CCW Vegas 2019 - eClerx

eClerx

Pamela McGlone, Marketing Lead, Customer Operations Dave Goldberg, Head CX Group eClerx. Pam and Dave stopped by the CCW press room to talk about how the company was able to elevate the customer experience, drive transformative change, and reduce operating costs.

In what ways do you collaborate with business partners to deliver holistic and tightly focused customer support?

eClerx is a full-service business process outsourcing company that provides traditional live agent support via voice, chat, email, social, and other channels. We have a rich array of technology available to augment our live agent support channels which include Robotic Process Automation, Artificial Intelligence and Machine learning that we deploy not only in direct service of customers but also to support our analysts as they strive to deliver a superior customer experience. Our Data & Advanced Analytics team is interwoven throughout our business model so that we can pinpoint areas of focus and ensure our delivery tactics are aligned.

When you say you have analytics to help your customers make decisions, isn't it also your customers' customers who are making the decisions?

Pam: Both. We're primarily focused on delivering for our clients and their customers to do digital analytics off the website based on the tagging and finding out where people are getting hung up on websites, whether trying to complete transactions or make purchases or whatever they're doing. We deploy analytics in the customer experience space to understand what's going on in the interactions, how the agents are performing against what we expect from them. It's also to learn what's driving some of those customer contacts in the first place so that we can be proactive in deploying better digital solutions and better channel support for customers.

Can you explain the monitoring process?

Dave: We monitor across customer service channels. It could be voice, chat, email, or social**.** We have analysts with domain expertise in certain industries who have listened to 2 million customer interactions a year across the client base we serve. We have a lot of data and information that's not about the data that we capture. It's how we create the output and then provide business recommendations to our clients that say, "We know your agents are struggling in these areas. Here are our recommendations to help drive improvement. Here are the gaps in your business processes today." We know their domain because the people supporting them either come from that industry or have come up through different channels in that same support group and understand where the challenges are. When we call to talk about analytics, it's more about the insight and the access to data that we can offer. We're entrusted by our clients to understand their processes and systems and present opportunities to drive improvement.

Is it system or human monitoring?

Dave: We are monitoring our clients' customer care agents or their technicians in the field. It would be a recorded conversation or a recorded chat. Some of what we do is through human listening as well. Much of it is through our analytics engines. We have speech to text analytics that drive insight as well. It's a combination of automation and then manual because auto QA is a goal for just about every company that wants to know what's going on in every part of their business. While technology is getting there, we're still a few years away from truly having auto QA.

At this point, a company can auto QA about 80% of its business. It's that other 20% that's really tied to customer experience, agent behavior, customer engagement that it can't get out of a tool or a system because it can't pick up all the nuances. That requires analysts that are trained in that customer's domain.

Many companies have their own QA teams. When would they go to you?

Dave: Sometimes we find there's an internal bias around processes and people. Since we are independent, we have no stake in the agent or the supervisor. We're a third party and can be audited but are also auditing what's going on internally. A lot of companies today outsource much of that work even if they have internal QA teams. We have a robust QC process built in that ensures that we are 99% accurate on how we score things. The challenge in some cases is that companies are now moving toward behavior-based programs which often have a degree of subjectivity that's built in as well. That's where calibrations are required. I'm getting alignment on how those behaviors are defined. Since 90% of the work we do is offshore, we have ensured that our agents understand not only the behaviors that are being monitored but have culturalization training around that. We invest a lot of time and hours in training our agents to understand the countries that we're monitoring. We account for different cultures and different customers. It's a constant process of refreshing, relearning, and knowledge management.

How does your solution drive improvements in first contact resolution and customer retention?

Over the past few years, customers have become increasingly intolerant of friction in the customer experience and tend to favor low-effort resolution to their issues. Our Customer Interaction Monitoring program identifies both through live monitoring and speech analytics is fine-tuned to evaluate based on the behaviors most valued by customers in today's market and to identify barriers to quick resolution. We are then able to provide our partners with solid recommendations to address any gaps in agent behavior as well as suggestions on how to improve processes, product, and other elements impacting overall experience and retention. The use of speech analytics in addition to analyst-centered monitoring allows us to capture a varied and statistically valid sample of contacts to analyze and pinpoints areas causing a disproportionate impact to customer experience so initiatives can be prioritized and addressed effectively.

Why do you consider it critical for companies to optimize and update processes to minimize outdated manual functions to meet market demands and achieve peak performance?

The benefit of minimizing manual functions within customer support operations is twofold. First, manual processes have a higher likelihood of error and can be more cumbersome to complete introducing effort and friction into the customer experience, both of which are strongly correlated with poor customer satisfaction and churn. Secondly, manual processes are often more costly to carry out. Reducing them can save money that can either be returned to the business as profit, reinvested in efforts to improve customer experience in other ways, or used to make products and services more competitively priced in the market place. Therefore, reducing manual processes is a win-win situation for the business and its' customers.

There are quite a few BPOs on the exhibit floor at CCW. How do you distinguish yourself?

Pam: What I picked up when joining the organization was a strong passion for customer experience delivery and bringing together whatever components are necessary to do that. Our strength is our people and enabling them through analytics and technology. We don't approach anything in a box. We come in, look at the problem, the client, and the environment to create the perfect mix for this client.