of support employees; supervisors, quality analists, trainers, traffic. Depending on the topic of the request.
BUM	Business Unit Manager	The Business Unit Manager responsible for the Operational performance of Samsung
MCC	Manager Customer Care	The Manager Customer Care is responsible for all customer care activities within Samsung Benelux

Control   Define

Measure

Analyze

Improve

MAKE DECISIONS THAT MATTER

GAIN CUSTOMER INSIGHT
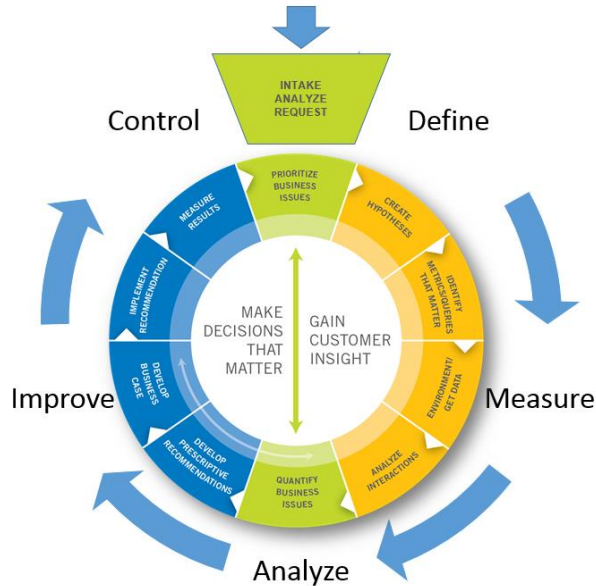
High level RACI model Interaction Analytics

Nr	Process	Responsible	Approver	Consulted	Inform
1	Intake analyze request	AC	RE	RE	IA, CCS
2	Prioritize Business issues	AC	AC, BUM, MCC	IA. CCS	RE, MCC
3	Create hypotheses	IA	AC	AC, BUM, CCS, ATM	·
4	Identify metrics/queries that matters	IA	AC	AC, BUM, CCS, ATM	·
5	Environment/get data	IA	AC	AC, BUM, CCS, ATM	·
6	Analyze Interactions	IA	AC	AC, BUM, CCS, ATM	·
7	Quantify business issues	IA	AC, BUM, CCS	ATM, BUM, CCS	RE, ATM, MCC
8	Develop prescriptive recommendations	IA / AC	BUM, MCC	ATM, BUM, CCS	RE
9	Develop business case	IA / AC	AC, BUM, MCC	ATM, BUM, CCS	RE
10	Implement recommendation	AC	BUM, CCS	ATM, BUM, CCS	RE
11	Measure results	IA	AC	IA	RE, BUM, MCC, ATM

Product Portfolio Samsung

Validation Samsung product range

Making Basic Queries for al the products

Chart legend: ■ Sum of ATR % per LOB   ■ Sum of Speech % per LOB

Product	Sum of ATR % per LOB	Sum of Speech % per LOB
Washingmachine	64%	65%
Refrigerator	19%	20%
Dryer	11%	9%
Microwave oven	3%	4%
Vacuumcleaner	1%	2%
Dishwasher	1%	1%
Cookplate	0%	0%

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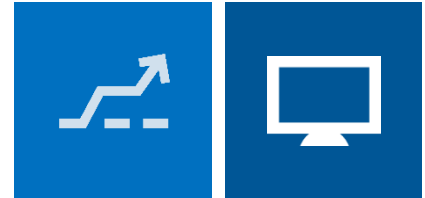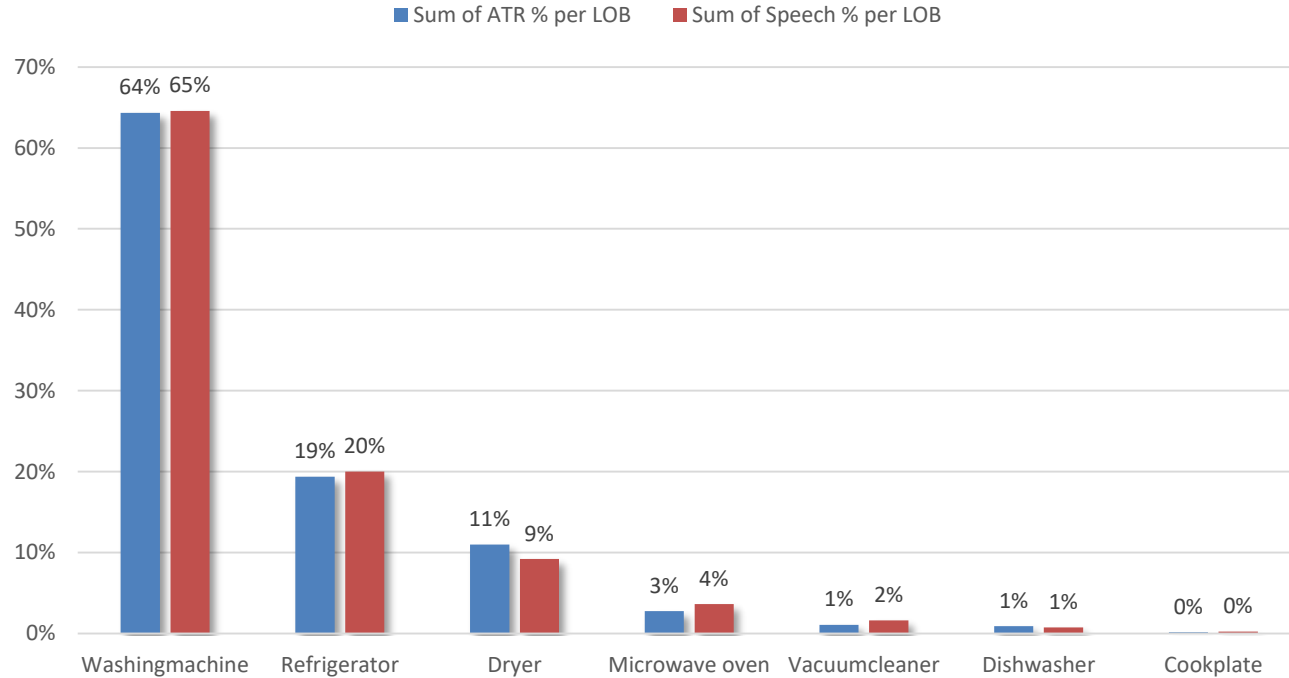
ANALYTICS METHODOLIGIE

DMAIC / SCRUM

After our Analysis, we recommend improvements for operations, recruiting, training, ect…
Controlling it with reporting and weekly improvement meeting.

New analyse request → Fill in request form → Intake new request → High level scoping document

Update list open request → Open requests

Prioritize requests

Determine next request for start analyze
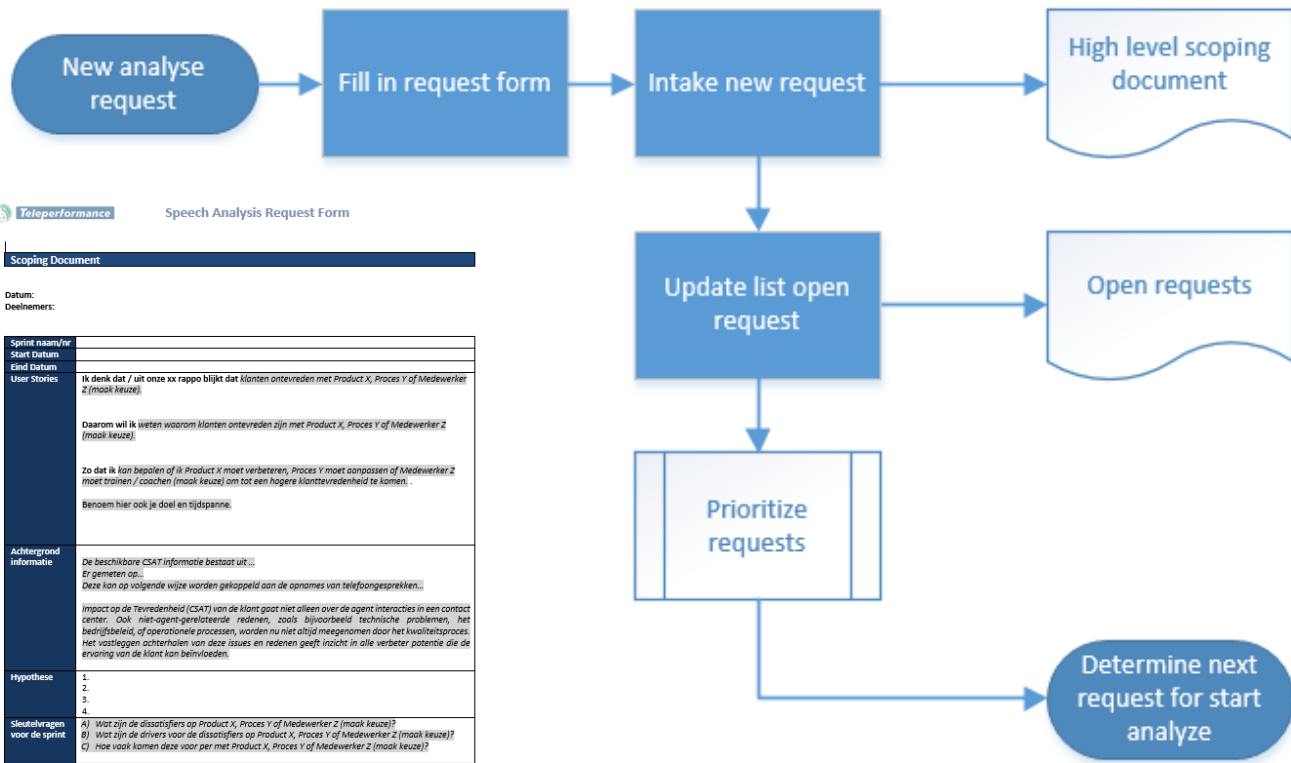
Teleperformance   Speech Analysis Request Form

Scoping Document

Datum:
Deelnemers:

|	
Sprint naam/nr	
Start Datum	
Eind Datum	
User Stories	Ik denk dat / uit onze xx rappo blijkt dat *klanten ontevreden met Product X, Proces Y of Medewerker Z (maak keuze).* Daarom wil ik *weten waarom klanten ontevreden zijn met Product X, Proces Y of Medewerker Z (maak keuze).* Zo dat ik *kan bepalen of ik Product X moet verbeteren, Proces Y moet aanpassen of Medewerker Z moet trainen / coachen (maak keuze) om tot een hogere klanttevredenheid te komen.* . Benoem hier ook je doel en tijdspanne.
Achtergrond informatie	*De beschikbare CSAT informatie bestaat uit …* *Er gemeten op…* *Deze kan op volgende wijze worden gekoppeld aan de opnames van telefoongesprekken…* Impact op de Tevredenheid (CSAT) van de klant gaat niet alleen over de agent interacties in een contact center. Ook niet-agent-gerelateerde redenen, zoals bijvoorbeeld technische problemen, het bedrijfsbeleid, of operationele processen, worden nu niet altijd meegenomen door het kwaliteitsproces. Het vastleggen achterhalen van deze issues en redenen geeft inzicht in alle verbeter potentie die de ervaring van de klant beïnvloeden.
Hypothese	1. 2. 3. 4.
Sleutelvragen voor de sprint	A) Wat zijn de dissatisfiers op Product X, Proces Y of Medewerker Z (maak keuze)? B) Wat zijn de drivers voor de dissatisfiers op Product X, Proces Y of Medewerker Z (maak keuze)? C) Hoe vaak komen deze voor per met Product X, Proces Y of Medewerker Z (maak keuze)?
Business Case	Het doel is verhogen van de klanttevredenheid. Als de klanttevredenheid stijgt van A naar B dan heeft dit een positief effect op C binnen xx tijd
Toegevoegde waarde	

Dit formulier graag in zijn volledigheid invullen voor indienen. Onvolledig ingevulde formulieren worden niet in behandeling genomen. Na indienen bij het Speech Analytics team zal er een afspraak worden gemaakt voor verdere toelichting waarna opstellen van een analyseplan zal volgen.

Opportunity - Silent Time Reduction

Governance – Gain Insight fase
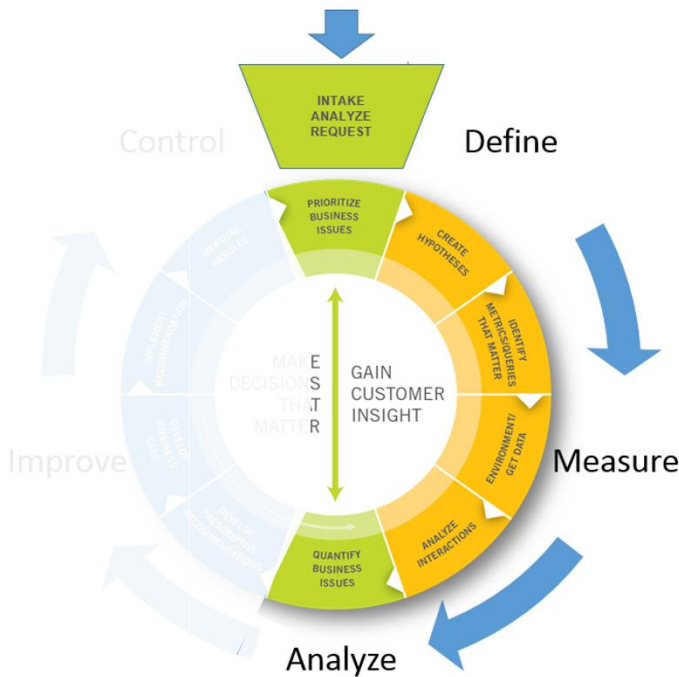
Define

- Goal - Reduce silent → AHT reduction with 15 sec
- Scoping – Hypotheses – Key Questions

Measure

- Categorization - Export van data in buckets Silent time
- Categorization - Average non-talk time per agent plus koppeling met tenure
- TV → xxxxxxx – Sxxxxxx – Smxxxxxxx – CI xxxxxxxx

Analyze

- Analyze on agent level how much silent time
- Having daily stand-up sessions
- Analyze on product level silent time with most impact / improvement prio
- Root cause discriptions → Tagging list

Silent time calldriver rootcause TAGs

Opportunity - Silent Time Reduction

Proposed Solutions – TP DOCS Confluence

Opportuninty	LOB	Product	Issue / Defect	Issue Category	Proposed Solution	Deadline	Status *Raised, Assigned, Progress, Closed*	Owner	Estimated benefit / seconds	Related calls / Quarter
Silent Time	AV	TV	CI+ module problemen: Agents lijken het concept niet te snappen. De content is aanwezig, maar wordt niet (goed) gebruikt	Agent Knowledge	Training en coaching door de product specialist en/of supervisor om concept uit te leggen en om TP Client beter te gebruiken.	29-May-17	ASSIGNED	Michael Koler	15	2310
Silent Time	AV	TV	CI+ module problemen (2): Agents lijken het concept niet te snappen. De content is aanwezig, maar wordt niet (goed) gebruikt	Agent Knowledge	Smartcard en module aanschaffen op de vloer zodat het getest kan worden en problemen kunnen worden nagebootst. Hierdoor kan tijdens training ook beter worden aangetoond wat het gevolg is van bepaalde acties met een CI module	15-May-17	ASSIGNED	Michael Koler / Eric Tiesma	10	2310
Silent Time	AV	TV	TV-monitor: Klanten weten niet waar een TV-monitor toe behoort. Hierdoor worden gesprekken die bij AV binnen komen doorverbonden naar de IT afdeling. De klant in de wacht zetten neemt stiltetijd in beslag.	Process	combineren van AV/IT skill is logischer dan AV/HA. Door deze verandering door te voeren hoeft een agent geen calls meer door te verbinden	24-Jul-17	RAISED	Eric Tiesma	5	2310
Silent Time	AV	TV	Netwerk en Smarthub issues zorgen voor veel stiltetijd en het resultaat is vaak een RM (Remote Management). Er is geen duidelijk instructie TP Client dat dit de juiste stap is.	Agent Knowledge	Instructie schrijven dat er hiervoor direct een RM mag worden ingepland, mits dat mogelijk is. Dit communiceren via TP Client en Supervisors / Training naar de agents. Dit zorgt voor reducering stiltetijd en meer RM aantallen	15-May-17	PROGRESS	Michael Koler	25	3678

Opportunity - Silent Time Reduction

Improve → Controle

Improve

- Up frequency improvement meetings with operations
- Assign Actions and changes to individuals
- Implementation plan
- **COMMUNICATION ! COMMUNICATION ! COMMUNICATION !**

Control

- Implement reporting plan
- Track Change with reporting module Nexidia
- Validate benefits

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Change

It's al about reaching the floor

We work on **motivation**, **engagement**, and **accountability** by letting agent inform each other and checking in focus groups if it works for them

HAND-OUT

Weekly hand-out for agents per day responsible to communicate

FOCUS GROUPS

Focus groups to test if the agents understood, received the info

LIVE ON THE FLOOR

A working live Speech wordcloud available on the Floor

INFO ON NARROW CAST

Weekly Speech updates on the narrow casting

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3

Results / Next steps

Actual Real Results after 6 month of Speech analytics:

Result summary Samsung Speech Analytics monthly reoccurring

Improvement item KPI	Company Goals	Benefits Actual Results
Average Handle Time (AHT)	Cost saving	40%
Call To Messenger (transfers)	Cost saving / Csat	36%
IVR change E-shop (transfers / AHT)	Cost saving / Csat	55%

40%
Improvement on Silent time AVD
Impacting 20 sec on total AHT

36%
Decrease in transfers

55%
Decrease in transfers
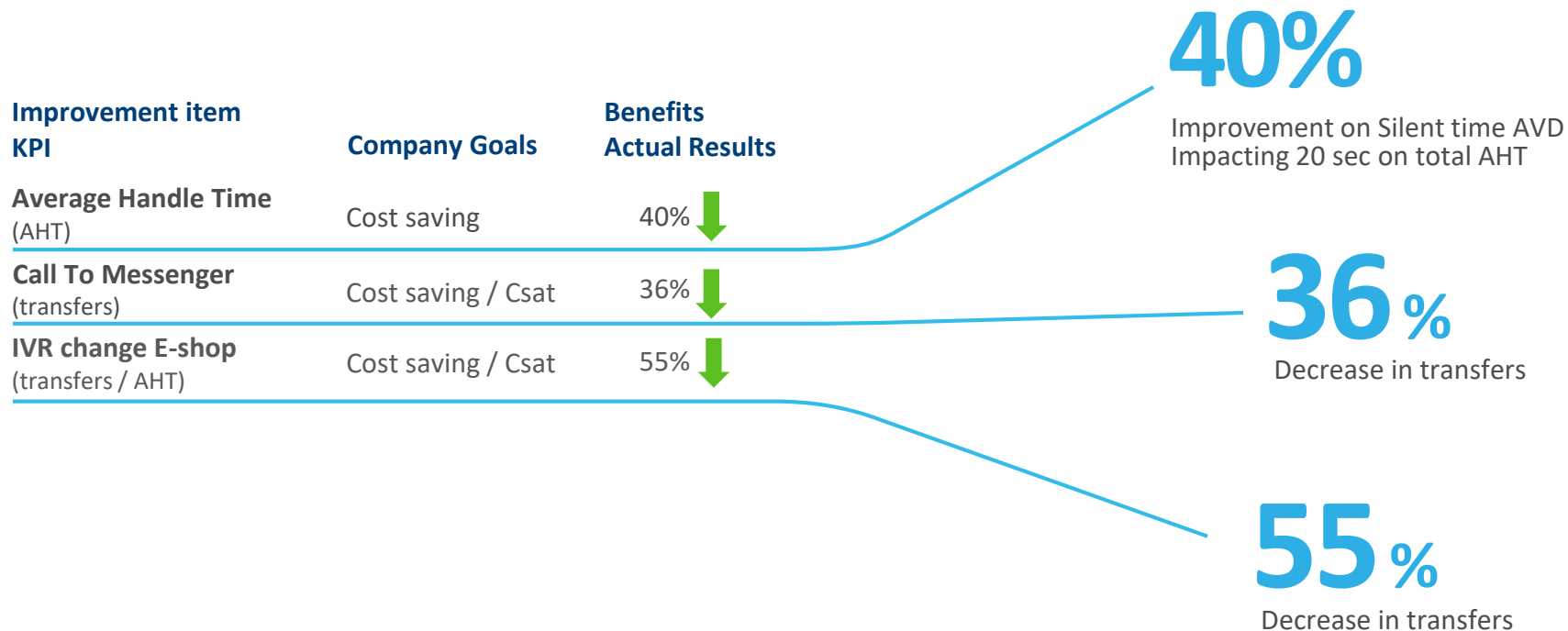
Result - Silent Time Reduction case
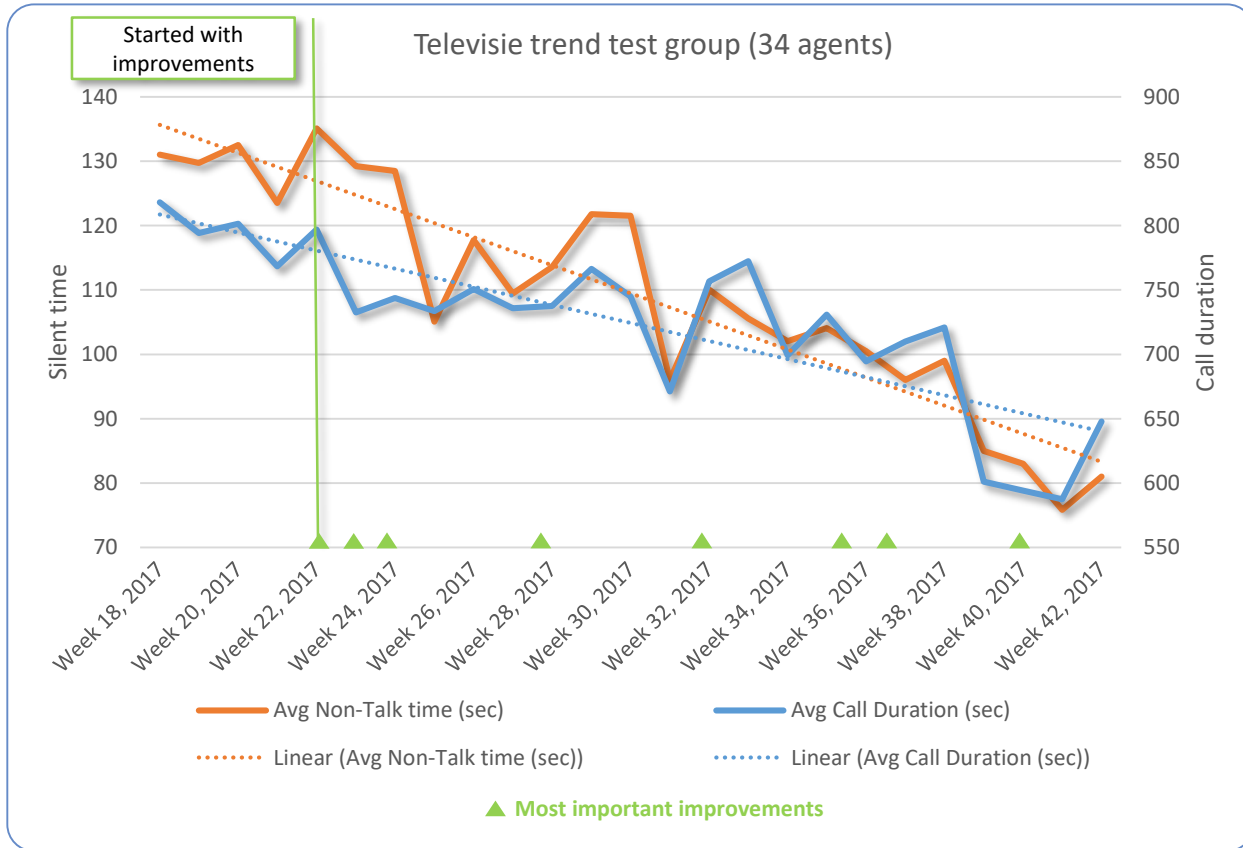
Result - Silent Time Reduction case LOB AVD

AS -WAS

AHT

55   135

790 sec

600

■ Silent time ■ Talk time ■ After call work
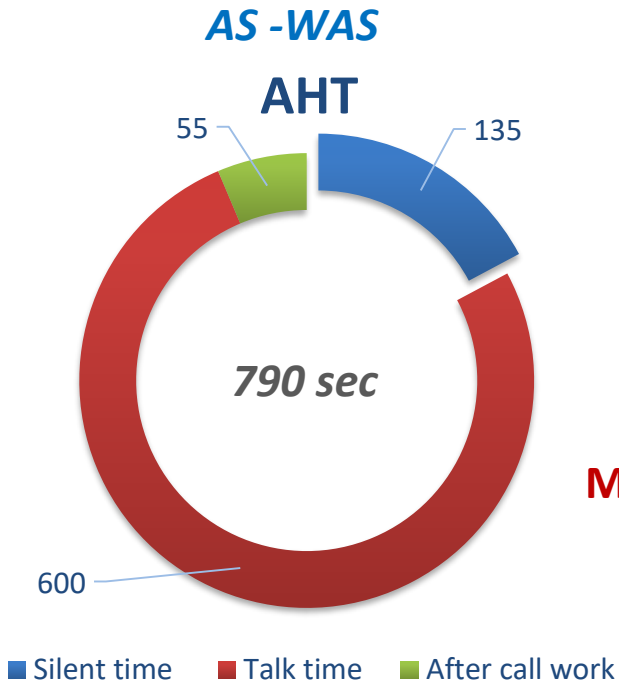
40% decrease in silent time

€ 11953

Monthly Savings

AS - IS

AHT

51   81

632 sec

500

■ Silent time ■ Talk time ■ After call work

Call to Messenger
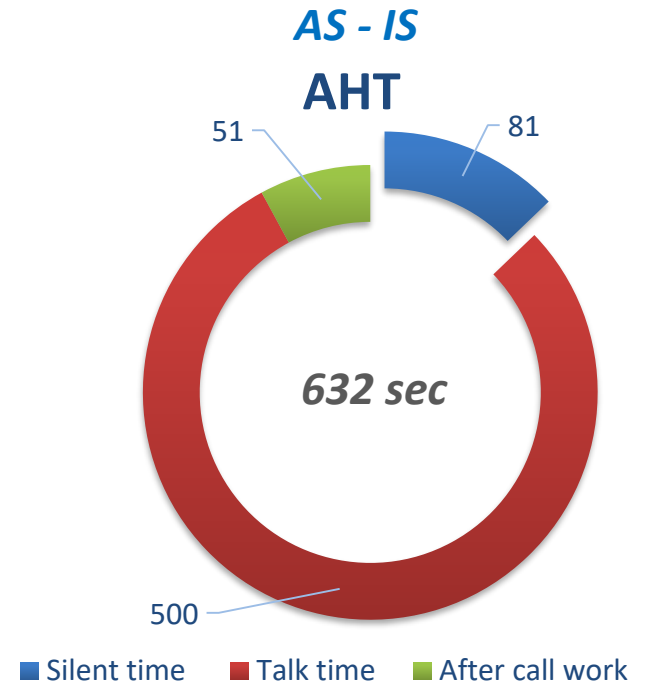
Transfers from call to messenger %
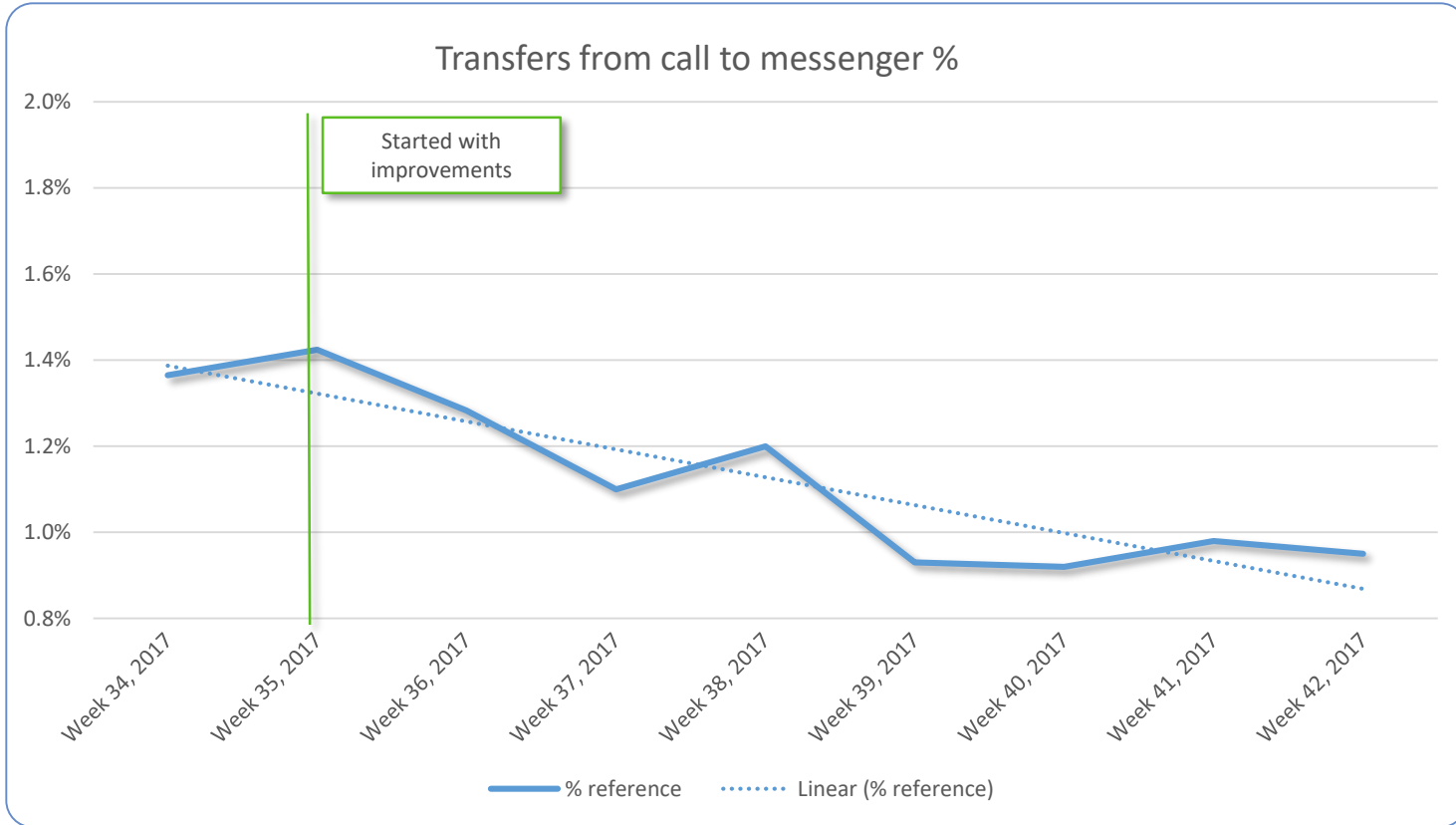
Call to Messenger

AS - WAS

AS - IS

1,4%

0,9%
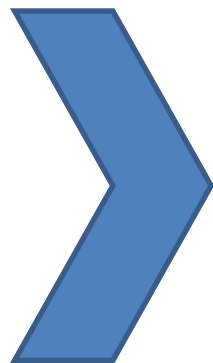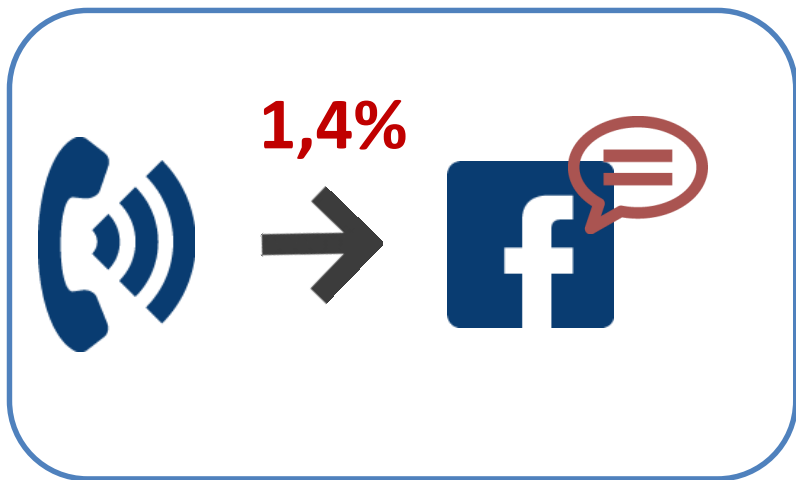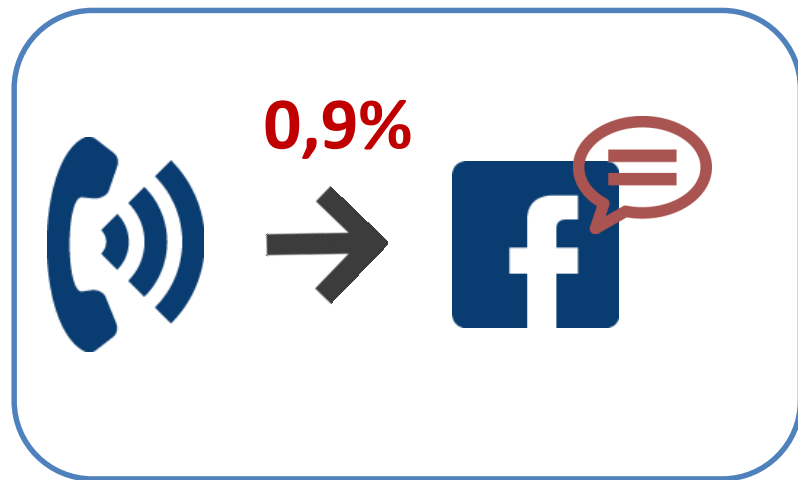
Decrease of 36% transfers

Agent Dashboarding

Analysis & Reporting > Evaluation Scorecards

Scorecard:	Year:	Period:	Value:		View scores as:	Sort By:	Show Only Outliers:
Agent Performance	2017	Week	nov 05 - nov 11	VIEW	○ Values ● Icons	● Values ○ Quality	☐

Enterprise > * No Site * > Charineth Manuel

Scorecard - Agent(s) under Charineth Manuel over the Week nov 05 - nov 11, 2017 updated on 8-11-2017 21:00:24

Name	# per Dag	Gespreksd...	Stiltetijd	% Non-tal...	% Non-tal...	Opng-Goede dag	Opng-Samsung	Opng-Vraag	Emp-Goed Belt	Emp-Helpen	Emp-Oplossen	Emp-Snap ik
Overall (Charineth Manuel)												
Atida-Pokie, Nabinie (59718006)												
Bansraj, Sanjeev (31038633)												
Blom, Lisa (31038297)												
Boes, Diyon (31038421)												
Delic, Samir (31036335)												
Doekhi, Sharona (31038288)												
Franken, Asinto (31039204)												
Horsmeier, Merai (31038229)												
Lammerts van Bueren, Maurits (3...												
Letterboom, Hortence (59718068)												
Manoe, Sharan (31038151)												
Marengo, Simone (59718071)												
Mercelina, Rudley (31038713)												
Ragasa, Benjamin (31036495)												
Rellum, Chanelle (59718010)												
Romeijn, Rianne (31038622)												
Sastrowitomo, Gracia (31039131)												
Smit, Christian (31036328)												
van der Kolk, Lennard (31038940)												
van der Pluijm, Renate (31038139)												
van Osch, Carmella (31036095)												
Visscher, Wendy (31038159)												

Next steps

Develop Product Scorecards

Use output Speech for input Samsung Chat BOT

Text Analytics for Facebook Messenger

Using new sentiment module for research and opportunities

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Thanks!

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