ECHO SURVEY CONTACTS AND WITNESS CONTACT SYSTEM

QUALITY INTEGRATION

by

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Case Description

Introduction/Executive Summary

In 2006, Avon changed its Customer Care business model in the U.S. to incorporate outsourcing and offshoring as a method to improve accessibility, as well as a cost savings initiative. The results have been favorable; however, the Customer Service Satisfaction Survey results (CSAT) indicate that customer service calls or emails handled by the outsourcer receive significantly lower CSAT scores than contacts handled in the U.S. by Avon’s National Contact Center. What is concerning to the organization is that the Avon Representative’s evaluates their Customer Care experience and service as inconsistent, based on where their call is routed and handled.

The purpose of this case study is to enhance the Avon Representative’s customer service experience by linking Echo Customer Satisfaction surveys to associate calls recorded in Witness, Avon’s current quality monitoring tool. A cross functional team was established to create and implement an improved quality program. The research was conducted collectively by the IT team, Operations Team, Quality Team, Global Insights and Marketing Intelligence and the Strategy Integration Team. The cross-functional team examined both Echo and Witness applications’ functionality for integration, as well as researched and investigated how to measure performance using the integrated system.

The analysis will reveal the process Avon will employ to integrate the two applications into a better quality evaluation model. Furthermore, the analysis will also define the benefits of an enhanced quality monitoring system that is driven by the voice of the customer. And last, the analysis will define how to quantify the value of the surveys in the quality program.
The case study concludes with the results of the analysis and the recommendations for next steps to implement a progressive and effective integrated quality monitoring program.

**Purpose of the Study**

Avon’s success is built entirely on the success of the Avon Representatives. The problem facing the organization is the customer satisfaction rating is not consistent across all of Avon’s Customer Care business processes, prompting concerns about building lasting relationships with our customer, the Avon Representative. Customer Care is committed to ensure the service provided to all of the Avon Representatives is consistent, high quality and meeting the customer’s expectation, regardless of where the contact is handled.

The purpose of this study is to utilize an existing application used to perform recorded surveys following a contact with our current Witness quality monitoring application. Research and investigation will be conducted to determine the best process to integrate the voice of the customer from our Echo Customer Satisfaction surveys into Avon’s quality evaluation process. It is the objective of this study to define a process that will marry the two separate applications into an efficient, productive enhancement to quality. “Contact management systems are business applications that enable and track each interaction with the customer. Customer relationship management is build upon knowledge derived from the data maintained in contact management systems. While contact management systems are essential enabling technology, customer relationship management is a way of doing business, not a technology project.” (Cleveland & Harne, 2003, p. 4)

Areas that will be out of scope for this study will be those related to financial aspects of the project. In addition, determining the KPI metrics for this enhancement to quality program will also be out of scope.
An examination of the Echo application will be performed to determine its functionality and possibilities relevant to the integration. Also, research within the current Witness application will be conducted. Additionally, the current quality observation form will be examined to determine the impact on the quality guidelines and quality evaluation process. It is the goal of this study to conclude with recommendations to implement an effective integrated quality program which includes the Echo Survey application and a method to measure performance with the current quality observation format. The recommendation will be out of scope for this study.

Significance of the Study

Significance to the writer

As the manager of Avon’s National Contact Center, it is important that our organization align our quality standards with the expectations of the customer, the Avon Representative. Along with aligning feedback from the customer, using the voice of the customer is important direct feedback for the agents who handled the call, as well as business owners.

This study is also significant to the writer because the research and data will support the findings and recommendations of the study.

Significance to the department, company, alliances and major stakeholders

In 2006 Avon began to outsource various voice and email processes. Outsourcing certain segments of our contacts is a strategic initiative defined under Avon’s restructuring and turnaround efforts. As a result of this strategy, the Avon Representative began to complain about the level and consistency of service they receive when their issue is handled by a vendor partner. There are several benefits that could be realized by change or developing our current quality monitoring process to include the voice of the customer.
**Broader implications**

The topic has broader implications in that Avon is a global company who services the Avon Representative world wide. Avon has over 100 markets globally and in every market we strive to provide the best possible service to our Avon Representative, which meets with their market service expectations and culture. In order to measure the quality of service we provide, we must have proven quality programs in place. If Avon U.S. proves that there is significant benefit to the Avon Representative by integrating Quality recordings with Echo recorded survey feedback, then this new best practice is very likely to be shared worldwide.

Since Avon’s restructure strategy has been broadened to a global initiative, global individual markets are very likely to mirror the U.S. outsourcing model. Essentially, they will outsource the low value customer and the easier processes, and keep the high value customer and more complex process in house.

It is the writer’s opinion that the value of our integrated Quality program, which includes feedback from the voice of the customer, if proven value added to stakeholders, the Avon Representative and the organization will likely be implemented in other market Quality programs. Additional added value that can be gained and quantified from this study in tracking the feedback from the voice of the customer on their true opinions about their experience with the agent who handled their call.

For example, in areas where CSAT (Customer Service Satisfaction Survey) ratings are low, yet quality scores are high, there is a concerning disconnect in the true quality of service in meeting the customer’s expectations. The organization will be able to determine where the gap in service expectation lies. Currently, this is the situation our largest process is experiencing with outsourcing to the vendor in India.
Another value added component of this potential new process is the ability to use the customer’s feedback with recorded quality calls in order to help train the specialists on the differences in cultures of the Avon Representative within the United States. Furthermore, the same opportunity to add value would be afforded to our outsource partners. For instance, Avon Representatives in the south prefer to handle most of their issues at a slow pace with heavy emphasis on building relationships. Representatives who are entrepreneurs from the northeast, will conduct their business direct and at a fast pace. Better understanding of the customer, provides better opportunities to improve service, reduce diffusing anger situations and better meet the customers expectations.

Organizational Overview

To understand the organizational overview, the reader must understand who Avon Products, Inc. is. Avon was founded by David H. McConnell in 1886, Avon stands for women’s empowerment. “We are proud of our longstanding commitment to helping women achieve financial independence. For 123 years, we have demonstrated our message of women’s empowerment at every level and in every market that Avon serves. Beginning with Mrs. P.F.E. Albee, who pioneered our now-famous direct-selling method in 1886, we have given tens of millions of Avon Independent Sales Representatives (Representatives) the opportunity to generate wealth, provide for their families and realize their personal dreams.” (Avon, the company for women, 2009, p. 1) In order to accomplish this mission, we must ensure we are meeting the Avon Representative’s expectations and providing world class customer service.

The organization’s overview is to have a more complete understanding of customer satisfaction surveys by being able to record and review the agent interactions associated with a given survey. U.S. Customer Care began using Echo Survey Contacts in mid-April 2008.
Echo Survey Application was purchased by Avon initially as a survey tool. Echo was more cost effective than the previous survey method (Bellamy Survey), where a live agent contacted the Avon Representative and conducted the survey. In addition, the Echo survey tool has delivered an improved response rate of completion and collects data internally. Currently, results are reported by location, including all vendors (outsourced and offshore) and National Contact Center in Springdale, Ohio.

Identification and Discussion of Issues

The key issues for this case study is how Avon Customer Care can utilize the Echo Survey application with our quality monitoring application, Witness to enhance the quality of service Avon provides to the Avon Representative.

Using the actual voice and feedback of the customer, offers a unique opportunity for the agent to hear and better understand the expectations of the customer. The Echo Survey recording system can provide immense learning opportunities for the agent and for the Customer Care organization.

The challenge the organization faces in integrating the Witness quality monitoring system with the Echo Survey application is that the applications were not designed to work together as a quality monitoring tool. The current economic environment negates the possibility of purchasing software that would be all inclusive of recording the contact with audio and screen capture, as well as joining together the recorded interaction with the recorded survey that took place after the call disconnected.

This study intends to determine a process that includes using two separate applications as one efficient and effective call or contact evaluation. Identifying the same agent to evaluate in two separate systems is an area of opportunity for this study. Witness identifies the agent
recorded by who answered the incoming call, while Echo Survey identifies the agent recorded by
the last agent speaking to the customer. Therefore, additional time consuming difficulties are
concerning challenges in calls that are transferred during the course of resolving a customer
service issue.

Questions to be Answered

How will the organization implement the change to enhance the Quality Monitoring
program to include Echo Survey recordings?

The organization will form a cross functional team of subject matter experts in their
respective fields to research the most accurate, efficient and effective method to marry these two
entirely separate applications into one harmonious quality monitoring tool.

Those selected to be a part of this cross functional team will be comprised of
knowledgeable proven leaders. Jim Collins speaks to the importance of putting your strongest
proven leaders on the “biggest opportunities, not your biggest problems” (Collins, 2001, p. 58).
Leadership on a project of this magnitude is critical to the success of the project. Selecting the
right leaders for the various tasks to orchestrate a successful implementation isn’t an accident,
it’s an intentional strategy.

The team will have to do a thorough examination of the functionality of both applications
and determine how to segment the most functional attributes of the two separate applications into
a fluid process that is effective and efficient.

What are the benefits of implementing Echo Survey recordings into the Quality
Monitoring program?

There are numerous benefits in implementing Echo Survey recordings into the Quality
Monitoring program. Customer Care will be able to quantify agent satisfaction and first call
resolution. Additionally, we will be able to use the recorded surveys to identify service and potential knowledge gaps in our overall service to our Avon Representative.

Recorded Echo Survey calls will provide quantifiable feedback on the disconnect of processes when an agent receives a low Echo Survey CSAT score and a high quality score. Another value added benefit of this integrated quality program is recorded calls along with Echo Survey recording will provide a valuable resource tool for training new specialists.

*How will we measure performance using the Echo Survey application?*

Determining how performance will be measured using the Echo Survey application will be defined during the research of the study. Avon U.S. Customer Care is a performance driven environment. Annual salary increases are based on individual performance, and the quality program drives performance.

This study will include proposals on how Echo will mix in with the current quality evaluation form as well as how it will be measured within each quality evaluation. An analysis of the weight Echo should carry within the quality performance metric must be determined and communicated to the staff and agents.

*Methodology*

The methodology combined with Christian leadership will ensure a successful implementation. Batson and Neff examine the added benefit of being a Christian Manager brings to an organization. For this case study and project, the skills of ethical decision making, ethical planner, implementer, organizer, leader and communicator. “I guide you in the way of wisdom and lead you along straight paths.” (Proverbs 4:11) (Batson & Neff, 2007, p. 97)

The methods used to gather and analyze the information in connection with the research of this case study are: conducting personal interviews, attending conference calls with companies
who use Echo Survey results in their quality monitoring program, research via literature reviews, reviewing published handbooks of Call Center Industry experts, application of concepts from textbooks used during Indiana Wesleyan University BSM program and internet resource research.
Case Solution

Information and Literature Review

Through an in depth study, the writer has determined that there are definite advantages to integrating feedback from the customer into the quality process. Contact center industry experts highly recommend the many benefits to including the voice of the customer in improving the customer experience. They list the benefits include recognition for the call center agent, a true understanding of customer expectations and satisfaction as well as an opportunity to identify trends and service issues. It is up to the organization to determine the best method to data mine the feedback and utilize the information to improve service and build stronger bonds with the customer.

Leadership

Jim Collins speaks to the importance of putting your strongest proven leaders on the “biggest opportunities, not your biggest problems” (Collins, 2001, p. 58). Leadership on a project of this magnitude is critical to the success of the project. Selecting the right leaders for the various tasks to orchestrate a successful implementation isn’t an accident, it’s an intentional strategy. Some projects are problems that must be fixed and some projects are opportunities to be the change catalyst to move the business processes to the next level. My view of the Echo project is a strategic opportunity to integrate the voice of the customer into our quality measures in Customer Care.

Batson and Neff examine the added benefit of being a Christian Manager brings to an organization. For this case study and project, the skills of ethical decision making, ethical planner, ethical implementer, ethical organizer, ethical leader and ethical communicator will provide strong Christian leadership within the organization. “I guide you in the way of wisdom
and lead you along straight paths.” (Proverbs 4:11) (Batson & Neff, 2007, p. 97) A Christian Manager considers more than business needs in every facet of their work. An astute Christian Manager relies on Christian principles to guide ethical planning and implementation.

A deep dive analysis was conducted by researching expert opinions and data on call center industry management. Call center leaders must stay abreast of industry best practices and cutting edge technology. A directory of resources to tap into will save time, resources and dollars. Avon operates Customer Care in a global market and as a result must adapt to the culture of a specific market quickly. Using an online global resource directory which updates expertise and data on an ongoing basis is necessary for the leadership of the organization to successfully provide the best customer service globally. (Krauwer, 2008, p. 1)

Purdue University is known in the Call Center industry as offering premier course work in the field of Call Center management. Purdue’s Center for Customer-Driven Quality, founded in 1989 is the industry leader for call center excellence. The purpose of the center is to promote excellence in professional skills required within a call center, including “improving customer service while reducing turnover and burnout” (Krauwer, 2008, p. 1). Additionally, the Center focuses on research to improve call centers as well as offering their expertise and services to call centers on tasks that are financially out of scope to tackle.

Planning and Implementing Change

Werner and DeSimone support the concept that a project action plan should be created in order to plan for a successful transition and implementation. “An action plan should specify the objective of each change activity, who will be involved, who is responsible, and when the activity must be completed. Implementation of the action plan involves carrying out each step.” (Werner & DeSimone, 2009, p. 531)
According to Werner and DeSimone, the case study method is “a development method in which the manager is presented with a written description of an organizational problem to diagnose and solve.” (Werner & DeSimone, 2009, p. 312) This method has proven successful in providing business solutions.

Costin supports the value in designing adequate testing and ensuring due care for the new process. “Hasty design, inadequate testing, failure to know capabilities of processes, inadequate training” (Costin, 1999, p. 98) is well worth the investment of time and resources. Due Care is found in appropriately planning a large change in processes, coupled with integrating a new application with an existing application that is not designed to customize. It is also realized that looking for possible faults in the system, through adequate testing is critical to the efficient success of the project.

“Aligning tactical activities with values, vision and mission is a fundamental step in the planning stages of a strategy. Logical approach for development plans, serves as a useful framework for aligning tactical activities. Furthermore, Cleveland and Harne detail the importance of using a cross-functional team, with representation from across the organization. They acknowledge that the cross-functional team will support and ensure that decisions and developments are in sync.” (Cleveland & Harne, 2003, p. 24) Additionally, the change is likely to be more accepted across the organization because of cross departmental representation.

When approaching a change of this magnitude, it was important to align with the Avon’s vision and mission statement. Avon’s vision is “to be the company that best understands and satisfies the product, service and self-fulfillment needs of women—globally.” (Avon Products, Inc., 2008, p. 1). Moreover, our mission statement supports the importance of using Echo as a tool to recognize by stating “We will be known for our leadership edge, including our passion for
high standards, our respect for diversity, and our commitment to create exceptional opportunities for professional growth so that the associates can fulfill their highest potential.” (Avon Products, Inc., p. 1) Hearing feedback from the customer regarding their experience will reinforce confidence, identify gaps and help the specialist improve their performance.

According to Jansen, an important step in implementing a new process that brings considerable change to key procedures, is to gain the buy-in of the employees that will be directly impacted by the change. Along with focus groups and training, surveying the audience for their feedback before and after the new process is implemented is a positive collaborative best practice. Surveys offer a quick and efficient method to capture feedback from the entire operations workforce, engaging all participants to offer their opinions. “Ten ways to increase response rates for your Office Online Survey” recommends best practice for responses to internal online surveys. (Jansen, n.d., p. 1)

**Process Improvement**

According to Spector, “Strategic renewal refers to an alteration of an organization’s strategy with the intent of regaining sustainable competitive advantages.” (Spector, 2007, p. 2) Integrating and implementing the Echo application to be a component of our quality program is a change program. Employee involvement, TQM, business process reengineering and value-chain integration is necessary for success. The trigger event will be identified, and utilization of the Three Faces of Change: turnaround, technology and behavioral will be part of the framework for implementation.

Research has found the importance of working towards the customer satisfaction goal to improve first call resolution is through a more efficient quality program. (Why knowledge
management?, 2005, p. 1) “There are several keys to successfully implementing a knowledge base for boosting first call resolution:

- Make sure it's very easy for your analysts to use. If it takes more time accessing the database than trying to figure out the problem on their own, your analysts won't use it. Having a search engine and browseable categories can help with this tremendously.

- Define a process for expanding the knowledge base. Defining roles for who authors, who approves, who edits, who audits, and who uses the database is crucial. Making these roles part of annual objectives can go a long way to ensure success.

- Create an annual review process. Have an auditor regularly look at solution articles that are used infrequently as well as commonly used articles. Create data fields that track the audit date of the articles so you can ensure that your analysts are using good information.

- Gain support from support teams to which tickets are escalated. Support teams don't like repeatedly solving the same problem. You can help them to win by having them look at repeated requests and asking them to contribute solution articles for the knowledge base. The more you can get involved, the quicker you'll see results.

- Assign someone the role of editor to ensure consistency and to create and maintain the classification structure.” (Why knowledge management?, 2005, p. 1)

It is important to note that the writer has concerns as to the ease in which the utilization of the two integrated systems.

According to Incontact/Echo research, “93% of companies said that they collect customer opinions, but over two-thirds of those said they don’t use the opinions to influence internal change.” (Incontact/Echo, n.d., p. 1) Using the valuable data from the customer is considerably
under utilized in today’s business world. Herein is an opportunity to enhance the customer’s experience, gain a better understanding of the customer’s expectations, as well as identify potential costly gaps in service.

According to call center industry expert Dr. Jon Anton, “By using Echo to bring the voice-of the customer into call center workflows, companies are realizing improved results in four major areas of their operation: customer opinion, agent behavior, service recovery and failed service analysis.” (Customer Contact Solutions, A, p. 1)

In a 2005 published white paper, “The Next BIG Thing in Call Centers”, Dr. Jon Anton of Purdue University’s Center for Customer-Driven Quality and certified contact center auditor, Anita Rockwell make the case for the call center industry to abandon the traditional quality monitoring method and transition to the Emerging Model which uses feedback from the customer to improve quality and customer satisfaction.

Bev Jackson, Quality and Training Manager stated that integrating the Echo Survey tool is the beginning of a different quality monitoring model. Currently, a traditional quality monitoring model is used. Jackson cautioned that we go forward in phases, especially since the technology is pieced together to form a process. Additionally, Jackson is concerned about the capacity of the systems, as the organization must record and save a high number of the Echo Survey recordings to match up with a Witness recording. Purging recordings will have to be performed on a more frequent basis.

Successful companies, such as Intel Consumer Electronics have successfully implemented the method of using the voice of the customer to help their business. Researcher Jason Busta has been with Intel for over nine years and emphasizes that “The first essential step
is to identify unmet needs and discover what consumers really value.” (Intel Consumer Electronics, n.d., p. 1)

Lazarus Research Group’s research confirms that “In order to meet the needs of your customers, you must understand who they are and what they want”. (Lazarus Research Group, Inc., 2006, p. 1) Their research also corroborates the benefits realized in driving changes that lead to success.

Technology

Call Center Industry experts Brad Cleveland and Debbie Harne detail the benefits of technology in a Call Center. IVR/Voice (Interactive voice response systems, either spoken commands or use of telephone key pad) capabilities are critical components that will direct the customer to the Witness and Echo applications. (Cleveland & Harne, 2003) Over the last six years, Avon had developed a robust IVR, which has been attributed to improved service to the Avon Representative in accessibility and ease in doing business. Through the years, Avon Avon’s IVR has evolved to handle over several million calls per year, including call types such as order status, balance inquiries and credit card payments.

“Contact management systems are business applications that enable and track each interaction with the customer. Customer relationship management is built upon knowledge derived from the data maintained in contact management systems. While contact management systems are essential enabling technology, customer relationship management is a way of doing business, not a technology project.” (Cleveland & Harne, 2003, p. 4) Building relationships with the customer, the Avon Representative is fundamental to the direct selling business model. Information such as anniversary date, birth dates, special events are readily available for the
specialist to acknowledge during a contact. Also, comprehensive notes and codes provide pertinent customer relationship information.

According to Terri Elliff, Manager of System Design and Integration for Avon, future enhancements to the Echo Survey tool should streamline the manual process of integrating the Witness Contact system and the Echo Survey system. In addition, future upgrades to the Witness Contact system may lend more functionality to the process. Elliff also provided an update on outstanding deliverables to date in order to implement Echo integration on schedule.

**Teamwork and Collaboration**

In an effort to avoid conflict as the team works toward creating and implementing this new process, Goodwin and Griffith’s refer to their best practices for collaboration. Topics for consideration are: analysis of the situation, brainstorming, committing to a solution, defining the problem, evaluation of options, fostering the relationship, implementation, inviting the other party to collaborate, listening for content, listening for feelings, monitoring the agreement, pruning and refinement. (Goodwin & Griffith, 2007) This integration will span across many departments and processes within the organization. The value of team work, especially within a cross functional team will open communication and buy in throughout the organization.

The editor’s highlight their opinion on best practices for “How to Use Call Monitoring to Improve Customer Service”. (eShow Business Editor, n.d., p. 1) Furthermore, eShow Business Editor stresses the opportunity to research and collaborate with others on the topic of improving Call Monitoring process. The research speaks to possible interaction through the importance of collaboration.
Analysis of Issues

How will the organization implement the change to enhance the Quality Monitoring program to include Echo Survey recordings?

“Echo is a flexible customer satisfaction research solution that integrates into most existing systems. It is a fully scalable online application which is extremely powerful.” (Incontact/Echo, n.d., p. 1) Unfortunately, the Echo Survey tool will not integrate with our current quality monitoring system, Witness. In light of the current economic conditions, purchasing additional software is not an option. Therefore, it was critical for the cross-functional team to work together to determine how two separate applications could deliver the transformational change we considered necessary. The cross-functional team did extensive research within both applications and designed a process (Appendix E) to link Echo Customer Satisfaction surveys to associate calls recorded in Witness.

What are the benefits of implementing Echo Survey recordings into the Quality Monitoring program?

The benefits of incorporating Echo Survey recordings into the Quality Program begin with transitioning the emphasis of quality based on the customer’s feedback. Presently, Avon Customer Care uses the traditional method of evaluating the quality of service that agents provide to the customer by randomly selecting a defined number of calls each month, and scoring those calls to a check list of standards and confirmation of accuracy. The traditional method does not represent the customer’s opinion of the quality of the call. Instead, the traditional method measures what Avon’s Quality team assumes meets the customer’s expectations.
Throughout the research conducted during this case study, industry experts advise that call center managers need to take a better approach in evaluating call center quality. Evolving to a customer focused quality monitoring method provides the organization the opportunity to truly evaluate the Avon Representative’s customer service experience by using the Echo Survey tool.

Lazarus Research Group’s research confirms that “In order to meet the needs of your customers, you must understand who they are and what they want”. (Lazarus Research Group, Inc., 2006, p. 1) Their research also corroborates the benefits realized in using the voice of the customer in driving changes that lead to success.

Another added benefit of including Echo in the Quality program is that it allows your front-line team to self-correct and continuously improve, based upon what their customers are telling them, rather than relying on “interpretations” of how they think their customers felt.” (Incontact/Echo, n.d., p. 1). In addition, another unique feature of the Echo solution is that the reporting is offered online, right down to the agent level.

Dr. Jon Anton and Anita Rockwell confirm that the traditional model does not work because “Call centers are a blend of art and science. The Traditional Model is fundamentally trying to measure an art as if it were a science.” (Rockwell & Anton, 2005, p. 23) Evolving to an improved model that includes the benefit of the voice of the customer will greatly benefit the organization. It is a renewed transformational strategy which will enhance the quality and customer service experience provided to Avon Representatives. The benefit of implementing Echo into the Quality Program is that the agent receives feedback directly from the customer. Along with the feedback from the customer, Echo also provides online reports (Appendix C) which detail two or three customer focused areas (top boxes) on each contact. The agent, as well
as the Supervisor, can easily access the results in these focused areas for a random selection of contacts handled.

A significant advantage of using the Echo tool is the detailed reporting it provides. (Appendix C) Data is easily accessed and can be used to analyze CSAT ratings with service failures or other issues impacting the business. Data can be shared with business owners affected outside of the call center.

Employee satisfaction should be realized as a benefit by combining the two applications. Empowering the agent to strive for excellence in handling a customer, by direct feedback will increase employee satisfaction and engagement. The agent will gain satisfaction by possessing ownership, thereby being more accountable for the customer service experience they provided to each customer. Agent satisfaction and engagement reduces agent turnover.

Progressing towards a better model will support the organizations efforts in building strong lasting customer relationships. “While contact management systems are essential enabling technology, customer relationship management is a way of doing business, not a technology project.” (Cleveland & Harne, 2003, p. 4) Representative retention leads to important savings in reducing costs to replace a representative, as well as on-going sales from tenured representatives.

*How will we measure performance using the Echo Survey application?*

Through the research conducted, call center industry experts, Anita Rockwell and Dr. Jon Anton, agree with Avon’s transformational strategic renewal decision to transition to a better call monitoring model. In their article, “The Next BIG Thing in Call Centers”, (Rockwell & Anton, 2005) Rockwell and Anton discuss why the traditional method of evaluating call center quality is ineffective. Essentially, the traditional method consists of evaluating a set number of audits
randomly in a set period of time. A checklist of standards determines the quality score; however, in many cases, the traditional method quality score does not align with CSAT (customer service survey) results.

Initially, Echo will be used solely to provide an opportunity for the staff and agents to become acquainted with the recorded surveys and the reports within the tool. We will introduce the top-box caller satisfaction concept and provide opportunity for practice and exploration. The introductory period will also include focus group meetings with agents to gather their feedback and recommendations on the Echo Survey tool.

The cross-functional team agreed with Training and Quality Manager, Bev Jackson’s recommendation that measuring performance using the Echo survey application was out of scope for this study; however, Jackson strongly recommended that measuring performance roll out in phases. The team is aware of the applications’ limited functionality to operate as one, as well as the capacity issues that will be realized as a result of housing two applications of recordings in order to evaluate one call. Therefore, aligning top-box caller satisfaction with the soft skills component of the current quality form will be a starting point to better understand the level of magnitude involved in the transition of measuring performance using Echo Survey tools.

Industry experts, Dr. Jon Anton and Anita Rockwell recommend measuring performance by “comparing top-box caller satisfaction with the team average, along with comparing a quantity measure, like calls/agent/hour, with the team average.” (Rockwell & Anton, 2005, p. 23)

Conclusion

Through the research of this case study, it is recommended that Avon Products, Inc. move forward with the transformational change within the quality program. The research has illustrated that the traditional quality monitoring method does not deliver over arching strong
customer satisfaction scores. We strongly believe the new quality model based on customer feedback and accuracy of information provided to the customer is the next and best strategy in the call center industry. Based on the research from this study, it is my opinion the new paradigm in the method Avon Customer Care utilizes this new concept will lead to superior service, agent satisfaction and stronger relationships with the customer. Due to the unique direct selling business model Avon operates through, the writer and Operations Manager strongly recommends a migration approach to this progression.

A deep dive analysis was conducted by researching expert opinions and data on call center industry management. Call center leaders must stay abreast of industry best practices and cutting edge technology. A directory of resources to tap into will save time, resources and dollars. Avon operates Customer Care in a global market and as a result must be prepared to adapt to the culture of a specific market quickly. Therefore it is recommended for Avon's management team to use an online global resource directory which updates expertise and data on an ongoing basis to successfully provide the best customer service globally. (Krauwer, 2008, p. 1)

The analysis reconfirmed a disconnect between the traditional method quality scores and customer satisfaction (CSAT) results. (Appendix D) Therefore, this data revealed and supports that there is a bonafide need for transformational strategic renewal in the Avon Customer Care Quality program to connect CSAT results to quality performance.

Moreover, the study has pointed out the many benefits of moving to a new quality model that is the “Next Big Thing in Call Centers” (Rockwell & Anton, 2005). First and foremost, an improved quality model, making use of the voice of the customer will pave the pathway to higher Customer Service Satisfaction (CSAT) results and retaining more of our Avon
Representatives. Agents are involved in their performance measure, empowered to improve performance and engaged. Satisfied representatives plus engaged and empowered employees is a win/win for the organization. Using a phased in approach, the writer recommends that in the earliest phases, utilizing the integrated systems for feedback and recognition at the agent level.

Additional proposals include the transformational change be directed by a cross functional team. Determining how the organization would integrate Echo and Witness applications and deliver a renewed quality program which included the voice of the customer was a mammoth test. However, the importance of collaboration in a cross-functional team was validated, where leaders worked together and effectively implemented an incredibly challenging organizational initiative. “Two are better than one, because they have a good return for their work…(Ecclesiastes 4:9)” (Batson & Neff, 2007, p. 191)

Testing for Witness integration is recommended and successfully took place the week of May 18, 2009. The integration of Echo with Witness is targeted for completion by mid-July. Finalizing the statement of work with Echo is planned by end of July and once submitted the team will have an estimated completion date.

Developing a formal project plan is recommended to roll out to all populations and will require Operational support. Next steps include scheduling recording tests with Witness, followed by planning the management of the Witness folders, including the tasks of auto purge and moving recordings to be saved. This step is essential due to capacity issues.

Since there is consensus that there is significant risk with capacity issues for both systems, it is recommended that measuring performance will roll out in a phased approach. Using Echo for recognition and as a service improvement tool to drill down on agents with dissatisfactory ratings will be piloted in the experimental stages. Additionally, agents and staff
will gain a working knowledge of the Echo Survey tool, and provide feedback and suggestions before we finalize performance measures for the new model.

An area which is out of scope for this study, but must be acknowledged as an upcoming priority, is creating a process to measure performance that will focus on consistency in a standard. Future studies will need to address how the standard is incorporating Echo and can essentially be applied throughout the organization. The challenges will be realized in measuring performance across various channels as well as meeting the needs of the majority of our Representatives.

The analysis also revealed concerns about negative bias in Echo Survey results. It is the recommendation of the writer that it will be necessary to work with the analytical group to determine what percentage should be used to normalize negative biased feedback. The solution for this issue is out of scope for this study and will need to be addressed in the future.

The team also recommends that further investigation into improving the questions offered by the survey will better serve the organization and the Avon Representative. It is the cross-functional team’s opinion that the survey is too long and asks questions that should be confirmed with technology behind the scenes. It is also our opinion that the response rate would improve if the length of the survey is reduced.

In today’s ever changing world, it is absolutely imperative that the entire organization is engaged, motivated and actively involved in achieving ever improving performance. Without a new approach in our quality program, we will fail to deliver outstanding service to our customer. Therefore, I recommend integrating Echo Survey Contacts into the Quality program. “By using Echo to bring the voice-of-the customer into call center workflows, companies are realizing improved results in four major areas of their operation: customer opinion, agent behavior, service
recovery and failed service analysis.” (Customer Contact Solutions, A, p. 1) Echo will be the catalyst for change to a new model for Customer Care’s quality program.
References


Jansen, J. (n.d.). *Ten easy ways to increase response rates for your online survey.* Retrieved May 24, 2009, from


ucn (n.d.). *Products/customer contact solutions*. Retrieved May 24, 2009, from


Appendix A

Interview: Bev Jackson, Esq., Training and Quality Manager, Avon Products, Inc.

How would you recommend we implement the use of Echo Survey Reports in our Quality Program?

What challenges do you foresee in grading call observations with the Echo Survey Report as part of the call observation?

How would you recommend we introduce the Echo Survey Report as an enhancement to our Quality Program to our specialists?

What do you foresee as a possible challenge in deploying Echo Survey Report into the Quality Program.

What do you think will be the biggest benefit with this enhancement to our Quality Program?
Appendix B

Interview: Terri Elliff, Esq., System Design and Integration, Avon Products, Inc.

How would you recommend we implement the use of Echo Survey Reports in our Quality Program?

What challenges do you foresee with the integration?

How would you recommend we integrate the two applications?

What do you foresee as a possible challenge in deploying Echo Survey Report into the Quality Program?
Appendix C

Echo Supervisor Dashboard Report

- Report provides CSAT result for agent for Top 2 Boxes
  - (Agent Satisfaction and Overall Satisfaction)
# Agent Detail Report – Random Selection of Contacts

<table>
<thead>
<tr>
<th>Message ID</th>
<th>Customer Phone</th>
<th>Source</th>
<th>Presence</th>
<th>Date Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>212097</td>
<td>3026453603</td>
<td>Springdale Customer Service PC</td>
<td></td>
<td>01/01/2009</td>
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<td>227287</td>
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<td></td>
<td>01/16/2009</td>
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<tr>
<td>227085</td>
<td>2624266803</td>
<td>Springdale Customer Service PC</td>
<td></td>
<td>01/25/2009</td>
</tr>
<tr>
<td>210601</td>
<td>3113574989</td>
<td>Springdale Customer Service PC</td>
<td></td>
<td>01/25/2009</td>
</tr>
<tr>
<td>227931</td>
<td>7166023047</td>
<td>Springdale Leads Avon NOW</td>
<td></td>
<td>01/25/2009</td>
</tr>
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<td>220940</td>
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<td></td>
<td>01/27/2009</td>
</tr>
<tr>
<td>224338</td>
<td>3062234453</td>
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<td></td>
<td>01/27/2009</td>
</tr>
<tr>
<td>224338</td>
<td>5017670285</td>
<td>Springdale Customer Service PC</td>
<td></td>
<td>01/31/2009</td>
</tr>
<tr>
<td>224338</td>
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<td>Springdale Customer Service PC</td>
<td></td>
<td>01/31/2009</td>
</tr>
<tr>
<td>224338</td>
<td>2564862915</td>
<td>Springdale Customer Service PC</td>
<td></td>
<td>01/31/2009</td>
</tr>
</tbody>
</table>
Appendix D

Customer Care Quality vs. CSAT by Process

<table>
<thead>
<tr>
<th></th>
<th>April Quality</th>
<th>May CSAT</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACS</td>
<td>83</td>
<td>79</td>
<td>4</td>
</tr>
<tr>
<td>CS</td>
<td>89</td>
<td>71</td>
<td>18</td>
</tr>
<tr>
<td>CS Email</td>
<td>76</td>
<td>66</td>
<td>10</td>
</tr>
<tr>
<td>SPR ECS</td>
<td>90</td>
<td>91</td>
<td>-1</td>
</tr>
</tbody>
</table>

Legend:
- Excellent
- Good
- Fair
- Not so good
- Poor

Up to:
- 100%
- 89%
- 79%
- 69%
- 59%
- 49%
- 39%
- 29%
- 19%
- 9%
- 0%

Graph showing the comparison of April Quality, May CSAT, and Variance for ACS, CS, CS Email, and SPR ECS. The legend indicates the quality levels and the up to percentages.
Appendix E

INTEGRATED ECHO SURVEY/WITNESS PROCESS

1. Call comes into the Contact Center, calls are randomly selected to be offered to the survey. (15% to 25% of calls offered are randomly selected)

2. Representatives are asked if they would like to take a survey at the end of their call in the IVR before they reach a live agent.
   - If they select ‘yes’, the system asks them to enter their 10 digit callback number.

3. When the call ends, Echo calls the Representative back and conducts the survey.

4. The Echo reporting site links the survey to the last agent that spoke with the Representative.
   - Currently, there is no link between calls with Customer Satisfaction surveys and calls recorded in Witness.

5. The first agent contact’s name, date/timestamp associated to the survey, will be integrated into QM and can be looked up in the Witness Echo Contact Folder and the recording reviewed.

6. Call and Survey will be evaluated with associate and saved to QM drive.

   Note: Echo will be adding to their reporting website, the first agent name, date/timestamp associated to the survey, in addition to the last agent information they already capture. This future enhancement will streamline the process in step 5.
How It Technically Works

Witness and Echo Call Example

09 00 Call comes into Account Services

09 00 Caller accepts Survey and inputs call back number

09 01 Call is routed to VDN 4000

09 15 Answered Agent 10001 Skil 103 AS

09 25 Transfer Agent 10002 Skil 5 CS

09 45 Call Disconnects

09 45 - 09 54 Callback and Survey

ECHO will capture: CS Survey, Agent 10002, April 16th 2009, Start time 9:25am – Finish Time 9:45am Duration 20 min...etc

Echo to include the following fields:
1st answer agent, and start time from the 1st answer agent.

Witness will capture: AS Echo call, Agent 10001, at 9:15am April 16th 2009 And it will record all conversation from 9:15am – 9:45am

We will tell Witness to capture the call based on a business rule: Record 100% of all calls to VDN 4001, Cradle to Grave.
Echo Report Website

Survey Taken: Springdale Carrier
Invitation Sent: 08/22/2009 09:55:00 , survey received on the same day.

Participant Detail:

CASE ID: 11803875

<table>
<thead>
<tr>
<th>kana_message_id</th>
<th>Customer_Phone</th>
<th>customer_name</th>
<th>kana_queue</th>
<th>complete_date</th>
<th>kana_csr_name</th>
<th>csr_supervisor</th>
<th>csr_manager</th>
<th>csr_location</th>
</tr>
</thead>
<tbody>
<tr>
<td>326831</td>
<td>7405742386</td>
<td></td>
<td>Springdale</td>
<td>09/22/2009</td>
<td>Dawn Johnson</td>
<td>Emile Ferrari</td>
<td>William</td>
<td>Goins 3315</td>
</tr>
<tr>
<td>326834</td>
<td>7405742386</td>
<td></td>
<td>Springdale</td>
<td>09/22/2009</td>
<td>Dawn Johnson</td>
<td>Emile Ferrari</td>
<td>William</td>
<td>Goins 3315</td>
</tr>
</tbody>
</table>

1: Using the keys on your phone, please touchtone your 6-digit account number, followed by the # sign.

    885402115

2: Please think about the conversation you just had with the Avon Phone Specialist. If you spoke with more than one person, please rate the last Specialist you spoke with.

    Dissatisfied

3: Using the same scale, overall, how satisfied were you with the Specialist who handled your call?

    Dissatisfied

4: Thinking about the Telephone Specialist who just handled your call, please tell us, in your own words, why you were or were not satisfied with them.

    PLAY RECORDING

5: We are interested in collecting some additional feedback from you.

    Done
## Witness Quality Monitoring Contact Folder

### (1) QUALITY MONITORING

---

**Contacts**

- 100% Rule
- ACS transfer rate
- ACS xfer by group
- Karta Test Rule-Ema
- Lead Project Calls
- Leads Project Tracy
- National Call Center
- Excel/InfoLine
- Career Rep 1
  - Career Rep C
  - Coins
    - Online CSE
    - Online Dir
  - Group Calls
  - Weideman
- Career Rep 2
- CS and BCS
- CS BHS
- Nicola L-Mason
- PT CS Contacts
- Quality
- Stewert
- SPR IT Help Des
- Training
- New Business Rule
- Recycle
- Thomas Test Contact
- Unassigned
- Vendors
- NFH Contacts Fold
- PINS ACS Study
- NWID Test Contact F

---

### Contacts (200)

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
<th>Supervisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Johnson, Dawn</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gillmore, VA</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

### Description of Selected Contact

---

**Sales Contacts**

- Update
- Reset
- Refresh

---

*Loaded Contacts for 'Goins Contacts'*