Callminer Eureka

Interaction Analytics at British Gas

Case Study

How British Gas is utilising the power of Web Chat Analytics to drive sales revenue, improve multi-chat rates and increase Net Promoter Score

Introduction

British Gas, the UK's leading energy supplier, has an established track record of delivering business benefits through the use of CallMiner Speech Analytics within a traditional Contact Centre environment. This case study will highlight how through the innovative application of CallMiner's built-in omni-channel analytics and customer journey linking capabilities, British Gas was able to replicate some of these successes within their Digital Media team.

The initiative was driven by Tom Fleming, Digital Performance Coach at British Gas, who was keen to unlock the potential to better understand agent conversations in a digital environment. He approached Mandy Ott, a Speech Analyst within the British Gas team, who was able to draw on her experience to assist.

This paper will outline how through intelligent application of CallMiner's omni-channel analytics Tom was able to:

> Identify significant under-reporting of sales conversions

> Improve conversion rates by 50%

> Increase agent multi-chat rates by 60%

> Increase Net Promoter Scores by 84% (from 10 to 18.4)

Tracking Conversions

Tom originally set out with some clear objectives in mind - he began with a concern that much of the sales activity of the digital agents was being under-reported and he wanted to assess the validity of his theory. Drawing on previous experience, Tom identified an opportunity to improve the visibility of agent performance by allowing CallMiner to mine all promotional chats. From that data, Tom could then assess what method or language was being used with customers to drive performance effectively.

Many WebChat sessions originate and terminate with a simple query such as "Where am I able to find…" or "Please explain…", beyond which, many customers would follow up with a visit to Web Self-Service or voice contact. Without any data linkage or visibility into the subsequent customer journey information, no sales activity was attributed to the digital team.

By using the e-mail address provided when initiating a WebChat session and CallMiner's omni-channel journey technology, Tom used British Gas' CRM system to identify subsequent repeat contact points and was able to confirm that the visibility of true Digital Channel sales data was very poor and may have been under-reported by up to 50%.

After finding this method to link chats and customer journeys together, Tom was able to get the business to replicate the approach in British Gas' HI (Home Installations) team for new boiler leads. Of the leads produced from discussing new boilers on chat, Tom discovered that the activities of the digital team generated significant new boiler installation revenue in 2014.

Improving Chat Efficiency

In the absence of WebChat analytics, as in many traditional contact centre environments, agent quality had been assessed on the basis of just one quality checked chat per agent, per month. With greater visibility, the coaching team was able to understand a more complete and granular view of agent performance, allowing them to understand not only promotion rates, but also the effectiveness of the various techniques their agents were employing and the efficiency of their customer service management.

Through this approach, agents could be coached to their own individual sales or service "styles", aiding their natural written language use to create more warmth, adding brand messaging, and creating a more coherent and complete customer experience.

Tom was also able to identify two methods of streamlining the chats through the use of analytics: First, he grouped conversations by type and outcome to understand the most efficient and effective ways of managing each request type. Second, he targeted coaching towards reducing unnecessary elements that added little or no value to the customer experience or value proposition. Through these moves, Tom made conversations shorter while better serving customer requirements, enabling a higher multi-chat rate to be achieved.

Conclusion

By adopting a "test and learn" approach to the potential changes that were identified and by measuring the impact of any amendment on Net Promoter Score (NPS), British Gas was ultimately able to achieve positive outputs in reporting accuracy, conversion rates, compliance risk mitigation and multi-chat rate increase while at the same time improving NPS by an impressive 84%.

What British Gas is saying

> "Applying CallMiner analytics to our digital channel has led to a smarter and more robust approach to meeting the customer journey. It has helped us better understand what our customers are thinking, and what our agents are doing, on 100% of relevant WebChat contacts"

Tom Fleming – Digital Performance Coach, British Gas

> "I was challenged by the digital media team to identify promotion rates and effectiveness of agents using the Webchat channel. By using CallMiner omni-channel analytics and its intrinsic ability to seamlessly overlay customer metadata, I was able to provide Performance Coaches with a unique and previously not understood view of agent performance, enabling them to drive behavioural change."

Mandy Ott – Business Analyst; Speech Analytics, British Gas

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