



The Hidden Power of 14 Key Customer Contact Drivers

How to drive transformational business improvement by uncovering insights from customer conversations you're already having

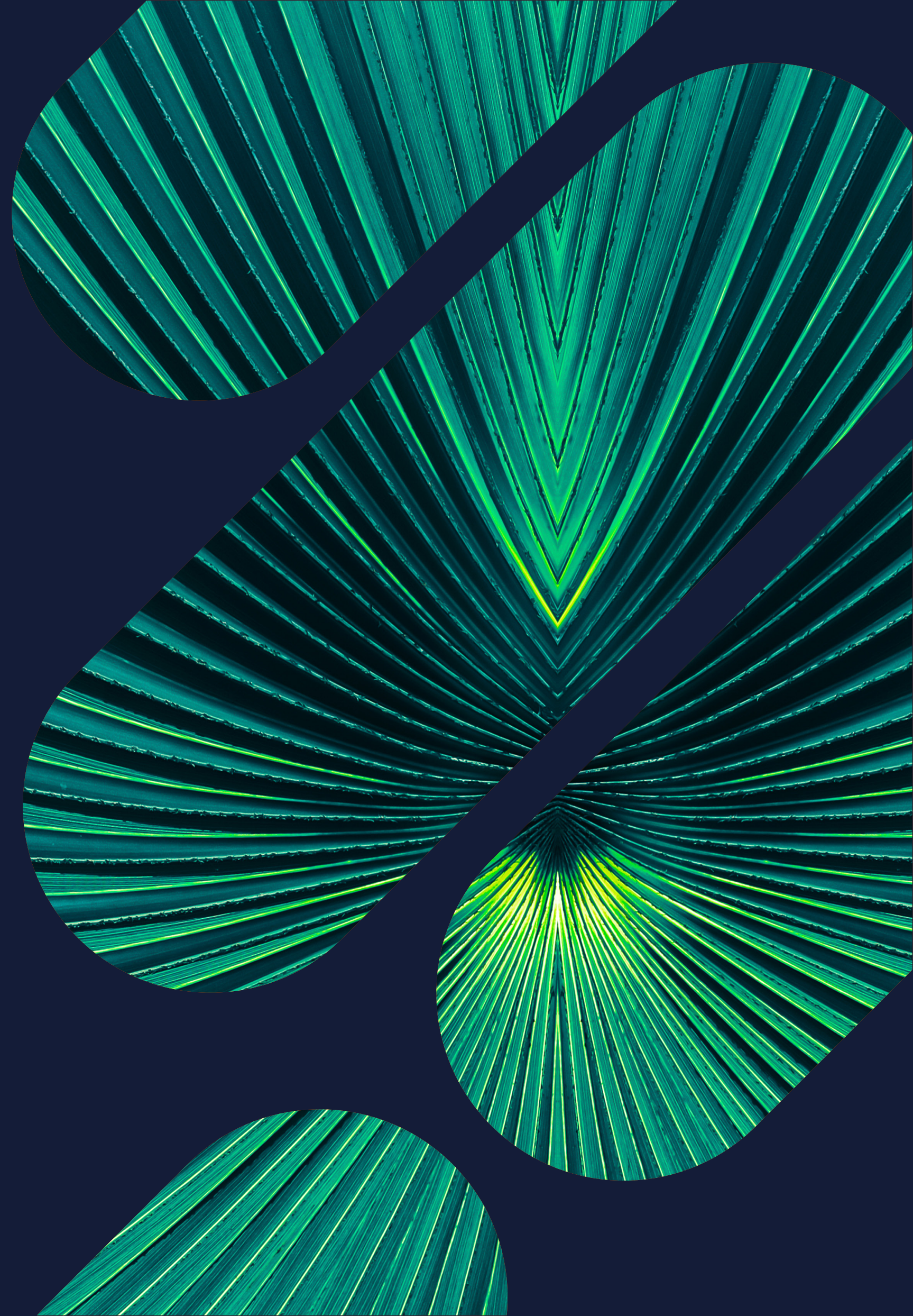




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The Hidden Power of 14 Key Customer Contact Drivers

How to drive transformational business improvement by uncovering insights from customer conversations you're already having

From feedback to complaints to questions, contact centers are the hub of customer communications for your organization. Training and guiding agents to provide a quality customer experience, regardless of the reason for the interaction, ultimately sets your organization apart from its competition.

The biggest competitive differentiator, though, is not just understanding why customers engage with a contact center, but accurately predicting the next best action to take based on what they're telling you.

That's where contact drivers come in. At their baseline, contact drivers help you understand why customers choose to reach out, based on the customer's perception of a certain issue or situation. In addition to these contact drivers, you can drill down into customer emotions, frequency of contact, the root causes behind the interaction, and more.

Most organizations today use the insights from contact drivers descriptively, to document what took place in the past and try to derive patterns from these events. This includes

disposition or reason codes for calls – most contact centers only record one of them (meaning identifying a single reason why a customer contacted them) and agents pick them from a pre-defined list. This is inherently limiting – and there is the opportunity to do more.

The real value comes when you're able to take that process a step further, using predictive analytics to determine the reasons why customers are most likely to contact your organization about based on past interactions. True organizational change is achieved when you use contact driver data prescriptively and proactively.

Let's look at the most common contact drivers and how you can leverage them within to drive business improvement in the contact center and beyond.



Conversation Analytics at a Glance

To truly understand contact drivers and benefit from those insights, you need to understand the technology that can effectively surface and analyze them. Conversation analytics platforms make it possible to do so for 100% of customer interactions across every channel. They also marry all the data from every channel into a single view – helping you understand conversations taking place in real-time as well as post-interaction.

This data includes not only the content and acoustics measures of customer interactions, but also metadata around those interactions, including who called, date and time, interaction ID, and more. Using this data in aggregate, you can get a better understanding of issues, complaints, emotions and more across your customer base.

Using conversation analytics, teams can better understand contact drivers, and combine them with additional insights derived across every channel of customer interaction, such as how agents are performing, contact center efficiency metrics, like average handle time, and more. This combination of insights has the potential to transform businesses.

Start Simple – Basic Contact Drivers



- I want to buy/order
- I need to return/replace
- I didn't receive
- I need to schedule
- I need to cancel
- I need to update/modify
- I want to pay
- I can't pay
- I need a refund/credit
- I need to fix
- I need information
- I want to check a status
- I want to file a complaint
- I have a recommendation



Contact Drivers: How They Fit into the Customer Journey

A contact driver is the perception of a situation or issue that pushes a customer to engage with an organization. Even though you could probably identify hundreds, or even thousands of reasons why customers might reach out, there are 14 basic contact drivers that fall under four main categories, listed below.

These 14 basic contact drivers serve as the foundation for understanding customer motivations, and even the emotions that drive their interactions. Contact drivers can even help you provide better real-time guidance for agents, deeper post-interaction analysis, and better insights to support stronger and more strategic business decisions. They may even offer insights into the best channels to serve or support specific customers, or highlight channels that are not working for specific tasks.

But perhaps the most compelling aspect of a contact driver is the opportunity to view them throughout the customer journey. After all, the customer journey may happen across a range of channels and is often populated with various emotions throughout the decision-making process. These drivers have a direct impact on the reason

why, and even how customers engage with your organization's contact center.

In fact, a customer's contact drivers may change throughout the customer journey. Imagine that a customer, Amanda, must contact her internet service provider over the course of a week to get information on an ongoing outage. Based on her changing contact drivers and elevated levels of frustration throughout the week, a company can make proactive changes to improve the customer experience throughout her journey.

These could include location-aware browser-based messages with the outage status, an interactive voice response (IVR) menu option with outage resolution details, or intelligent call routing system that escalates Amanda to a specific agent who is authorized to provide her with discounts or other offers to alleviate her anger and frustration.

Let's look more closely at how customer journey mapping, paired with data on indicators like contact drivers and emotions, can help you improve the customer experience.

The Importance of Customer Journey Mapping

If your organization has siloed information, you will likely find this is the primary source of customer complaints when you try to offer an omnichannel customer experience. In fact, **Accenture** found that 89% of customers get frustrated by having to repeat information they've already given online or over the phone. Customer journey mapping is a critical step toward unifying silos of information and empowering agents with critical information as your customers move between channels. Customer journey maps are essentially diagrams with each customer/company interaction plotted. These interactions start from a defined initial touchpoint to a final result.

Such maps tend to move in a linear fashion and accurately delineate key portions of a customer's experience with your company.

Customer journey maps come in a wide variety of formats, depending on the objective for use.

The example below shows a customer's journey, providing icons to illustrate the type of interaction, a time and date stamp, as well as the department contacted. Additionally, this example includes satisfaction scores for each interaction.

Contact drivers are an additional rich data input that can help with the analysis of a journey map.

Combining customer journey mapping and conversation analytics drives insights with the perspective that a customer may be on a journey with multiple touchpoints across more than one communication channel.

Conversation analytics track and monitor customer behavior across multiple channels, from the customer's first interaction and throughout the business relationship. Because the customer journey mapping doesn't end with the purchase or when an issue is resolved, conversation analytics solutions can monitor and analyze customer behavior through customer service interactions and beyond.

One hallmark of conversation analytics and customer journey mapping is that they can combine both quantitative and qualitative data, like contact drivers. This allows you to identify the customer journeys that have the biggest impact on specific business goals, such as increasing revenue or reducing customer churn, and make data-driven decisions designed to influence those outcomes.

By combining data about contact drivers with satisfaction or retention metrics, you gain a better understanding of customer needs and wants, as well as actionable insights that can inform decision-making. Additionally, combining conversation analytics and customer journey mapping can help you better forecast and predict customer behavior based on data gained through historical interactions and similar messaging at various touchpoints.

These insights can drive improvements beyond the contact center – across marketing, finance, product development, operations, and other departments throughout the organization.

The insights from contact drivers can help organizations better understand how the customer journey is evolving, and to create a better overall customer experience. That means more than just delighting customers at every step. Knowing how to respond to and recover from adversity is just as important.

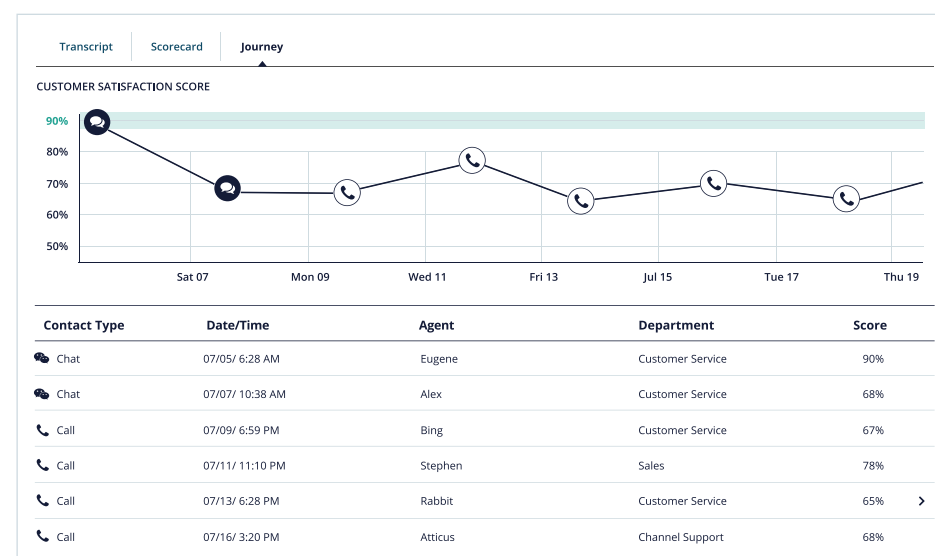
In fact, **Forrester analyst Joana de Quintanilha says** that to create a real experience for customers, brands need to avoid associating "emotion" with "delight." Instead, it's about finding a balance between the positive and negative, maintaining an optimal ratio of positive to negative emotions to shape memory and drive long-term loyalty.

A recent study, commissioned by CallMiner, **"Forrester Snapshot: The New Contact Center Empowers Its People with Customer Intelligence,"** states: "Decision makers turn to automation and AI to persistently guide agents to become empathy experts with data-supported analytics." This process enables more effective and efficient coaching opportunities for customer service representatives and their supervisors.

Behavioral data, including contact drivers, can help optimize decision-making to future-proof contact centers, with the ultimate goal of driving improved customer loyalty and experience to achieve a competitive edge. In fact, the study cited above said that Forrester's research has shown that even incremental improvements in customer experience can lead to millions in additional revenue from customers.

Journey View | The ability to see Individual Text & Voice Interactions

- Track customer journeys across multiple channels
- Auto-map touchpoints against a self-customized metric
- Drilldown for root cause analysis by reviewing audio/text and categorized transcription



Contact Driver Insights and Root Cause

When layered with other data, the insights contained in contact drivers can get even deeper and more meaningful. One other important data point to understand is root cause. Root cause is the actual issue at hand, while contact drivers are the customer's perception of the issue.

Conversation analytics, powered by artificial intelligence and machine learning, can help you recognize common themes or trends across the complete body of customer interactions with your organization to dive deeper into root cause analysis. When similar themes arise across contact drivers, these may indicate root cause issues.

Consider this real-world example of a contact center that received an influx of calls over a six-month period where customers mentioned not being able to purchase a blue phone case. By analyzing customer conversations, the organization was able to use data to uncover that trend, and drive value outside of the contact center. They provided that insight to retail merchandising leaders, who stocked more inventory of blue phone cases.

It doesn't matter where or how a customer chooses to interact with your organization. Though there is some variability among chat vs. email vs. phone as it relates to the level of escalation for a customer interaction, contact drivers and root cause analysis can be done across any channel. Using these data points in an omnichannel environment can help your team get a clear understanding of customer interactions across the entire journey.

A contact driver and root cause analysis could inspire questions about business improvements, including:

- What's the deficiency we need to fix to create a better customer experience?
- What is the next thing the customer always asks for when they call in about a product/service?
- What responses do our agents need to be prepared with based on common issues?
- How can common requests lead to new product or service offerings?



Real-World Example: Root Cause vs. Contact Drivers

In one scenario, a network of healthcare providers had to force a password reset across its patient self-service portal. This change led to an influx of customer calls. The root cause of these calls was the forced password reset. The contact drivers, however, revealed that customers were frustrated by their inability to reset their passwords.

As a result, the healthcare network rolled out changes to its IVR menu, along with a change to the portal's homepage, both of which included detailed instructions on how to change the password. While these changes seemed simple, they alleviated stress on the contact center staff and customers alike.

What's Behind Contact Drivers: From Emotion to Language

Contact drivers are all about a customer's perception of a situation. Many factors influence this perception, and a deeper dive reveals that emotions and language play a major role in contact driver analysis.

Even though "emotion" and "sentiment" are sometimes used as interchangeable terms, they're not the same. In fact, sentiment is a broad measurement of how a customer feels. In a specific situation, for example, sentiment analysis can tell you if someone reacts in a positive, negative, or neutral way.

Emotion, however, is far more complex. It drills deeper to go beyond "negative emotion" and puts a name to what a customer is feeling, like anger, disappointment or frustration. Organizations that understand the emotions contained within contact drivers can make more informed business decisions.

Combining the emotions behind contact drivers with root cause analysis can reveal even deeper insights. For example, the tech support department of a cable company might get customer calls within the same day about poor performance of their cable TV and internet services. A cable outage might produce emotions such as dissatisfaction and inconvenience.

A lack of internet, on the other hand, may prevent people from doing their jobs and lead to high levels of anger, stress and frustration. As a result, the cable company would decide to tackle the internet problems first based on these emotional revelations.

Beyond emotion, language preference – even the use of emojis – has an impact on understanding both the root cause and the contact driver. Conceptually, there is still a root cause driving the interaction and similar emotions at play. However, it's important to understand the context around the specific use of language, including word and emoji choice.

Emojis, though universal, have regional and generational use differences that require context to ensure the organization is understanding their intended use. For example, a member of Gen Z might use the 🤪 emoji to indicate "dying from laughter" or "dying from frustration." Depending on the rest of the context from that interaction, 🤪 might require a drastically different action from an agent.

Context applies to the language itself, as well. Many languages, including Italian, for example, can be conversational or formal. If a customer switches from conversational to formal Italian throughout the course of an interaction, that can indicate tension or a deeper issue at hand. Or the reverse might indicate a lightening or softening of the customer's emotion.

Ultimately, understanding emotion and the broader context of the conversation can help you more effectively pinpoint the root cause of the situation, ideally moving toward issue resolution earlier in the customer journey.



How to Digest Contact Driver Data

Now that you understand which data to analyze and why, you might be wondering, "How do I digest omnichannel contact driver data and turn it into actionable insights that can improve business outcomes?"

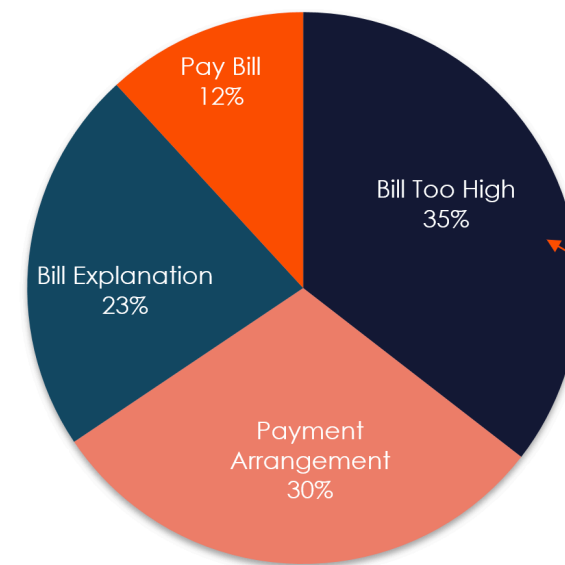
Often, the best way to get clear insights into contact drivers is to visualize the data within a conversation analytics platform. Leveraging a dashboard can help you break this information down and make it shareable across the enterprise.

Take, for example, an analysis of callers with the contact driver "My bill is too high." By looking back at past interactions that contain this contact driver, you might discover that "bill is too high" is often paired with a competitor mention, a request for a manager, and a higher than usual possibility of a request to disconnect service.

Easy Insights

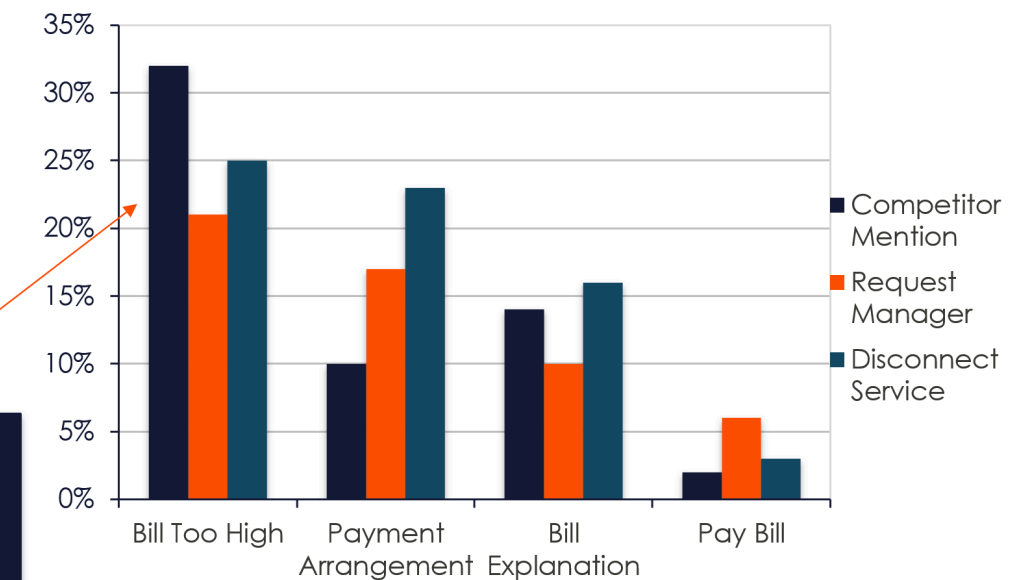


Contact Reasons



Customers said their Bill was Too High when Competitors were running new promotions

At Risk Language



Using these insights, supervisors can better prepare agents with guidance on how to handle these interactions in real time.

In the example above, when a competitor is mentioned, the agent can receive a real-time alert providing information about key differentiators that may deter a customer from switching.

Though conversation analytics platforms can automate data collection from customer interactions in an omnichannel environment, one frequently manual process that should continue is the collection of disposition codes. Disposition codes are based entirely on an agent's experience around the quality and outcome of a call. Even though automated post-interaction analysis can provide agents with a scorecard on performance, disposition codes can serve as a great validation point.

Coupled with a conversation analytics platform, disposition codes can help you better understand what actually happened on a call (analytics) vs. an agent's perception. This can help agents grow in their role, as they gain greater awareness of how to recognize contact drivers and root cause situations.

Contact Drivers: Key Takeaways

Now that you know more about contact drivers as a data point for driving business improvement, how can you take that knowledge and apply it to your organization?

Here are a few key takeaways to consider.



Take the time to digest the information revealed by contact drivers.

There's so much noise, and different competing points on what's most important. Use contact drivers as a key consideration when making decisions for your business.

The highest contact driver might not be the most important problem to solve.

For example, "I want to pay my bill," may not deserve immediate attention, but a high volume of "problem with my bill" calls might. Rank the issues that require attention in order of importance.

Understand that sometimes, taking action makes an issue temporarily more complicated.

For example, implementing a change could cause confusion in the first month with existing customers, while new customers catch on immediately.

Don't feel the need to be too reactionary.

Over-reacting on the contact drivers from a small volume of customers might lead to longer term issues. Study the impact of contact drivers over time, compared against other key indicators in your conversation analytics platform.

CallMiner Insights

Want to understand more about contact drivers and other qualitative and quantitative data?

CallMiner delivers the industry's most comprehensive platform to analyze omnichannel customer interactions at scale. Powered by AI and machine learning, CallMiner enables organizations to interpret contact drivers and more – identifying patterns to reveal deep understanding from every conversation.

Connecting the dots between insights and action empowers organizations to identify areas of opportunity to drive business improvement, growth and transformational change. Capturing every customer conversation is now the baseline for customer service. Organizations must capture insights from every call, chat, email and other interaction utilizing conversation analytics with omnichannel support to stay competitive.

CallMiner makes it possible to analyze 100% of customer conversations and turn those insights into transformational business change. No other platform offers the intelligent tools necessary to uncover opportunities to drive efficiency and revenue.

Call Reasons

- Balance Inquiry
- Transfer

Behaviors

- Politeness
- Branding
- Repeat Caller
- Empathy
- Dissatisfaction
- Churn Language

Products/Services

- Gold Savings Account
- Checking Account
- Automatic Overdraft Protection

Competitors

- Generic Competitor Mention
- 2nd Bank

Procedures

- Greeting
- Branding Compliance
- Up-sell Offer Made
- Ownership
- Closing

Outcomes

- Balance Provided
- Offer Rejected
- Transfer Funds



[This call may be recorded for quality assurance purposes ...]

Agent: Thank you for calling One Bank. How can I help you?

Customer: Yeah ... um ... I just called and got cut off. I need to check my savings account balance . My account number is 1234512345.

Agent: Oh, I am sorry that happened Mr. Smith. I would be happy to help you check your balance. <long silence> Your Gold savings account balance is \$12,622.16.

Customer: I need to transfer money to my checking account, so I don't get hit with these ridiculous overdraft fees.

Agent: Would you like to buy automatic overdraft protection service? The service fee is only \$5 a month.

Customer: \$5 ... forget that! Other banks give me overdraft protection free! Perhaps I should switch to 2nd Bank. <silence> Just move \$500 for now.

Agent: Okay, I've transferred \$500 for you. Is there anything else I can help with?

Customer: No.

Agent: Thanks for calling One Bank. Bye .

How Does CallMiner Work?

Call Attributes

- Agent ID/Agent Group
- Customer ID
- Line of Business=Consumer Banking
- Location=Orlando
- Direction=Inbound
- Call Date/Time

Acoustic Measurements

- Agitation
- Tempo
- Blocks of Silence
- % of Silence
- Call Duration

Initial Assumptions

- Balance Inquiry Call
- Overdraft Protection Service Inquiry

Call Actually About:

- Customer Dissatisfaction on Overdraft Fees
- Competitors offering Lower Service Fees
- High Churn Risk

To learn more, watch our webinar:

Understanding Contact Drivers in Your Engagement Center

About CallMiner

CallMiner is the global leader in conversation analytics 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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