

## Understanding the Root Cause of Customer-Agent Dissatisfaction in Call Centres

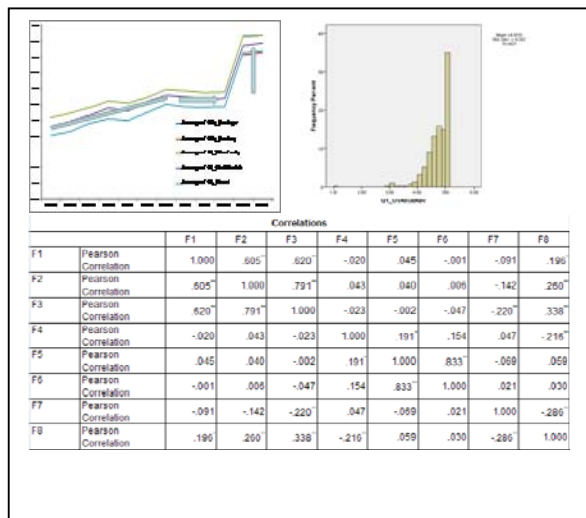
Recent research conducted by YouGov of more than 2000 callers to call centres provides sobering reading. It identified that less than 8% of customers - following a call to an organisation's contact centre - feel valued by the company they are dealing with. Moreover, a staggering 48% of customers who fail to get their needs satisfied, simply give up and don't try again. All this shows that customer satisfaction remains frighteningly low despite continued investment in customer service training and analysis of call data. The consequence for shareholder value is clear.

For one of the UK's recognised leaders in Contact Centre operation, Trinity Horne has gone beyond traditional service analysis and has developed an advanced analytical approach that identifies the real drivers of customer dissatisfaction. Some of the key findings were unexpected by both the client and Trinity Horne and are now leading to a very different approach to improving agent performance, customer service and net promoter scores.

### The Challenge

For some years, ACD's, workforce management systems and customer satisfaction (CSat) results have been analysed for trend and correlation between different factors, all with the hope of finding improvement opportunities.

However there is a big drawback with these types of bi-variate analyses. They can only correlate 2 drivers at one time; for example the relationship between the degree of customer empathy built by the agent and the level of cross sell.



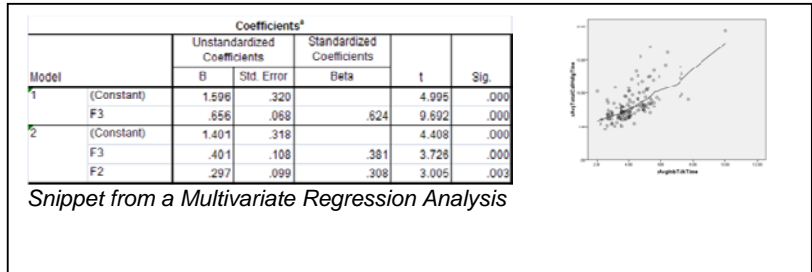
Whilst contact centres may often undertake a wide variety of such analyses, the real world is much more complex than can be represented by these 2 dimensional models.

As a result, investments made to improve CSat and NPS don't always realise the desired outcome.

By drawing upon advanced analytical techniques, Trinity Horne has developed a supremely powerful analytical method, ideal for analysing the real drivers of customer satisfaction.

## Advanced Analytics Get to the Root Causes

Our proven method of identifying root causes of customer dissatisfaction results from the use of multivariate regression analyses (MRA). These models enable multi-way correlations to be made. Every conceivable variable<sup>1</sup> that might influence the outcome can be



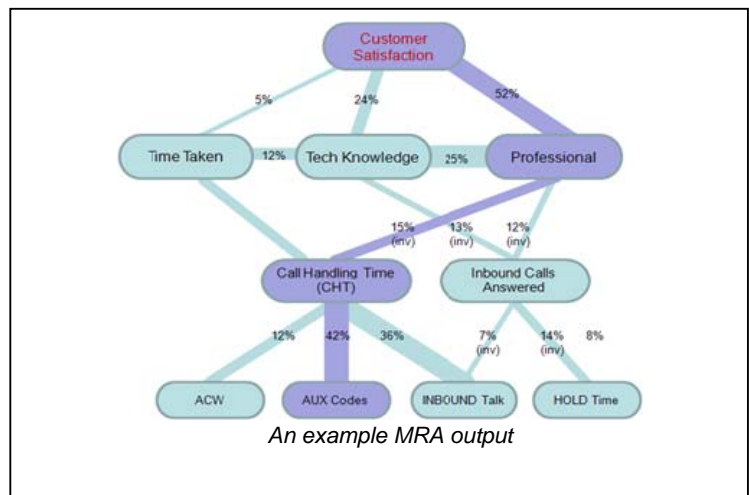
modelled together so that the significance of the inter-relationships between each and every driver can be determined in a statistically valid way.

## Client Case Study

Our client operates national call centres for a brand name service business. Regularly cited for being best in class, the organisation has won numerous industry awards. But it does not take its eminent position for granted and continually strives to improve its' service. With this philosophy in mind, the Customer Services Director believed the data underlying their existing CSat models did not provide a true understanding of the positive and negative drivers behind customer experience. Trinity Horne therefore was commissioned to use MRA to provide real insight and from the results to shape a change programme that would address the root causes discovered.

We began by undertaking a series of workshops with the client's staff at all levels of the organisation in order to identify the possible dimensions of the problem. From Trinity Horne's own extensive experience of contact centres, we helped the client uncover further drivers of CSat. Working with the client, Trinity Horne gathered 15 months of raw data (over 30 million pieces of data) directly from a variety of data sources including the log files of the ACD<sup>1</sup>, CSat scores, HR data about agents etc. Trinity Horne's analytics experts then built a model consisting of more than 40 different drivers reflecting the dynamics of the contact centre.

A series of validation steps were undertaken to ensure the model properly represented the interactions between the variables. The data files were input to the model and the model run to yield more than 1600 correlations and their statistical importance relative to each other. The analysis showed that a small number of variables dominated CSat performance. Whilst some of these answers proved what the client had always suspected, the importance of several drivers was totally unexpected, yielding the business with new insights and a revised focus for service improvement.



## Want to know more?

The MRA method just described can be applied to many different customer service problems. For an initial discussion about its potential application and benefits for your organisation, please contact Trinity Horne on +44 870 3665800 or on email at [info@trinityhorne.com](mailto:info@trinityhorne.com)

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<sup>1</sup> provided always the underlying raw data exists to enable the analysis to be performed

<sup>2</sup>N.B. It is important to use raw source data, rather than data outputs processed by the workforce management or other MI system, since the latter will have applied summation rules, masking the true meaning behind the data.