



Witness Actionable Solutions

# Customer Service Analytics: A New Strategy for Customer-centric Enterprises

A Verint Systems White Paper

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## Preface

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This paper profiles customer service analytics, an essential part of an enterprise strategy for delivering customer service in today's volatile global market. The paper describes how the customer service analytics offerings from Verint® Witness® Actionable Solutions foster customer-centric business processes by improving the efficiency and effectiveness of enterprise customer service, driving down costs, and building a cycle of continuous performance improvement across the entire customer service value chain.

## About Verint Witness Actionable Solutions

Verint® Witness® Actionable Solutions was formed as a result of the company's successful combination with workforce optimization provider, Witness Systems. Verint Witness Actionable Solutions enables organizations to capture and analyze customer interactions, improve workforce performance and optimize service processes in contact center, branch and back-office operations. With the industry's broadest portfolio of innovative solutions for customer service analytics, workforce optimization, quality monitoring/full-time recording, workforce management, eLearning, performance management, and customer surveys, Verint Witness Actionable Solutions helps companies uncover business trends, discover the root cause of employee and customer behavior, and power the right decisions to help ensure service excellence and achieve continuous performance improvement across every aspect of customer operations.

## Verint. Powering Actionable Intelligence.®

Verint Systems Inc. is a leading global provider of analytic software-based solutions for enterprise optimization and security. Verint solutions help organizations make sense of the vast voice, video, and data available to them, transforming this information into *actionable intelligence*™ for better decisions and highly effective performance.

Since 1994, Verint has been committed to developing innovative solutions that help global organizations achieve their most important objectives. Today, organizations in over 100 countries use Verint solutions to enhance security, boost operational efficiency, and fuel profitability.

## The Quest for Affordable, Superior Customer Service

For years, organizations have struggled to balance customer satisfaction with the requirement to increase revenue and minimize the cost of customer service.

Managing these conflicting goals is difficult, but is complicated even further by the many different enterprise functions and supporting processes involved in serving customers. These include the traditional customer touch points — the contact center and branch offices — as well as back-office operations.

Not surprisingly, each of these areas within the organization has its own systems, processes, and procedures for managing workflow and assessing effectiveness. These pose a variety of challenges:

- Although management applications and workforce management, IVR, ACD, and CRM systems provide a staggering amount of statistical data about what is happening in the organization, they do not explain why — and unit-level managers may lack the time, tools, and expertise necessary to perform meaningful data analysis.
- Applications often cannot share information readily, and data may remain hidden or inaccessible. Moreover, since the applications typically are purchased, implemented, and administered independently, they usually require duplicate effort and expense to install and maintain, thereby reducing their return on investment.
- Different functional areas within the organization often lack standardized processes for sharing and correlating data with other areas. This problem becomes magnified as data and reports are disseminated to successively higher levels in the organization. Reporting periods and units of measurement may vary from one business unit to another. Each unit, branch, or contact center may report on a different set of metrics altogether, making it difficult for data to be rolled up into meaningful reports. This prevents organizations from receiving a holistic view of performance, making data analysis for enterprise decision making nearly impossible.
- Many — if not most — organizations have developed their customer service processes to fit around their internal systems and procedures, such as accounting, order fulfillment, and delivery. These systems and processes are convenient for the organization, but not necessarily for the customer. Unless organizations have a means of collecting, analyzing, sharing, and acting on statistically valid customer feedback, they run the risk of alienating customers without even realizing that a problem exists somewhere within their service delivery chain.

Collectively, these challenges pose a formidable barrier to strategic decision making and superior customer service. In fact, they tend to foster fragmented customer service. In a survey of 176 North American firms with revenues of \$500 million or more, Forrester Research presented respondents with a list of potential issues. Seventy-three percent of firms selected “getting alignment across organizations” as a significant obstacle for improving the customer experience they deliver.<sup>1</sup>

Organizations need a way to capture, analyze, share, act on, and learn from actionable intelligence™ — customer and workforce performance data—to deliver a unified, quality customer experience.

## Leveraging Actionable Intelligence

Escalating costs, competition, and customer expectations have translated into huge pressures in every industry. In recent research conducted by Gartner, businesses identified the following as their top five priorities in 2007.<sup>2</sup>

1. Improve business processes
2. Control enterprise-wide operating costs
3. Attract, retain, and grow customer relationships
4. Improve the effectiveness of the enterprise workforce
5. Grow revenue

Recognizing the need to deliver a superior customer experience, some organizations are implementing customer-centric management strategies, through which customers' wants and needs — rather than organizational convenience — drive business processes. These strategies require process re-engineering, but the net result — particularly when paired with appropriate technology — is a customer-focused, highly competitive enterprise that is able to sustain its competitive advantage over time.

Other organizations have turned to technology to help them improve efficiency, manage performance, and reduce the cost of customer service. In particular, contact centers — often the front line of customer service delivery — have benefited from a range of technological improvements, including recording and quality monitoring systems, as well as automated forecasting, scheduling, and adherence tracking provided by workforce management applications. More recently, speech and data analytics have enabled root-cause analysis, allowing centers to transform customer data — structured and unstructured — into actionable intelligence.

While such technology undeniably provides greater efficiency and effectiveness in managing customer service, the degree of its success hinges upon the nature of the deployment. Often, these applications support specific functions, perpetuating the siloed environment and forcing each part of the customer service value chain to act independently.

Some organizations have taken the next step to improve their customer service operations by implementing workforce optimization (WFO), a solution that combines quality monitoring, workforce management, performance management, and eLearning to drive better performance. WFO breaks down the barriers among siloed applications, allowing contact centers to capture, analyze, share, and act on cross-functional information concerning workforce performance, customer interactions, and customer service processes.

The growing use of IP telephony has expanded WFO's reach from the contact center into remote, branch, and back-office operations. When enterprise WFO is brought together with speech and data analytics, the result is a powerful, end-to-end software solution that helps organizations uncover trends, determine why certain employee and customer behavior is occurring, and respond appropriately — across all departments — to achieve continuous performance improvement. This combined solution is known as customer service analytics.

## Customer Service Analytics in Action

Using customer service analytics, organizations can maximize information flow across every department while minimizing the total cost of ownership. The solution provides insight into individual and group performance, flawed processes, trends, and customer intelligence. It can even provide a means of building staff skills via eLearning.

### Enterprise Touch Points for Customer Service Analytics



In the customer-centric environment, the underpinning for success is information about customer interactions, supported by business processes that allow employees to make decisions based on the information before them. This information must be timely, accurate, and readily (and appropriately) shared among groups, regardless of where they are located. It needs to be easily searched and stored.

Conceptually, this sounds quite simple, but even small companies quickly discover that the sheer number and types of customer interactions across multiple media quickly become too complex and overwhelming to facilitate easy sharing and analysis. Capturing the data isn't the problem; analyzing it and using it to make decisions pose the difficulty.

This is where a customer service analytics solution comes into play.

Customer service analytics solutions link the people, databases, processes, and systems used to deliver customer service. And in a customer-centric organization, a customer service analytics solution is vital. It helps forecast customer demand and schedules the right staff with the right skill sets at the right time. It provides insight into customer satisfaction, shifting the emphasis of quality management from what the employees are doing to what the customers are doing. What are they saying? Are they satisfied? If not, why? What can be done to fix the problem? The solution can sort through thousands of interactions, pull the necessary information together quickly, and then disseminate it to the people who can act on it.

Going further, a customer service analytics solution can detect strengths and weaknesses in agent skill sets, enabling supervisors to take appropriate action. It provides key performance indicators, scorecards, and training to personnel to help them get a sense of their own performance and build their skills. It provides different groups with access to data that's relevant to their functions.

In short, customer service analytics provides a true framework and process for capturing, analyzing, storing, acting on, and learning from customer and workforce performance data. And using the Web, WFO can deliver this complete business process across an entire organization, regardless of the number of centers or branch offices and their locations. It's the only practical way for organizations with more than a small number of employees to achieve true customer centricity.

## Verint’s Customer Service Analytics Solution

Verint offers a unique portfolio of software and services for customer service analytics.

Through our combination with Witness Systems, we have brought our industry-leading actionable intelligence solution suite together with Witness’ powerful workforce optimization solutions. Delivered through our new division — Verint Witness Actionable Solutions — our portfolio of customer service analytics solutions includes:

- Speech and data analytics
- Workforce management
- Quality monitoring
- TDM and IP recording
- eLearning
- Performance management
- Customer feedback management
- Strategic professional and consulting services

Our customer service analytics solution provides organizations with great flexibility, enabling them to migrate toward a customer service analytics environment at their own pace. By allowing incremental implementation of our solution, Verint provides organizations with a pathway for evolving to a complete customer service analytics solution without having to replace their technical infrastructure. Enterprises can come closer to realizing the full benefits of customer service analytics, whether by extending their solution from Verint Witness Actionable Solutions, or by integrating with a third-party system (for quality monitoring, workforce management, etc.).



Verint’s Customer Service Analytics Portfolio

Verint is the leading supplier and innovator of actionable intelligence, workforce optimization, and customer service analytics solutions. We hold a leadership position in IP recording, enabling us to help companies evolve their call centers to IP-enabled, virtual contact centers. Moreover, our expertise extends beyond the contact center into the enterprise, including branch and back-office functions, such as administration and billing.

Regardless of the maturity of a company's customer service strategy, we offer investment security for the future through both a proven platform and third-party integrations. As a result, organizations can rest assured that they have the right solution set for their current and future business needs — delivered by a reliable provider with a solid track record of success.

With Verint's customer service analytics solutions, organizations can transform the speed at which they make informed decisions by providing a new level of visibility into customer service processes, workforce performance, and customer intelligence across the enterprise. Armed with this actionable information, organizations can drive customer loyalty, top-line revenue, customer service operating margins, and compliance. Moreover, they can achieve a sustainable competitive advantage, even in today's volatile market.

## Endnotes

1. "Customers Will Get More Attention in 2005," Forrester Research Trends, January 10, 2005.
2. "Researching the Research Agenda Survey 2007: Implications for Business Intelligence and Information Management," Betsy Burton and Tom Austin, Gartner, 11 May 2007.