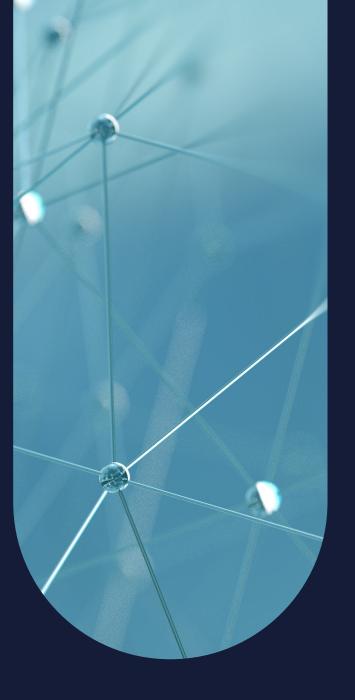# CallMiner

The CX Data Paradox

How to collect – and act on – the right customer insights in the age of information overload

Learn why CallMiner was named the Leader in The Forrester Wave™ : Conversation Intelligence for Customer Service, Q3 2023

Introduction

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Many organizations recognize the importance of customer insights to their business. But we're living in a world of data and information overload – and while most teams have an influx of customer data, many aren't collecting the right type or using it to drive business results.

Most are leaning too heavily on solicited feedback from customers; for example, feedback collected via surveys or customer reviews. In other words, feedback that organizations have explicitly asked customers for. Meanwhile, the most valuable insights from unsolicited feedback remain largely untapped. These are the interactions that happen in your contact or customer service center when customers are sharing feedback unpromoted, whether it's about your products and services or an experience in general.

According to the recent **CallMiner CX Landscape Report**, the majority of organizations are still collecting mostly solicited customer experience (CX) and customer satisfaction feedback (71% in 2023 vs. 79% in 2022). On top of that, many teams don't believe they're effectively leveraging the data they collect to impact CX and business outcomes, with 68% saying the CX data that is being collected is often not harnessed to their organization's best advantage.

Further, half of organizations say they lack effective communication between departments when aligning on CX data and customer feedback, and 43% admit to a lack of clarity on how to act on data insights.

Unlocking real value from customer insights involves:

• Collecting and analyzing these insights at scale, without adding manual processes for your team

• Using this data to uncover customer trends or apply feedback toward data-driven decision-making

• Sharing customer insights enterprise-wide with the right teams at the right time, so that they can take meaningful action

Keep reading for a practical guide to finding customer insights in a world of information and data overload.

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Unsolicited data: The key to understanding VoC

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Solicited channels don't elicit the same depth and breadth of feedback as unsolicited feedback, limiting the ability to truly capture the voice of the customer (VoC). There are number of reasons why, including:

- **Variability between remembered and actual experiences.** Often, the customer's remembered experience differs from the actual experience with a brand. An agent could have done everything right, and the customer still wouldn't be happy

- **Low survey response rates.** Typical survey response rates range between 5-15%, only covering a portion of the customer population

- **Highs and lows.** Most survey respondents are on the extreme ends of the emotional spectrum – either highly positive or negative

- **Untapped topics.** Surveys ask specific questions often out of context to the experience they received, reducing the ability for customers to share feedback on other topics

Channels like surveys, while valuable, leave a whole middle ground of feedback undiscovered. When it comes to unsolicited feedback, customers organically engage with a brand through social media, unsolicited reviews and contact center interactions, leaving a wealth of data primed for analysis.

Here are just a few examples. One customer may not openly tell you that they are in financial distress, but analyzing a voice call may uncover certain indicators that they are in a vulnerable situation. Reacting to this responsibly and appropriately is not only the right thing to do, but can also help the organization avoid potential regulatory compliance violations.

A different customer may share their ideas for product improvements or new features that aren't incorporated into your current product roadmap. Listening to these cues from valuable customers can help your product team incorporate customer feedback into their planning, resulting in repeat purchases or upsell/cross sell opportunities. There are many other ways that unsolicited feedback can result in measurable business improvements, ranging from targeted agent coaching to marketing campaign optimization and beyond. We'll cover this in more detail later.

Surveys don't always capture the information that's revealed through unsolicited feedback, because they don't pick up on the nuance that occurs during a customer conversation. However, unsolicited feedback can make survey targeting more effective. For example, you could segment contact center data by customers who called about a specific product type, to survey them with more targeted questions. The two types of feedback can often work in tandem to provide a more holistic view of the customer.

Collecting and analyzing unsolicited feedback at scale

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Without the right technology to separate key signals from day to day noise, teams can easily become overloaded with too much information. Manual processes bog many teams down, since people cannot possibly analyze the sheer volume of omnichannel data coming into the contact center and other sources. That's where AI and automation can play a powerful role.

According to the CallMiner CX Landscape Report, many teams still rely on manual analysis. When considering how manual or automated the processes are to analyze CX data, there is slightly greater emphasis, at an overall level, on automated (55%) vs. manual (45%) tasks, but not by much. However, those that do automate data analysis are able to use this data to make better business decisions (61% vs. 51% in organizations where processes are more manual).

How to make AI work for customer feedback analysis

Proven solutions like AI-based conversation intelligence analyze 100% of omnichannel customer interactions vs. only the fraction of contacts that can be analyzed manually. Teams typically start with a use case where they can find immediate value from conversation intelligence, such as quality assurance (QA).

Most contact centers today do manual QA monitoring. Typical QA analysts can often only listen to 3 to 5 random calls per agent, per month — sometimes less than 1% of overall interactions. By monitoring 100% of interactions with conversation intelligence, contact center managers can gain a clearer picture of what works and what needs improvement via automated scorecards and data-driven coaching recommendations, in turn improving agent performance both individually and at scale. The results are measurable. For example, teams can measure improvement in compliance outcomes, agent process adherence/improvements, sales effectiveness, and more. Starting small with an area like QA is key. "Quick wins" help to demonstrate the value of AI-based technology like conversation intelligence and encourage the broadening of its use cases across other departments.

More data doesn't always equal better decisions

Modern companies are awash in data — so much that they may not know how to properly act on it. According to a **Salesforce survey**, 33% of business leaders said they can't generate meaningful insights from their data, and 30% said they were overwhelmed by the sheer volume.

Insights from the **CallMiner CX Landscape Report** confirm this finding. Among the sectors surveyed, technology organizations are the least likely to use CX and satisfaction feedback to make data-driven business decisions (49%) or to uncover customer trends (35%) — even though they have more than enough data at their fingertips.

In other words, there's a major gap between collecting data and applying this feedback directly toward improving customer and business outcomes. No matter how much automation and data collection takes place, it can only ever be as useful as the outputs and decisions it informs.

Practically applying customer insights across your business

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The secret to harnessing the power of unsolicited feedback is to define the use cases that matter most to your business. Customer insights can be leveraged to impact results across many different departments. Here are some examples.

Contact center

- **Improving overall agent frontline experience**: Managers and supervisors can provide data-driven coaching and feedback based on a complete view of omnichannel interactions, rather than just a random sample of calls.

- **Helping agents handle challenging situations:** Conversation intelligence can be applied both in real time and post-interaction to coach agents on handling complex situations. For example, the technology can proactively detect areas of potential fraud and provide real-time guidance on how to respond. It can also help agents handle vulnerable customers with sensitivity and empathy via alerts and coaching.

- **Reducing compliance risk:** Customer insight analysis can have a big impact on both internal and external compliance outcomes. Measurable examples include agents' adherence to internal processes and industry-specific regulations. Tracking these effectively – both through real-time guidance and post-interaction analytics – can help reduce risk, avoid potential penalties, and do right by your customers.

CX

- **Track how sentiment and emotion is changing:** Over time, a customer's perception of a brand can evolve. Conversation intelligence can uncover what's driving these changes in sentiment and emotion to improve customer satisfaction — going beyond the typical "positive, negative, neutral" sentiment evaluations.

- **Improve the customer journey:** Using conversation intelligence and customer journey mapping can help identify CX gaps, reduce customer effort, manage complaints, and lower churn. The goal is to find and reduce potential points of friction in the customer journey.

- **Analyzing feedback at scale:** With the ability analyze large volumes of data, AI can help CX teams better understand and uncover insights from CX feedback at scale, such as predicting customer satisfaction (CSAT) and net promoter scores (NPS). By finding these type of opportunities, organizations can improve experiences and generate
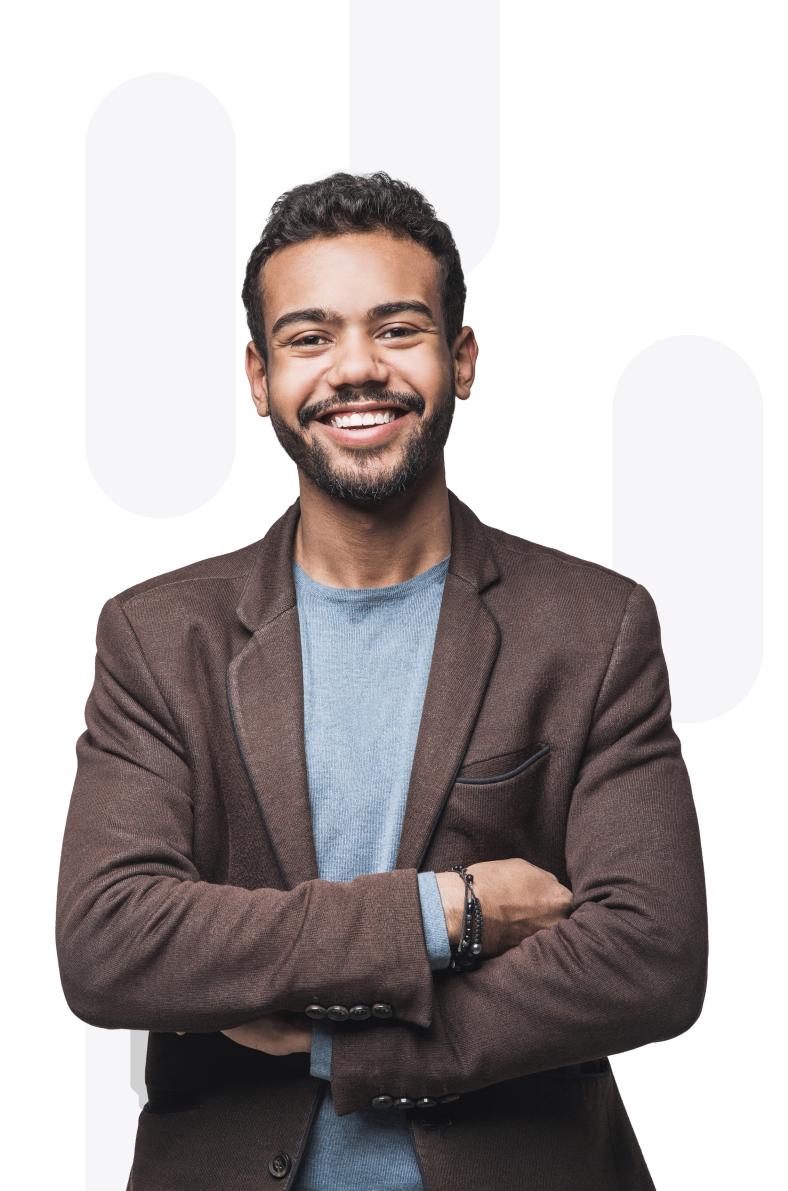
Marketing

- **Keep a pulse on changing brand sentiment**: By analyzing omnichannel customer interactions (including those that happen on social media) marketing and communications teams can identify the warning signals of a potential crisis (and take action) before it occurs.

- **Improve campaigns and messaging:** Sometimes customers react to marketing campaigns and messaging with mixed emotions or confusion. Understanding these reactions enables marketing teams to make improvements based on real feedback.

- **Extract honest brand insights from unsolicited feedback**: Tapping into your contact center can help marketers better understand the issues that are causing customers to churn or become brand detractors.

Product

- **Drive product quality and safety**: If a critical mass of customers report product issues, conversation intelligence can spot these early signals before they become warranty claims, recalls or other product safety issues.

- **Accelerate product innovation:** By analyzing conversations, product teams can get insights into what customers are asking for related to new products or improvements to features and functionality at scale, as opposed to via solicited feedback from small focus/user groups. Additionally, product teams can understand root causes behind product failures that result in returns or warranties claims.

- **Understand competitive insights and potential threats:** Tracking competitor mentions over time and performing sentiment/emotion analysis on these mentions can help product teams stay steps ahead of the competition.

The power of AI-based workflows to operationalize customer data

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Many **workflow-based AI solutions** automatically categorize customer interactions, so teams can gain a greater understanding of contact center performance, compliance adherence, customer sentiment and emotion, and other important indicators. For example, one category might focus on contact drivers, or the underlying reasons why customers reach out to the contact center. Another might focus on repeat call language, which may indicate that an issue isn't resolved in a timely manner, or a customer is becoming frustrated.

The best part about these solutions is that they help teams customize workflows to meet specific business needs and requirements. For example, CX teams might be interested in creating workflows that support the following categories:

CX effort: These workflows identify when how hard (or easy) a customer has to work to engage with your brand, such as if it takes them multiple attempts to connect with the right support person, having to repeat their reason for contact, etc. Paired with a customer effort score (CES), CX teams can take the right measures to reduce friction and frustration in the customer journey.

Customer satisfaction (CSAT): This measures a customer's level of satisfaction or dissatisfaction, alongside other instances of escalation or complaints. Understanding CSAT can help with targeting specific customers for direct outreach or identifying patterns for improvement at scale.

Emotion: Emotion goes beyond the basic positive or negative sentiment indicators to measure emotions such as anger, disgust, fear, satisfaction, happiness, and excitement. Understanding emotion can help CX teams and agents drive significant improvements, such as properly serving vulnerable customers.

Churn risk: Retention is critical in today's economy. This workflow helps CX teams understand indicators of churn, such as mentioning a competitor or a cancellation, and address churn-likely customers before it's too late.

How five leading brands cut through the data noise to uncover customer insights and drive business improvements
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University of Pittsburgh Medical Center (UPMC)

UPMC's contact center collaborates with its marketing team to share insights that can improve and better align campaigns with their patient population.

For example, the marketing team was looking for information on LGBTQ+ calls to learn about proper terminology, procedures, and more. From there, they can leverage insights to develop the best materials, demonstrating empathy and highlighting the resources and information UPMC has for that community.

The same processes are being used to develop campaigns to ensure people get their flu shots. These types of campaigns not only reduce calls to the contact center, but also help members be healthier.

BPO Division of NTT

The team uses conversation intelligence to analyze 100% of customer interactions, view trend reports based on categories, and take a data-driven approach to agent coaching. They now have the data, skills and expertise to drive the insights their clients need, make informed decisions, and effectively coach their team.

Depending on the client, they can use conversation intelligence across a variety of use cases, including visibility into sales effectiveness, traditional contact center KPIs such as customer satisfaction scores (CSAT) and average handle times (AHTs), and deeper product insights to create product roadmaps. When it comes to customer sentiment and VoC, clients can understand their customers better. They can now see the pain points and breakthroughs when they have a new strategy or campaign, and gain information on how to adjust and enhance CX.

Radial

In addition to providing agent feedback, Radial leverages conversation intelligence to help its customer care team evaluate trends across a wide variety of customer touchpoints. In the past, Radial relied on limited feedback from customer surveys to determine how to optimize CX.

The Radial team uses these insights beyond the contact center, as well. For example, if a marketing campaign confuses customers, or fulfillment and transportation departments are facing supply chain issues, the sales and customer care departments often bear the brunt of negative customer interactions. Now, CallMiner gives these cross-functional teams greater visibility, helping to proactively resolve potential issues across the customer journey – regardless of where they initiate. In addition, the team is pulling CallMiner data into its business intelligence platform to enrich the data shared across every department in the business.

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Host Finance

Cross-departmental alignment was a key factor in helping Hoist Finance get its conversation intelligence program off the ground. In fact, its workforce optimization and analytics teams knew they had to properly educate their colleagues on the benefits of being equipped with deeper customer engagement data.

They also set short-, medium- and long-term goals to align stakeholder expectations with reality. That meant they started with early wins and grew from there. Hoist Finance saw near instant results by analyzing contact drivers. Rather than relying on agents' disposition codes, the team was able to uncover a deeper layer of data on customers' motivations, providing a link between customer and agent perceptions.

From there, they were able to grow the program to analyze 100% of omnichannel interactions, understanding customers' needs and adjusting organizational behaviors to better serve them. This includes being able to deliver strategic insights beyond the contact center, such as finance and HR, driving business improvements throughout the organization.
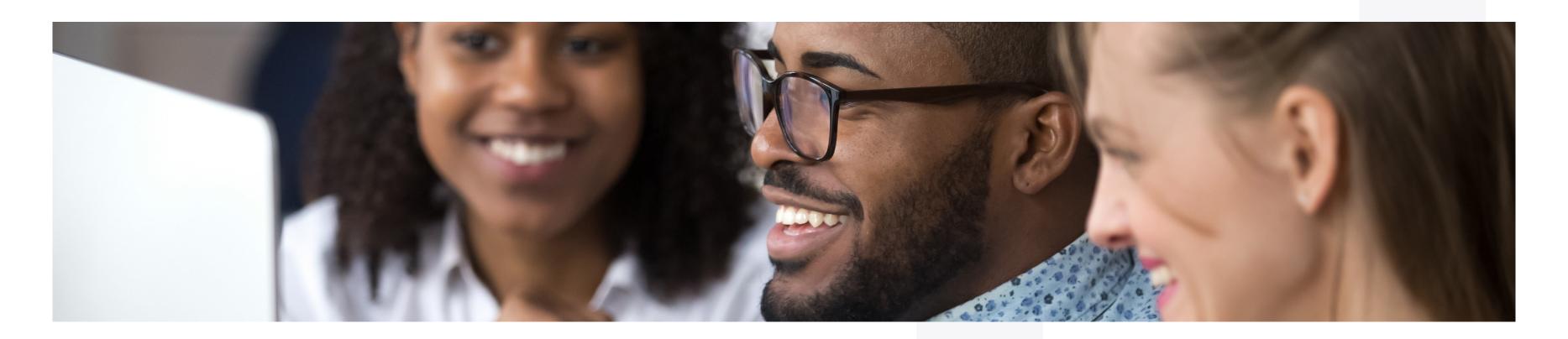
Foundever

To maintain a consistent, high-quality CX, the Foundever team leverage conversation intelligence to help its client, a large telecom provider, uncover when customers had

difficulty understanding nearshore agents. They wanted to do this to validate whether speech understandability issues resulted in lower Net Promoter Scores (NPS).

Using coversation intelligence, the Foundever team classified the cause of each customer's difficulty understanding as either contextual (issues with terminology or technical explanations), auditory (problems with hearing agents) or speech-related (difficulty understanding language or accents).

Analysis showed that there were several other root causes for these issues beyond language alone. Contextual understandability was the greater issue. The team made improvements to the jargon within complex technical scripts, resulting in lower AHTs and higher NPS.

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The power of conversation intelligence

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The sheer volume of customer data available today doesn't have to hold you back – in fact, combining solicited and unsolicited feedback is the best way to truly understand VoC and impact change across a customer-centric organization. Further, understanding this feedback at scale is critical. More data isn't always best — unless you have the means to action insights derived strategically.

When you remain focused on your key business goals and objectives – including starting with easy wins – conversation intelligence solutions can quickly turn data overload into actionable insights. Ultimately, when you can share customer insights across departments, you can drive positive business and customer outcomes in the contact center and beyond.

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About CallMiner

CallMiner is the global leader in conversation intelligence to drive business performance improvement. Powered by artificial intelligence and machine learning, CallMiner delivers the industry's most comprehensive platform to analyze omnichannel customer interactions at scale, allowing organizations to interpret sentiment and identify patterns to reveal deep understanding from every conversation.

By connecting the dots between insights and action, CallMiner enables companies to identify areas of opportunity to drive business improvement, growth and transformational change more effectively than ever before. CallMiner is trusted by the world's leading organizations across retail, financial services, healthcare and insurance, travel and hospitality, and more.

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