Bluegreen Vacations

Insights from Interaction Analytics Lead to

Happier Agents and Boost Customer Satisfaction

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Bluegreen Vacations is a timeshare and vacation club management company headquartered in Boca Raton, FL. In 2013 it was honored as an innovator after its award-winning CallMiner Eureka interaction analytics rollout helped produce a 26 percent improvement in customer satisfaction scores, a 19 percent increase in agent quality scores and a 48 percent increase in collections, which all contributed to turning its contact center operations from a cost center to a profit center. Implementing interaction analytics produced full return-on-investment (ROI) in the first year.

After using interaction analytics to improve quality and profitability it applied the technology to solve a persistent challenge to its business: employee attrition. The company wanted to give the managers and quality assurance (QA) staff at its 175-seat call center in Indianapolis insight that could improve hiring, training and coaching to reduce turnover.

Industry

Travel & Hospitality

Business Value

Customer Experience
Sales Effectiveness

Objectives

- ☐ Reduce agent churn
- ☐ Improve customer satisfaction
- ☐ Increase sales

Solutions

- ✔ CallMiner Eureka Interaction Analytics
- ✔ CallMiner myEureka Feedback Portal

Results

- ✔ Agent attrition reduced
- ✔ Improved CSAT by 26%
- ✔ Improved agent quality scores by 19%
- ✔ Increased sales performance by 48%
- ✔ Achieved ROI in less than one year

Attrition Doesn't Take a Vacation

Recognizing the importance of call center representatives (CCRs) as the front line in its customer interactions, Bluegreen, like many other contact center operators, was dismayed by its agent attrition rate. At Bluegreen churn was high in the first month as new employees often discovered that the life of a call center agent wasn't what they thought it would be. The churn rate settled after the first month, but then approximately doubled starting in month five. Bluegreen was convinced that its CCR attrition reduced morale, increased the cost of running the contact center and ultimately had a significant impact on customer experience results.

Bluegreen, had already used the CallMiner Eureka interaction analytics solution to improve how it served its customers. Now it sought to use interaction analytics to improve how it trained and treated its contact center representatives.

CallMiner Eureka is the leading solution to improve contact center and enterprise performance through automated interaction analytics. It immediately reveals insights from automated analysis of communications between contact centers and customers across multiple channels – including phone, email, chat, social and more. CallMiner Eureka provides comprehensive performance data and insight because it can automatically monitor, record, transcribe and objectively score 100 percent of telephone, email and text contacts. The solution also collects metadata such as the agent ID, client account numbers, time of day, call dispositions, etc.

Contacts are rated and scored on a variety of inputs, including user-defined parameters such as whether agents followed the right sequence, stayed on script and used specific language, etc. Because the Eureka platform also analyzes the acoustical values of the interaction keen insights can also be derived measuring the amount of silence on phone calls, whether the customer or agent became agitated and if the agent treated the contact with an appropriate level of empathy.

"Solving our customer's needs quickly and in the first contact not only reduces costs but is the major contributor to our customer's satisfaction with our contact center interaction," said Adam McCord, quality analytics manager at Bluegreen's Indianapolis contact center. "Relying on metadata alone, such as customer account number or phone number, to identify repeat contacts is often not actionable."

Bluegreen uses the configurable analytics capabilities in Eureka to monitor contact center representatives on several key performance indicators (KPIs), which include:

✔ Agent Quality Index downtrends
✔ Survey scores (free form comments)
✔ Attendance patterns
✔ Attitude
✔ Tone, listening skills, agent ownership

Results are compiled into scorecards that reflect performance at the agent and group levels. The scoring enables contact center operators to instantly identify potential problems or trends. Eureka reporting features make it easy to track agent performance over time.

Identifying At-Risk Agents

Bluegreen decided to focus analytics around agent behavior and characteristics to see what indicators might show where customer contact representatives were tailing off in their performance. Using Eureka's analytics-based "Week over Week" trending scores helped spot signs of declining performance by specific reps. Agents that are identified receive extra attention. Bluegreen has a mentoring program, and also has supervisors and separate quality assurance staff that work with customer contact representatives.

Bluegreen firmly believes that providing their CCRs with their performance statistics and showing how they compare to their teammates and other teams ignites the competitive spirit and empowers and motivates agents to optimize their own skill sets. The CallMiner myEureka automated performance portal gives Bluegreen's customer contact representatives, supervisors, QA personnel and managers direct feedback, which is delivered as a continuous feed to a desktop dashboard. It displays rankings, aggregated and individual KPI scores, plain language alerts and notifications that are personalized for individuals or teams.

Insight Informs Hiring & Training Programs

Taking another angle at reducing attrition, Bluegreen combined the insights gained from its analytics platform with employee interviews to determine how it could improve its hiring and employee development processes. Adjustments to the screening process have resulted in a better final candidate pool.

It also found that the profile of the average candidate has changed as the Millennial generation has become prevalent in the candidate pool. Millennials have their own perceptions and expectations for jobs in the call center environment. To ensure Bluegreen is considered a desirable environment to work and in keeping with its philosophy of "Share Happiness," the company made sure its compensation and benefits were competitive in the marketplace and offered Wellness Programs, four weeks of PTO, 401k matching and other benefits.

As a result of their analytics and profiling insights Bluegreen altered its training program for new hires by expanding it from four weeks to five and increasing the emphasis on soft skills. To ensure the newly minted CCRs stay on track and remain motivated and engaged after training has been completed, new agents are assigned a supervisor and have scheduled time with a separate mentor. The Dedicated Mentor Program is proving to a very successful platform to help agents transition from training to the floor and for helping at-risk agents.

Using Eureka, Bluegreen begins collecting performance metrics for new customer contact representatives starting their first day on the floor, but the reps have a 90-day grace period for performance-related KPIs.

Data Drives Innovative Incentive Programs

Bluegreen also uses the Ranking Data output from the CallMiner myEureka portal to encourage agents to perform and compete beyond making their minimum targets. Access to rank data for each metric and key performance drivers motivates a competitive culture for high performance, which Bluegreen uses in multiple ways:

1. Reward for performance: Top Performers can earn up to an extra $3 an hour over base pay
2. Monthly contests (gamification) in which both agents and supervisors receive recognition

As a result of Bluegreen's innovative reward and incentive programs employee satisfaction scores rose by 26 percent. Satisfaction is now an impressive 8.3 on a scale of 1 to 10 scale.

Better Focus = Better Results

The increased focus on hiring, training, retention and performance has also helped produce improvements in customer-facing operations. Most notably, the first call resolution rate rose from 57.2 percent to 70.0 percent in one year.

"Our CallMiner Eureka Contact Analytics also creates repeat contact threads based on metadata (an account number, for example) where our QA evaluators can query for calls that either were not resolved on first contact, were subsequent to an initial contact, or could drive a subsequent contact," said McCord. "Additionally, the system gave us the ability to query these different types of calls and helped in identifying common topics that lead to repeat contacts, or agents who have low FCR rates.

Bluegreen also achieved a 12.8 percent increase in best-practice calls. Customer satisfaction held steady despite an influx of new hires and implementation of a new phone system during the year.

"Our CallMiner Eureka Interaction Analytics solution analyzes 100 percent of our interactions. Utilizing pre-built and customized language categories, such as repeat contact, dissatisfaction, empathy, understandability and other behavioral language, has helped us uncover mishandled or unresolved issues," said McCord. "With this rich analysis data on all of our interactions, we were able to further advance our level of understanding of root cause analysis on both first call resolution successes and failures."

The insight Bluegreen gained through interaction analytics helped it improve call outcomes – best practice calls, first call resolution and customer satisfaction are all up. Meanwhile, agent attrition has gone down, as happier customers have helped produce happier agents. CallMiner Eureka Interaction Analytics continues to provide insight and data to help Bluegreen make ongoing improvements. Now Bluegreen is becoming known not only for helping customers find great vacation destinations, but for being a great workplace destination as well.

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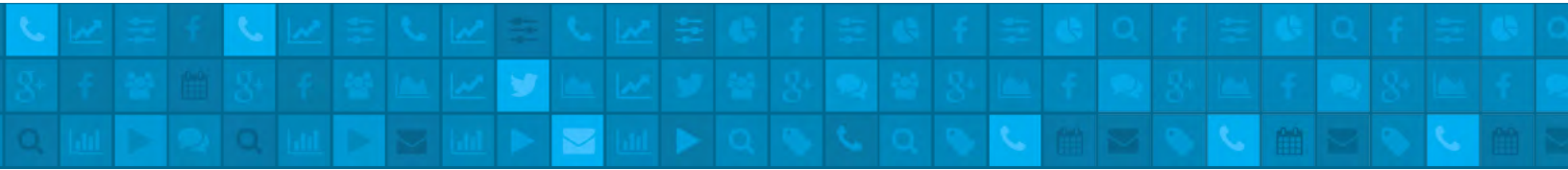
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