Build Customers for Life

WEBCAST SERIES

CX Analytics is the New Driver in Customer Loyalty

Presented by CRMI
Customer Relationship Management Institute
Featured Speakers

Hamza Bin Ikram, Chief Client Analyst, Marketii
Brian LaRoche, Director, Outreach Marketing, CallMiner Eureka
Peg Ayers, Senior Consultant, Taylor Reach Group
Housekeeping

- We’ll host an audience Q&A at the end of the webcast. Submit your questions at any time.
- Use the Q&A box for any technical issues and we’ll respond as quickly as possible.
- This webinar will be archived. We’ll send you a link in a follow-up email.
Driving Customer Loyalty through Contact Center CX Analytics

CRMI Webinar
June 7, 2018

Peg Ayers, MBA, CCXP, Senior Consultant
The Taylor Reach Group, Inc.
Front Lines of Loyalty

• Customers contact us with issues and problems
• Nobody gets in touch just to say “good job!”
• Our most loyal customers are those for whom we’ve solved problems

*Our contact center staff can make or break customer loyalty*
CX Components

- Ease
- Effectiveness
- Emotion

Customers Feel Good About the Experience

Customers Get Value Without Difficulty

Customers Get Value From the Experience
Elements of CX Perception

- Emotion
  - CSR was empathetic
  - Website was visually appealing
  - Store ambiance was pleasant
- Ease
  - Order process was quick
  - Product information was clear
  - Help was accessible in context
- Effectiveness
  - Right item was offered
  - Essential product info was available
  - Required help was provided
Taylor Reach CX Model

Each CX interaction can be viewed across three dimensions, that have the greatest impact on the customers perceptions, opinions and experience:

- Emotional connection.
- Rational connection.
- Customer effort.
# Best CX Metrics

<table>
<thead>
<tr>
<th>Shows brand alignment</th>
<th>NPS</th>
<th>CXi</th>
<th>CSat</th>
<th>CES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focused on customer’s feelings and perceptions</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Reactive and focused on aggregate view of many events</td>
<td></td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Specific to moment of truth</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Internal focused</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drives internal and external goals</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Provides feedback on elements of customer’s experience</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Gives indication of improvement areas</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Aligns to customer experience cycle and customer journey</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Relates easily to other CX metrics</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>

*Note: The table indicates which metrics are best suited for NPS, CXi, CSat, and CES.*
Quality Assurance

• Simplicity is paramount

• Feedback is Actionable

• Coach with recordings

• Use for process improvement
Nuts and Bolts

• SL-Service Level
• AHT-Average Handle Time
• Hold Time
• Employee Attrition
Thank you!
The Taylor Reach Group, Inc.
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Phone: 647.428.5811 x102
CRMI Building Customers for Life

“Customers Tell You What They Expect From You. Be Listening”
The Simple Value of Automated Interaction Analytics

"If you can't measure it, you can't improve it."

Peter Drucker
Today’s customers don’t just want more from companies – they expect more from companies.

**Customer Care**
cost reduction / efficiencies / resolution

**Sales**
revenue / sales effectiveness / compliance

**Revenue Recovery**
revenue / collections effectiveness / compliance

**Feedback / Insight**
source for positive / negative customer experiences (agent, product, policy)
feedback on lead quality, campaign & messaging effectiveness, customer/competitor intelligence

**Marketing, Product, Policy & Process**
brand / NPS / lead gen / customer experience/process

McKinsey research shows 70% of the buying experience is based on how customers feel they are being treated.
Multi-Channel Analytics Allows you Truly Understand Customer Experience

“In order to get globally connected, companies must frequently monitor [customer] touchpoints and follow up with their customers by understanding their needs and wants for improving loyalty and experience”

Customer Analytics and Experience Markets Poised for Rapid Growth article by Smart Customer Service.
Analyzing language, acoustics and metadata provides organization the opportunity to conduct root cause analysis of customer sentiment.

Why are customers contacting you?

Leveraging Interaction Analytics to assess, trend and predict these drivers allows contact centers the critical insights to make appropriate course corrections to improve products, channels, services, processes, efficiencies and most importantly, OUTCOMES.
What Is Sentiment Analysis?

- Sentiment Analysis combines both the acoustic characteristics of a speaker’s voice and the context of the conversation into a single score.

- This call score can be used to measure relative sentiment or emotion across various cross sections of calls, agent groups, and time frames.

- Sentiment Analysis measures:
  - The amount of physical stress in the voice
  - The changes in the stress
  - The rate of speech
  - The context of the conversation
Truly Measuring Voice of the Customer in your Contact Center

Interaction Analytics evaluates and scores key trends and metrics such as customer sentiment.

- **Tagging Applied to Scoring** (language patterning and acoustics)
  - effort language
  - product observations
  - escalations
  - acoustic agitation
  - competitor mentions
  - complaints
  - AHT
  - high silence
  - compliments
  - positive comments
  - negative comments
  - churn language

Customer sentiment score
Multi-Channel Customer Journey Mapping
Adhoc discovery in speech analytics can quickly uncover repeat contact themes in customer conversations such as “password re-set” that could be efficiently handled by an IVR Option or deflected to Web self service.
Analyzing Results – Customer Sentiment at the Portfolio Level

<table>
<thead>
<tr>
<th>Product</th>
<th>_Sentiment</th>
<th>Positive Sentiment Score</th>
<th>Negative Sentiment Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product avg</td>
<td>3.05 (10580)</td>
<td>4.37 (10580)</td>
<td>-1.32 (10580)</td>
</tr>
<tr>
<td>No value</td>
<td>-0.04 (477)</td>
<td>3.75 (477)</td>
<td>-3.80 (477)</td>
</tr>
<tr>
<td>Blackberry z10</td>
<td>3.23 (66)</td>
<td>4.51 (66)</td>
<td>-1.28 (66)</td>
</tr>
<tr>
<td>Galaxy S5</td>
<td>3.19 (4931)</td>
<td>3.61 (4931)</td>
<td>-0.42 (4931)</td>
</tr>
<tr>
<td>HTC One</td>
<td>3.73 (883)</td>
<td>4.47 (883)</td>
<td>-0.74 (883)</td>
</tr>
<tr>
<td>iphone 6</td>
<td>2.99 (4203)</td>
<td>3.25 (4203)</td>
<td>-0.26 (4203)</td>
</tr>
<tr>
<td>Nokia Lumia</td>
<td>5.24 (20)</td>
<td>6.64 (20)</td>
<td>-1.40 (20)</td>
</tr>
</tbody>
</table>
Analyzing Results at the Product Detail Level

<table>
<thead>
<tr>
<th>Features</th>
<th>Sentiment</th>
<th>Positive Sentiment Score</th>
<th>Negative Sentiment Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apps</td>
<td>3.32 (192)</td>
<td>4.08 (192)</td>
<td>-0.76 (192)</td>
</tr>
<tr>
<td>Battery</td>
<td>4.04 (445)</td>
<td>4.52 (445)</td>
<td>-0.48 (445)</td>
</tr>
<tr>
<td>Camera</td>
<td>4.11 (796)</td>
<td>4.43 (796)</td>
<td>-0.33 (796)</td>
</tr>
<tr>
<td>Connectivity</td>
<td>2.58 (103)</td>
<td>3.67 (103)</td>
<td>-1.09 (103)</td>
</tr>
<tr>
<td>Headset or Speaker</td>
<td>3.54 (28)</td>
<td>4.66 (28)</td>
<td>-1.12 (28)</td>
</tr>
<tr>
<td>Memory</td>
<td>3.21 (133)</td>
<td>3.69 (133)</td>
<td>-0.48 (133)</td>
</tr>
<tr>
<td>Screen</td>
<td>3.45 (1038)</td>
<td>3.82 (1038)</td>
<td>-0.37 (1038)</td>
</tr>
<tr>
<td>Voice Quality</td>
<td>5.42 (21)</td>
<td>5.99 (21)</td>
<td>-0.57 (21)</td>
</tr>
</tbody>
</table>
Analyzing Results
CallMiner

Best Practices in Leveraging Interaction Analytics to Gain Voice of Customer Insights

1. Analyze 100% of your interactions
2. Measure language, acoustics and metadata to provide root cause analysis for repeat contact drivers
3. Identify opportunities for systematic improvements and self-service opportunities
4. Evaluate and score key trends and metrics such as customer sentiment, AHT, and agent behavior
5. Track customer journey over multi-channels of communication
6. Provide Voice of the Customer insights to all stakeholders (especially your contact center agent community) within your organization
7. Actionize those insights, then measure and calculate the ROI achieved in improving customer contact outcomes
Take free a **CX Audit** with **Eureka**

A no cost, “Proof of Concept” CX Audit of your customer interactions- Your Audio Recordings and Metadata through our Contact Analytics Platform

www.callminer.com/demo
Thanks!

Phone (781) 547-4052
e-mail: brian.laroche@callminer.com

Websites:
www.callminer.com
www.engagementoptimization.com
How to turn your customer feedback into customer insight
Help organisations understand how to provide exemplary service quality

Develop programs to increase customer loyalty and market share

Use insight to improve operational effectiveness

Clients in Technology, Medical, Financial, Retail and others

50,000 survey calls and 25,000 email/web surveys per month

Over 27 native languages to more than 60 countries

Company values
- Pro-active company from top down
- Innovative and flexible
- Deliver accurate, reliable, actionable feedback

Offices in London and Boston

We practice what we preach! We have never lost a customer to the competition
Statistical sample guide

<table>
<thead>
<tr>
<th>Customer interactions</th>
<th>90% (+/-10%)</th>
<th>95% (+/-10%)</th>
<th>95% (+/-5%)</th>
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<tbody>
<tr>
<td>50</td>
<td>29</td>
<td>34</td>
<td>45</td>
</tr>
<tr>
<td>100</td>
<td>41</td>
<td>50</td>
<td>80</td>
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<tr>
<td>250</td>
<td>54</td>
<td>70</td>
<td>152</td>
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<tr>
<td>500</td>
<td>60</td>
<td>81</td>
<td>218</td>
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<tr>
<td>750</td>
<td>63</td>
<td>86</td>
<td>255</td>
</tr>
<tr>
<td>1,000</td>
<td>64</td>
<td>88</td>
<td>278</td>
</tr>
<tr>
<td>1,500</td>
<td>65</td>
<td>91</td>
<td>306</td>
</tr>
<tr>
<td>2,000</td>
<td>66</td>
<td>92</td>
<td>323</td>
</tr>
<tr>
<td>3,000</td>
<td>67</td>
<td>94</td>
<td>341</td>
</tr>
<tr>
<td>4,000</td>
<td>67</td>
<td>94</td>
<td>351</td>
</tr>
<tr>
<td>5,000</td>
<td>67</td>
<td>95</td>
<td>357</td>
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<tr>
<td>10,000</td>
<td>68</td>
<td>96</td>
<td>370</td>
</tr>
<tr>
<td>25,000</td>
<td>68</td>
<td>96</td>
<td>379</td>
</tr>
<tr>
<td>50,000</td>
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<tr>
<td>100,000</td>
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<td>384</td>
</tr>
<tr>
<td>500,000</td>
<td>68</td>
<td>97</td>
<td>384</td>
</tr>
<tr>
<td>1,000,000</td>
<td>68</td>
<td>97</td>
<td>384</td>
</tr>
</tbody>
</table>
How well is your data segmented?

Thinking both data in and data out, increased segmentation helps both statistical relevance with the customer data for surveys as well as improved insight for output.
Do you have an alert process in place?

- **Maximum Scores:**
  Where a customer rates all service elements with a 5 out of 5. Provides opportunity to understand “best in class” service. Used for motivational training and improvement.

- **Poor Score:**
  Where a customer rates any service element with a 1 out of 5. Provides opportunity to immediately engage with the customer to rectify any issue.

- **Potential Sales Lead:**
  Where a customer is thinking of extending a contract or looking to upgrade their machines. Allows your sales and support teams to engage with the customer about possible services.

- **Feedback Escalation:**
  Where a customer states they are in need of support. Defined by our trained agents and quality team that the survey needs to be brought to your attention.

Escalations can be sent to users on a and/or method and to multiple recipients.
Basic report production
### Interactive Dashboards

#### Customer Experience Dashboard - June 2017

<table>
<thead>
<tr>
<th>Targets</th>
<th>Less than 8.0</th>
<th>8.0 &gt; 9.0</th>
<th>Greater than 9.0</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>YTD</td>
<td>Quarter</td>
<td>May-17</td>
<td>Trend</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contact Centre</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall Satisfaction CC</td>
<td>8.69</td>
<td>8.63</td>
<td>8.82</td>
<td></td>
</tr>
<tr>
<td>Product Knowledge</td>
<td>8.82</td>
<td>8.86</td>
<td>8.96</td>
<td></td>
</tr>
<tr>
<td>Trouble Shooting Agility CC</td>
<td>8.92</td>
<td>8.88</td>
<td>9.06</td>
<td></td>
</tr>
<tr>
<td>Agent's Ability to Communicate Clearly</td>
<td>9.06</td>
<td>9.13</td>
<td>9.28</td>
<td></td>
</tr>
<tr>
<td>Ease of Scheduling Field Service</td>
<td>8.22</td>
<td>8.35</td>
<td>8.62</td>
<td></td>
</tr>
<tr>
<td>Customer Effort</td>
<td>8.79</td>
<td>8.78</td>
<td>8.99</td>
<td></td>
</tr>
<tr>
<td>Field Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall Satisfaction FS</td>
<td>9.31</td>
<td>9.28</td>
<td>9.42</td>
<td></td>
</tr>
<tr>
<td>Engineer Being Prepared</td>
<td>9.46</td>
<td>9.41</td>
<td>9.54</td>
<td></td>
</tr>
<tr>
<td>Professionalism FS</td>
<td>9.72</td>
<td>9.60</td>
<td>9.60</td>
<td></td>
</tr>
<tr>
<td>Product Knowledge2</td>
<td>9.59</td>
<td>9.49</td>
<td>9.59</td>
<td></td>
</tr>
<tr>
<td>Trouble Shooting Agility FS</td>
<td>9.55</td>
<td>9.44</td>
<td>9.54</td>
<td></td>
</tr>
<tr>
<td>Comm. of Work Required</td>
<td>9.60</td>
<td>9.52</td>
<td>9.57</td>
<td></td>
</tr>
<tr>
<td>Providing Projected Work Timeline</td>
<td>9.42</td>
<td>9.38</td>
<td>9.49</td>
<td></td>
</tr>
<tr>
<td>Customer Effort</td>
<td>9.00</td>
<td>9.35</td>
<td>9.42</td>
<td></td>
</tr>
<tr>
<td>Competitors' OASAT</td>
<td>8.70</td>
<td>8.70</td>
<td>8.59</td>
<td></td>
</tr>
<tr>
<td>Product Satisfaction</td>
<td>8.61</td>
<td>8.72</td>
<td>8.76</td>
<td></td>
</tr>
</tbody>
</table>

#### Top 3 Improve CC
- 23% Time in phone queue
- 15% Response time
- 8% Resolution time

#### Top 3 Importance CC
- 27% Agent's ability to resolve query
- 17% Response time
- 16% Resolution time

#### Top 3 Improve FS
- 39% Time from request to arrival
- 15% Clarity of service visit date/time
- 10% Ease of service request

#### Top 3 Importance FS
- 39% Time from request to arrival
- 19% Overall Fix/Repair time
- 13% Engineer's ability to resolve query

#### Key Matrices
- CC OA SAT
- CC LOE
- FS OA SAT
- FS LOE

#### Engineer Response Time
- Same day
- 1 to 4 days
- 5 to 7 days
- 8 to 13 days
- 14 or more days

#### # of Surveys
- 100%

#### Support Team
- North East
- South Central
- South East
- West
1. The regression model highlights that “Ease of scheduling Field service” as the main driver of NPS followed by “Product knowledge” & “Providing projected work time line”.

2. You can see that there is no SINGLE element that drives NPS

3. The standard error illustrates the strength of the sample size being accurate
Strategic Priority Matrix

- **Easy to Achieve / Maximum Gain**
  - Contact Centre Technical Knowledge
  - WWW Usability
  - Field Services Communication

- **Maximize More Value**
  - Scheduling
  - Contact Centre Communication

- **Strategic Value Adds**
  - Response Time
  - Product Reliability
  - Pricing
  - Account Management

- **Stay Away**
  - Sales

**Customer Importance**

**Difficulty to Change (Cost, Time, Risk & Effort)**

**Average Ratings**
- Below 3.00
- 3.00 to 3.50
- 3.50 to 4.00
- 4.00 to 4.50
- 4.50 to 5.00
1. Ease of Scheduling Service seen as most influential element to NPN
2. Where customers are satisfied with this then Product Knowledge at CC is seen as next biggest influence which when done well give Promoters.
3. Where Ease of Scheduling FS followed by Projected work timelines is not good then the best outcome will be Passive if not Detractor

Integrate into your CRM to predict state of customer experience during your services & support with corrective actions where required to alter outcome.
Customer tolerance

- Identify when customer tolerance runs out and assess when issues arise and satisfaction falls
- Identify causes and implement action items thus reducing costs spent on fighting fires
Use insight to retain and win more business

- Feedback and insight from your customers can be turned into valuable information for you Sales and Account Management teams
- Illustrate to prospects that you track customer experience and how good the results are
- Illustrate to existing clients you track their experience and drive to ensure you are exceeding their expectations
- Use in Marketing materials and on your website as advocacy of your services and support
### Customer Journey Mapping

**People, Processes, Products & Services and all impact on the customers mind**

This illustrate helps identify which Departments are involved as well as the timing of key influence and decisions by the customer to renew contracts and leave or remain.

<table>
<thead>
<tr>
<th>Sample Customer Journey Life Cycle</th>
<th>Jan</th>
<th>Feb</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Customer touch points” or “moments of truth”</td>
<td>Brand and Marketing</td>
<td>Discovery, Initial Usage</td>
<td>Purchase, delivery, installation, implementation</td>
<td>Service Delivery (TS,FS, TPM,DR,RF,ES)</td>
<td>Re-engage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pre – sales and Sales</td>
<td></td>
<td></td>
<td></td>
<td>Back office administration, billing etc</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Account Management</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>

Customer feedback ratings across range of touch points combined with predictive modelling

- **Optimal contract renewal point / highest customer loyalty**
- **Possible points of differentiation**
Customer Journey Mapping

- There are many ways to illustrate feedback and insight gained from the collection of valuable feedback on the Customer Journey from both the customer and your employees.
- By marrying this information together we are able to help you better understand the journey they travel on, where their expectations are set, where damaged or enhanced and importantly what are the critical points of customer decisions on renewal or break.
- This illustration provided KPI’s to critical areas, moment of truth strength of feeling about the customer experiences as well as key actions to improve and those that you are doing well to enhance.

<table>
<thead>
<tr>
<th>Life cycle Stages</th>
<th>Sales &amp; Marketing Contracts</th>
<th>Implementation / Installation / Go live</th>
<th>Ongoing Client Services &amp; Support</th>
<th>Invoicing &amp; Billing</th>
<th>Account / Relationship Management</th>
<th>Intentions / Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOUCH POINTS &amp; SCORE CARD</td>
<td>Marketing</td>
<td>Advice &amp; Consultation</td>
<td>Issue handling</td>
<td>Reporting</td>
<td>Concern / Commitment</td>
<td>Loyalty</td>
</tr>
<tr>
<td></td>
<td>Website</td>
<td>IT Support</td>
<td>Account Management</td>
<td>Accounting</td>
<td>Value</td>
<td>Renewals</td>
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<tr>
<td></td>
<td>Presentation</td>
<td>Training &amp; Education</td>
<td>Technology</td>
<td>Billing</td>
<td>Partnership</td>
<td></td>
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<tr>
<td></td>
<td>Proposal</td>
<td>Communication</td>
<td>Marketing Support</td>
<td>Communication</td>
<td>Account Management</td>
<td>Thought Leadership</td>
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<tr>
<td></td>
<td>Negotiation</td>
<td>Adapt / Customize</td>
<td>Procedures</td>
<td>Proactive</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Contracts</td>
<td>Metrics</td>
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</table>

<table>
<thead>
<tr>
<th>MOMENT OF TRUTH INDEX</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>CLIENT EXPECTATION ON AREAS TO BE IMPROVED</td>
<td></td>
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<th>AREA HIGHLIGHTED AS MOST IMPORTANT TO CLIENT</th>
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Return on investment in Service and Support

- By working with Market ii we can establish the best Return on Investment scenarios.
- Reviewing and analysing historic churn rates against service and support performance we can illustrate how and where improved service delivery will increase NPS to affect reduction in your churn rates as well as increase sales.
Key Sentiment Analysis

- Sentiments analysis is based on frequency of positive/negative words/phrases that appear in customer comments in either support feedback surveys, social media, chat support, email, text, etc.
- Most efficient way to quantify customer sentiments in big data
- Below example shows and average score of 1.3 with majority of customer comments ranging between a sentiment score of 1 and 2

- Word cloud help synthesise the large bank of customer comments
- Understand the key words, phrases and pattern in customer comments
- Below example shows GOOD SERVICE as most dominant words, however, PROBLEM and ISSUE also appear in high frequency.
- Further cleansing and turning words into phrases will better help understand the patterns
We are all aware there is cultural variation to feedback given by customers and their expectations across different countries and regions.

Market ii is the only organisation that can quantify these differences and illustrate the strength of difference.

This allows regional managers to better assess insight and establish the right KPIs for service and support quality.
As an integral part of our programs, Market ii run quarterly web ex sessions to review data, understand together the insight being provided by customers and build initiatives to improve and enhance your services and support.

We then run workshops at your location with key personnel to study the results, discuss the insight provided and then plan initiatives.

The workshops are also a prime time to review the ongoing programs, scripts, outputs.
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Thank You!
Q&A

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