



# A creative synchronization between Speech Analytics and Six Sigma immediately improves first contact resolution by 20% and nearly halves the effort required by customers and agents.

## GOAL

As one of the largest providers of dental benefits in the Upper Midwest, Delta Dental of Minnesota serves 9,100 Minnesota- and North Dakota-based purchasing groups and 4.3 million members nationwide. But what really sets Delta Dental of Minnesota apart is its unwavering commitment to customer satisfaction: despite boasting a customer satisfaction rate of 98%, the provider continually looks for new ways to raise that number even higher.

That's why, after opening a new operations center and deploying the Calabrio ONE Suite, Delta Dental wanted to understand — then fix — why some interactions led to negative member experiences and high effort by both members and agents.

Leaders decided to pair Calabrio Speech Analytics with Delta Dental's Lean Six Sigma initiative — a disciplined, data-driven approach to continuous improvement. Their goal? Grow customer loyalty and employee engagement by increasing first contact resolution (FCR) while decreasing Six Sigma's "defect" rate.

## ANALYSIS & KEY FINDINGS

To identify the causes behind most of the high effort and dissatisfaction experienced by customers, Delta Dental leaders followed this five-step process:

1. Identify the total call population to analyze.  
**(Result: ~95,000 calls)**
2. Design and upload to Calabrio Speech Analytics 171 new phrases – phrases like “I’ve called twice” and “This is the third time I’ve called” – to identify calls that included one or more of those phrases.  
**(Result: 1,396 calls)**
3. Listen to a sample of calls to validate appropriate calls were selected.  
**(Result: 425 calls)**
4. Narrow results to only calls from Delta Dental Members.  
**(Result: 243 calls)**
5. Identify the member calls that were truly dissatisfied.  
**(Result: 117 calls)**

Out of the resulting 117 calls, leaders determined 29 opportunities for improvement. But when further analysis revealed four issues represented 60% of all dissatisfied calls and high effort, leaders knew they could quickly and significantly improve customer and agent satisfaction – and increase FCR – by focusing on those four issues:

- Assistance finding a dentist
- Inquiries about dental treatment
- Questions about dental insurance benefits
- Confusion regarding the claims process



## SOLUTION

To increase FCR, leaders modified the training required for Delta Dental Customer Service Agents and adjusted the quality review evaluation form to further emphasize the specific behaviors they wanted agents to model.

In addition, they designed a new, Calabrio Speech Analytics-powered dashboard that displays up-to-date FCR metrics, so both agents and leaders can proactively monitor progress against goals. Lastly, they changed the design of the interactive voice response (IVR) system and added more outreach and education for providers and more training for agents.



## RESULTS

By successfully integrating Calabrio Speech Analytics into its Six Sigma framework, Delta Dental of Minnesota substantially increased customer satisfaction and employee engagement.

- ↑ 20% – FIRST CONTACT RESOLUTION
- ↓ 40% – SIX SIGMA DEFECT RATE
- ↓ 40% – CUSTOMER AND AGENT EFFORT



**“We expect throughout the remainder of the year to continue to reduce our defect rate by 40%, which will drive additional improvement in first contact resolution.”**

– RICH DEMARCO, CHIEF OPERATING OFFICER