



Speech Analytics:

It's About More Than the Contact Center

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Preface

Listening to calls that come into your contact center can provide you with valuable information about your business. From launch of a new product to promotional campaigns to how well customer complaints are mitigated, what you gather from your customer interactions can provide critical insights to your contact center and your enterprise. However, the conventional method of randomly listening to calls is manual and time consuming. It's easy to see how an organization is quickly blinded by a blizzard of unmanageable data and meaningless metrics.

This technical brief, a companion piece to the Verint Executive Brief, *The Power of Why*, takes an in-depth look at $ULTRA^{TM}$ IntelliFind, a powerful speech analytic solution that enables companies to leverage their contact center interactions to pinpoint the root causes of business performance and outcomes. By revealing both *what* is happening and *why*, IntelliFind helps equip organizations to make better-informed decisions, maximize strengths, address deficiencies, and make the most of market perceptions and opportunities. Part of the



"Actionable intelligence generated by IntelliFind empowers key managers throughout our business to make informed decisions that can yield untapped revenue and greatly enhance customer service, retention, and loyalty."

Tim Vineyard CIO and Vice President - LifeWay

ULTRA Analytics™ Suite, IntelliFind delivers actionable intelligence for enhancing performance in the contact center and company wide.

Verint. Powering Actionable Intelligence.®

Verint[®] Systems (NASDAQ: VRNT) is a leading global provider of analytic software-based solutions for communications interception, networked video, and business intelligence. Verint solutions transform voice, video, and text into *actionable intelligence* — timely, mission-critical insights for achieving strategic goals.

Verint Contact Center Actionable Intelligence Solutions address critical aspects of business performance, from optimizing workforce quality to managing risk and compliance, with award-winning analytics for developing more effective and profitable customer strategies. Verint helps transform the contact center into a strategic business asset and empowers the enterprise to enhance the performance of every department that touches its customers.

Since 1994, Verint has been committed to developing innovative solutions that help our customers achieve their most important objectives. Today, more than 1000 companies in over 50 countries use





Verint's actionable intelligence solutions to generate customer loyalty, increase operational efficiency, enhance security, and fuel profitability.



Overview: Actionable Intelligence for a Smarter Enterprise

ULTRA IntelliFind analyzes call content for the intelligence essential to building effective performance and market strategies.

This sophisticated speech analytic solution transforms your contact center interactions into a searchable audio interaction database. Using Verint's patented audio indexing and categorization technologies, advanced emotion detection capabilities, an industry-specific 60,000-term vocabulary, and a Smart Category Builder for automating the category definition process, IntelliFind automatically groups your audio interactions into categories related to your company's challenges and objectives ... categories such as first call resolution, cancelled accounts, competitive opportunities, up-sell opportunities, and so on.

With just a click of the mouse, IntelliFind displays a prioritized list of calls that reflect these significant business issues. Users can instantly play back the most relevant calls to hear why customers are calling and the ways in which they perceive your company's processes and products.

ULTRA IntelliFind can automatically analyze search results, including your unstructured audio data, desktop application data. structured CTI data, and quality and enterprise



With just a click of the mouse, users can listen to calls related to important business issues and view IntelliFind analyses of call content.

metadata. IntelliFind presents this intelligence in easy-to-understand graphical reports.

An integral component of the ULTRA Analytics Suite, ULTRA IntelliFind is fully integrated with the ULTRA Contact Center Actionable Intelligence Platform, including the ULTRA Portal, an intuitive Webbased user interface.

Designed to deliver valuable intelligence that business users can readily understand and use, ULTRA IntelliFind reveals the cause/effect relationships that underlie performance and business outcomes without the statistical complexity usually associated with advanced analytical technologies. IntelliFind helps decision makers understand why customers call and then use this intelligence to enhance customer loyalty, leverage new revenue opportunities, increase process efficiencies, enhance self-service operations, and reduce unnecessary calls.



Using ULTRA IntelliFind

Flexible Search Capabilities

Internet search engines provide intuitive, user-friendly ways for people to search for web pages. IntelliFind allows users to conduct the same type of free-text search when searching through over a million audio interactions. Results are returned within seconds, and users can easily and rapidly find relevant calls and share the intelligence they contain with other users across the enterprise. Users can search by individual words, specific phrases, and advanced Boolean combinations of words and phrases.



IntelliFind enables users to perform advanced search queries.

IntelliFind supports advanced query language, such as NOT IN to find all instances of a word except when it appears in a specific phrase. For example, when looking for credit issues, IntelliFind enables users to retrieve only contacts that contain real credit issues, and not those that only mention "credit cards": for example search for: credit NOT IN "credit card".

IntelliFind also supports searches where two words appear close together without having to define the exact phrase to search for. For example, business users who are interested in retrieving calls where customers indicate that they wish to close their accounts do not need to know the exact phrase each customer will use to express this. Users can define the words "close" NEAR "account" to retrieve any calls where a phrase that contains the two words is mentioned, retrieving such phrases as "close my account", "close the account", and "close my wife's account".

To further enhance the relevance ranking process, search phrases can be weighted with three customizable levels: **very important**, **important**, and **excluding**. This allows key terms and phrases that carry higher relevance to have a stronger influence on the relevancy ranking of a contact and higher accuracy in call categorization, while excluding contacts of confirmed irrelevance.

IntelliFind combines the ability to easily search both unstructured audio data and structured call and customer-related data such as CTI-tagged data, agent name, agent groups, customer segmentation, and other desktop application data.



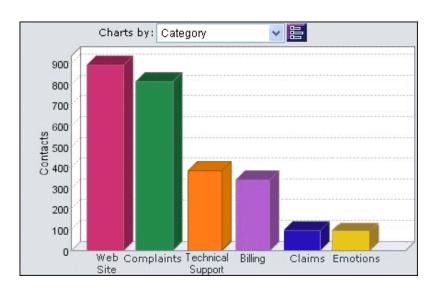
In addition to ad hoc searches on call content, each individual business user can save his or her own unique search parameters in easy-to-access folders on a personalized IntelliFind home page for recurring use.

IntelliFind also leverages ULTRA's visibility filters to determine access permissions to call content; for example, supervisors may only be authorized to review calls of agents in their assigned groups. This helps ensure that search results are always filtered according to predefined access rights.

Categorization

A truly effective analytic solution must provide more than a sophisticated search tool. It must provide automated analytic capabilities, such as those that IntelliFind provides through categorization. IntelliFind takes an entire set of contacts and assigns them to one or more defined (and continually

refined) business categories based on their content. Category definitions combine the same types of keyword and phrase combinations that can be used in interactive searches through a powerful automatic category building engine. The result is a rich analytic database that continually and automatically classifies contacts into a series categories related specific business drivers, such as complaints, website issues, competitive intelligence, product suggestions, which can all be accessed with one mouse click.



IntelliFind automatically groups calls into categories related to your specific business challenges and objectives.

Categories can be used "as is" to deliver intelligence to the right people at the right time, according to specific organizational roles and responsibilities. Additionally, they can be used in the context of other searches or category analyses, by letting users perform category drill-downs within a set of results. This provides an analytic map of how this particular set of contacts relates to other business categories. For example, users can view the mapping of contacts within the "Web Site" category to other categories, such as "Complaints", "Technical Support", or "Billing".

Even without any interactive use, categorization provides analytic output that would otherwise require armies of trained analysts to individually listen to hundreds of thousands of calls. IntelliFind provides reports that display category-related information and analysis. For example, business users can use

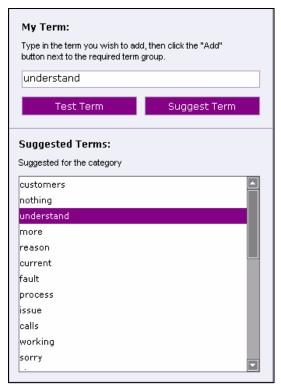


IntelliFind to identify the success of a new product or service offering that was recently launched. The category report may reveal a high level of customer complaint calls, and playing back even a sample of these contacts may elaborate on what customers would like to see changed. These reporting capabilities are elaborated in the *Visualizing Intelligence* section later in this document.

Automated Category Definition

Business-relevant categories are critical to providing accurate and valuable business insights. A good speech analytic solution should define these categories to accurately reflect how customers express themselves about important business issues. Most keyword spotting and basic speech analytic solutions rely on a predefined list of keywords and phrases to define business categories. But, these may not actually reflect how customers express themselves and thus fail to accurately identify key business issues.

Verint has made significant investments in the research and development of speech contact classification technologies. The result is a unique, patented contact categorization tool that automatically suggests category definition terms based on the actual analysis of the most relevant transcribed contacts in your contact center. This powerful, automated tool is very easy to use and requires no special analytical skills. But, it is still sophisticated enough to provide real intelligence about how customers actually express themselves in live conversation with agents, helping to build more accurate categories with greater business value. The categorization tool also allows users to assign an estimated dollar value to each business category. For example, a technical support call may have a \$5 impact, while a customer churn call may have an estimated \$100 impact. These values are then used to prioritize issues based on the estimated business impact of different category results. In this example, while there may be higher volumes of technical issues, it is important to focus attention first on the churn category since it is estimated to have a higher total dollar impact on your business.



The category suggestion tool provides intelligence about how exactly customers express themselves about specific business issues to help you better define categories



Emotion Detection

Beyond any specific business issue, a customer call that contains expressed emotion may indicate a potential problem. IntelliFind includes an emotion detection feature that helps identify calls of an emotional nature. These calls can be accessed at the click of a button via a built-in customizable Emotions category. They can also be easily identified from within the search results, no matter what business issue the user is investigating.



An emotion icon in the results list identifies calls of an emotional nature.

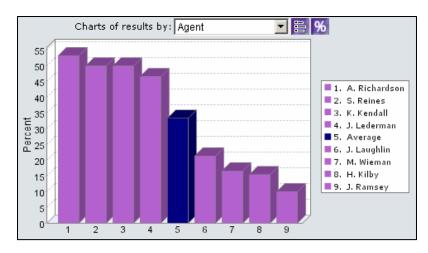
During playback (discussed in detail later in the *Voice of the Customer* section), emotional sections of the call are highlighted, helping users easily jump to the emotional content and rapidly get to the root cause of customer dissatisfaction.

Visualizing Intelligence

IntelliFind provides a rich set of data views and charts to make critical business intelligence readily available in a visual format. These views can provide insights before users even begin to search for contacts or play back any calls.

For example, the categorization chart automatically displays which business issues customers are calling about this week. These visualization features make searching for relevant information simple and easy.

Every time users perform a search, the results are visually displayed both in a prioritized list and as a set of selectable visual views. These views are automatically generated to reflect information about the calls matching the search.



Automatically generated views reflect valuable information about calls that match your search.



Whether users are searching for calls from a particular date, agent group, customer segmentation (such as VIP customers), or business category (such as Customer Complaints), these views will always reflect the search results, and thus provide true insights into the issues at hand.

IntelliFind views also feature automatic calculation of average values, as well as top and bottom performers. For example, running a query on up-sell offers for a new product and selecting to view the results by agent will automatically calculate the average number of up-sell calls per agent and also display the top and bottom four agents with the highest and lowest number (or percentage) of identified up-sell calls.

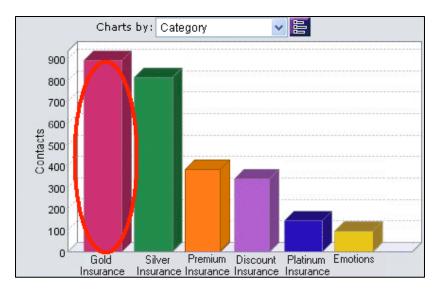
Drilling Down

The presentation of visual intelligence is more than a simple data view. Charts are also a tool for visually drilling down into the relevant contacts and finding the factors that impact performance.

All information depicted in IntelliFind charts can be accessed by clicking a bar in the chart. IntelliFind provides quick access to the most relevant calls by enabling users to visually drill down on charts and

automatically access those calls that will enable them to gain a true understanding of performance trends and root cause.

For example, by clicking on the Billing category bar, users may find that Gold Insurance is generating the most billing error related calls. After clicking the bar, users see a prioritized list of billing calls related specifically to the Gold Insurance policy. Users can continue to visually navigate through the data by focusing on what has maximum impact on KPI and business issues.



You can drill down on a chart by clicking a column.

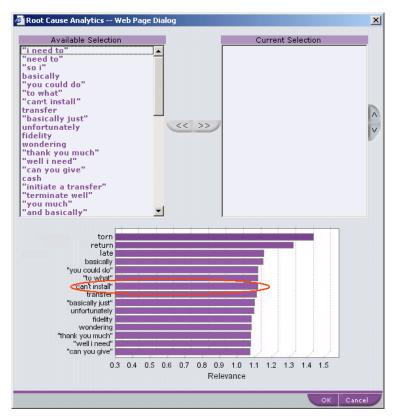
Root Cause Analytics

It is generally not possible to listen to all of your customer interactions. IntelliFind automatically analyzes all relevant calls within a specific category or keyword search and helps to identify the root causes of specific issues.



By automatically mining any category or search results, IntelliFind root cause analytics identify the terms or phrases that are mentioned statistically more often in the set of results than in other customer interactions. For example, users can apply the root cause analytics capability on all emotional calls. Beyond getting a simple list of calls that contain expressed customer dissatisfaction and emotion, root cause analytics may find that emotional calls typically mention terms such as "did not show", "technician", "never called", "waiting all day", etc. This can help indicate that a key factor in strong customer dissatisfaction is technicians that fail to appear without calling to cancel their installation appointments. But root cause is dynamic; one week the root cause for customer dissatisfaction can be technicians not arriving as scheduled, and a week later, inappropriate up-sell attempts. This is why effective root cause analytics need to actually assess current customer interactions, rather than just rely on a predefined list of reasons, keywords, or categories. This again is where speech analytic solutions that do not keep a full indexed transcription of calls and keyword-spotting applications that rely on only several hundred predefined keywords fall short in the business value they provide.

Root cause analytics help identify underlying drivers of performance and determine opportunities for enhancing efficiency and quality throughout the enterprise.



In the above example, the phrase "can't install" is surfaced as a root cause in "customer complaint" calls, although it was not known in advance that installation issues were a primary cause of customer frustration



The Voice of the Customer

An important ULTRA IntelliFind feature is the ability to drill down to the actual voice of the customer in high-relevance contacts to uncover specific customer feedback, agent behavior, or process issues. IntelliFind provides a rich audio/visual playback environment that automatically highlights phrases of interest using patented call visualization techniques. IntelliFind also highlights segments of the call that include emotional expressions (shown in yellow below). IntelliFind is notable among speech analytics applications for presenting a fully synchronized transcription of the entire interaction. Potential root cause is visually highlighted at the call level by color coding keywords and phrases that relate to other business categories. Users can quickly navigate to the area of interest within the call by clicking anywhere within the call transcription or on any highlighted keyword or phrase. This saves valuable time reviewing the call and allows users to focus attention on the most actionable elements of the interaction.



Users can simultaneously listen to the audio and view a transcription of the call

As a fully integrated part of the ULTRA platform, viewing agents' desktop screens is also available while playing back calls within IntelliFind. This often adds significant insight into the potential process or agent knowledge improvements required to deal with the problem at hand.

Fully-Integrated Workflow

IntelliFind is fully integrated with the ULTRA suite of actionable intelligence solutions and realizes all of the benefits of ULTRA's award-winning architecture. The same type of rules-based processing and workflow that govern contact processing in ULTRA is also applied to provide intelligent selection of contacts for processing by ULTRA IntelliFind. For example, transcription preference can be given to contacts with recorded screens, contacts handled by a specific group or dialed to a specific DNIS, etc.

Once a contact of interest is identified from within IntelliFind, the user can open the contact in the ULTRA Portal workspace, where, subject to defined authorizations, it can be evaluated, annotated, forwarded/downloaded, converted to a "Best Practice Clip" for agent training, and more.

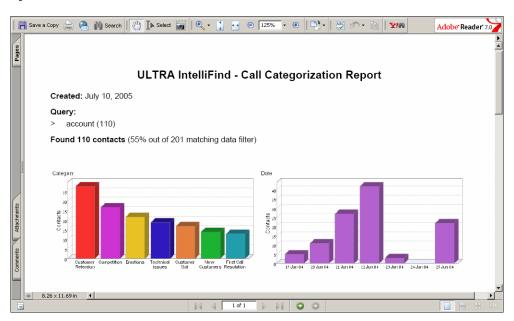
ULTRA's application workflow capabilities can also be leveraged. IntelliFind can facilitate knowledge sharing and collaboration and help enhance enterprise quality by enabling users to forward calls of interest to other stakeholders in the organization. For example, calls showing agent inexperience with a new product can be forwarded to contact center supervisors, so that agents can receive the coaching



they need. Contacts revealing significant customer dissatisfaction with new pricing can be forwarded to product managers and customer retention specialists for rapid action.

Ad Hoc Reporting

To help users take effective action and leverage the intelligence that can be derived from IntelliFind, customizable ad hoc reports can be created that reflect on any business issues or identified performance trend. These reports can be shared with users throughout the enterprise. Reports are available in PDF format and can be printed, saved, and sent by email. IntelliFind reports are highly customizable; users can select the data views they want to see and the ways in which they want to see them. Results can be viewed as percentages or by number of contacts, legends can be automatically added, etc.



Customizable IntelliFind Report

Virtually Unlimited Scalability

In order to deploy a scalable solution, any recording solution needs to consider bandwidth, storage, and processing power. To comply with bandwidth and storage requirements, IntelliFind has been specifically optimized to work with ULTRA's highly compressed audio files. Verint's patented Voice Oriented Information Retrieval technology enables IntelliFind to achieve high accuracy and relevancy rates, even while working on this highly compressed audio. This combination of compression and accuracy enables Verint to provide a highly effective solution with low cost of ownership, especially for enterprises working with large call volumes.



Superior Performance

A scalable solution must also be able to maintain processing power. IntelliFind supports complex keyword or category searches on over one million calls, and provides a prioritized list of results almost instantly.

Analytics Consulting Services

In addition to the advanced technology used to correctly define business categories, Verint provides expert business consulting to ensure that the categories defined are correctly aligned with your contact center and your company's main business goals. To facilitate this process, every IntelliFind sale includes a workshop titled *Actionable Intelligence for the Smarter Enterprise*. A Verint business consultant specializing in ULTRA IntelliFind will work with business users inside and outside the contact center to define an initial set of business categories and to train those users on the category building process. These categories are defined based on specific business goals set by contact center and enterprise decision makers, such as:

- Reducing call volume
- Increasing first call resolution rates
- Reducing handle time
- Improving quality and usage of self service options
- Reducing customer churn
- Increasing effectiveness of cross sell and up sell initiatives



What Makes ULTRA IntelliFind Different?

Understanding Speech Analytics

Speech analytics is one of the "hottest" technology areas in quality/performance solutions for your contact center. Here are just some of the reasons:

- o Speech analytics is *transformational*. It enables contact center executives to address broader quality and performance optimization of the entire customer service process.
- o Speech analytics is *redefining quality monitoring*. By driving QM activity based on business issues, contact centers are able to attain more effective quality insight with fewer evaluations.
- o Speech analytics is reducing call volumes and optimizing process.
- Speech analytics delivers high ROI. Many solutions can pay for themselves with just the first set of insights that significantly reduce call volume or improve a costly business process. ROI of six months or less is generally achieved.

Not surprisingly, there are many vendors talking about speech analytic solutions.

Speech analytics sits on the boundary of two important areas of research: Speech and Analytics. **Speech** refers to technologies that focus on machine understanding of human speech. Some applications of research in Speech are:

- Speech IVR
- Embedded speech interfaces in devices such as cell phones
- Dictation software for hospitals
- Speaker identification for security systems

Analytics refers to technologies that focus on transforming data into business insight. Examples include:

- CRM Analytics
- Financial forecasting
- General purpose data organization, visualization, and mining that are commonly known as Business Intelligence (BI).

Speech analytics combines both of these. It transforms unstructured spoken content into actionable business insights.



Three Components of an Effective Speech Analytic Solution

Speech analytics applies speech recognition technology to spoken conversations in order to reveal critical information that we would not otherwise know. There are three key components of speech analytics:

Word Spotting: This is the identification of words or phrases that are spoken in customer interactions. A word spotting application has a set of words

— typically several hundred — that it can potentially identify in customer/agent communications. Every time the application finds those words and phrases, it makes a note in a database record and/or triggers an event.

Categorization: This is the definition and refinement of business categories, such as Billing Issues, Product Feedback, or Repeat Calls, and the classification of large volumes of calls into those categories based on call content. Categorization can provide quantitative information (such as an increase in customer complaints about late shipments), as well as qualitative information (such as a set of calls in which customers state that they are switching vendors because of a complex product feature).

Speech analytics applies speech recognition technology to spoken conversations in order to reveal critical information that we would not otherwise know.

Root Cause: This is the identification of previously unknown issues by analyzing a set of calls (such as the calls in a Billing Issues category) and the automated surfacing of underlying issues (such as unclear line items, new charges, payment methods, etc.) — without having to know or define these issues in advance.

While all three of these components have a role to play in speech analytic solutions, there is a very dramatic difference in business impact, and technological complexity, as highlighted in the table below:



	KEYWORD AND PHRASE SPOTTING	CALL CATEGORIZATION	ROOT CAUSE ANALYTICS
Vocabulary	Search several hundred predefined words or phrases at any one time	Full vocabulary of over 60,000 words searchable at any time	Mine for statistically significant phrases in 60,000+ vocabulary
Refinement	Cannot search previously captured interactions for new words	Repeated analysis of previous calls with instant-response search	As new calls are categorized, new root causes are surfaced
Intelligence	Need to know exactly what to look for and how it is expressed	System can help find appropriate terms to identify known issues	System identifies unknown business issues
Impact	Find calls with some words that I think might be important	Find calls reflecting important issues — Easily refine and drill down on results	Find important issues that I did not even think to look for

Accuracy and Relevance

IntelliFind combines transcriptions, rules for associating phrases with intent and meaning, metadata about the confidence levels of the underlying transcription data, and the context of words within a conversation to rank calls in order of relevance to their business categories. This eliminates the need to listen to hundreds or thousands of calls in order to find those that are most pertinent to a specific business issue.

Both lab studies and real-world customer testing have consistently measured IntelliFind's accuracy in correctly ranking the top set of results in defined business categories at over 90%. This enables users to quickly explore the calls that provide the most actionable insight into business issues.

Speech Recognition Technology

Phonetics Are Not Enough

IntelliFind can search many hundreds of times faster than phonetic search technologies. Phonetic searches can typically preprocess audio quickly, but require much more time to find results, even in a simple keyword search. Thus, phonetic searches are ineffective for interactive analysis of captured audio.



More importantly, phonetic-only solutions do not create a full indexed transcription of calls, nor do they have an understanding of the context in which statements are made. Thus, they are unable to provide automated category definition or root cause analysis.

Beyond "Speech to Text"

The variety of speakers, conversational speech, and diverse audio quality of contact center interactions can dramatically impact the accuracy of standard speech-to-text technologies. IntelliFind uses a set of patented advanced algorithms to analyze call content with significantly greater accuracy than conventional transcription and keyword spotting technologies. IntelliFind applies Verint's patented Voice Oriented Information Retrieval (VOIR) technology to filter out the noise of conventional speech-to-text transcriptions. Additionally, IntelliFind does more than just transcribe the audio; it relates each word and phrase to the context in which it was spoken.

Using a full language model of over 60,000 predefined industry-specific terms, IntelliFind can analyze entire communications and the context in which words are spoken. This increases the accuracy of each transcribed word within specific contexts, and is especially pertinent with regard to homonyms and words that have a similar sound; for example, *clothes* vs. *close* or *whether* vs. *weather* ... words whose different meanings can be significant in pinpointing trends and cause/effect relationships.

Intelligence

Smart Definition of Relevant Business Categories

IntelliFind enables users to define an unlimited number of keywords, phrases, and additional data for each business category and receive immediate results based on up to one million or more recent calls. IntelliFind reduces the time needed to define effective categories because there is no need to wait for calls to be reprocessed every time new words/phrases are proposed. This interactive process is key to quickly establishing business-relevant categories based on how your customers interact with your contact center.

Additionally, the IntelliFind Smart Category Builder helps automate the process of IntelliFind category definition by suggesting words and phrases to more accurately define business issues. Using sophisticated patented audio mining algorithms that "understand" the full call content of each call, IntelliFind automatically reveals the exact words and phrases customers and agents use to express themselves in the contact center, without needing to know in advance what keywords to look for.

Root Cause Analytics

IntelliFind helps users easily find and listen to calls that are highly relevant to your company's most significant challenges and goals. However, as was described earlier, IntelliFind doesn't stop there. It also analyzes the indexed contents of any business category and automatically suggests root cause phrases. It does this not as a one-time event, but throughout your business cycles. This capability to track changing trends and sources of customer dissatisfaction makes IntelliFind results more powerful and business relevant than results produced by other speech-based technologies.



Full Integration with the ULTRA Platform

ULTRA IntelliFind is fully integrated with the ULTRA Contact Center Actionable Intelligence Platform, which captures and analyzes customer interactions to address a broad spectrum of business objectives, including agent quality, liability management, regulatory compliance, and business process optimization. This integration enables IntelliFind users to leverage all ULTRA features and functionality, including an intuitive Web-based user interface, rules-based processing and the ability to automatically distribute intelligence according to the structure of your organization, comprehensive analytic reports and powerful drill-down visualizations of report data.

Below are some of the benefits of that integration.

Lower Cost of Ownership, Higher Return on Your Investment

This integration reduces administration of agents, agent groups, lines of business, multiple sites, and other enterprise business dimensions and reduces the cost of installations, training, consulting, maintenance, troubleshooting, upgrades, and future application integration.

Improved Quality Monitoring Workflow

IntelliFind can help identify areas of development for individual agents. From a single Web-based portal, supervisors can then monitor, evaluate, and coach agents, leverage best practice interactions, review agent desktop screen activity, and more.

Enhanced Security

IntelliFind leverages ULTRA's built-in security elements, including strict management of application rights, user permissions and audit trails, so that critical information is readily accessible to those who need it, but protected from misuse and unauthorized access.

Efficient Use of Bandwidth and Storage

Some standalone speech analytic technologies duplicate the audio files to their own storage and databases, consuming valuable storage and bandwidth resources. IntelliFind does not require any additional storage or bandwidth for audio duplication or retransfer.



Summary

Once only a futuristic-sounding vision of machine understanding of human speech, speech analytics has become an integral part of today's contact center quality and performance solutions.

By gaining a deeper understanding of speech analytics – especially the most remarkable elements of automated call categorization and root cause analytics – the distinctive capabilities of ULTRA IntelliFind can be better appreciated.

IntelliFind generates an understanding of why customers are calling. This leads directly to reduced call volumes, more efficient and effective customer operations, and enhanced quality and performance of all aspects of customer-focused activity in the enterprise.

We encourage you to contact your Verint representative and learn more about what ULTRA IntelliFind can do for your contact center and your enterprise.

Supplementary Materials

The following Verint executive and technical briefs are a useful source of information related to this topic.

To receive any of the titles listed below, contact your Verint representative or call Verint at 1-800-4VERINT.

- The Power of Why Using Root Cause Analytics to Drive Superior Performance
- Uncovering Actionable Intelligence with ULTRA Reports
- The ULTRA Actionable Intelligence Platform
- ULTRA Contact Center Quality Driving Quality Throughout Your Customer-Centric Enterprise