Quality Assurance at its Finest with Analytics

October 2016

Sponsored by:

NICE®
# Table of Contents

Analytics Enhances QA ................................................................. 1
AQA Automates the QA Process .................................................... 2
AQA Provides Omni-Channel Visibility ........................................... 2
Building an AQA Program ............................................................. 2
It’s Time to Adopt AQA ............................................................... 4
About NICE .................................................................................. 5
About DMG Consulting LLC ....................................................... 5
Quality assurance (QA) applications are designed to help management measure how well employees adhere to internal policies and procedures, and to provide insights into customer concerns. To perform QA, managers, supervisors or specialists listen or review a number or percentage of calls or transactions per employee, per month. The calls are evaluated based on how well they were handled and the quality of the customer experience. While assessing interactions, the evaluator is listening to the voice of the customer or reading the original inquiry. QA gives companies insights into customer issues as well as employee performance. The information gleaned from the traditional, manual QA process is highly beneficial, but many organizations do not have the budget to dedicate an adequate number of QA specialists to review enough transactions to obtain a statistically valid sample. Due to practical and cost limitations, the common practice is to review only 2 - 10, or 1% to 3% of an organization’s transactions per agent, per month. It’s time for this to change.

**Analytics Enhances QA**

Analytics-enabled QA (AQA) leverages speech and text analytics, business rules and automation to identify, classify and rank calls and agents that require management attention. At the same time, speech/text analytics identifies customer needs, wants and opportunities. Because the speech analytics engine “understands” what customers are saying, it can identify calls that contain valuable customer insights. It can also spot interactions where agents do not comply with an established script; those that include high emotion, talk-over, and/or positive or negative sentiment; or calls that contain forbidden terms or fail to include specific required key words, phrases or concepts. Speech and text analytics can also be used to identify important trends, such as the underlying reasons for customer attrition, the emergence of a new offering from a competitor, or why a system or process is causing high levels of customer dissatisfaction. The analytics solution can also be used to identify and classify operational issues caused by other front- and back-office departments such as sales, marketing, credit, billing, statement rendering, payment processing, manufacturing, product design and fulfillment. Figure 1 depicts the AQA process.

**Figure 1: Analytics-Enabled QA**

Source: DMG Consulting LLC, October 2016
AQA Automates the QA Process

AQA applications automate many steps in the traditional QA process and reduce the time contact center personnel must spend listening to calls or reading text-based interactions, freeing them to perform more additional tasks. An AQA application enables an organization to listen to/see and automatically review and evaluate 100% of contact center interactions, something that would be time- and cost-prohibitive without technology. AQA can identify opportunities throughout omni-channel interactions, finding trends, insights and opportunities that might have been missed in the large volume of transactions in any single channel, or that would not have been surfaced unless QA were performed across all channels. AQA automatically detects agent and company opportunities by identifying many underlying insights embedded in agent/customer interactions. It accomplishes this by tracking many critical components of transactions, including: script adherence, sentiment, trends, new product ideas, up-sell/cross-sell opportunities, at-risk customers, regulatory issues, collections effectiveness, etc. Although an AQA application cannot understand the cognitive aspects of conversations or follow complex discussions, it is more likely to spot issues than the manual approach, because it can evaluate multiple characteristics of each and every interaction.

AQA Provides Omni-Channel Visibility

AQA has the significant advantage of allowing companies to review all of their voice and text-based interactions – calls, emails, short message service (SMS), web chat, social media – something they cannot do with their existing, and very likely outdated, QA application. While AQA has many valuable uses for contact centers, a strategic benefit for the enterprise is its ability to identify cross-channel issues and servicing inconsistencies, which enables companies to address operational, system, procedural and staff-related concerns more rapidly. The cross-channel capabilities of AQA are impressive because they provide unparalleled visibility into service performance, which cannot be achieved any other way in most contact centers or enterprises today. These solutions allow companies to identify problems in their infancy, and assess the full impact and cost of these issues on the business’s operations and the brand.

Building an AQA Program

When implementing an AQA solution, organizations have an ideal opportunity to reimagine and transform their QA program. The goal should be to make QA more actionable so that it drives improvements that enrich the customer experience while engaging employees. Below is a list of steps companies should take to succeed with AQA. It’s important to involve agents, supervisors, managers, QA specialists and trainers in selecting an AQA solution and building the new program.

1. Establish a working committee to lead and oversee the AQA process. Enlist broad participation; include contact center constituents and representatives from sales, marketing, product development and other departments that have a stake in the process.

2. Use this transition as an opportunity to review and enhance your current QA process and program. Conduct research and reach out to peer organizations or
third-party resources in order to identify the AQA best practices that will position your company to succeed with this initiative.

3. Quantify goals for the AQA initiative. Obtain buy-in and support from within the service organization, as well as from the departments supported by the contact center that are going to receive and benefit from AQA findings.

4. Decide what percentage of interactions and which channels are going to be handled by AQA, and address the technical and storage requirements. This should be reviewed quarterly and new channels added to the process to improve the effectiveness of the program.

5. Compile a list of the top 5 – 10 different quality evaluation forms needed for the department, and select the first one to be created.

6. Work with the AQA vendor or consultants to learn the techniques for building effective AQA evaluation forms.

7. Draft the first AQA evaluation form and fully test it to ensure it captures the information needed by the department.

8. Once the first evaluation form is finalized and fully tested to be sure it achieves the desired outcome, document the new QA process, including evaluation criteria, calibration requirements and dispute handling.

9. Work with human resources to update the contact center performance appraisal process so that it takes the findings from AQA into consideration.

10. Create custom dashboards and reports that allow management to obtain timely and actionable feedback from the AQA system.

11. Build a training module to share the new process, evaluation form and AQA system with the staff. Take the time to fully train the staff in how the system works and how each agent, supervisor and manager can use system findings to improve their performance. Make sure employees know how AQA is going to benefit them.

12. Roll out AQA to one team or site, and work out the kinks in the process. AQA is likely to drive many operational and procedural changes, besides being a new system; allow 2 – 4 weeks to identify and fix any issues.

13. Roll out the new AQA process and new QA evaluation form to the rest of the contact center.

14. Create the next evaluation form, and continue on until AQA is able to provide timely information for all relevant departments and functions.

15. Establish a process for reviewing and enhancing the AQA process on a formal basis, to ensure the findings continue to be relevant and are driving agent and process improvements.
AQA can discover and highlight opportunities for many areas of a company. In order to optimize its benefits, enterprises need to recognize its wide-ranging benefits and apply the application across the organization. Ideally, AQA should be used as a change agent for the contact center and all of the departments it supports.

**It's Time to Adopt AQA**

The primary goal of AQA is to help the service organization raise the standard of service excellence and better align internal quality measurements with the expectations of customers and prospects. While achieving this essential objective, AQA can make far-reaching contributions to the company, contact center, agents and, of course, customers. AQA enhances the performance of the service organization because it can handle 100% of inquiries; every call, email, chat, text, social media post, video interaction, etc. – not just the small percentage that can be reviewed manually. It evaluates interactions on a timely basis, enabling the company to address issues quickly, before they become public and costly. AQA comes with reports, dashboards and scorecards designed for all employees, so they can use the timely findings for self-correction and to make recommendations for improving the customer journey. This is a system and process that enhances the customer experience by engaging the staff. When implemented properly, AQA gives managers and leaders unique visibility and transparency into many contact center and enterprise activities. This valuable data can and should be used to reduce operating costs and enhance the company’s bottom line.
About NICE

NICE (NASDAQ: NICE) is the worldwide leading provider of enterprise software solutions that empower organizations to make smarter decisions based on advanced analytics of structured and unstructured data. NICE solutions help the world's largest organizations deliver better customer service, ensure compliance, combat fraud, and safeguard citizens. Over 25,000 organizations in more than 150 countries, including over 80 of the Fortune 100 companies, are using NICE solutions. [www.nice.com](http://www.nice.com).

About DMG Consulting LLC

DMG Consulting LLC is a leading independent research, advisory and consulting firm specializing in contact centers, back-office and real-time analytics. DMG provides insight and strategic guidance and tactical advice to end users, vendors and the financial community. Each year, DMG devotes more than 10,000 hours to producing primary research on IT sectors, including workforce optimization (quality management/liability recording), workforce management, performance management, speech analytics, desktop analytics, text analytics, customer journey analytics, surveying/voice of the customer, voice biometrics, cloud-based contact center infrastructure, dialing, interactive voice response systems and proactive customer care. Our actionable solutions are proven to deliver a lasting competitive advantage, and often pay for themselves in as little as three months. Learn more at [www.dmgconsult.com](http://www.dmgconsult.com).