

Speech Analytics for Identifying Agent Skill Gaps and Trainings





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Introduction

One of the key challenges of any contact center is understanding individual agent skill-gaps and guiding the agent through training based on their skill set and level. In the contact center industry, speech analytics is one of the fastest growing applications to provide a complete picture of the agent's performance in real-time, helping them improve their performance by providing them with real time guidance. Speech analytics has the potential to positively impact contact center agents across industries by providing contact centers with the means to analyze and measure the effectiveness of on-boarding and training programs and track the progress of agents through their careers.

Problems

As data analytics tools become more advanced and ubiquitous, pinpointing an agent's skill gap can remain a complex task. Identifying agent skills through careful assessment, mapping a plan to fill the gap, arranging training based on their skill sets, and identifying measurable outcomes are time consuming and costly activities prone to inefficiencies. Traditionally, performance information on each agent is stored in different systems and correlating data points is as time consuming as it is complicated. Keeping track of the actual skills of agents in contact centers of various sizes and operating in different business domains adds an additional layer of difficulty.

Contact centers need to address skill gaps and shortages in various domains such as customer handling, soft skills, technical and practical skills, team working skills, oral communication skills and problem solving skills. All of these skills are critical to working in a contact center environment. The agents need strong soft skills when dealing with customers in face-to-face interactions or via other communication methods. Technical and practical skills are necessary in ensuring that the established methods and processes of the contact center are expertly executed in order to deliver rich customer experiences that lead to customer satisfaction and loyalty.

Traditional data analytics tools limit contact centers to performing post-call evaluations. Pinpointing skill gaps for improvement was inexact and time consuming and, in many critical situations, simply not attempted. Evaluating each and every call handled by an agent can prove unmanageable, producing inaccurate results that simply lead to the frustration of both agents and supervisors. For example, five calls evaluated per agent per month is quite simply an inadequate measure of the real performance. Since these calls are randomly selected there is no consistency in the types of calls monitored. Any subsequent analysis of this flawed data set will not



produce an accurate representation of that agent's real performance during a call. A review of these limited call samples could indicate the agent is underperforming while, in reality, the agent could be a top performer in the contact center. If managers are to depend entirely on the results of these analyses, they will not be able to tailor coaching sessions that are responsive to the agent's actual needs and issues due to their basis on an inaccurate representation of their real strengths and weaknesses.

Solution

Through the use of speech analytics, contact centers can automatically identify areas wherein agents may need additional training or coaching and automatically monitor the quality of customer service provided in calls in real time. With speech analytics, 100% of recorded agent calls are automatically scored, providing objective and consistent feedback on every call. As a result, agents are given a fair and consistent evaluation of both their strengths and performances areas where improvement is necessary.

With a speech analytics system, contact center agents have the potential to become far more efficient when working with customers. It provides agents with immediate feedback on each and every call, allowing them to continually improve their performance and meet customer expectations. With real time monitoring built into speech analytics technology, managers and supervisors are provided with immediate and accurate representations of the agent's real performance. This enables them to take informed and immediate action and responsively correct the performance of agents while they are still on the call with a customer.

Speech analytics can also alert managers to an unfolding situation on the call, such as the threat of litigation from a customer, giving them a chance to resolve the issue immediately. Below are the key areas where the contact center agents, and the center as a whole, can reap the benefits of speech analytics:

Real time identification of agent behavior and improve business process

Speech analytics analyzes an agent's conversation with the customer to extract accurate insights in real time to learn the pain points along a customer's journey, providing proactive coaching to the agents to ensure that an issue is resolved satisfactorily. As companies learn more about the customer issues they need to address, agents are provided with the information they need in order to manage calls as efficiently and effectively as possible, resulting in increased agent performance and more satisfied customers overall. Agents work through



the suggested real time alerts and recommendations, learning how to handle similar calls in the future, potentially saving the company millions in fines. This allows the company to retain more customers, build strong relationships with them, and improve overall business processes of the contact center.

Accurate Evaluation of agent skill-gaps and arrange training courses/programs

Speech analytics provides a mechanism for contact centers to quickly review an agent's entire call record, identify the gaps in the agent's skills that require improvement, and build a training plan responsive to those gaps. This means that a complete picture of the agent's performance on all of their calls can be achieved. An integrated agent dashboard can allow an agent to view both their scores and performance trends in each parameter, giving them the feedback necessary to self-correct and improve. It allows agents to self-monitor their own work, assess their performance in relation to their goals, and take the required steps necessary to progress or maintain their performance. Using these same analysis techniques, contact centers can also identify and quantify the best practices of the top performing agents and turn those actions into metrics for use across the organization.

The training courses/programs reports are created immediately based on the agent's performance on all of their calls, giving agents the means to improve themselves and build a better team. This, in turn, allows contact centers to cultivate consistent and positive agent behavior across the board. Through these accurate and timely agent evaluations, agents can be trained in order to manage and improve the quality of customer experience delivered, resulting in a positive material impact on top line revenue and bottom line profit of the company.

Allsec Voice Intelligence – Speech Analytics

Allsec's Voice Intelligence enables contact centers to drive critical business goals by analyzing existing speech data to build statistically strong customer response function models and enrich it with ongoing data to predict outcomes and prescribe process recommendations to drive successful customer engagements. The technology is built on a keyword spotting engine and a proprietary recommendation algorithm that identifies and prescribes improvement according to established business goals.

Allsec Voice Intelligence aims to offer an integrated mining and analytics solution for spoken conversations, providing insights for improving agent quality and customer experience, identifying revenue generation



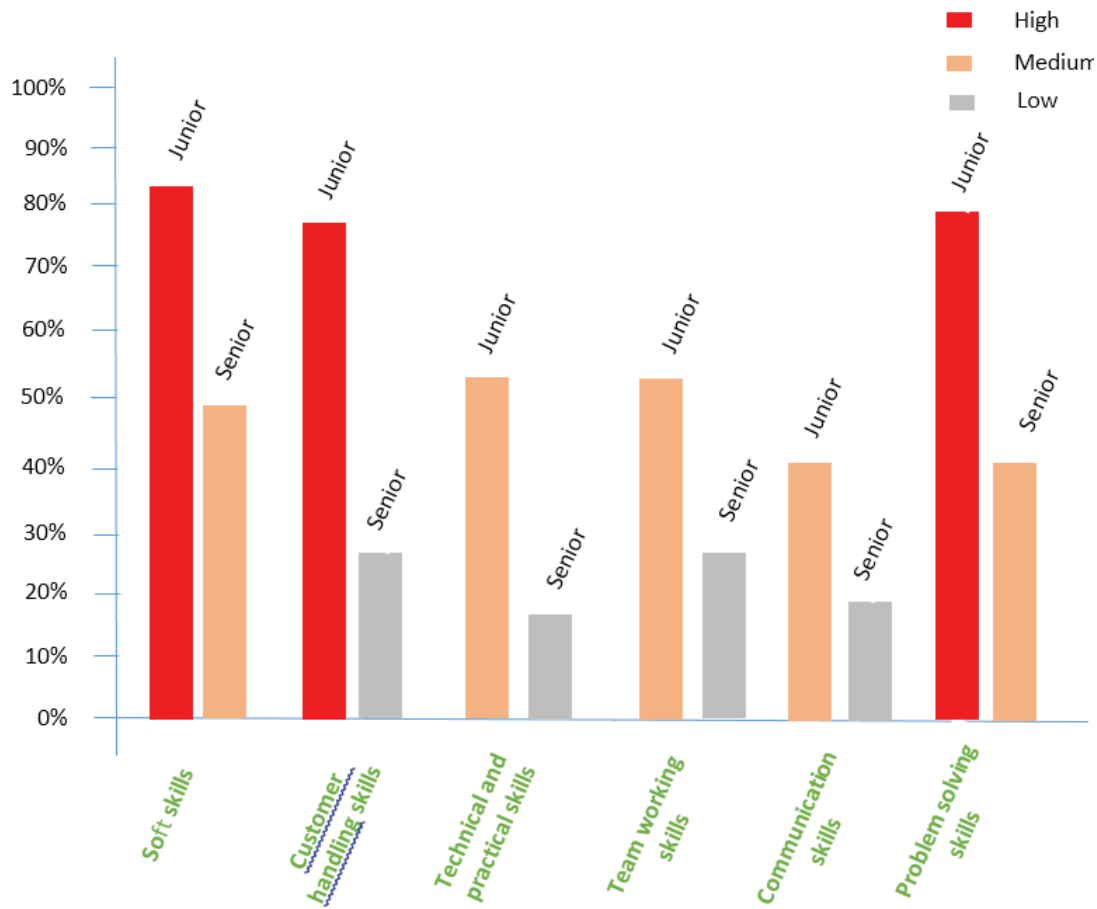
opportunities, and managing risks and compliance. Allsec’s speech analytics software enables the contact center to identify and understand agent behavior and performance in real time based on keywords, call flow, and emotional parameters on both the customer and agent side of an interaction. This information can then be leveraged to create an effective training plan and make targeted improvements to agent skill sets in order to meet the critical workforce optimization challenges of contact centers.

Effectiveness Of Speech Analytics

The following charts describe the agent classification and training requirement across the industry based on their skill sets.

Training requirements reports through speech analytics

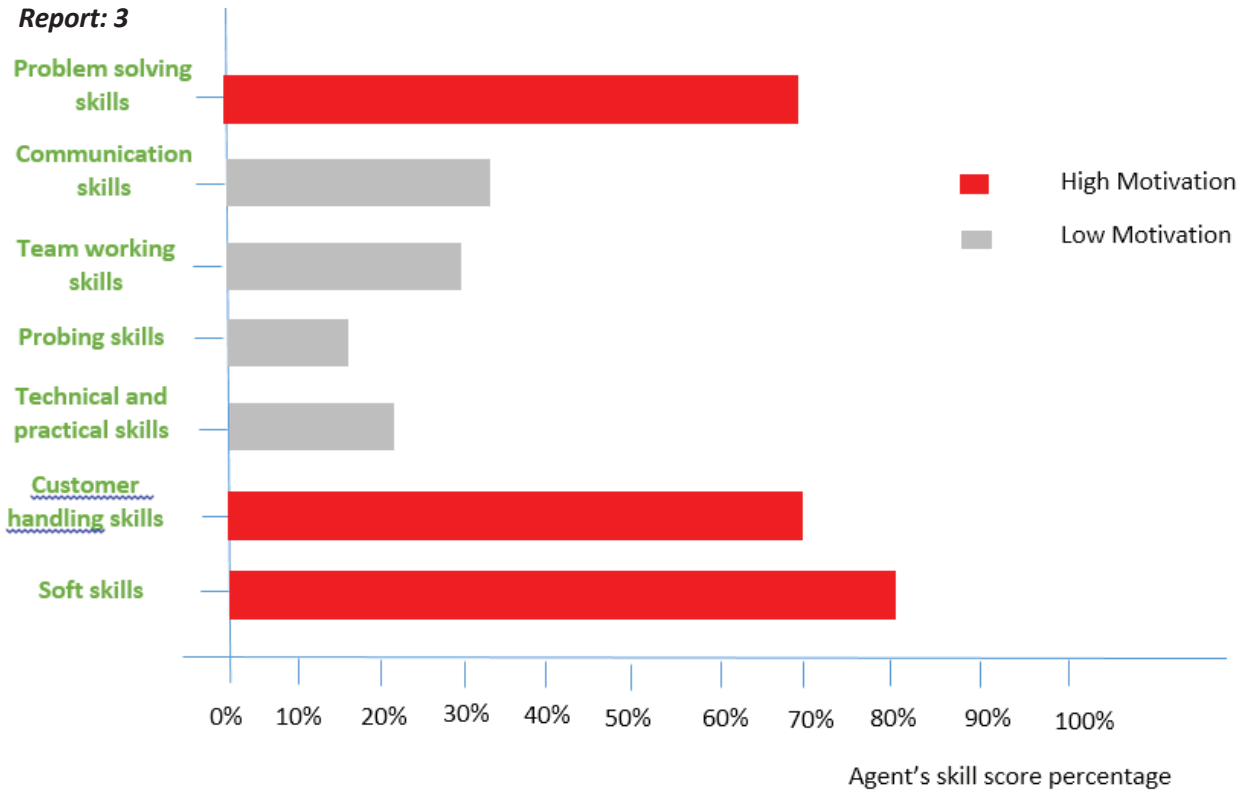
Report: 1



Report: 2

Skills	Agent Classification		
	Agent A	Agent B	Agent C
Soft skills	High	Medium	Medium
Level of probing	Medium	Low	Low
Pitching skills	Medium	Low	Low
Customer handling skills	High	Medium	Medium
Team working skills	Low	High	Medium
Communication skills	Medium	Medium	Low
Problem solving skills	High	Low	Low

Report: 3



Contact centers of all sizes can leverage the power of Allsec’s Voice Intelligence to gain valuable insights into how business processes affect the agent training.

- Voice Intelligence's recommendation engine is a core feature of the speech analytics product. It displays a pop-up window with valuable tips, guidance, or assistance to the agent on the contact center software screen during a live call, prescribing immediate actions that agents can do to improve their performance.
- The color of the pop-up window will toggle from green to amber to red depending on the type and severity of the alerts. For instance, during a standard call proceeding without incident, the color of the pop-up window may appear green. However, if Voice Intelligence detects the threat of escalation or litigation from the customer side of a call, the window may turn from green to red to indicate the rising level of severity. For minor alerts, the color of the window may change to amber. This color coded alert functionality based on severity allows the agent to be constantly aware of the status of the call all throughout its proceedings, thereby allowing them to better understand the needs of the call and whether course correction is necessary, resulting in cost savings for the contact center and better experiences for customers.
- The Speech analytics solution allows the agent to check their performance score in parameters such as average quality, critical errors, customer satisfaction, sales target and so on. Along with the parameters scores or values, the agent can also monitor the trends for each performance parameter for the selected time period. This allows them to independently and proactively strive to adjust their performance in critical areas for improvement.

The following table describes how agent quality is monitored in the contact center through speech analytics based on the agent’s skill set.



Attributes	Sub - Attribute	Definition	Weightage
Introduction	Call Opening	1) Opening should be prompt and energetic 2) No cross talking should be found 3) Need to use standard verbiage and script adherence, Example: Good <morning> <Sir/Madam>, My name is ____, I am calling from ABC <bank> 4) Within the first 4 seconds 5) Communicated that call is getting recorded for quality purposes only. 6) Highlight key features of product to sell	3
	Verification & Reason for calling	1) Associate will first ensure that he is speaking to the right party/ address customer by his name available in the CRM database. 2) In case of third party response, associate will check for alternate contact details of customer or customer availability and leave a message about call center customer care contact details. 3) Will confirm customer's complete name (First and last name) 4) Associate should inform the reason of calling to the Customer clearly.	6
Gathering Information and communicating a response	Probing	1. Effectively probed the customer needs, requirements and ascertained the details of customer preference. 2. Asked relevant questions to identify customer eligibility, For example Income criteria, other eligibility requirement as defined in the process. 3. Did not jump to assumptions or give auto pilot responses. 4. Should refer to previous interaction details if applicable. For example customer has already applied for the products.	4
	Responses	1. Effectively explained the key benefits of the product/service to the customer. 2. Highlighted the USP'S as required during the call. 3. Effectively linked the benefits of the product/service to the customer.	2



Attributes	Sub - Attribute	Definition	Weightage
	Paraphrasing and Convincing	1) Summarizing and paraphrasing the details of the product to sell in accordance with customer requirements. 2) Appropriate rebuttals should be provided to convince the customer. Agent handles customer queries appropriately & accurately, uses effective responses & must display good understanding about various features to match customers objection	4
Soft skills & Customer Handling Skills	Communication Skills/Grammar	1) Needs to speak with customer with his preferred language 2) Correct and Meaningful sentence formation. Correct pronunciation (Irrespective of language used on call) 3) Avoid jargons and long and winding sentences 4) Maximum 3 errors acceptable. However any incorrect sentence formation which changes the meaning of the sentence will be marked down in this parameter even if it's only one error.	8
	Listening Skills/Comprehension	1) Associate should not make the customer repeat any information 2) Avoid interruption 3) Active listening should be done on the call with proper acknowledgement statements /words/phrases (Yes, I understand...Yes ,Okay) 4) Identified nonverbal clues, not read between lines, and understood the change in customers' tone. Alertness 5) Need to comprehend the customer's issue 6) Avoid overlapping in between the conversation with customer	8
	Professionalism & Courteousness+ Empathy, Assurance Statement & Ownership to assist	1) Associate should avoid usage of negative words or phrases "cannot do it, no". 2) Should sound polite and courteous throughout the call 3) Should not use casual or unprofessional words 4) Need to use assertive statements. Should not use too much negative words or phrases Use of words like "can't and no" too often. The customer became upset. Used slangs / casual word 5) Thanking the customer as and when required (throughout the call) 6) Associate should use empathy/apology statements (wherever applicable) - "I'm so sorry for the inconvenience - Should acknowledge customer using verbal nods from time to time 7) Associate uses assurance statement and ownership statement to assist the customer - Certainly I help to get this information for you - Surely I will assist you 8) Represents company brand positively and avoids speaking negative of the competition	8



Attributes	Sub - Attribute	Definition	Weightage
	Confidence and Attitude	1) Needs to be confident, assertive and avoid mumbling or fumbling, should use words like "certainly, absolutely, definitely" while convincing the customer 2).Effective rapport building with positive attitude with customer through the course of call and displaying superior sales skills by effectively presenting the product/service	6
	Response/reason from customer	1. Minimum two attempts to convince the customer. 2. Agent should acknowledge customer's reluctance and attempts to understand specific reasons for unwillingness, providing a balanced explanation as needed. If unsuccessful, exits the call maintaining a positive impression of the experience with the customer.	6
	Clarity of speech and Phone etiquettes	1) Maintained appropriate pace throughout the call 2) Customer should be able to understand each and every word said by the associate. 3) Customer should not make the associate repeat any information throughout the call because of lack of clarity in associates speech 4) Needs to follow proper hold procedure 5) Needs to receive permission before placing the call on hold and thank the customer for being on hold. (Hold timing -30 secs) 6) No dead air (unexplained pause) throughout the call. (Not more than 5 secs). 7) Explained pause (Dead air upto 10 secs is acceptable). 8) Need to follow proper transfer process. 9) Avoid cross talks in between conversation with customer.	6
	Call Management	Unnecessary Hold - Unjustified Hold and dead Air found on call (Any behavior found on the call which is increasing call AHT) Associate managed the call effectively by maintaining an exceptional balance throughout the call. Did not deviate from the main topic/purpose of call/ No irrelevant questions asked which increased the call duration	5
Call Closing	Closing	1) Associate needs to ask the caller with standard verbiage "Is there anything else that I can assist you with". 2) Associate needs to close the call with standard verbiage thanking the customer -positive well-paced "Thank you for choosing ABC, Have a Wonderful Day". 3) Closed the Lead at the right time & clearly communicated the further procedure. 4) Did not drag the conversation unnecessarily once customer agreed for the prod appointment.	4



The core technology used in the Allsec's Voice Intelligence product is Automatic Speech Recognition (ASR) – a keyword spotting engine. This allows for the creation of smart business rules that can be used for performance scoring, recommendations, MIS, reporting and alerts triggering. These business rules can be fine-tuned based on the requirements of the contact center, whether it's generating greater revenue opportunities or build stronger customer relationships. The simplest and most cost-effective route to well-defined customer journeys leverages speech analytics as the foundation. Rather than working to custom integrate multiple vendors or channel solutions, a unified speech analytics platform that can both identifying agent skill gaps and provide real time assistance during live calls can prove to be more effective – from both a performance and resource standpoint – at improving agent performance and delivering excellent customer experience.



How Allsec speech analytics software identifies agent skill gaps in the contact center?

Through the use of speech analytics, the performance of individual agents is monitored accurately for selected time periods. It includes the agent's call details, highlights of the call, scoring of each skill and overall performance percentages.

Conclusion

Allsec's Voice Intelligence has the potential to dramatically improve agent performance by providing the real time guidance or assistance needed to create more efficient agents and better customer engagement outcomes. It allows contact centers to get a better understanding of their agents' real performance when interacting with customers, as well as providing accurate feedback and customized training solutions to address their respective improvement areas. Through the power of speech analytics, contact center agents are able to identify market intelligence, improve their product or service offerings, and drive higher revenues and lower costs for the overall business.

