



Transforming How Organizations Manage Their Customers With

Customer Personality Analysis

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INTRODUCTION

Personality is defined as:

- The totality of qualities and traits, as of character or behavior, that are peculiar to a specific person
- The pattern of collective character, behavioral, temperamental, emotional, and mental traits of a person
- Distinctive qualities of a person

This definition underscores how personality drives two critical facets of human behavior: how we perceive the world around us and the language we use to communicate.

Mattersight™ believes that understanding and leveraging the impact of personality has ushered in a new epoch of customer relationship management. We believe using personality data will create a dramatic, new level of personalization to enhance customer experience which will, in turn, drive meaningful benefits from a cost, revenue and customer satisfaction perspective.

This transformation will be driven by the confluence of three factors:

- The desire for greater customer segmentation granularity
- The recognition of the important connection between personality and customer behavior
- New technologies, such as Behavioral Analytics, that will enable companies to assess and identify customer personality and state of mind in every interaction

This white paper will begin to explore these concepts by discussing the following:

- The connection between personality and language
- Using Behavioral Analytics to assess personality and attitude
- Leveraging Behavioral Analytics to transform Customer Service
- Leveraging Behavioral Analytics to transform Sales

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PERSONALITY AND LANGUAGE

Each person has different behavioral characteristics that, in essence, define an individual's "human operating system." These differences in personality drive the differences in how we interact with others, and the way in which we prefer to be interacted with:

"Why is John so difficult to work with? He always finds a flaw in everything we discuss."

"I like Kathy, she is always so friendly."

Based on how important these impressions and judgments are in an individual's personal life, why is it that the concept of using customer personality has not been used to drive a new wave of Customer Relationship Management?

There have been several factors which have inhibited this new insight. The first critical factor is the lack of an accepted framework to understand and describe customer personality. Based on how pervasive language is in customer interactions, Mattersight believes the logical starting point to understanding personality is through the analysis of language patterns. Language is the recurring patterns of tones, tempos, key words, syntax and grammar that offer a gateway to understanding personality and state of mind.

Starting with the research of a world renowned psychologist, Dr. Taibi Kahler, the evidence strongly supports the premise that recurring patterns of language come from a common set of personality parts.

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In his research, Dr. Kahler identifies six common personality parts:

- A compassionate, sensitive and warm part
- A logical, responsible and organized part
- A spontaneous, creative and playful part
- A dedicated, observant and conscientious part
- A calm, introspective and imaginative part
- An adaptable, resourceful and charming part

Dr. Kahler further identifies that while everyone has all of these parts, each of us has a predominant personality part that strongly influences our worldview and language patterns.

Dr. Kahler's model describes a number of important ways that these personality parts influence human behavior and language expression:

- Patterns of greetings
- Normal language patterns
- Initial indications of emotional upset
- Indications of significant upset
- Expressions of appreciation
- Psychological needs
- Decision motivators

IDENTIFYING DIFFERENT STYLES

Listen to 20 customer service calls about a common problem, for example, calls about account information, and you can easily identify a number of the common personality styles and how they are manifested in different language patterns. Common examples might sound as follows:

"this account information is so confusing to...I just don't understand it."

"this is the third time I have called about this issue; this is so frustrating."

"man, all this paperwork is such a hassle."

"what kind of a company would keep making the same mistakes on their statements?"

Each of these language "choices" comes from a different personality part, but they evidence a common level of customer dissatisfaction or distress. Further, these statements give meaningful insights into each customer's individual "human operating system" which can be leveraged to more effectively communicate. Behavioral Analytics automatically analyzes these patterns in every interaction, enabling our customers to improve customer experience, reduce service costs and increase sales.

USING BEHAVIORAL ANALYTICS TO ASSESS CUSTOMER ATTITUDE AND PERSONALITY

While Dr. Kahler's work created a new and powerful way to understand human behavior, it did not address the second critical requirement needed to leverage this insight to transform how organizations manage their customers: scalable technology that can accurately assess language, personality and state of mind on a second-by-second basis during each and every customer interaction.

That is where Behavioral Analytics comes in. Behavioral Analytics is a Managed Service that turns large volumes of unstructured customer conversations into structured, actionable business insight.

Building on Dr. Kahler's language based personality model, Mattersight began by manually analyzing over 200,000 customer interactions in order to create millions of algorithms that systematically interpret recorded service, sales, collections and care management conversations and associated desktop interactions. These algorithms automatically turn these interactions into actionable insight.

Mattersight analyzes every interaction, identifies why people call and assesses how efficiently these calls were handled. In addition, Mattersight's patent-pending processes identify the critical behavioral dimensions in every interaction:

- What was the customer's attitude?
- If the customer was upset, how often they were upset and where in the interaction the distress occurred?
- How did the interaction end?
- What was the customer's personality type?

In order to create a complete picture of the customer interaction, we also add important contextual data:

- Who called?
- Has the customer called on this issue before?
- Did the customer attempt to self-serve?
- How valuable is the customer?
- What products does the customer own?
- What is the calling pattern of the customer/caller?
- Who is the CSR that handled the call?
- What is the performance rating of the CSR?
- What happened on the CSR desktop during the call?

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USING ALERTS TO IDENTIFY AT-RISK CUSTOMERS

One of the powerful insights created by Behavioral Analytics is the ability to create "Alerts" for customers who have poor customer experience, and as a result, who may be at risk of leaving.

Examples of these "Alerts" include:

- Customers who have multiple bad experiences in a short period of time
- Customers who are transferred more than two times in one interaction
- Customers who are handled by CSRs who used the wrong process for their inquiry

Using these alerts, Behavioral Analytics customers are able to rapidly identify and remedy previously unknown breakdowns in customer experience.

USING BEHAVIORAL ANALYTICS TO TRANSFORM SERVICE

Using a data set derived from over 1 billion authentic customer interactions, many companies are using Behavioral Analytics to transform their customer-facing processes and operations.

Behavioral Analytics enables companies to drive significant cost reductions and improvements in customer satisfaction by leveraging new data in new ways:

NEW INSIGHT	HOW MATTERSIGHT CREATES THE INSIGHT	HOW CLIENTS USE THE INSIGHT
Activity Based Costing	Categorization of every second of every call to identify how much time is spent productively vs. non-productively	To identify target improvement areas and to track actual progress weekly
CSR Performance Management	Scoring CSR performance on every call	To identify CSR performance variability and to target individual CSRs for specific coaching and training
Business Process Analysis	Identification of the business processes that most significantly impact costs and customer satisfaction	To identify which business processes are most "inefficient" and what are the root cause of these inefficiencies
"At Risk" Customers	Identification of customers who have multiple negative experiences over a short period of time	To identify customer who are at risk and who should be proactively contacted
Up Sell Targets	Identification of customers who have a very positive experience	To identify customers who would be receptive to an up sell attempt based on a recent positive experience

UPSET CUSTOMER: HOW MUCH IS RELATED TO THE CSR, AND HOW MUCH IS RELATED TO THE PRODUCT?

Every company receives calls from customers who are upset. One of the critical questions to address when reviewing such a call is to what degree the customer's distress is attributable to the underlying product being offered or the service they received. Behavioral Analytics automatically analyzes each call to determine the following:

- Reason for call
- The amount and pattern of the customer's distress
- The customer's attitude at the end of the call
- Whether the customer is likely to call back on this same issue
- The performance rating of the CSR who handled the call

Behavioral Analytics uses this data to determine how much of the customer's distress was related to the CSR versus the product.

For example, if the customer who was very upset was handled by a high performing CSR, Mattersight has found that the customer's upset is more likely to be attributable to the product.

If, on the other hand, the customer who was very upset was handled by a low performing CSR, chances are that the customer's upset is likely to be attributable to the CSR who handled the call.

Using this new insight, Behavioral Analytics clients are able to identify which products or services create the most customer dissatisfaction and which CSRs need coaching on how to handle upset customers.

USING BEHAVIORAL ANALYTICS TO TRANSFORM SALES

Using a data set derived from over 1 billion authentic customer interactions, many companies are using Behavioral Analytics to improve their sales effectiveness.

Behavioral Analytics enables companies to drive significant revenue and improvements in sales processes by leveraging the following new data types:

NEW INSIGHT	HOW MATTESIGHT CREATES THE INSIGHT	HOW CLIENTS USE THE INSIGHT
Sales Process Analysis	Identification of sales processes that most significantly inhibit sales effectiveness	To change processes that inhibit effective selling
CSR Sales Effectiveness	Scoring CSR sales performance on every call	To institutionalize winning sales behaviors across the sales organization
Objection-Handling Effectiveness	Identification of the most common sales objections by product offering	To identify core issues with positioning and price of the product being sold
Personality Analysis	Identification of sales patterns by customer personality	To increase sales by customizing the sales message to appeal to each personality type

USING BEHAVIORAL ANALYTICS TO TRANSFORM COLLECTIONS

Companies are facing mounting challenges trying to collect on consumer debt. The challenging economy is creating higher levels of delinquent debt, and the regulatory environment is making it increasingly difficult for collectors to do their job. And the bad practices of a very small number of collectors have tarnished the image of the majority who follow the rules. High stress from the large number of taxing calls with upset debtors causes high collector turnover.

How can companies strike the right balance among the competing interests of collecting on customer obligations, maintaining good public relations and ensuring compliance with regulations?

Using a data set derived from over 1 billion authentic customer interactions, many companies are using Behavioral Analytics to improve collections strategies and transform their collections processes and operations.

Behavioral Analytics enables companies to drive significant increases in collections and improvements in collections processes by leveraging the following new data types:

NEW INSIGHT	HOW MATTERSIGHT CREATES THE INSIGHT	HOW CLIENTS USE THE INSIGHT
Collections Process Analysis	Identification of collector process and procedure issues that significantly inhibit effectiveness	To improve collector effectiveness by coaching on best practices
Collections Efficiency	Identification of best practices for right person contact, payment negotiation and call documentation	To increase collection throughout and improve dollars collected per collector
Objection-Handling Effectiveness	Scoring each customer on the likelihood that they will repay their debt	To focus collection efforts on the best opportunities for repayment
Personality Analysis	Detecting compliance issues (either retrospectively or real-time)	To coach on appropriate behavior and remove consistent abusers quickly
Multi-Dimensional Performance Management	Detailed performance reports on all collectors against key performance indicators with heat maps to indicate areas for management focus	To improve performance of entire collections operation and compensate best performers

USING BEHAVIORAL ANALYTICS TO TRANSFORM CARE MANAGEMENT

The health and well-being industry has invested billions of dollars into care management and wellness activities – including traditional care management targeted at predicted high cost patients, disease management programs, pharmaceutical compliance programs, and even medical device support. These activities span the entire age spectrum – from pediatric obesity programs to Medicare Advantage and end-of-life counseling. Programs are targeted at the patient population, at family and support personnel, and – increasingly – at those who actually deliver medical care. The underlying goal in all of these programs is to improve the quality of life while reducing trend in medical costs.

The goal is admirable, but the results remain elusive. Care management exists for only one reason – to influence individual behavior in a way that improves outcomes. Yet most care management programs have very little insight into the quality and efficiency of the personal interactions that are supposed to drive these outcomes. Furthermore, it has been very difficult to provide statistically valid evidence of the impact of these interactions toward improving outcomes, and to analyze these interactions at a detailed level to continuously improve effectiveness and efficiency.

Care management organizations need to be able to answer the following:

- How can I connect to individuals more effectively so that they will be more willing to listen to our message?
- Once I connect – how can I influence people to stop poor behavior and start practicing behaviors to get and stay healthy?
- How do we ensure our care management personnel are complying with our protocols?
- How do our people spend their time? How can they spend their time more productively?
- How do I create a consistent experience across all my interactions?
- How do I continuously improve the performance of an organization of many people at many locations with many different backgrounds?

Using a data set derived from over 1 billion authentic customer interactions, healthcare companies are using Behavioral Analytics to transform their care management operations.

Behavioral Analytics enables companies to drive significant improvements in care management by leveraging the following new data types:

NEW INSIGHT	HOW MATTERSIGHT CREATES THE INSIGHT	HOW CLIENTS USE THE INSIGHT
Customer Personality Profile	Identify customer personality profile based on phone interaction	Train personnel to identify personality style and customize messaging to improve communication effectiveness
Empathy/Connection	Score each call to measure degree of empathy and connection	Coach employees on empathy skills to improve program effectiveness
Desktop Usage Patterns	Desktop analytics looks at all activity on employee desktop; real-time monitoring identifies items requiring supervisor attention	To determine best practices and coach individual employees on better use of desktop tools and applications
Compliance	Identify specific compliance issues in phone interactions and desktop usage	To identify non-compliant behavior and provide immediate, individual feedback to improve performance
Multi-Dimensional Performance Management	Detailed performance reports on all collectors against key performance indicators with heat maps to indicate areas for management focus	To improve performance of entire care management operation and compensate best performers
Performance Analytics	All customer interactions are indexed across multiple criteria; can analyze each individual interaction or a collection of interactions	To determine most effective interactions and combine with outcomes data to measure program effectiveness

SUMMARY

Personality patterns strongly influence how we perceive the world around us, and the language we use to communicate. Using sophisticated behavioral models to identify and assess customer personality will drive the next wave of Customer Relationship Management innovation.

Based on research by Dr. Taibi Kahler, the evidence strongly supports the premise that language patterns are connected to a set of common personality parts. Based on this model, Dr. Kahler was able to identify recurring patterns of language usage and behavior.

Leveraging this model and the manual analysis of over 200,000 calls, Mattersight has developed a highly scalable Managed Service that turns massive volumes of previously unstructured customer conversation into actionable business insight.

Many companies are using Mattersight's Behavioral Analytics service to transform their customer service and sales effectiveness to drive significant cost reductions and increases in sales.

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ABOUT MATTERSIGHT™

Mattersight is a leader in enterprise analytics. Mattersight's Behavioral Analytics service captures, analyzes, and creates insight from unstructured conversations, emails, employee desktop activity, and customer data. Mattersight's impressive list of customers use these analytics to improve call center performance, increase customer satisfaction and customer retention, reduce fraud, and streamline back office operations. For additional information on how Mattersight enables its customers to See What Matters™, visit www.mattersight.com.

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