



Contact center and digital, better together

How to unlock valuable insights from
your contact center to improve the
digital customer experience

Medallia

Introduction

When we spend years responding to problems, we often overlook how we can prevent them in the first place. Most contact centers today are built on the premise of responding to every customer call or inquiry to 100% satisfaction and with the shortest talk time. But the question we should be asking is, “Why do customers reach out to the contact center in the first place?” Is there a breakdown somewhere in the customer journey? Is it because digital experiences are not living up to expectations?

In this eBook we’ll examine some of the critical touchpoints throughout the customer journey, where the breakdowns occur, and provide recommendations on a new approach that helps companies unlock experience insights, remove silos, and prioritize actions that improve the overall customer experience.

03 Digital is no longer a channel, it’s your brand

With the focus on digital, new friction points have emerged

05 The contact center is a gold mine of insights

A key channel for customers has become overburdened. Why are customers calling in the first place?

07 A new approach is required

Expand to capture every interaction—customer call, inquiry, chat—to improve the digital customer experience



Digital is no longer a channel, it's your brand

Driven by the pandemic, today's journey has changed significantly as consumers are prioritizing digital and contactless experiences over in-person ones. In fact, 75% of people using digital channels for the first time indicate they will continue to use them when things return to "normal."¹

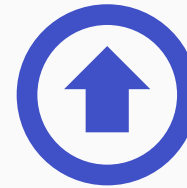
Consequently, plans that were based on multi-year digital implementations have been completely scrapped as companies across the globe have been forced to adopt a digital-first approach in real time. Recent data shows they have vaulted **five years forward** in consumer and business digital adoption in a matter of months.²

Almost every industry has pivoted quickly:

- Banks have transitioned to remote sales and service teams and launched digital outreach to customers.
- Grocery stores and restaurants have shifted to online ordering and pickup and delivery.
- Hospitals are delivering telemedicine, aided by more flexible regulations.
- Manufacturers have developed plans for "lights out" factories and supply chains.

Did you know?

Changing digital behaviors has had a surprisingly positive impact on revenue and growth models for industries with traditionally heavy in-person footprints:



Industries across regions experienced an average of 20% growth in "fully digital" users in the six months ending in April 2021.³



U.S. ecommerce sales grew 44% in 2020 compared to 2019.⁴



The utilities and travel industries saw the greatest digital adoption growth at 46% with public sector close behind at 45%.⁵

With these changing dynamics, digital is now front and center and has become synonymous with your brand. Each interaction a customer has shapes their perception so much that a single bad digital experience can compromise your business. Even when people love a brand, nearly 20% say bad experiences impact their loyalty a lot, and nearly 60% say they'll go elsewhere if they can get the same product with a better experience.⁶ With higher expectations, brands must work harder to maintain customer loyalty through seamless digital experiences.

But with these quick pivots, new friction points in the digital journey have emerged, negatively impacting the customer experience. As customers get frustrated with inconsistent experiences, lack of personalization, repeat issues, or limited self-service options, they turn to the contact center for help. This has had a domino effect on customer support and service departments—a function often seen as the lifeline between the customer and the business.



The contact center is a gold mine of insights

Contact centers are a crucial channel available to assist and support customers, especially when immediate answers are needed. They are one of the most common ways people interact with brands to share issues, feedback, and frustrations. But they are also extremely difficult to operate, with inefficiencies, high turnover, and variability in agent effectiveness.

30% greater ability to predict customer satisfaction when companies understand the entire experience versus looking at individual touchpoints.
McKinsey and Co.⁷

Customers still face silos across channels

Customers are accessing multiple touchpoints during a purchase but there is a significant disconnect within companies.



75% of consumers expect consistent interactions across all departments.



58% say that they feel like they're communicating with separate departments and not one company.



And when it comes to service issues, 70% of customers expect all of the reps to have the same information about them, but 64% say that they have to re-explain issues.⁸

Why do customers engage a contact center in the first place?

- 1. They need support for complex issues.** Whether it's checking inventory, placing an order, resolving an issue, filing a claim, booking or canceling appointments and getting status updates, the need to connect with a live human voice helps to alleviate burning questions or complex issues for consumers.
- 2. The digital self-service model is lacking.** Calls to the contact center are often initiated because of downstream issues related to repetitive digital self-service breakdowns or problems in the customer journey. One of Medallia's retail customers says 70% of calls to their contact center are a direct result of digital self-service issues. For example, a common downstream issue is how to process an online return. This could easily be resolved with adequate knowledge management and adjustments to the "how to process returns" customer experience. Because call center agents are trained to focus on resolving these calls as quickly as possible, the root cause of the issue often goes undetected. This is how expensive problems get missed.
- 3. The primary reason for the call is resolved, but new downstream issues arise.** According to research, 22% of repeat call volume is related to a problem that prompted an original call, even if that problem itself was adequately addressed the first time around.⁹ While the initial call driver was addressed, future calls to the contact center will continue until organizations proactively leverage insights to anticipate and

forward-resolve these new issues. An example cited in a recent HBR article shares how Bell Canada addresses a primary issue and uses the insights to head off the next one. Bell Canada had a high percentage of customers who had ordered a specific feature calling back for detailed instructions on how to use it. The company's service reps were instructed to give a quick tutorial to clients before hanging up to reduce callbacks.⁹

Is your contact center missing expensive problems?

From digital self-service issues to repetitive downstream problems, the contact center today is overburdened by costly problems that can be prevented with the right digital and self-service experiences. So how do customer contact center teams uncover insights hiding in plain sight, reduce the silos, and drive higher quality customer experiences?

A Medallia financial services customer estimated that **\$1 million** in contact center savings can be realized by increasing digital visits by just **2-5%**.

A new approach is required

The contact center is designed to support customer outreach and resolve issues while driving first-call resolution and case closure. The digital channel is designed to help customers self-service, transact, and be on their way. Both channels are focused on managing efficiency and customer satisfaction. Yet both channels have traditionally worked independent of one another. To reduce digital frustration while improving customer experience, organizations need to unlock and share insights captured within the contact center to enhance the digital experience.

The contact center and digital teams need to work better together.



We are seeing the majority of organizations monitor only ~1% of all contact center calls.

Rachel Lane

Contact Center Solution Principal, Medallia

Start by capturing every interaction.

The top three reasons why customers call in the first place can be a treasure trove of insights to help address recurring call volume. Until recently, transcribing and analyzing each of those calls across all those hours has proven near impossible, at least in a timely enough manner to make any insights actionable. Organizations have done their best to understand these customer experiences manually, sampling a small percentage of random calls. Sampling enables fast feedback, but provides an incomplete picture and risks missing critical blind spots. With sophisticated speech technology now able to transcribe and analyze every voice interaction, organizations can capture each customer interaction and drive rapid improvements within the contact center and beyond.

Medallia's Contact Center Suite can help you get started:

[Medallia Speech](#) reveals powerful insights from voice interactions with speech-to-text processing and AI-powered acoustic emotional analysis.

[Stella Connect](#) empowers your frontline teams with real-time feedback, coaching, and quality assurance.

[Medallia Integrations](#) surfaces additional customer experience insights by connecting and integrating with third-party systems.

Let AI be your superhero.

AI uncovers hidden meanings in vast amounts of data to inform more meaningful insights and decision-making. By applying machine learning algorithms to speech acoustics, organizations can tap into a gold mine of data that reveals customer sentiment, call topics, and themes in real time. AI can also analyze text in structured formats such as survey feedback and unstructured formats like email, chat transcripts, or agent notes while offering suggestions on what customers might need in the moment. By capturing both what your customers are and aren't telling you through speech and text analysis, customer experience leaders are now enabled with the right insights to surface recurring customer issues across digital, web, product, and customer support.

Medallia's Contact Center Suite can help you get started:

Medallia Digital collects real-time customer feedback across digital channels including web, mobile, and in-app.

Text Analytics turns every word into insight and action by leveraging AI and machine learning to unlock the rich potential of unstructured data.

Medallia Action Intelligence uses the power of artificial intelligence to automatically identify customers in need of attention and surfaces the most actionable feedback.

A unified experience management platform breaks down the silos between your contact center and digital teams.

Understanding what your customers are and aren't telling you through speech, voice, and text analysis is only useful if the data is actionable. It must enable the right people and teams to get to the root cause of where digital experience falls short and result in reducing unnecessary outreach to the contact center. This requires a unified experience management platform that not only captures every interaction and identifies insights through AI-powered analysis, but engages critical functions within the contact center, digital, web, and product groups. The platform dashboard provides nudges and alerts that unlock the distribution of insights to the right teams so they can create and track action plans against metrics like NPS¹⁰, cost saving, call volume, and agent experience.

A Medallia insurance customer enhanced the digital experience while driving efficiencies within the contact center:

200,000 calls reduced

16,000 hours saved

Reassigned >10 FTEs to other tasks

Siloed operations can result in multi-million dollar expenses: How Expedia solved a \$100M customer service nightmare.

According to Upstream: The Quest to Solve Problems Before They Happen, Expedia received roughly 20 million calls in 2012. At approximately \$5 per call, that's a \$100M problem.

- For every 100 customers who booked travel on Expedia, 58 of them placed a call afterward for help.
- The #1 reason people called was to get a copy of their itinerary because there was no easy way to do so on the website.
- The executive team was aware of the high call volume, but like many organizations, each group at Expedia was siloed and had their own priorities:
 - Call Center was focused on first call resolution and talk time
 - Marketing was focused on customer acquisition
 - Product was focused on revenue goals
 - Website was focused on features

As a result, no team was accountable for minimizing customer disruption downstream in the first place.

With manual intervention of why customers were calling and where the breakdown was occurring, the teams at Expedia were able to resolve this multi-million dollar recurring issue. **Today, customer support calls to Expedia have declined from 58% to 15%.¹¹**



01 Use case: Consumer banking mobile deposits

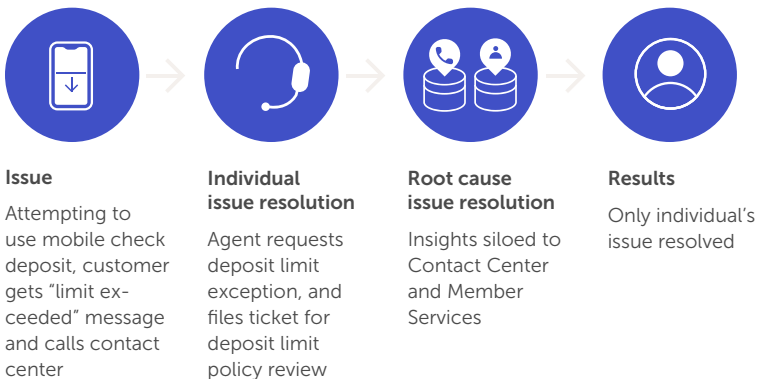
Recurring issue:

Michelle, an existing customer, attempts to use her bank’s mobile check deposit feature to upload a check she just received. However, the amount is higher than her daily deposit limit and is prompted with a “deposit limit exceeded” error message with instructions to call the toll free number for assistance.

Individual issue resolution:

After waiting on hold for a few minutes, she is transferred to Ryan, a contact center agent, who helps Michelle by requesting a one-time exception. While Ryan solves Michelle’s immediate issue in isolation, those insights remain within the Contact Center and Member Services.

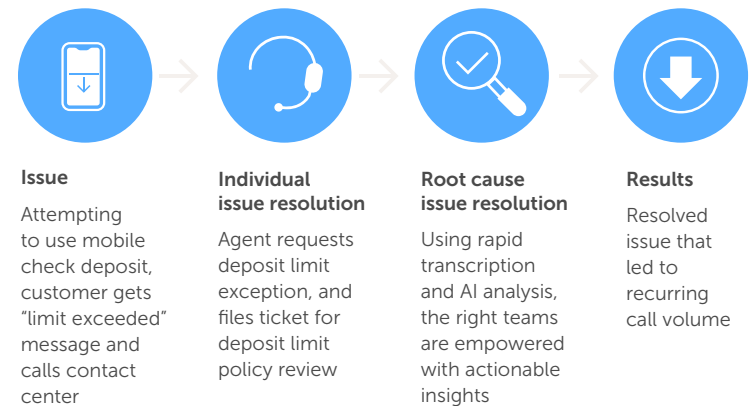
Traditional Approach



Intervention and recurring issue resolution:

By sharing those insights with the Digital team, they are able to modify the overall mobile deposits workflow to automatically adjust limits based on the customer’s profile, resulting in a much larger impact that can be realized across the entire bank. By analyzing all calls and surfacing real-time insights throughout the organization, they are able to respond quickly to issues that affect a large number of consumers, while getting ahead of emerging trends that drive call volumes and impact customer satisfaction.

New Approach



02 Use case: Healthcare payer billing inquiry

Recurring issue:

Lily attempts to pay her recent doctor bill online but the amount is higher than expected. Since she could not resolve this issue online, she calls into the contact center for assistance.

Individual issue resolution:

Her call is transferred to Frank, a contact center agent at a large healthcare payer, who discovers that the provider applied the wrong diagnosis code. Frank advises Lily to follow up with her doctor and notates this conversation in her record that is shared only with his manager. However, these insights are not distributed across the organization to make widespread improvements and reduce similar calls into the contact center.

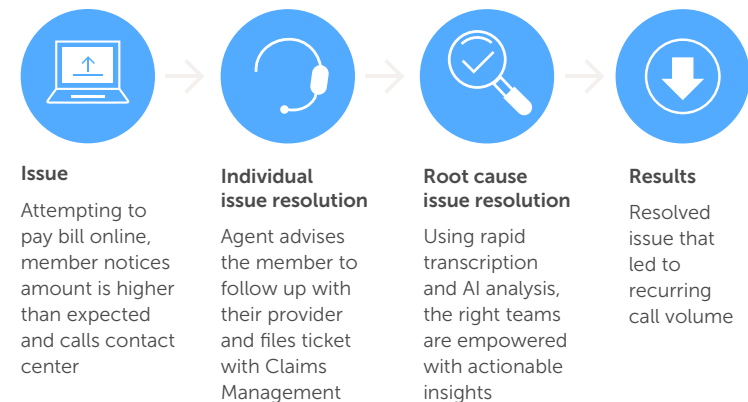
Traditional Approach



Intervention and recurring issue resolution:

If these insights are shared with Claims Management and Member Experience teams, they can enhance their self-service features to resolve similar issues before they reach the patient. Furthermore, by applying speech analytics to every call, they can prioritize feedback and suggestions such as adding a self-service option for automatic payments.

New Approach



03 Use case: Moving cable services

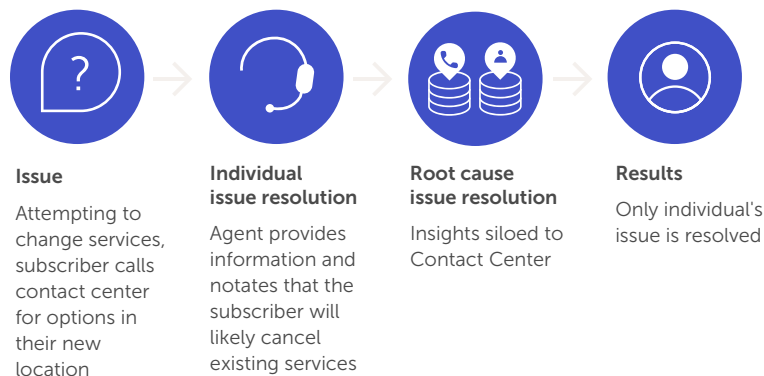
Recurring issue:

Janice, a subscriber of a large telco, goes online to check out available packages in her new area. However, as an existing customer, she is not able to quickly determine the costs associated with these packages so she calls into the contact center.

Individual issue resolution:

After being connected with the call center, the agent, Mary, answers her questions and reviews specific offerings and promotions in Janice's new area. The details of their conversation are captured but not shared beyond Mary's immediate team to make widespread improvements and drive down similar calls into the contact center.

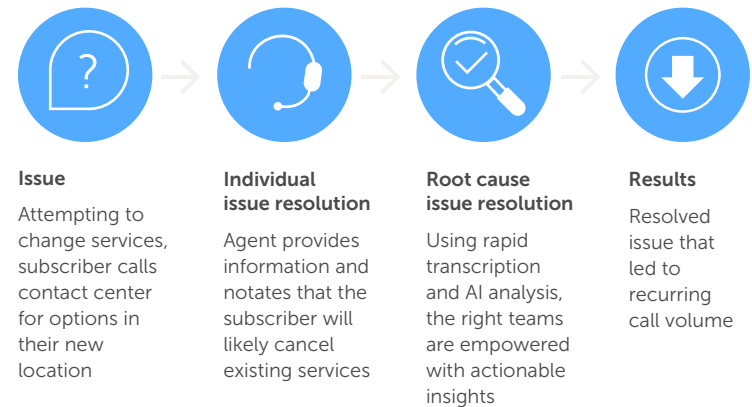
Traditional Approach



Intervention and recurring issue resolution:

If these insights are shared with the Digital team, they could better position these packages online for both existing and new customers. Taking it one step further, by applying speech analytics to the conversation, the telco company could automatically add Janice to a nurture email program and send her communications about helpful tips for a successful move.

New Approach



04 Use case: Ecommerce retailer online returns

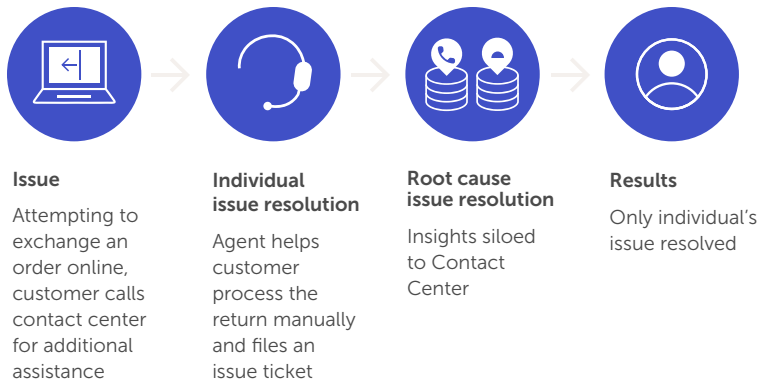
Recurring issue:

Gerry recently purchased a jacket online and wants to return it. However, when attempting to exchange his order online, he receives an error on the website. Frustrated by this experience, he is forced to call the contact center.

Individual issue resolution:

He is connected to Amelia, the contact center agent, who helps Gerry process the return manually. While Amelia captures their conversation in his file, those insights are not shared with the broader organization to fix the problem that is leading to increased call volumes.

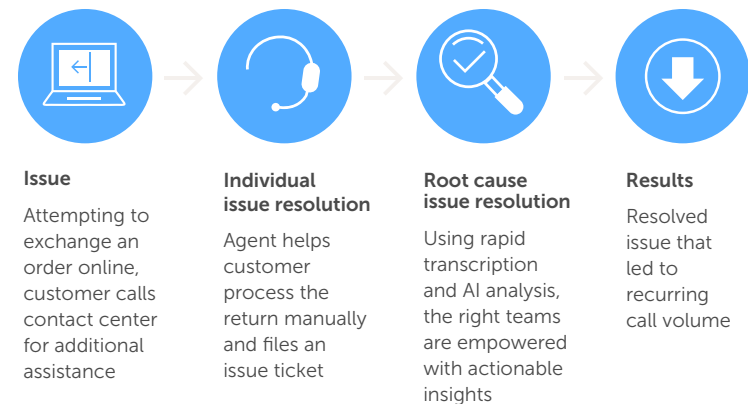
Traditional Approach



Intervention and recurring issue resolution:

If these insights are shared with the Digital team, they could help not only fix the error on the website, but improve other processes across the organization. Using speech analytics, the product teams could better understand why customers are returning the product in the first place and incorporate their feedback into future designs.

New Approach



Conclusion

Delivering great customer experiences requires surfacing actionable insights and enabling seamless collaboration between digital and contact center teams. The right foundation ensures organizations are listening to and delighting customers across all channels.

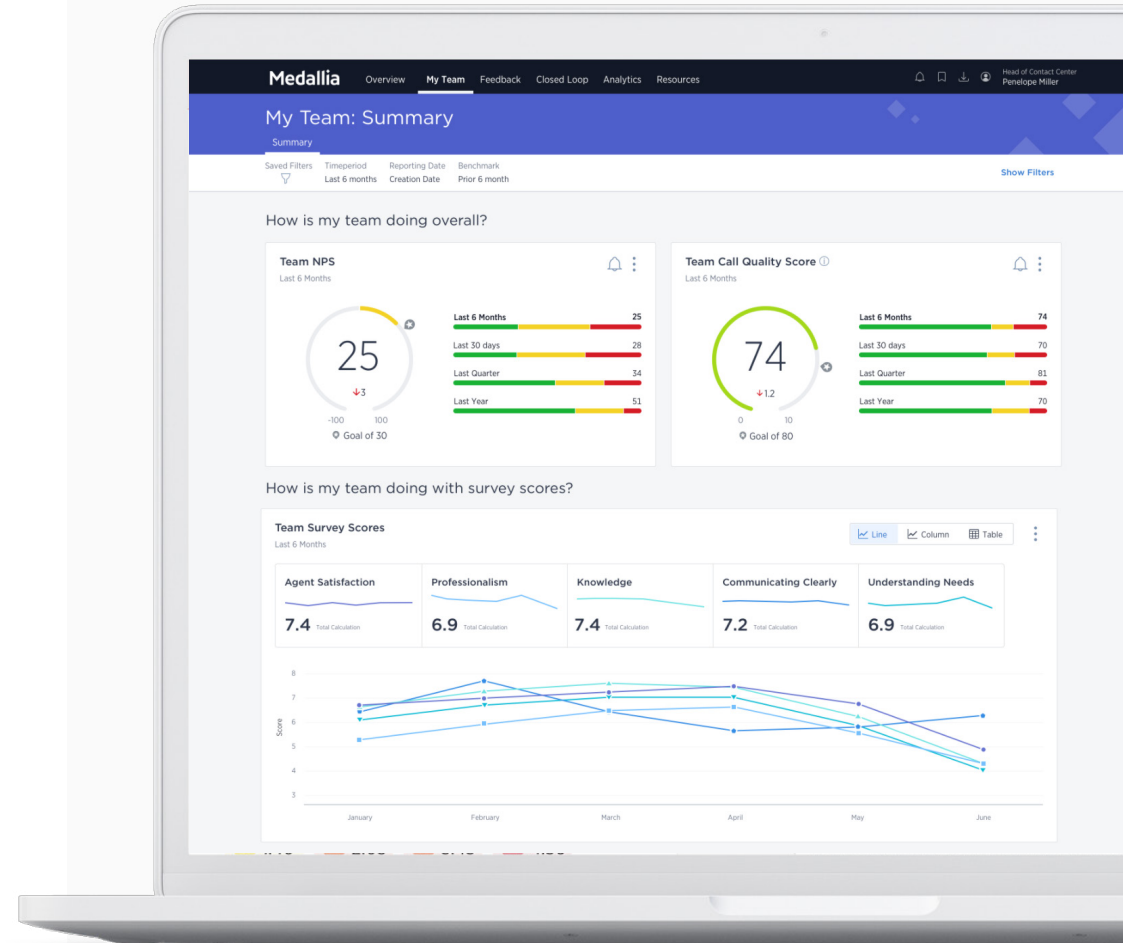
It's critical now more than ever for brands to have a comprehensive view of the customer journey. The Medallia platform enables companies to stay connected in real time and elevate the customer experience by embedding rich and intuitive listening tools seamlessly throughout the journey.

The Medallia platform is designed to make your contact center an epicenter for change.

Capture every interaction: Transcribe each call with high accuracy to capture a rich set of call metrics such as talk time, silence time, overtalk, and tone.

Intelligent analysis: Surface actionable insights from every call such as call reason, customer effort, churn risk, and suggestions.

Widespread action: Enable the frontline to take immediate action with real-time insights and combine data from the call center with cross-channel feedback to drive changes throughout the organization



¹ <https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights/the-covid-19-recovery-will-be-digital-a-plan-for-the-first-90-days>
² <https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/global-surveys-of-consumer-sentiment-during-the-coronavirus-crisis>
³ <https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights/whats-next-for-digital-consumers>
⁴ <https://www.digitalcommerce360.com/article/us-ecommerce-sales/>
⁵ <https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights/whats-next-for-digital-consumers>
⁶ <https://martechseries.com/mts-insights/guest-authors/consumer-dislikes-and-brand-loyalty-in-the-era-of-digital-customer-experience/>

⁷ <https://www.mckinsey.com/industries/retail/our-insights/the-three-cs-of-customer-satisfaction-consistencyconsistency-consistency>
⁸ <https://www2.deloitte.com/si/en/pages/strategy-operations/articles/changing-consumer-digital-marketing-impact-Covid-19.html>
⁹ <https://hbr.org/2010/07/stop-trying-to-delight-your-customers>
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¹¹ <https://marker.medium.com/how-expedia-solved-a-100-million-customer-service-nightmare-d7aabc8d4025>

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