Beyond Surveys Volume 2: The Power of Unsolicited Customer Feedback

How to leverage 100% of feedback — solicited and unsolicited — to drive real business value

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Conversation Intelligence For Customer Service

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Customer insights: Hiding in plain sight?

According to the annual CallMiner **CX Landscape Report**, 62% of senior contact centre and customer experience (CX) decision makers believe their organisations don't collect all the CX data they need. The reason? Many ask their customers for feedback directly (via channels like interviews and surveys), collecting mostly "solicited" feedback. In fact, 4 in 5 (79%) report that at least the majority of the feedback collected is solicited, with 44% reporting all feedback is solicited.

This leaves a major missed opportunity to gather and analyse unsolicited feedback — or the information customers volunteer without being asked via the contact centre, social media channels, and more. Only around 1 in 10 (12%) decision makers say their organisations collect about an equal amount of solicited and unsolicited feedback. Drilling a layer deeper, this imbalance could mean your organisation lacks a true understanding of your customers. Why? Solicited channels don't elicit the same volume or depth of feedback. Often, customers' remembered experiences differ from the actual experience with a brand, or their survey responses are swayed based on overall brand sentiment as opposed to the quality of a single interaction.

Channels like surveys, while valuable, only offer a glimpse into positive or negative reactions, leaving a whole middle ground of feedback untapped — many shaded or grey in between the black and white.

If your organisation isn't collecting as much unsolicited feedback as you'd like, or you aren't considering how the two types of customer feedback work together, it's time you understand:

- What types of feedback are most valuable in a **modern Voice of the Customer (VoC) program**

- How to leverage AI to collect and analyse this feedback

- How to act on feedback from this analysis, with real-world examples of how this intel can drive business performance improvements

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What types of unsolicited feedback are most valuable?

A modern VoC program should be comprised of both solicited and unsolicited feedback channels, including (but not limited to) the following key elements:

- **Surveys:** Net promoter scores (NPS), customer satisfaction scores (CSAT), customer effort scores (CES) and other custom-built surveys are still a prominent solicited feedback mechanism.

- **Focus groups or market research**: Both online and in-person focus groups and market research can provide valuable insight for product development, marketing, customer support and more.

- **Social media monitoring:** Monitoring brand mentions on social media can uncover both positive and negative customer insights, and provide opportunities for direct response.

- **Online reviews:** Reviews can be collected as solicited (e.g. as a part of a sweepstake or giveaway) or unsolicited feedback, and unlock important details for product or service improvements.

- **Unsolicited customer feedback:** This is primarily collected via the contact centre or other channels of customer interaction, and can be mined for insights that can lead to direct business performance improvements.

When it comes to unsolicited feedback, customers organically engage with your brand through social media, unsolicited reviews and contact centre 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 analysing a voice call may uncover certain indicators that they are in a vulnerable situation. Reacting to insight responsibly and appropriately is not only the right thing to do, but also could help your organisation avoid potential regulatory compliance violations.

A different customer may share their wishes for product improvements or new features that aren't incorporated into your current product roadmap.

Listening to these cues could help your product team incorporate customer feedback into their planning, resulting in repeat purchases or upsell/cross sell opportunities.

Surveys don't often capture this kind of information, because they don't pick up on the nuance that occurs during a customer conversation. Further, unsolicited feedback can actually make survey targeting more effective. For example, you could segment contact centre data by customers who called about a specific product type, and survey them with more targeted questions. The two types of feedback can often work in tandem to provide a more holistic view of your customer.
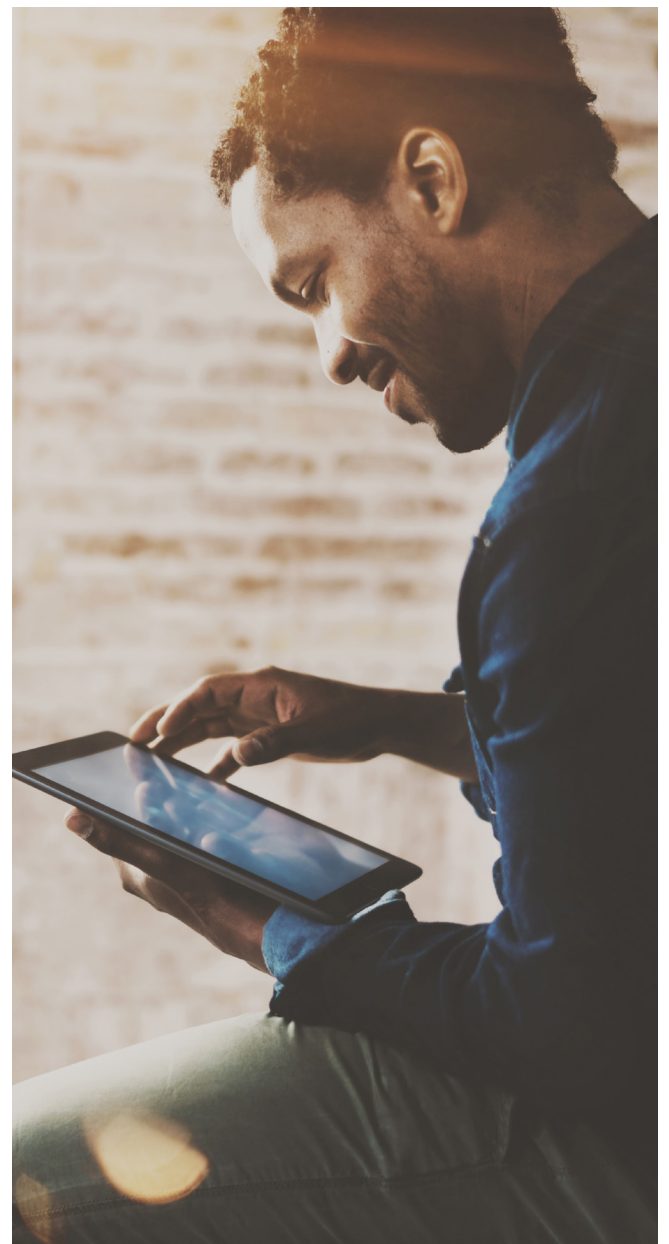
Leveraging AI to collect 100% of customer feedback

Your customers are undoubtedly providing you with invaluable information throughout their omnichannel customer journey, as they interact with your brand through both physical and digital touchpoints. An omnichannel CX strategy is important, because it can make the customer journey more seamless. That might include reducing customers' effort by preventing the need for them to repeat information between channels or providing increased intelligence for optimising agent performance.

By providing a means to share intelligence across all communications, omnichannel experiences ensure that information travels with a customer as they switch from digital channels such as online chat to phone support. Omnichannel customer intelligence can also inform marketing personalisation efforts. In fact, consumers are **80% more likely** to purchase from a brand that provides personalised experiences.

Once you establish your omnichannel strategy and start collecting data from all communication channels, it's important to make sure that data is accessible to everyone within your organisation, particularly CX business leaders. This 'data democratisation' makes it possible to leverage insights to gain a holistic view of the VoC and make more informed decisions, changes and optimisations as a result.

Yet, most organisations are still doing this manually – listening to hours of call recordings or reading pages of transcripts to uncover customer feedback. Almost all respondents surveyed in the **CallMiner CX Landscape Report** say their organisations are using manual analysis to some extent, whether that includes reading or listening to feedback and hand-coding it, or aggregating data using Excel or PowerPoint. With so many still using primarily manual processes, organisations aren't maximising the potential of the data they're collecting.

Conversation intelligence solutions allow you to improve omnichannel CX by capturing and analysing every conversation with your customers, regardless of channel (phone, email, chat, social media, or surveys). The technology powering these solutions helps to derive contextual meaning on top of what is said in voice or text, enabling your teams to understand why customers reach out during their omnichannel journeys. Here are a few examples of insights teams can discover through AI-powered analytics.

- **Sentiment and emotion.** Sentiment analysis continues to be an important standard within customer service. With the addition of emotion analysis, a more nuanced and complex picture of the customer is available for a business to refine their approaches. Sentiment is a powerful indicator, but often stems from a one-dimensional answer to a question (Positive, Negative, or Neutral). Emotion insights can more quickly identify motivational indicators, such as loyalty, distress or churn-likely behaviours.

- **Contact drivers**. 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 contact drivers, you can drill down into customer emotions, frequency of contact, the root causes behind the interaction, and more, to understand the context of a customer interaction.

- **Call dynamics.** From silence time and average handle time (AHT), to agent quality scores, conversation intelligence can reveal important dynamics of each customer interaction. For example, on collections calls about financial matters, longer silence times on the part of the agent can indicate that an agent is empathetically listening to a customer's needs. On other calls, long silence times can be an indicator of a challenge or issue with customers that requires additional agent training.

Each of these insights can be leveraged across your organisation in unique and valuable ways.

Acting on omnichannel customer intelligence

Analysing 100% of omnichannel customer interactions can give multiple departments across your organisation the data they need to drive business improvements, including:

- **Contact centre**: Driving contact centre efficiency and effectiveness, improving compliance/QA outcomes, detecting fraud, improving measurable CX outcomes (NPS, CSAT, CES, etc.)

- **Marketing:** Refining and targeting marketing campaigns, getting one step ahead before an issue becomes a crisis, or staying informed about brand sentiment

- **Sales:** Improving sales effectiveness and efficiency, identifying cross-sell or up-sell opportunities, revealing new areas of opportunity or coaching

- **Product:** Improving products or driving product roadmaps based on customer feedback, avoiding recalls or warranty issues, discovering new areas of opportunity or expansion.

Let's look at how a few different organisations apply their omnichannel customer feedback to drive business value.

Radial: Driving cross-departmental business improvements

Radial is a leading outsourced ecommerce technology and services company, focused on improving every point in the omnichannel customer journey. The company leveraged conversation intelligence as a continuous feedback loop for thousands of agents to improve

both the customer and employee experience. In addition, the solution replaced surveys, enabling the team to analyse 100% of customer interactions and deliver cross-departmental business improvements.

Having conducted surveys for over a decade, the team found diminishing value in their results. To contrast, when mining all interactions across channels, the team has been able to identify opportunities for improvement at the agent level or with overall client programs and promotions. These insights have helped the team gain a much more robust view of CX, and has given them the intelligence needed to act quickly to mitigate potential negative impacts.

For example, there was client interest in understanding the CX improvements associated with order delivery service. Radial conducted sentiment analysis through conversation intelligence and shared key opportunities with their client. These insights enabled the client to engage with their partner to make improvements to the delivery process. The team started with the customer care department and expanded insights globally to supply chain, product, marketing and other departments.

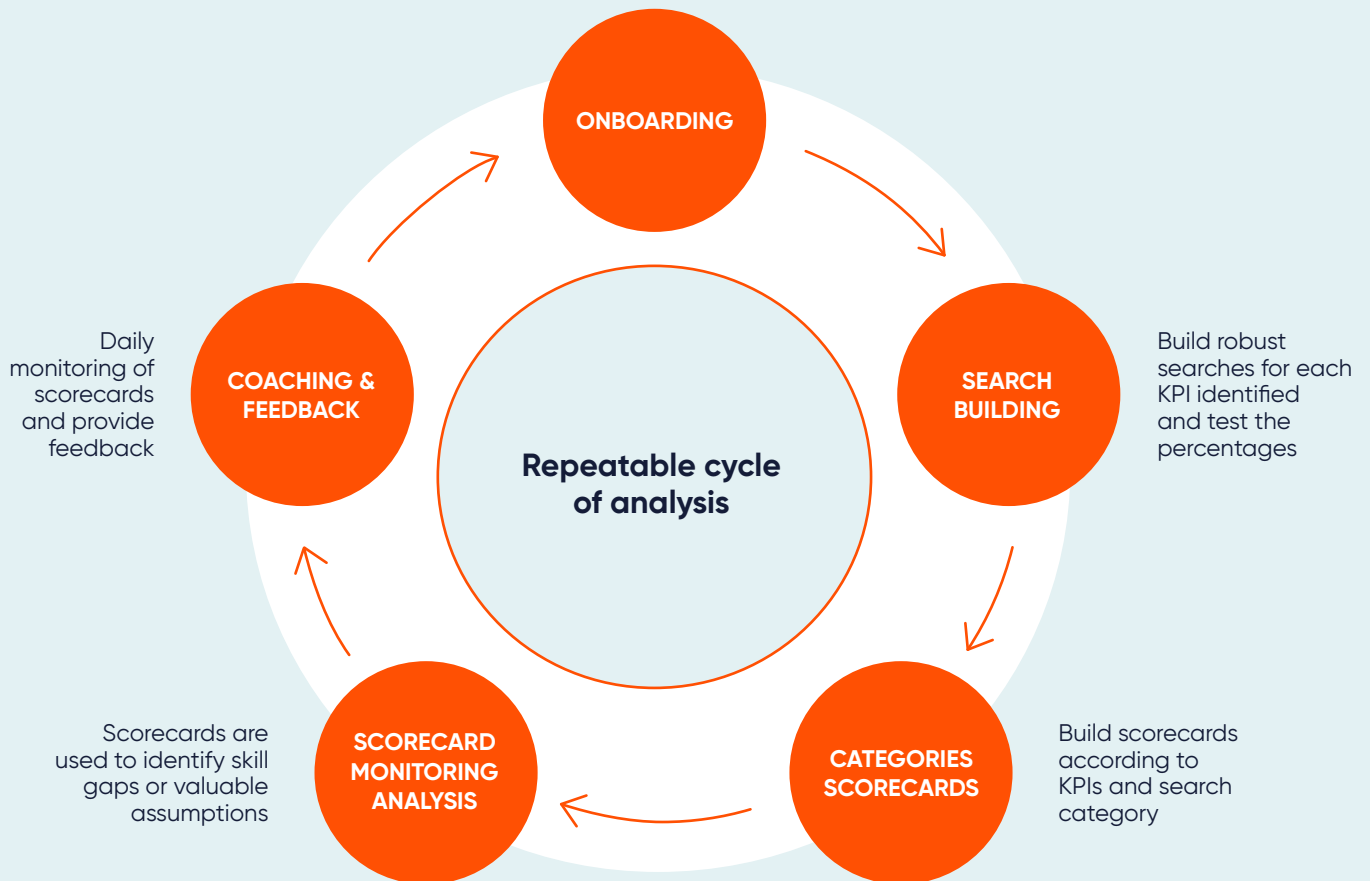**Watch: <u>Radial takes CX to the next level with conversation intelligence</u>**

Qualfon: Closing more deals while improving processes

Qualfon is a full-service, mission-driven business process outsourcing (BPO) provider offering full customer lifecycle management capabilities. 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.

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. 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

Build robust searches for each KPI identified and test the percentages

SEARCH BUILDING

Daily monitoring of scorecards and provide feedback

COACHING & FEEDBACK

Repeatable cycle of analysis

Build scorecards according to KPIs and search category

CATEGORIES SCORECARDS

Scorecards are used to identify skill gaps or valuable assumptions

SCORECARD MONITORING ANALYSIS

Using agent performance scorecards, the sales team can see who is performing the strongest based on proven sales principles. 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, improving close rates by nearly 33%.

Qualfon also wanted to improve process adherence and how well agents put the coaching and training they received into practice, which it calls "coaching adherence." 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.

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Hollis Cobb: Boosting patient satisfaction and compliance outcomes

Through customised solutions and leading-edge technology support, Hollis Cobb works to ensure healthcare revenue cycle management (RCM) success. Since Hollis Cobb works to collect debt on behalf of healthcare organisations, its agents need to comply with a variety of regulatory requirements including HIPAA for healthcare data privacy, PCI/PHI for payment processing, and more. Agents must follow a strict protocol for calling customers and leaving voicemails.

In the past, Hollis Cobb completed its compliance checks and quality assurance (QA) process by listening to random calls. With more than 600 employees working the phones every day, it became impossible to listen to every call. Randomised checks only surfaced so much, and left a high potential for mistakes to fall through the cracks.

Today, conversation intelligence fulfils QA and operations requests by searching conversations for specific verbiage, ensuring that Hollis Cobb agents are meeting clients' customer satisfaction and compliance requirements. Now, the team can quickly react to compliance changes as they emerge, saving Hollis Cobb and its clients potential fines or reputational damages. In fact, the company's legal settlement costs as a percentage of revenue (proxy measure for compliance program effectiveness) decreased by nearly 95% over a six-year period.

Using insights to drive value for customers

As you can see from the examples above, solicited feedback and manual analysis via random sampling only goes far. While these insights are a valuable part of a modern VoC program, you need much more to gain a holistic understanding of the customer.

By combining solicited and unsolicited feedback, you can not only improve CX, but leverage insights across departments to become a truly customer-centric organisation. That means understanding customers not only in their moments of extreme happiness or disappointment, but distilling meaning across all of their interactions with you and using that intelligence to drive improvements and make better business decisions.

The best way to build a long-term relationship with your customers is listening and responding to their feedback. Doing so thoughtfully could result in repeat purchases, loyal customer advocates, and a brand that stands the test of time.

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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 analyse omnichannel customer interactions at scale, allowing organisations 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 organisations across retail, financial services, healthcare and insurance, travel and hospitality, and more.

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