

**WHITE PAPER** | Telecom

# Revealing the unexpected through journey analytics



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**BryterCX**

# Table of Contents

3	Introduction
5	Reducing Customer Call Volume at Major US Wireless Carrier
8	Conclusion
9	Next Steps
9	Asking the right questions

## In this paper you'll learn

- ▶ How despite best efforts, bad customer journeys can be invisible.
- ▶ How to reduce calls that cost big bucks while increasing satisfaction.
- ▶ Why it appeared that so many customers were missing their service appointments.
- ▶ Why so few people were choosing a digital option for self-service.
- ▶ How to hear customer frustration and intervene before they complain.

# Introduction

Companies have become tremendously adept at gathering customer data, but is having a lot of data the same as possessing knowledge? The short answer is “no.” The uncomfortable reality is that for many companies, much of their data sits in data swamps and is dormant. There is a term for such “dark data” that is captured, stored, and then left unused: expensive. How can the dark data be leveraged to solve business issues such as reducing churn, improving customer satisfaction, increasing sales, and lowering costs. The goal of journey analytics is to empower companies to draw meaningful connections across all their channels and data sources and get a clear understanding of their customers journeys and sub-journeys.

Journey analytics is the difference between being handed a blank map and using a modern GPS system. With the former, one explores. With the latter, one can navigate directly to a goal. To facilitate that routing, a journey analytics platform provides an easy way to repeatedly connect and ask questions of the data as well as visualizations that offer clear signposts along the way to a destination.

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## Three key elements make up the journey analytics process:

- 1** Connecting various datasets into recognizable customer journeys that reflect the customers’ experience. A common language is established using the context of the business that makes it possible to explore the data from any perspective across the entire enterprise.
- 2** Visualizing and analyzing the essential journeys that drive the business.
- 3** Using journey analytics insights to define and execute actions that effectively address the particular challenges presented by those journeys.

## Shifting focus

As part of this process, journey analytics bridges the divides that so often appear in organizations. Web platforms, IVRs, call centers and mobile apps may all be distinct channels from the perspective of the business, but customers do not share that point of view. They see your brand as one, not a set of neatly divided silos. No matter how long a journey takes, or how many channels are used, to a customer the experience is all one continuous interaction: good, bad or indifferent.

Failing to understand the nature of customer journeys can have significant consequences. Companies tend to think they have an inherent understanding of their customers and their own processes. In most cases, that understanding is partially confirmed by connecting cross-channel data. However, journey analytics provides a deeper and more detailed view across channels that may not ever have been viewed in tandem.

But the real takeaway is not found in the data points of these stories, compelling though they are. The big story is the depth of analytics and the subsequent range of possible responses that these companies now have at their disposal. They now have an ability to fully understand the millions of distinct journeys customers experience in interacting with their brand. Analyzing the detail of connected journeys through the lens of business objectives and across multiple channels enables companies to identify and implement changes that can lead to reduced cost and increased revenue, while at the same time increasing customer satisfaction. The most important realization is that by connecting data from across channels into journeys, it becomes possible to frame business challenges in new ways and find solutions that are otherwise obscured.



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## Reducing Customer Call Volume at Major US Wireless Carrier

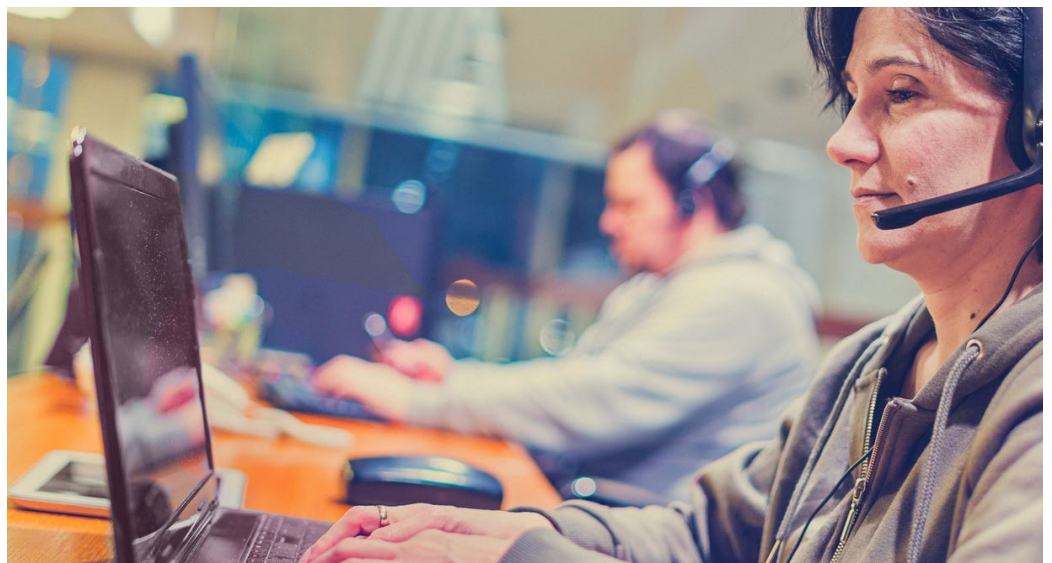
Reducing customer service call volume is a frequently cited objective for many businesses. And with a customer base of nearly 100 million subscribers, like that of a major US wireless carrier, those challenges are amplified dramatically. Contact with live agents is expensive, particularly when compared with self-service options such as an IVR system, web or mobile platform. The wireless carrier began analysis to discover which customer journeys drove high call volumes.

### The Perception versus Reality of Customer Call Transfers

Intuition might suggest that the more times a customer is transferred between agents, the more likely that their issue would be solved, thus reducing the need for that customer to call again. The implication is that the customer is being handed to progressively more skilled or empowered (not to mention more costly) resources.

But when the company used journey analytics to look deeper, they found that customers with calls that transferred to more than one agent were more likely to call again within three days: a completely counter-intuitive result. This finding prompted a follow-up question: what were these multi-agent calls about? Digging deeper led to the discovery that the more representatives a customer spoke with, the higher the likelihood that the customer was calling to inquire about some type of non- recurring charge.

**Journey analytics made it possible to explore customer journeys in detail and find the break-even point between saving and losing money.**



## Save Money by Giving it Away

Were these big charges? On the contrary, when the company used a journey analytics platform to look into the charges, they learned that many were for \$10 USD or less.

Digging in deeper into the discovery about repeat calls, the company found that a customer who called in for a charge of \$5 USD or less, but spoke with five or more agents on the first call, was likely to call back 44.3 percent of the time, a significantly higher rate than if they had only spoken with one or two agents. This represented a staggering source of call volume and, prior to journey analytics, one that was all but invisible while costing the company millions of dollars.

This is when things got interesting. As it happened, this company itemized the cost of a call with one of its agents as \$10 USD. If a customer called to get \$10 USD back for a charge, it would cost the company \$20 USD.

Journey analytics made it possible to explore this situation in detail and find the break-even point between saving and losing money. It turned out that by “giving” money away early in the customer’s journey, the company could deflect additional transfers, reduce repeat calls, and end up saving money. One proposal was to find a solution that would enable fees up to \$10 USD to be refunded via the IVR, stopping the service interaction before ever reaching an agent.



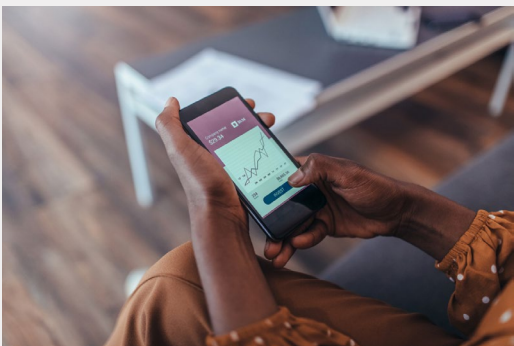
## The Journey Starts with The Right Questions

For decades, key performance indicators (KPIs) in call centers have been things like average call time and call back rate. Savings have been measured in fractional changes to those KPIs. Journey analytics changes the scale and scope of these efforts and forces different questions to be asked due to looking at the entire customer journey.

This story started with the premise that reducing calls was the primary goal. A company could save money by preventing calls to agents. It is possible to make customers happier by shortening the steps to get to a satisfactory outcome, such as a minor refund. The reality about calls, however, is more subtle. Journey analytics enables a company to differentiate, for example, between “bad” calls - ones with high cost and little return - and “good” calls, where agents are able to add value.

Reducing costly low-value calls is a worthy goal, but not every call has the same cost. Companies tend to look at service channels - digital, retail, IVR, and contact center to name a few - in isolation from each other. This is not surprising as those customer service functions are often separate organizational structures.

To explore this particular set of customer journeys, cross-channel interactions from the IVR and live agent channels were connected in the journey analytics platform. This was an important first step. A millennial may resent having to pass through an IVR and on to three different agents to resolve their issue. They may welcome any opportunity to avoid agent contact and be glad to accept a \$10 USD refund generated through a mobile app or the web. However, driving baby boomers to utilize the latest mobile app for customer service may not yield the best customer experience. They may feel better after speaking to an agent, so getting rid of all calls is not always the answer.



## Takeaway

Journey analytics offered detailed insights into the characteristic of multi-agent calls, helping drive an effective action plan for improving the customer experience and reducing call volume.

A customer's journey in seeking resolution very often ranges across multiple channels. Most customer interactions happen during a multi-event, multi-channel journey. By expanding analytics to look at the entire customer journey, companies change their mindsets and broaden their understanding of the true customer experience. Expanding beyond IVR and the contact center to add in mobile, for example, has the potential to reveal divergent customer journeys that can then be better managed.

For this wireless carrier, instead of trying to reduce call volume by managing 100 small projects that might each reduce 300,000 calls, journey analytics can help identify major projects that could each eliminate several million calls, while at the same time highlighting the calls that are worth having.



## Conclusion

There is more to know about customers and their journeys. Journey analytics shines a spotlight to illuminate unidentified patterns in journeys.





## First Steps

**Whether your goal is to increase revenue, control costs or improve customer experience, prepare for the unexpected. This starts by breaking free of the mindset of the silo, where each channel is analyzed in isolation. Connecting cross-channel data makes it possible for the actual journey, as experienced by the customer, to emerge.**

Having the right data available is more important than the sheer quantity and variety. In many of the examples, even limited data sets were leveraged to great effect. In other cases, companies that collected large amounts of data had been led astray by assumptions that only told the partial story.

A customer journey analytics platform helped analysts see the truth in the data and develop effective, data-driven solutions.

## Asking the Right Questions

How does one know when one is asking the wrong question? One litmus test to apply is to gauge the breadth of the question. If your service organization relies on a contact center, an IVR and a digital platform, but the question only challenges the performance of the website, that's the time to evaluate the question itself. Some companies undertake significant initiatives based on untested hypotheses. Journey analytics can provide the tools to assess their validity prior to launching initiatives.

## Start Small

Journey analytics is a different approach to data. Instead of focusing on events and touchpoints, focus on the journey. Companies typically have around 15 customer journeys that matter. Those journeys are comprised of thousands of touchpoints and path variations. Focusing on the granular details, can be overwhelming. Take a step back and pick the low hanging fruit and start there, knowing that returns from that focused effort will fund future initiatives.

A focused journey analytics case study of, for example, a company's digital effectiveness is beneficial for two reasons. Connecting digital and agent data provides the opportunity to explore the underlying process and to familiarize the company with the basic tenets of journey analytics. Once such a smaller scale implementation yields benefits, both in terms of actionable insight and understanding of the potential of journey analytics, it is then easy to add data from other channels.

Since data is being collected and connected on a recurring basis, a journey science team can rapidly ask different questions of the data. As data from additional channels is added to the journey analytics platform over time, the number and complexity of the questions that can be asked also grow. For example, if customer satisfaction data is added to the digital and agent data mentioned in the example above, you can determine the behaviors that are leading to good or bad experiences.

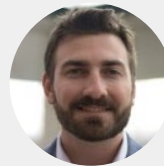
As experience, success of the team, and data collected grow, the same platform and methodology can be applied to additional journey questions from across the entire business rapidly. ▲

## About The Authors

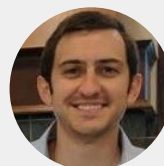
Chesley Smith, Will Holloway, and Matt Oberlin are Managing Directors of the BryterCX Client Services team. They oversee customer journey analytics programs at leading global companies in wireless, utilities, and banking and other industries.



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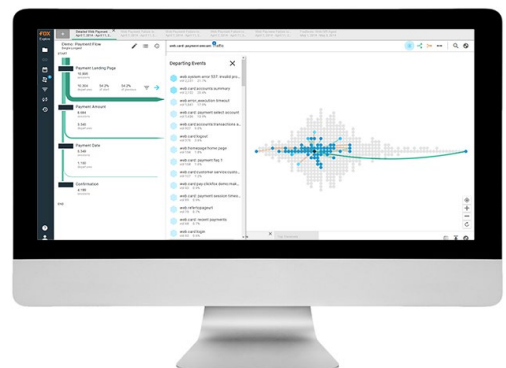
## About us

With BryterCX, formerly ClickFox, organizations achieve significant ROI while creating better customer experience. BryterCX Journey Management Suite transforms omnichannel event data into a clear map of customer behaviors and journeys. Companies can monitor and measure their true customer journeys against key benchmarks to identify friction and quickly remediate issues to improve customer satisfaction, optimize frontlines and increase digital containment.

**BryterCX has helped the world's leaders in banking, insurance and utilities transition from a siloed focus on channel analytics to enterprise-wide alignment around customer journeys.**

# BryterCX

Learn more at [www.brytercx.com](http://www.brytercx.com).



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