Predicting Accurate CSAT through Call Quality

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Here's how our team helped a major UK-based multinational banking & financial services company predict their overall customer experience with an accuracy of over 90%.

Client Profile

The client was a **major UK-based multinational banking & financial services** company with over $60 billion in revenue. They were a universal bank with retail, wholesale & investment banking operations, wealth management, mortgage lending and credit cards. It operates in over 50 countries and territories and has around 48 million customers.

Number of Agents: 4000 | Volume: 2,350,000 calls/month

The Business Challenge

The client sought to improve their customer experience for their contact center in the USA. The major challenge was to know if their quality framework could wisely sense and predict customers' overall satisfaction levels with the brand and quality of service.

Supervisor

"My team member has an outstanding quality score of 98% on his/her call with the card holder / the customer"

Card Holder

"I am not satisfied with the clarity of speech and the agent did not have authority to resolve my issue. All in all, the quality of service was poor".

In the above example, the customer rated the agent low on survey questions related to overall satisfaction with the quality of service, authority, and the agent's clarity of speech. The corresponding call quality score does not say so, indicating that the call quality scores are not the true measure of overall customer experience.

Our Approach

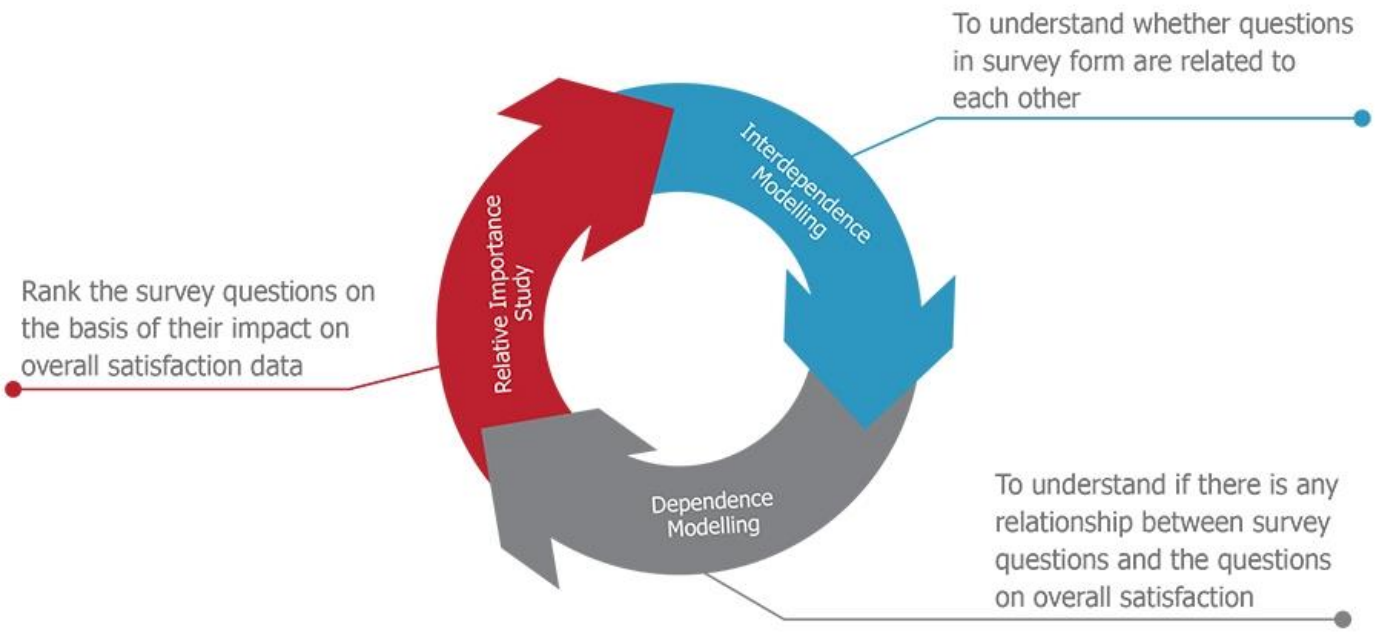
The project was guided by the following set of broadly stated research objectives:

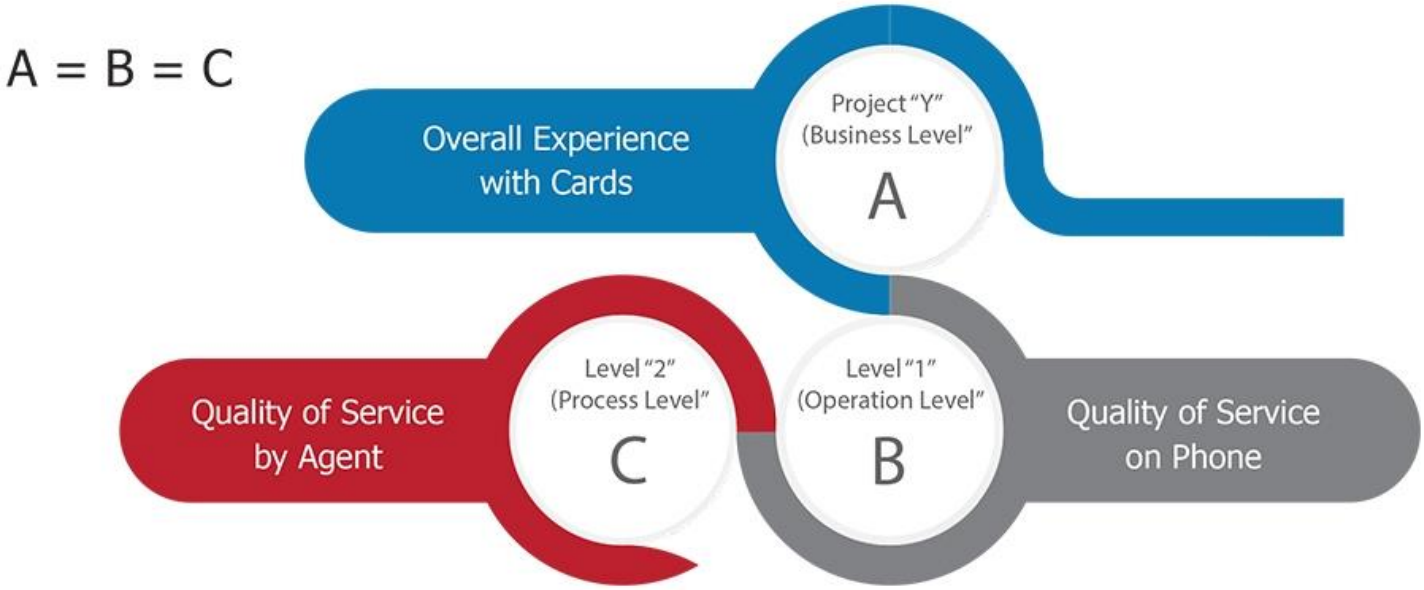
- Identification of the factors that drive the overall customer experience through our homegrown analytical technique called Key Driver Analysis (KDA),
- Assess whether the attributes used to measure call quality are aligned to gauge customer satisfaction as well,
- Modification of QA structure to ensure that call quality scores predict the overall customer experience.

Our Solution

Key Driver Analysis:

A CSAT survey form consists of multiple questions, either elementary (questions to assess agent behavior) or composite (bigger questions like overall satisfaction). Key Driver analysis was performed to identify the key survey questions correlating to the overall CSAT. This phase was supported with the following approach:





To control the overall satisfaction, the Quality of Service by the agent was further analyzed. This question was divided into seven sub-questions (e.g., did the agent take ownership, did the agent take answered clearly etc.). On analyzing the inter-relationship of these sub-questions using interdependence modeling, we found that 7 sub-questions can be categorized into 3 logical segments as shown below:

Current QA (Quality Assurance) Form Alignment Study

On regressing, we found several limitations in their current QA framework, i.e., our team analyzed the following variable to conclude that their quality score was not aligned with the survey framework:

- Overall QA Score & Overall CSAT Score,
- Overall QA Score & Drivers of CSAT (Customer Experience),
- Section-level QA score & Drivers of CSAT (Customer Experience) aligned.

Revision of QA Form

We designed a new QA form by carefully analyzing each CSAT driver. Our analysts tested the set of new QA attributes over a sizable call volume to ensure that QA results generate a model that can predict the overall customer experience with an accuracy of over 90%.