# QUALFON

# Qualfon Achieves Significant Sales and Process Improvements with CallMiner

**Case Study**

CallMiner

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**About Qualfon**

Qualfon is a full-service, mission-driven business process outsourcing (BPO) provider offering full customer lifecycle management capabilities. The company differentiates itself by the quality of experience it can deliver to its clients and their end customers. Qualfon has a rigorous ongoing quality improvement process, and leverages conversation intelligence to boost sales, coach its agents and make meaningful improvements to its operations.

**Challenge**

### Transitioning to a consultative sales approach

Qualfon represents more than 200 brands and has extensive contact center operations with well-documented procedures. Prior to implementing conversation intelligence technology, it was challenging to track agent adherence to certain procedures and provide performance feedback in a timely manner.

In addition, many Qualfon agents focus on sales for their clients and receive commission for certain accounts. As part of an effort to continuously improve the sales process, the company transitioned to a consultative selling approach a few years ago. This approach focuses on agents acting more like advisors than salespeople and providing recommendations to prospects based on their specific needs.

"We wanted to make our calls consultative rather than transactional," says Marvie Wright, Vice President, Learning and Development Client Programs at Qualfon. "Consultative selling is based on the customer's needs. Prior to implementing conversation intelligence, our calls were focused on making sales. Agents had no agility for customer conversations – we had one way of doing things, and it was done that way on every call. It lacked a sales strategy based on targeted information."

## Industry

- BPO

## Challenges

- Track agent adherence to specific procedures
- Provide agent performance feedback
- Improve sales processes

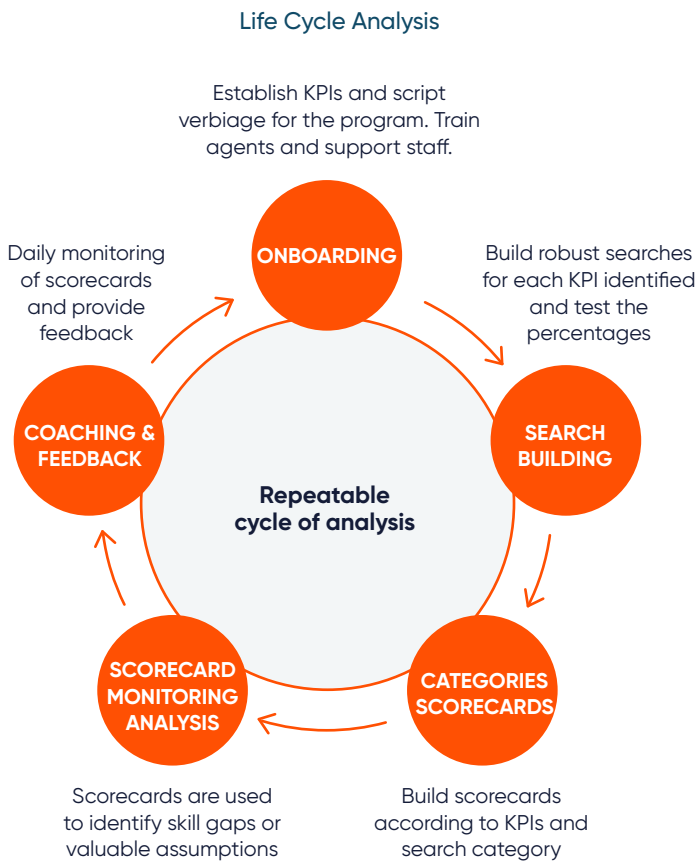## Solution

- CallMiner platform: Analyze, Coach

## Results

- Identified areas of improvement, provided targeted coaching with agent scorecards
- Achieved over 95% accuracy on agent scorecards
- Reduced agent onboarding from 8 months to 3-4 months
- Improved process adherence by 31%
- Increased close rate by nearly 33%

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## Solution

### Leveraging data to improve sales and process-related outcomes

To enable a successful transition to consultative sales, a team that included Wright, the sales director and agent supervisors developed a new approach for agents to use on calls. To create a process of continuous improvement, the team defined specific components of a call that could be measured with conversation intelligence.

### Life Cycle Analysis

Establish KPIs and script verbiage for the program. Train agents and support staff.

**ONBOARDING**

Daily monitoring of scorecards and provide feedback

Build robust searches for each KPI identified and test the percentages

**COACHING & FEEDBACK**

**Repeatable cycle of analysis**

**SEARCH BUILDING**

**SCORECARD MONITORING ANALYSIS**

**CATEGORIES SCORECARDS**

Scorecards are used to identify skill gaps or valuable assumptions

Build scorecards according to KPIs and search category

Qualfon also wanted to improve how many of its process steps are followed on each call (process adherence) and how well agents put the coaching and training they received into practice, which it calls "coaching adherence." After working with CallMiner for a short time, Qualfon learned how to apply the technology to help meet its process and quality improvement goals.

## Results

### Improving overall quality

During a pilot with CallMiner, Wright made extensive use of the agent performance scorecards to recognize agents that performed well, identify areas for improvement and provide targeted coaching. Once agents saw the amount and quality of data on which they were being evaluated, they quickly came to trust the scorecard results and buy into the new approach. The scorecards and other insights from the conversation intelligence platform became an extremely valuable part of Qualfon's ongoing quality improvement efforts.

Previously, it would take new agents approximately eight months to achieve full sales potential, and now they reach that in the third or fourth month of employment. In the initial pilot of CallMiner, Qualfon documented a 31% improvement in process adherence in just four months. At the beginning of the measurement period, scorecards showed agents satisfied all the process requirements for a call 61% of the time. After analysis and targeted coaching enabled by conversation intelligence, agents were following the correct process on an average of 80% of calls.

> "That shows how conversation intelligence can improve our analysis and coaching cycle for quality improvement," says Wright. "The cycle can be repeated indefinitely. That's an amazing formula. It is the foundation for the success of our program."

### Data becomes an indispensable part of sales

Since the initial pilot, CallMiner has become a true partner to us," says Wright. "The sales team uses the system religiously, and they coach to the data every single day. We're continuously using the data as feedback for the training team to improve their own approaches and update the training curriculum. We've also seen the learning curve for our new agents decrease tremendously."

With CallMiner Coach, the sales team can do self-analysis by using the platform to find trends in their performance, listen to individual calls, or look at their rankings. Managers can also leverage CallMiner to understand trends. For example, before having access to the analytics and intelligence, some newer agents were selling lower plans because it was easier.

**CallMiner**

Managers could see that trend and coach these agents on how to approach higher value sales, adding diversity to their skillsets. "We now know who to coach and how often, and how to approach these conversations with both data and emotional intelligence," says Wright.

Using agent performance scorecards, the sales team can see who is performing the strongest based on proven sales principles. Using these scorecards, managers can see who needs more support. By quickly focusing on issues with targeted coaching, the team has experienced near-immediate improvements that show up the next day in agents' sales numbers. Over time, the team has achieved over 95% accuracy on these scorecards, making them a valuable resource for evaluations. Not only have these efforts reduced escalations to managers, but agents are also more likely to handle customer calls with care and focus on accuracy since they know the data and insights exist to see where issues occur. By understanding what is happening in all customer calls with CallMiner, Qualfon and its agents can maintain focus on delivering a high-caliber customer experience on every call.

### Finding unexpected value in conversation intelligence

Even faced with challenges, such as a change in leadership and a transition to working from home during the pandemic, the sales team has maintained its consistently high-performance benchmarks and experienced significant improvements. As an unexpected benefit, the team can now hire talent nationwide, versus focusing on local talent only. Insights uncovered with CallMiner help managers effectively coach team members, regardless of where they're located. Equipped with a measurable approach and access to intelligence, the Qualfon team has created a data-driven culture of continuous improvement.

| | Before Conversation Analytics | Currently with Conversation Analytics | Percent Improvement |
|---|---|---|---|
| **Close rate** | 22.6% | 30+% (with a previous goal of 25%) | 32.74% |
| **Activation rate** | 87% | 98-100% (with a previous goal of 90%) | 12.64% - 14.94% |
| **Process adherence** | 61% | 80% | 31.15% |

Beyond the sales team alone, Qualfon is working with CallMiner to explore more ways to use AI-driven analysis across different departments to improve the customer experience. For example, the marketing team leverages data from CallMiner to understand customers' most frequently asked questions. Using this information, the team can design more effective campaigns that proactively address these questions and clarify confusion around issues such as pricing. With CallMiner, Qualfon has the goal to deliver enterprise-wide value with conversation intelligence.

"We've seen CallMiner become a partner across more and more mission-critical areas of our business," says Wright.

### To learn more about CallMiner:

**Click Here** →

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