

# Case Study: Nexidia and a Global Financial Services Provider

**Using speech and text interaction analytics to optimize customer interactions and quantify outcomes**

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## SUMMARY

### Catalyst

A global financial services firm had been wrestling with the tasks of streamlining its customer contact channels and bringing more relevant information to bear at the point of interaction. The bank, which has contact centers in North and Central America, began working with Nexidia to increase its visibility into customer behavior and perceptions, using Nexidia Interaction Analytics to evaluate the content of recorded calls. With greater insight into what motivates customers, the bank was able to adjust its operations to create a better overall customer experience. Its experience provides an example of how operational departments can use increasingly sophisticated analytics to quantify the outcomes of different kinds of interactions across channels, and optimize the service process. In particular, the bank found that speech analytics provides both a mechanism for understanding the motivations behind customer behavior, and tools for affecting that behavior in positive ways.

### Key messages

- Retail banks continuously have to shift the balance of their resources between centralized service locales (i.e., contact centers) and widely dispersed branch environments.
- In order to make the voice of the customer an actionable part of a service strategy, banks need to quantify the voice as it is heard across multiple channels, including voice, web, and social media.
- There is a vast gap between the volume of voice calls that organizations typically have access to (in the form of recordings) and those that they actually listen to and evaluate. Closing that gap is the key to providing better insight to operational decision-makers.

- It is important to have multiple relevant stakeholders contribute to the buying decision for core customer interaction technologies.

## Ovum view

Retail banks operate in a spectacularly dynamic and competitive customer environment. They accumulate data about customers at a rapid pace, but often fail to make the best use of the data that stems from customer interactions. Some banks are learning that adding a layer of interaction analytics to their existing processes can help them to better understand the root causes of problems. This is particularly relevant for firms with global reach; such firms have customers in many locations, and these customers have a broad spectrum of cultural habits and motivations. Speech and text analytics, like that provided by Nexidia to one global bank and its Mexican subsidiary, help contact center managers quantify the costs and benefits of their interaction processes. In addition, the trends depicted using analytics help them to communicate effectively with planners and decision-making executives in different departments.

## CASE STUDY

### Challenges at a global retail bank

The financial services firm referred to in this case study has a global customer base and handles its customer service through four contact centers in Canada and three in South and Central America. It has a total of 2,000 agents across these sites, handling both inbound and outbound calls.

There are two high-priority challenges for the retail bank industry, as described by the senior manager at the Mexican branch of the firm: out of date technology and limited information integration across channels.

The sector overall is still using call-handling infrastructures that date back to the 1990s. These infrastructures reflect the industry's efforts at that time to perform much of its routine interaction handling in face-to-face environments, at local branches. This firm, like its competitors, is now investing a great deal in bringing its contact center technology up to present-day standards.

The second challenge has emerged more recently: the need to coordinate interactions that are more complex and that cross multiple contact channels in addition to traditional voice. Initially there was little integration across channels, and each channel was treated as a separate entity. There were few ways to track a customer's experience as they shifted from one channel to another. Nowadays, a 360-degree view of all customer interactions is seen as key to enhancing the customer experience.

### Using analytics to garner better customer insights

The firm has partnered with the Atlanta-based interaction analytics vendor Nexidia to deploy tools to track customer support queries. The two companies began talking about the scope of the bank's problems in 2010.

The firm handles 10 million to 11 million customer calls per year across its seven contact centers. The Mexican center alone accounts for 3.5 million of these calls. In effect, a huge volume of interactions were occurring outside the sight lines of the company's main office in Canada, but that main office was directing technology policy that did not account for such volume. Compounding the problem was the fact that only a tiny proportion of the calls – less than 1% – were being monitored and evaluated for quality and customer intent.

The senior manager at the Mexican branch of the firm said that, "The biggest contribution Nexidia made was being able to quantify all the gossip out there about the products and the company." He noted that, for example, "We were hearing too many complaints about credit card distribution. But [with Nexidia's tracking] we could see that it wasn't an issue, in fact [it was] below expectations."

The impact of Nexidia's technology amounted to a sea change in the way the bank interacted with its data resources. The firm is now using Nexidia's analytics to review the content of 100% of its calls. This gives it a much clearer picture of what the interaction landscape actually looks like. Instead of relying on gut feeling or intuition to identify problems (and their causes), the bank can focus in and document a much more detailed picture of how customers want to interact with it and what their key queries are about.

Nexidia Interaction Analytics tracks the content of all communications across each channel that customers use, primarily voice in the bank's case. It is used to capture and analyze audio and text interactions from a variety of channels, including chat, email, phone, and surveys. It then presents the information gleaned from that analysis in multiple contexts, via desktop views that are formatted based on the needs of each specific user's role.

From the bank manager's point of view, having this data makes it easier to go to top management and clearly articulate exactly what is happening in the customer base, and make recommendations about the action to take in response. The insight allows experienced managers not only to define clearly what is going wrong (or right), but also to quantify the costs of problems – and any required remediation.

## **Positioning the bank to be more responsive to customer dynamism**

This application of relatively easy-to-deploy technology has allowed the bank to discuss more thorough infrastructure overhauls. That such conversations are now possible is thanks in part to the ability to quantify costs and benefits based on knowledge of the complete interaction corpus.

The technology has also opened the door to an ambitious voice of the customer project, in which the bank will try to identify the channel of preference for every one of its customers (regardless of country of origin), and track customer behavior across a wider variety of channels. One potential technology purchase the bank is considering is a cross-platform CRM system, although cost is currently still an issue.

Mobile and web self-service via an application is seen as a key mechanism for deflecting calls into channels that are less expensive than traditional agented contact centers. The manager notes that many customers in South and Central America are wary of performing critical interactions via smartphones, but the bank is moving to use ATMs and branches as a way of promoting self-service across web and mobile in the region.

The success that the bank has had with the deployment of Nexidia's Interaction Analytics has helped it to see the value of investing in advanced speech analytics to solve business challenges. The experience of this international division has helped the firm as a whole to move toward using service as a competitive differentiator.

## **APPENDIX**

### **Further reading**

*Examining Use Cases for Big Data in Banking*, IT003-000594 (February 2014)

*Business Intelligence and Analytics Fundamentals*, IT014-002869 (January 2014)

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