

## As the Pace of Change Continues to Accelerate Inside Contact Centers, the Need for Ongoing Training and Development Becomes Increasingly Important

Due to the time and expense of training, however, recent studies reveal that nearly half of contact centers identified agent training as their number one challenge. And highly-skilled agents are indispensable to successful contact center initiatives.

For example, every hour agents spend in training, the *cost per contact drops by more than three cents* for customer service, according to analysts. With the large volumes of calls your company receives, that can amount to tremendous cost savings.

These same industry experts project that within the next few years the predominant method of ongoing agent training will be *individualized computer-based learning*. When you're measuring every second, how do you find the time to create, assign and conduct training? Ramping new hires to take calls on the contact center floor, and herding agents into a classroom for new product training are just two examples of what you're struggling to have time to do.

## Growing Contact Center Complexity Calls for Targeted E-Learning

Today's customer sales/service representatives (CSRs) receive more sophisticated inquiries that require thorough new hire training, as well as ongoing education. The fast-paced contact center environment pushes you to get new-hire agents through training quickly and out on the contact center floor. With sophisticated CRM systems and tools such as e-mail and Web chat – combined with new product, service and support offerings – the complexity of your CSRs' day-to-day job is growing rapidly. And yet your customers continue to demand the highest quality of service, which means they want their questions answered and issues resolved the first time around.

In fact, the primary measure of contact center customer satisfaction is the quality of issue resolution. For example, new research shows that improving first contact resolution from the industry average (about 84 percent) to the level of "best performers" (90 percent or higher) results in a reduction of about six percent in overall contact volume because the second contact is not necessary.

Are your training programs equipped to address first contact resolution and target metrics? Can you determine how your CSRs are interacting with your customers? Are your telesales agents up-to-date on the features and benefits of your new product offerings? Are they up-selling effectively? How proficient are they at responding to customer e-mails?



To improve the customer experience and increase job satisfaction and retention among agents, organizations are implementing integrated customer interaction recording and performance evaluation software, supplemented by a dynamic learning environment, to help align their people, processes and technologies for increased performance and profitability.

## Dynamic Learning Environment – Deliver Learning Directly to the Agent Desktop

eQuality Now, a leading contact center on-line learning management solution, delivers integrated, personalized training throughout the entire agent lifecycle – pre-hire, new-hire and ongoing. Gone are the days of inconsistent, redundant center-by-center training initiatives. With eQuality Now's Web-based training delivery and management platform, you can rapidly deploy training and then track and measure the results in contact centers across your entire global enterprise.

## Closed-Loop Performance Improvement

Through eQuality Now's tight integration with Witness Systems' eQuality recording and analysis products, eQuality Now's closed-loop environment eliminates manual work for contact center supervisors and training managers by automatically assigning training, based on completed evaluations, tracking the completion of assigned training and then compiling transcripts of student training performance over time. You can also assess training effectiveness by reviewing post-learning customer interactions. Once your CSRs take a course, eQuality Now can flag subsequent calls for each agent, so you can hone in on that newly acquired skill.

Supervisors and training managers can receive automatic notification when students complete assigned courses. Through a flexible system of access rights, eQuality Now allows them to browse course completion reports and subsequent agent performance – by individual student or rolled up to the team, contact center or enterprise level.

Until eQuality Now, analyzing agent performance and then devising and delivering personalized, targeted skills training, has been a piece-meal, manual process. eQuality Now lets you build and optimize your CSRs' skills by delivering targeted training direct to their desktops, based on captured customer contacts and evaluations. This powerful integrated solution from Witness Systems allows for continuous assessment of your CSRs' skill levels, the effectiveness of current training and the identification of any knowledge gaps in your contact center.

Leveraging the closed-loop environment, you can record up to 100 percent of agent interactions with customers and proactively organize them – based on powerful, yet easy-to-define business rules – into designated contact folders for rapid access and replay.

Based on these recordings, training managers and supervisors can determine areas for individual or team skills improvement, as well as identify 'best practice calls' to be used in creating new hire and ongoing training modules. For example, a business rule can capture all missed cross-sales for a particular product, allowing a training manager to assess the skill gaps of individual agents or teams.

Once you identify a 'best practice call,' you can edit the interaction using the eQuality Producer software, a simple add-on solution to eQuality Now for use in producing custom training modules. *Now your organization can quickly address skill deficiencies with e-learning based on actual performance – without the time-consuming hassles of expensive course development.* Produce your own library of best practices by evaluating customer interactions. Your finest examples should serve as best practices for newer agents to learn rapidly, so they can emulate these practices. You have the

content in the form of captured customer interactions, which you can edit and customize, right at your fingertips.

## Continuous Performance Improvement Through Proactive Web-Based Training

With eQuality Now's browser-based interface, agents and managers can take training at their desktop, in a training classroom or remotely. eQuality Now shows them the courses they are required or may wish to take, the ones they have completed and the skills and competencies associated with them. It's an effective method for developing a career path for each agent. In fact, CSRs can even track and own responsibility for key job performance metrics. Confident, happy agents are more successful, which means lower turnover for your contact center.

### eQuality Now Key Functions

- **Dynamic learning environment** schedules, delivers and manages training directly to agent desktops for timely performance improvement, without costly out-of-center training time
- **Integration with eQuality suite** allows for targeted recording and evaluations – simplifying creation and management of individualized training programs
- **Closed-loop performance system** provides for automatic assignment, scheduling and assessment of training – eliminating expense of time-consuming manual processes
- **Open contents standards** enable use of AICC-compliant courseware purchased off-the-shelf or created in-house – optimizing use of training development budget and resources
- **eQuality Producer leverages** best practice call recordings for hard and soft skills training for both new hire and more tenured agents – without the need for specialized editing skills or equipment



It's your goal. It's our philosophy.

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