

The integrated approach to quality management

TODAY, more than ever, contact centres are under pressure to meet performance targets and do more with less. Unfortunately, this can result in conflicting goals – such as increasing workload AND reducing headcount – often presenting managers with difficult choices and few options.



By combining elements of quality management, performance management and workforce management into a single quality driven process, Aspect Productive Workforce delivers a solution to this dilemma.

The KPI tools in Productive Workforce capture data from multiple sources both inside and outside the contact centre to deliver a single view of the truth to all stakeholders and decision-makers. Bringing together data from quality monitoring scores, customer survey results, call speech content, “adherence to schedule”, financial transaction values and even external data such as customer demographics or agent performance incentives, a true picture of process and performance can be built. By combining data sources in this way, organisations can:

- Calculate weighted KPI measures
- Roll-up performance data through organisational hierarchies

- Provide individually-tailored performance views appropriate to every level of user
- Initiate workflow activities to alert for anomalies and manage quality improvement activities

So what makes this methodology more effective than a traditional “point solutions” approach?

Consider the example of two inbound customer service agents whose sales performance is compared solely using sales conversion rate data. Surely, the one who makes more sales as a percentage of inbound calls is the better performer?

Not according to one organisation that combined CRM information with additional data from Aspect Quality Management or Aspect Speech Analytics to see not just what conversion rates were being achieved but also how many “sales attempts” were being made.

And the project threw up some fascinating and valuable insights.

Armed with its new improved view, the organisation was able to establish that agents with poor sales conversions (per 100 inbound calls) were often being very selective about when they went for the sale. Conversely, agents achieving high sales numbers were often attempting to make sales on every call. However, their actions were frequently lengthening average call handling times (AHT) and lowering customer satisfaction (CSAT) scores.

Both types of agent were seen to have valuable skills.

By being selective, the former were achieving a more balanced service result; while the latter were highly effective in revenue terms. And with a better understanding of the truth, all agent types were able to benefit from appropriate coaching: the former to make more sales contacts, the latter to make fewer but convert more effectively.

By combining all measures – conversion rate, CRM data, sales attempts, AHT, CSAT etc. – the organisation in question achieved an all-round view of what was going on. And, armed with this information, it was able to improve quality management modelling, better understand and influence call outcomes, improve customer experiences and achieve great sales results.

The good news is that this powerful capability is now available to a wide range of organisations – and without the need for costly and time-consuming bespoke development.

Aspect’s Productive Workforce Suite brings together a package of pre-built integrations that spans Recording, Quality Management, Workforce Management and Performance Management to deliver this holistic and integrated approach, quickly and with minimum outlay. Aspect Productive Workforce is the fast-track to achieving integrated performance management and realising the goal of a truly productive workforce.

- Chris Thomas, workforce optimisation sales – northern Europe, Aspect; chris.thomas@aspect.com

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