



Your 90-Day Conversation Intelligence ROI Plan

How quick wins lead to long-term improvements across the contact center, customer experience and enterprise-wide



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Introduction

Certain solutions, such as AI-powered conversation intelligence, can deliver a wealth of insight into contact center operations and customer experience (CX). However, without a focused approach, an organization considering an investment in such a solution – or that has already invested in one – can run the risk of challenges. These include being overwhelmed with data as well as decision fatigue. It is absolutely possible to have too much of a good thing!

With that, it's important for organizations to focus on quick wins to achieve ROI within the first 90 days when planning an implementation of a conversation intelligence solution. Some areas, such as manual quality assurance (QA), can see an immediate impact from conversation intelligence. For example, instead of randomly listening to 2-3% of customer calls and trying to derive impact from a narrow sample, conversation intelligence analyzes 100% of customer interactions – scaling and automating otherwise manual, error-prone processes.

Rather than “boiling the ocean” when it comes to planning your conversation intelligence program, we outline the top ways to focus your efforts to achieve quick wins. These early results will establish efficacy and help prove the long-term value of conversation intelligence – inspiring executive leadership to consider new possibilities that stretch far beyond the benchmarks set in the first three months.



1. Create a project charter

While it can be tempting to tackle everything on your wish list when onboarding a powerful tool like conversation intelligence, refining your initial plan is key. One of the best ways to edit your team's focus down to a common goal is to create a project charter. Stick to only what's included in the initial charter and measure the results before expanding into additional areas.

For example, achieving 100% automated QA might not be practical right away – nor is it advisable to automate human skills like empathy. Instead, focusing on automating agent scorecards for compliance or drilling down on certain process improvements can be far more effective. Depending on your organization's main customer pain points, you may choose to spend time developing inherently human skills like empathy or managing the best outcomes for vulnerable customers.

In certain scenarios, improving a single customer interaction channel or area of concern is more impactful than deploying a full-scale omnichannel listening strategy all at once. While your mission may be lofty – such as delivering best-in-class CX with every transaction – it's useful to break ambitious statements down into specific, measurable areas of improvement and documenting these in your charter.



2. Align initial goals with areas to measure

As you're creating your project charter, it's important to focus on quick wins that can make a measurable impact on CX. How can you identify the top areas for improvement? One way is to uncover the drivers behind certain contact center outliers. For example, an initial analysis of the data from a conversation intelligence system may uncover points of friction in your CX. Or you may already know how to identify areas where your contact center is struggling to meet customers' needs. A conversation intelligence system can help you discover the root cause of certain issues with people, products or processes.

As an example, **Dunlop Sports**, partnered with CallMiner and speech analytics consultancy, **Zenlytics**, to break an ambitious conversation intelligence program into measurable results. Zenlytics calls this approach "Iteration Zero."

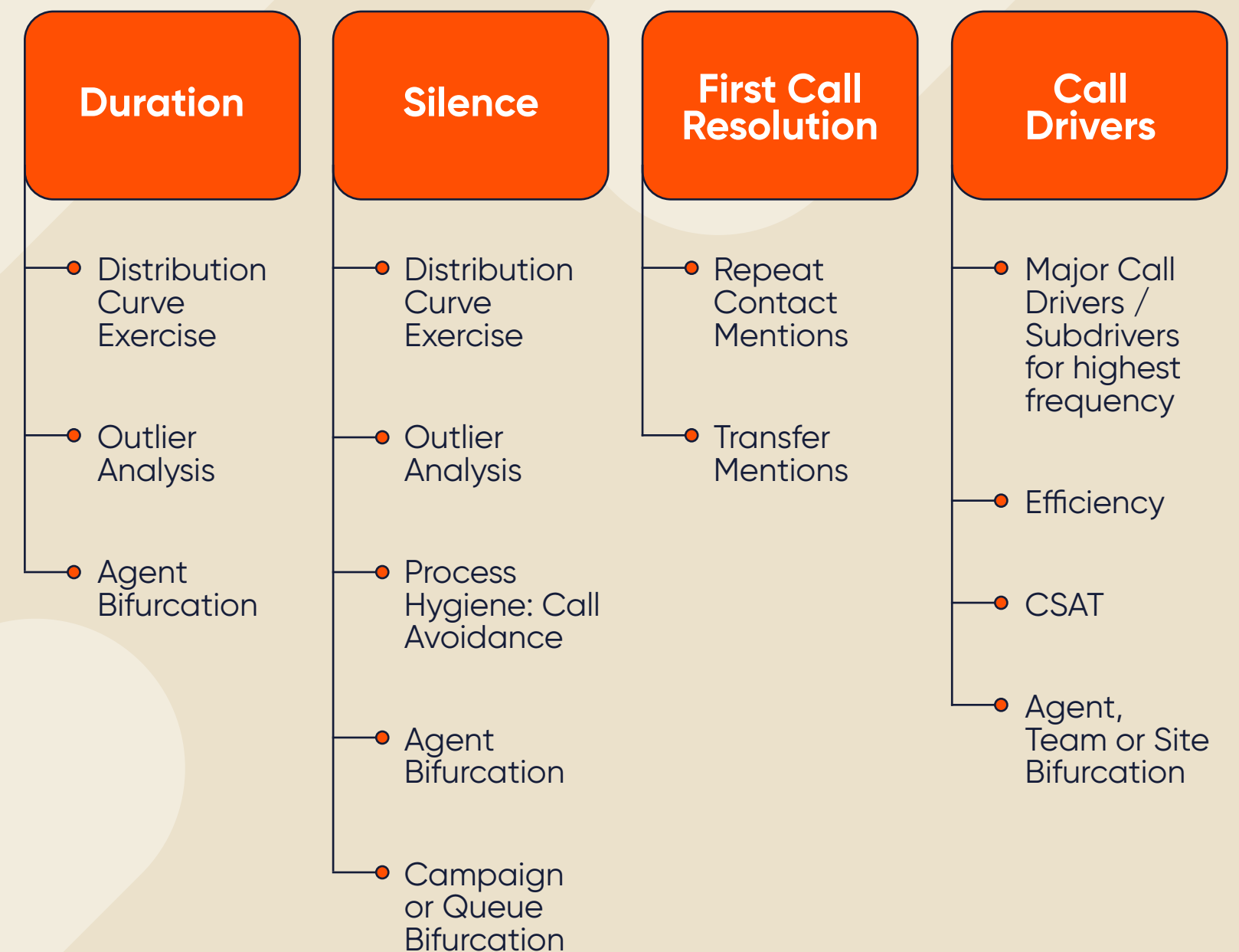
For its initial project charter, the Dunlop Sports team decided to start with the phone channel for six months and expand gradually into other omnichannel customer interactions such as chat, tickets, and more. The initial part of their program included a calibration phase for the conversation intelligence system to establish call reasons and conversation topics, and incorporate the right language and industry-specific jargon. In their case, the system was targeted toward golf and racket sports.

After six months, the team added channels to the conversation intelligence system one at a time. This type of approach can empower teams to analyze full omnichannel data, and even blend contact center data into a larger data and analytics program. Focusing on a single area of improvement in the contact center makes it much simpler to prove the value and ROI of conversation intelligence. For example, the percentage of silence can make an immediate impact on average handle times (AHTs) and customer satisfaction scores (CSAT).

With that in mind, it's not the silence itself that's the problem. It's finding out the "why" – the root cause or drivers – behind high silence times and empowering the team to focus on specific business improvements.

A sampling of areas identified as initial measurable goals for Dunlop Sports' conversation intelligence program

'Iteration 0' Quick Hitters



3. Dive a layer deeper into basic KPIs to focus on improvements

Silence is a great example of an initial area into which to dive deeper, since it's often difficult to find out why silence occurs on calls at scale. Often, teams make the mistake of assuming silence is an individual coaching or training issue. In fact, it may be the result of a larger process issue or area of improvement.

To understand why certain behaviors like silence persist, it's important to investigate contact drivers, or the reasons why customers make calls in the first place. Conversation intelligence can help teams understand what is driving long calls or high silence.

For example, an analysis might prove that higher-than-average silence times occur during a new product or seasonal launch. As a result, new product information may not be readily available at the agents' fingertips. Resolving an issue like this is simpler than it seems. Making clarifying edits or improvements to a knowledge center or FAQs document can be one concrete way to reduce silence, shorten AHTs and improve CSAT in the process.

Silence can be just one aspect of a benchmarking report, such as an agent scorecard. AI-driven conversation intelligence systems monitor 100% of calls or omnichannel customer interactions, and average percentage of silence time may weigh into an overall agent performance score, which also takes into consideration a variety of benchmarking statistics. From there, managers can look at outliers and identify areas for improvement, or reward and amplify positive performance attributes.

While addressing metrics like silence times can help teams become more efficient, the next step is to supplement and coach for agent behaviors that provide superior CX. Scores on a QA assessment can represent an aggregate of behaviors the organization wants to encourage – such as portraying confidence, building rapport, and turning otherwise transactional calls into an interaction – ensuring agents are putting efforts into the right places.

The good news is that simple scorecards and the subsequent coaching actions can produce tangible results and cost savings in the first 90 days. In addition, teams can track gradual behavioral shifts on their QA scorecards, such as a call flow score that indicates how well agents are engaging with customers. These types of metrics can help teams achieve overall goals of ensuring customers are heard and understood, as well as promoting agent empathy.

After initial benchmarking, expand your analysis into new areas. For example, conversation intelligence can help you pinpoint why repeat calls are happening by mapping the customer journey. Viewing a customer's path as they endure multiple interactions can help teams determine where to improve process efficiency and agent training. Customer journey mapping can help put a value on all of your interactions, and even observe the impact of certain business decisions.



4. Involve agents in process improvements

Your agents are on the front lines of customer interactions, so their buy-in to a potential conversation intelligence solution and the resulting program is key.

For Dunlop Sports, involving agents in process improvements was a critical part of achieving strong ROI. For example, FAQs and knowledge bases frequently were pulled up as a part of an agent's workflow in response to customer questions. Many agents were missing information because FAQs in the knowledge base were mis-tagged. Finding out how agents look for product information informed the process of recalibrating the knowledge base.

Rather than treating conversation intelligence as just another technology working in the background, it's important to engage agents on where they may find the available data most helpful and supportive to their existing workflows. Agents who are craving advancement will benefit exponentially more from targeted, data-driven coaching than general training.

Educating agents on the benefits of conversation intelligence in advance of selecting a solution also reduces fear of the unknown and increases adoption. Many teams take education a step further and incentivize agents via gamification and rewards, encouraging adoption and continuous improvement while having fun in the process.



5. Evaluate early wins to determine opportunities for expansion

The early wins you achieve in the first 90 days of your conversation intelligence program can help your management team buy into expansion opportunities. In the example above, focusing on silence can improve AHTs and CSAT, which have a direct impact on reducing costs. These wins can help management see clearly where there may be other areas for improvement.

For Dunlop Sports, bringing on new channels gradually and calibrating them accordingly was key to success, since every channel is different. The team has been building a baseline of data, but has already published metrics and expectations for agents. They've built conversation intelligence benchmarks into their current performance goals. Achievements in the contact center are part of CX team metrics. They report to senior leadership on a weekly and monthly basis. Their limited project charter focused on phone support helped them establish these standards by which they can analyze and view all omnichannel transactions.

What comes next for Dunlop Sports? Segmenting data into different brands and product lines. From there, the team hopes to use conversation intelligence data to inform cross-functional business improvements. That might look like working in tandem with sales and marketing to develop targeted promotions or programs, with the goal of building Dunlop's brands and increasing market share.



Conclusion

While establishing a project's mission can be ambitious, starting with a specific charter can make data more digestible and less overwhelming for key stakeholders. Like the examples described above, hone in on a single area of improvement that's best for your business – and run this charter by solutions providers you are considering for their feedback, as well as an explanation on how they would help you achieve the objectives of that charter. Then, dive deeply into the drivers that are causing CX issues. Certain surface metrics, like average percentage of silence, can be an indicator of deeper issues or process improvements.

From there, your plan should include expanding gradually into other channels or areas of the business until your larger goals can be achieved. While 100% automation or 100% coverage of all omnichannel customer feedback might be the ultimate goal, breaking it down into digestible iterations can ensure that both leadership and team members are on board with making your conversation intelligence program a success.



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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