A VERINT SYSTEMS WHITE PAPER

Intelligent Recording for Quality
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Introduction

Recording contact center communications to improve quality is one of two main business drivers for implementing recording solutions.

Much of the focus in selecting an automated system for "quality monitoring" is on the application features: evaluation forms, reporting, integration with other contact center applications, etc. Often overlooked, however, is one of the most critical elements in evaluating the Return On Investment (ROI) and strategic value of such a system purchase – how the system records and manages recorded contacts.

In this White Paper, we will overview the various categories of "Quality ROI" that can be achieved through automated recording and analysis. We'll uncover the fundamental flaws of "selective recording for quality" as positioned by many of the "quality recording vendors" in the market. Then we'll explain why the issue isn't just one of "full time vs. selective" recording – but one of selective retention, workflow, fulfillment, and contact management.

Recording for Quality

Recording For Agent Performance

Agent evaluation is an integral part of a quality program that results in improved agent performance, reduced operating costs, higher agent satisfaction, and reduced agent turnover. Agents are the main expense of a contact center and productivity gains like these directly impact the organization’s bottom line.

Replacing manual systems for evaluating agent performance has several clear benefits. By recording contacts for later review, such systems allow supervisors to effectively review many more contacts. Automated reporting and a range of productivity features commonly available in automated systems translate to enhanced supervisor productivity and focus on the substance of agent performance improvement as opposed to the mechanics of the evaluation program.
Beyond Agent Performance

Until recently evaluating contacts to improve agent performance was the focus of automated systems for contact center quality monitoring. The ROI from such systems is focused on agent/supervisor efficiency and reduced agent turnover. However, today’s leading companies understand that while these are very important contact center objectives, they are only one piece of the quality equation.

Today’s quality requirements are focused on more than scoring agents. Only by achieving a branded customer experience, optimized business processes, and actionable business intelligence for continuous improvement can contact centers achieve the strategic ROI on their recording investment.

Recording For Customer Experience

In its most direct sense, customer experience recording is about identifying problem calls when there’s still time to do something about it – to make things right again with an important customer who was transferred too many times or on hold for too long, to make a special offer to a customer who is in the process of closing an account, to react to a competitor’s campaign that is hurting business, etc.

A contact center that has the automated recording infrastructure to identify these contacts and get them to the right people at the right time can begin to achieve a business-impacting level of quality that goes far beyond improving agent politeness scores by x%.

Recording For Process Improvement

Agents are only one side of the agent-customer interaction. An efficient agent reduces cost, but an effective agent drives revenue. Quality, then, isn’t just about reduced talk-time. It is about replicating the best practices of the most effective agents.

The contact center has a series of processes that affect the contact outcome. A poor script can derail even the best agent.

The addition of screen recording to a quality monitoring gives a more complete picture of the agent’s activity and the effectiveness of supporting information systems. An inefficient or slow-responding CRM system can frustrate customers even as the agent does their best to “stall politely”.

When a specific Customer Experience event takes place, the key question is “when does the business know?”. Often, the answer is “after the customer has left”. Reducing the “information to action time gap” between when a customer experience event takes place and when the appropriate employee takes corrective action, is the basis of ULTRA’s Customer Xperience ROI.
Recording For Business Intelligence

Lost “in the trees” of thousands of individual contacts is the “forest” that correlates contact center activity with business impact. A quality contact center is one that drives revenue with successful transaction completion, up-sell and cross-sell, and increased customer loyalty.

Beyond agent evaluation reports, supervisors and managers need analytic reports that identify the big-picture trends, many of which are often counter-intuitive. This is the foundation for setting the contact center strategies in motion that impact the “macro” quality level – HR programs, recruiting practices, training approaches and other initiatives that need to be based on “intelligence” about true contact center quality.

Transactions and Quality

Quality is generally one of the two main business drivers for contact center recording. The other is liability/compliance. However, recording for dispute resolution, verification / validation, and transaction integrity is just as much about quality as it is about regulatory compliance and legal exposure. Being able to replay a customer transaction – for the customer or for internal review, raises the integrity, reliability, and consistency of the contact center’s handling of some of the most important contacts it handles. Transactions aren’t just about sales and financial services. Service calls to verify receipt of payment, to verify account records, or to get accurate information that leads to a purchase decision all have the same characteristics – the organization’s reputation is on the line.

Recording For Enterprise Quality

Recording for quality is not just about agent performance. It isn’t just about contact center performance, either. It is about driving enterprise quality. Buried in the many contacts that take place every day are the keys to better marketing and sales strategies, better corporate policies on service programs, and a better understanding of customer perceptions. Also locked in individual contacts are the keys to specific line-of-business decisions. Better preparation for a sales call, understanding whether a late payment calls for flexible service or calling in the lawyers, or more effective response to the needs of a specific customer. Just as the quality issues flowing from the contact center have enterprise reach, so too must the supporting automated systems. Access to recorded contacts and the actionable intelligence that lie within them must be woven into the fabric of executive activity.
Building a real ROI model for Intelligent Recording for Quality requires that all of these categories to be accounted for.

Selective Recording can only deliver a small portion of Quality ROI.

Quality Recording ROI
The Return on Investment from a quality recording system has many components.

Agent Performance ROI
- Agent efficiency
- Reduced attrition / agent-turnover
- Training improvements
- Supervisor efficiency in achieving the above

Customer Experience ROI
- Increased loyalty / fewer lost customers
- Higher revenue per contact via up-sell / cross-sell

Process Improvement ROI
- Improved CRM system implementation
- Quantifiable cost/benefit decisions on IT investments
- Improved process (scripts, workflow, etc.)

Business Intelligence ROI
- Improved campaigns and products
- Better HR policies and recruitment strategies
- More effective training and quality initiatives

Transaction Quality ROI
- Effective dispute resolution
- Company reputation for integrity and consistency

Organizational Quality ROI
- Better sales preparation resulting in revenue
- Better decision on extending payment terms
Can Selective Recording Deliver Quality?

Recording the Contacts That Matter

Looking at the list above and considering how typical “selective recording” quality monitoring systems work reveals the fundamental flaw in this approach.

Using a narrow “evaluation program” view, scheduling recording to produce a small, random sample of contacts for each agent each week is sufficient for scoring and monthly score reports.

As we review the ROI points in the previous section, though, it becomes clear that achieving that ROI is now completely hit or miss. “You can’t fix what you don’t know about.” “You can’t manage what you don’t measure.” “You can’t learn from what you don’t hear.”… These are all quality-program truisms.

No one is going to listen to every contact. However, achieving the ROI from the various scenarios above “beyond agent performance” depends on having specific contacts available at the right time. The question is, are those contacts in the small, random pool of sample recordings?

The vast majority of contacts fall into an “average” range of acceptable expected behavior and outcome. The most significant learning comes from a small subset of contacts that are statistically unlikely to be captured in a “sample”.

Thus, most of the ROI potential of an automated quality monitoring solution is negated up-front when it is based on selective recording. There is no reasonable ROI model for customer experience, business intelligence or organizational quality when the recording is narrowly focused on sampling a few agent calls each week.
Deciding What Contacts Matter
Selective recording systems must decide whether to record a call based on the very minimal information available when a contact begins. In most cases, this information is limited to time and agent. Contrast that with the rich set of information available at the end of the call – wrap-up codes, hold-time and transfers, CRM data, transaction outcome, etc.

Negative ROI of Selective Recording
Selective recording vendors have positioned “features” like Workforce Management (WFM) integration to achieve “automated scheduling” that maximizes the likelihood that the random recording of agent stations will coincide when times that they are present and engaged with customers. One would almost think that “scheduling recording” was a business need! In fact, scheduling of any kind is technologically archaic. Scheduling is a time-consuming, error-prone task. WFM integration trades some of that time for integration, implementation, and maintenance complexity.

Selective recording of any kind (rules-driven or percentage driver) results in hit-and-miss scenarios in which supervisors have to “take what they get”. A significant percentage of “recording time” may not have significant calls and this wastes effort in the evaluation process. There is no way to “go back” and get more contacts to validate observed issues/problems or to adjust for other issues in the limited, sampled set.

Thus, even within the narrow domain of evaluation-based agent performance improvement, selective recording falls short.

Today’s recording capabilities allow a single PC-class machine to simultaneously record hundreds of agents – without using expensive “shared resource” ports on the PBX. Thus, the per-agent pricing of recording solutions is not adversely affected by recording all contacts.
We encourage you to arrange for a live demonstration of Verint’s Intelli Miner and Intelli Find solutions.

Both deliver clear, actionable intelligence from the fully automatic analysis of every contact.

They achieve this with next-generation audio- and data-mining technologies.

Analytics and Content Analysis

The need to capture the full universe of customer contacts becomes even more compelling when emerging technologies in multimedia content analysis and data mining are considered.

Verint’s Intelli Find automatically categorizes calls based on speech-to-text analysis of the content. In addition to allowing for ad-hoc queries on call content, Intelli Find’s categorization automatically identifies trends that it would take thousands of hours (or more) to detect if one had to listen to every call.

Verint’s Intelli Miner automatically detects contact center trends based on analysis of call-related data. Without any statistical knowledge or training, executives can understand the relationship of contact center activity to business results and identify counter-intuitive trends that form the basis of more effective strategic planning.

Both these solutions are already delivering on the real promise of Intelligent Recording – automated analysis that directs just-in-time business intelligence to decision makers throughout the enterprise.

Categorization, data mining, automated KPI scorecards, emotion detection, and all of the other next-generation technologies that leading recording vendors are actively advancing are all predicated on having the full universe of contacts to draw upon if they are to deliver meaningful results.
Full Time “Logging” Is Not The Answer

Costs of Full Time Recording

While it is clear that selective recording is insufficient to drive today’s automated quality systems, this doesn’t mean that “full-time” recording is the answer.

Traditional full-time “logging” systems have a myriad of associated costs – storage, network resources, management, complexity, maintenance, etc. Applying traditional full-time recording solutions to multiple-site environments compounds this situation.

The challenge is even greater when considering that many organizations will want to leverage the business value of addressing both “Quality” and “Liability/Compliance” needs. The mission-critical nature of liability/compliance recording seems to force “full-time” vendors into expensive, proprietary hardware solutions.

Can You See The Trees For the Forest?

A system that is designed to capture every contact and provide ad-hoc search facilities and a rich database for analysis and data mining is poorly suited to the workflow of a Quality Monitoring program.

Typically, “logging” vendors have attempted to “layer” form building and form completion packages as an “add-on” to create a quality monitoring solution. The result is a cumbersome end-user experience that suffers from negative ROI in many areas:

- Screen recording, an integral part of quality monitoring, is limited to the same scheduled, selective recording characteristics that effectively reduce the system to the same characteristics as the “selective-only” solution.
- Workflow is complex and difficult. Supervisors need to wade through large, unstructured sets of contacts. Having too many contacts can be as much of a problem as having too few.
- While, conceptually, all contacts needed to achieve the strategic ROI are there, as a practical matter, they are no more than a pile of data.
The ULTRA Solution

Only Verint’s ULTRA is a fully integrated Intelligent Recording system that delivers all of the ROI elements above without the limitations and barriers.

Selective Retention

Selective retention means that every contact is captured and analyzed, but sophisticated intelligence determines which contacts matter and which do not. Those that matter most are directed for immediate attention. Those that are suitable for evaluation and review and selected and sent to Workflow Folders that direct that activity of supervisors, customer experience specialists and every other role in the organization’s quality program.

Data is captured for every contact – including the data from content analysis – for analytics and data mining. Automated, intelligent decisions about what contacts to keep, for how long, and in what media allow each solution to achieve the optimum balance of storage and access.

State-Of-The-Art Quality Monitoring

ULTRA’s Quality Monitoring Solution has all of the productivity features that customers require and more. Our truly state-of-the-art Web-based IntelliPortal interface includes the richest functionality on the market for all aspects of an automated Quality Monitoring solution.

Workflow and automated fulfillment. Market-leading screen-capture with scalable playback and minimal storage and network impact. Sophisticated reporting and KPI analytics,
up front costs are only one part of the “Investment” in “ROI”.

Mission-critical robustness and reliability, low-cost maintenance, IT standards, scalability, and suitability to the full range of Intelligent Recording for Quality solutions – this is the essence of ULTRA’s platform engineering.

Lowest Total Cost of Ownership

ULTRA delivers more benefits than any competing system, but costs far less to implement and maintain.

The entire ULTRA solution is fully centralized in terms of management, storage, archive and administration. There is no desktop installation for Web based application access and ULTRA is designed for low-maintenance and high reliability.

ULTRA’s native use of G.723.1 compression combined with intelligent selective retention means that most ULTRA solutions are archive-free.

For multi-site solutions, it is simple to add or adjust sites without impacting other sites – while still maintaining a complete, centralized solution with application access to every contact, evaluation and report (subject to authorization and security) from every location through a Web browser.

Despite all this low-maintenance centralization, ULTRA is designed for the most demanding mission-critical environments. Even in the event of a network disconnection that “isolates” a remote site, recording will continue. “Store and forward” technology means that network resource usage is adapted to any network environment with minimal impact – even if customer chooses to record every agent screen and call.

ULTRA leverages network authentication for security. The solution includes no proprietary hardware and everything is delivered on standard Win2K hardware. It features Web Services interfaces for application integration, full use of open industry standards in storage, database, multimedia file formats and APIs. In short, ULTRA is the most IT-friendly product on the market.

Without incurring additional costs in storage, network, or other resources, this approach enables organizations to establish a complete quality program that encompasses agent performance monitoring, customer experience management,
customer intelligence analytics, and more – drawing on the full base of every customer contact to deliver the calls that matter to the right people at the right time. The same system can also address the most mission-critical Transaction Management for liability and compliance.

**Complete ROI**

ULTRA is the only recording system engineered from end to end to deliver a complete Intelligent Recording platform for driving quality throughout the enterprise – from agent performance management for contact center manager, to transaction management for operations and finance managers, to customer experience and customer intelligence analytics for marketing and sales executives.

We invite you to learn more about the ULTRA solution and to discover how ULTRA can deliver dramatically superior ROI from your automated Quality Monitoring/Management Solution.

That is what Intelligent Recording for Quality is all about.

**About Verint Systems**

Verint Systems (NASDAQ: VRNT) is a leading global provider of Intelligent Recording™ and analytic solutions for contact centers. Headquartered in Woodbury, New York, Verint is powered by 850 dedicated professionals in offices across the globe, a worldwide Customer Care network, and Verint Value Plus partnerships with leading solution providers and systems integrators.

Today, Verint solutions help more than 1000 companies in 50 countries deliver a branded customer experience that generates customer loyalty, enhances operational efficiency, and fuels profitability.

**Why Verint?** We provide unsurpassed value to our customers, and we help them leverage business intelligence to provide unsurpassed value to their customers.

*Verint. Delivering actionable intelligence for a smarter world.*