MetricNet™
Performance Benchmarking

SAMPLE REPORT

DATA IS NOT ACCURATE!

Contact Center Benchmark

Outsourced Contact Centers

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MetricNet's instantly downloadable Contact Center benchmarks provide valuable industry data that your organization can use to begin improving performance right away!

MetricNet Performance Benchmarking
www.metricnet.com

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BENCHMARKING OVERVIEW

Benchmarking Overview

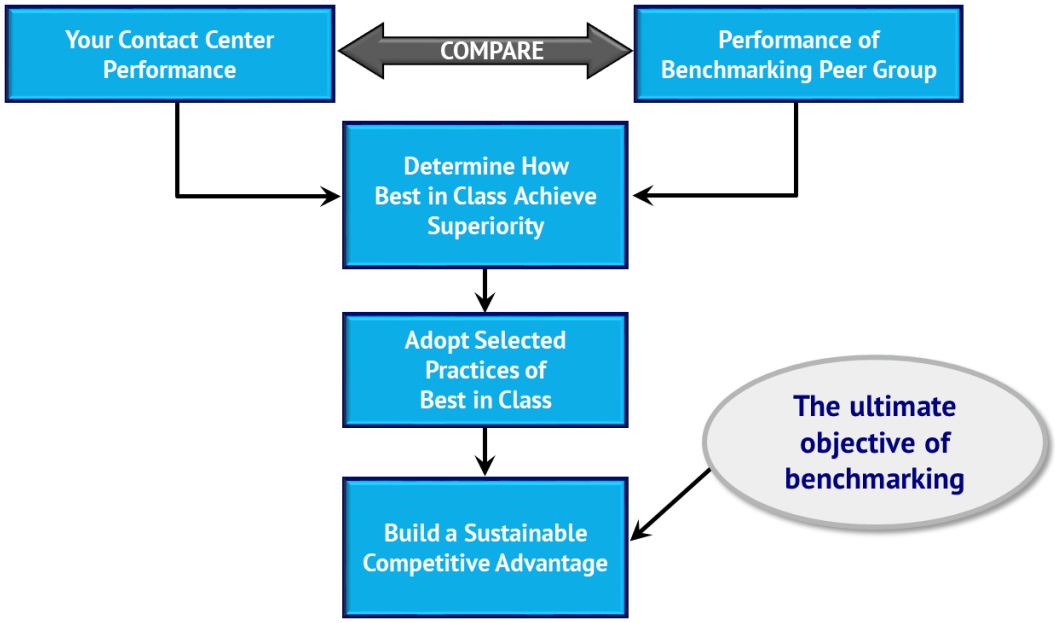
Benchmarking is a well-established tool for measuring and improving Contact Center performance. Effective benchmarking enables you to quantify your Contact Center's performance, compare your Contact Center to others in your industry, identify negative performance gaps, and define the actions necessary to close the gaps.

A Price Benchmark is often undertaken by an organization that is contemplating outsourcing, and wishes to negotiate the best possible terms and conditions for their outsource contract, or by an organization that has already outsourced, and wishes to measure how their service provider is performing, possibly with an eye towards negotiating a more favorable contract.

The power of benchmarking for outsourced Contact Centers is that it enables an organization to objectively determine the value of the service provided by the current provider. Armed with this information, the organization has the option of negotiating a more favorable price/quality value proposition with the current provider, possibly moving the business to a provider with a more favorable pricing structure, or even insourcing the service to an economically favorable location such as India.

The Basic Benchmarking Approach

Although benchmarking is a rigorous, analytical process, it is fairly straightforward. The basic approach is illustrated below.



The first critical step in benchmarking is to measure your Contact Center's performance. We have divided the important metrics, or Key Performance Indicators (KPIs), for your Contact Center into eight categories:

1) **Inbound Channel Mix** metrics, such as Voice % of Total
2) **Price** metrics, such as Price per Contact
3) **Handle Time** metrics, such as Chat Handle Time
4) **Voice Quality** metrics, such as Customer Satisfaction
5) **Voice Productivity** metrics, such as Agent Utilization
6) **Voice SLA** metrics, such as Average Speed of Answer
7) **Agent** metrics, such as Agent Job Satisfaction
8) **Chat** metrics, such as % of Contacts Resolved in Chat

This benchmark report explains each KPI, how to measure it, and how it is connected with other KPIs.

But the true potential of KPIs can be unlocked only when they are used holistically, not just to measure your performance, but also to:

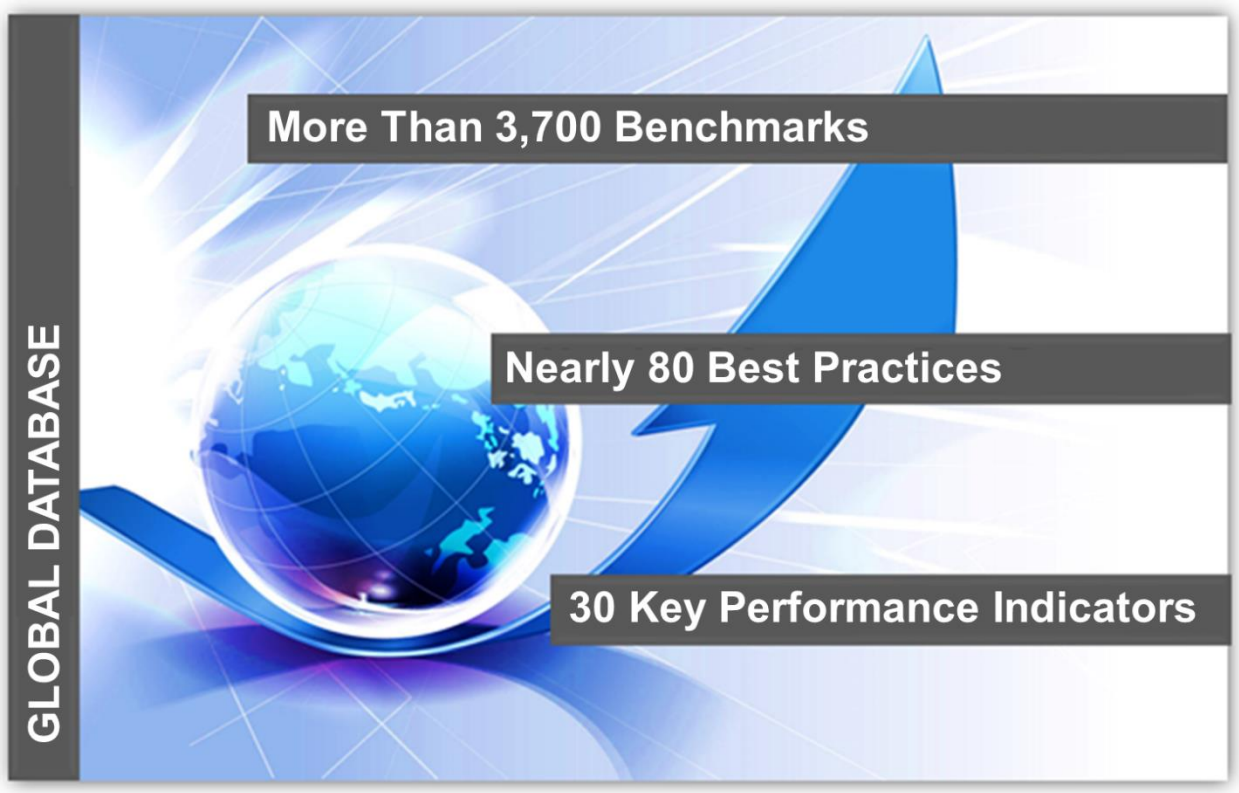
- Track and trend your performance over time
- Benchmark your performance vs. industry peers
- Identify strengths and weaknesses in your Contact Center
- Diagnose the underlying drivers of performance gaps
- Negotiate better service or pricing from service providers

In other words, once you've measured your performance, benchmarking involves comparing your performance to others and asking questions such as, "How did they achieve a higher level of customer satisfaction? How did they get to a lower price per contact? How did they drive customer loyalty by virtue of the Contact Center?"

Once you've answered those questions, you're in a position to either identify the best service provider to contract with, or negotiate terms with your current service provider that will lead to superior performance. With this basic approach, your Contact Center can build a service-based competitive advantage through benchmarking!

Achieving World-Class Performance

To build a sustainable competitive advantage, your goal must be World-Class Performance. That's where we can help you. MetricNet's benchmarking database is global. We have completed more than 3,700 benchmarks. Through them, we have identified nearly 80 industry best practices and 30 Key Performance Indicators (KPIs) that organizations around the world are using to achieve World-Class Performance.



World-Class Contact Centers have a number of characteristics in common:

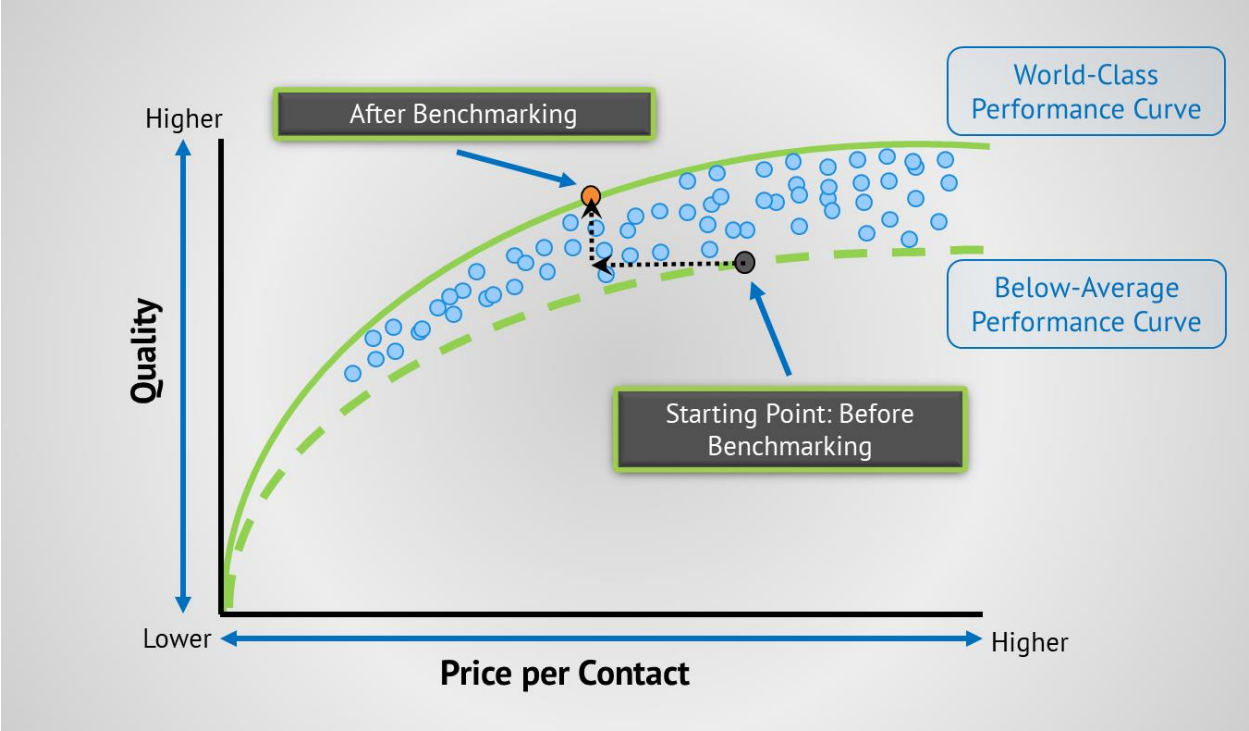
- They consistently exceed customer expectations—regardless of transaction type
  - This produces high levels of Customer Satisfaction
  - Their Call Quality is consistently high
- They manage business value at or above average industry levels
  - Their Price per Contact is below average

- If applicable, they generate revenue above average industry levels (telemarketing, telesales, debt collections)

- They follow industry best practices
  - Industry best practices are defined and documented
  - They effectively apply those best practices
- They add value with every transaction
  - They produce a positive customer experience
  - They improve customer loyalty
  - They create positive brand awareness

There's another way that we can describe what it means to be a World-Class Contact Center. Graphically, it looks like the image below:

The Goal of Benchmarking: Lower Price *and* Higher Quality



On this chart, we're showing two dimensions. The X-axis is price per contact and the Y-axis is quality (as measured by customer satisfaction). We've taken

some representative data points from our database and placed them on this chart.

The first thing you'll notice is that there's a cause-and-effect relationship between price and quality. Some organizations are driven by the need to minimize price. When that's the case, your price will drive your quality. Other organizations are driven by quality. In that case, quality will drive price.

The second thing you'll notice is that it's a non-linear relationship—as quality increases, the price will increase disproportionately. At some point, it probably doesn't make sense to pursue any further quality, because quality is not free!

The point of this chart is to reinforce what it means to be World-Class. It means that you take the limited resources you have and deploy them in the most effective way. If you do that, you will land on the upper curve, the World-Class curve. If your Contact Center performs below average, you'll be on the lower curve.

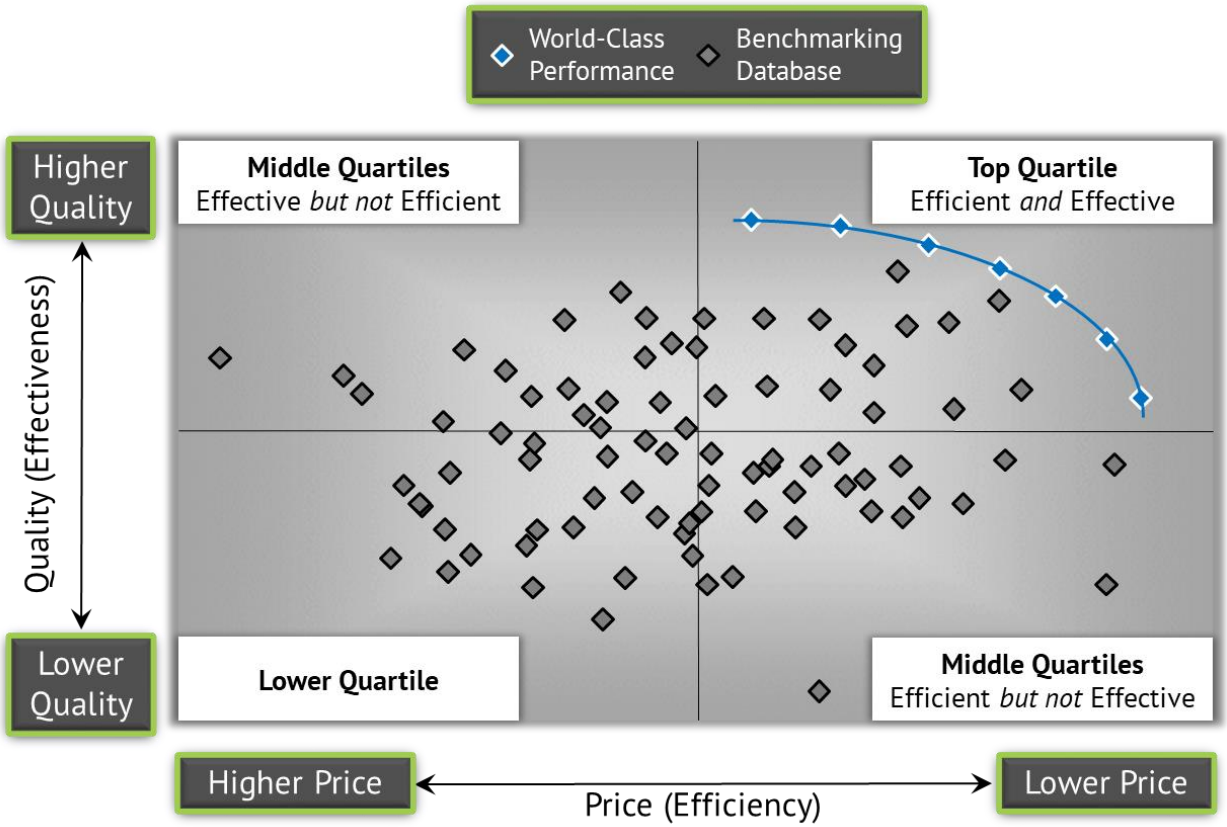
Being World-Class is a relative concept. It's not about hitting a particular target on any one metric. It is about deploying your resources as effectively as you possibly can.

Price vs. Quality for Contact Centers

Think about it this way. On the two-dimensional chart below, we again show price per contact on the X-axis (except that low price is now on the right, instead of the left) and customer satisfaction (quality) on the Y-axis. Where you want to be is on the upper-right World-Class Performance curve shown by the blue diamonds.

The blue diamonds represent Contact Centers with optimized performance. As you can see in the chart, some of them are optimized at a very low price and a slightly above-average customer-satisfaction level. Others are optimized at a slightly better-than-average price and a very high customer-satisfaction level. The goal is to be in the upper-right-hand quadrant where you are both efficient (low price) and effective (high quality).

The World-Class Performance Curve: Optimizing Efficiency *and* Effectiveness



HOW TO USE THIS BENCHMARK REPORT

How to Use this Benchmark Report

Here is the four-step benchmarking process to improve your Contact Center's performance with this report:

Step 1: Collect your Contact Center's performance data.

Thorough, accurate data collection is the cornerstone of successful benchmarking. This is also the most time-consuming step in benchmarking. But you need accurate data in order to identify the performance gaps in your own Contact Center.

Ideally, your Contact Center will have data that measures performance for each of the 41 KPIs that we include in this benchmarking report, those listed below:

Contact Center Benchmarking Metrics

Channel Mix

- Voice % of Total
- Chat % of Total
- IVR % of Total
- Web Ticket/Email % of Total
- Other % of Total

Price

- Avg. Price per Voice Contact
- Avg. Price per Chat Session
- Avg. Price per Web Ticket/Email Contact
- Avg. Price per Agent-Assisted Contact
- Avg. Price per Contact (incl. IVR)
- Avg. Price per Voice Minute
- Avg. Price per Chat Minute
- Avg. Price per Web Ticket/Email Minute

Handle Time

- Voice Handle Time
- Chat Handle Time
- Web/Email Handle Time

Voice Quality

- Voice Customer Satisfaction
- Net First Contact Resolution Rate
- Call Quality

Voice Productivity

- Voice Agent Utilization
- Inbound Voice Contacts per Agent per Month
- Voice, Chat, & Email Agents as a % of Total Contact Center Headcount

Voice SLA

- Average Speed of Answer
- Call Abandonment Rate
- % Answered in 30 Seconds

Contact Center Benchmarking Metrics (continued)

If your Contact Center does not yet measure all 41 KPIs, you can still benefit from benchmarking the KPIs for which you can get data. At a minimum, you'll want to benchmark six of the most important metrics, the ones we use in our Contact Center Scorecard (see page **27** below), or some similar substitutes. And for the KPIs that your Contact Center doesn't measure, you can still use this report to benchmark the levels at which your Contact Center ought to be performing.

We have defined each KPI in the Detailed Benchmarking Data section below (starting at page **39**). You can refer to these definitions as you collect your data to ensure an apples-to-apples benchmarking comparison in Step 2.

You may also find it helpful, if possible, to review the collected data with key personnel at your service provider who understand the Contact Center's operations. They can often provide context for the data and spot potential anomalies or inaccuracies.

Step 2: Compare your performance to others.

We provide several methods to compare your performance data with industry peers. The four primary methods are these:

1) A **Benchmarking KPI Performance Summary** (page **19**), which lists the industry peer group's average, minimum, median, and maximum performance levels for each KPI.
2) **Quartile Rankings** (page **22**), so you can map which quartile your Contact Center performs in for each KPI.
3) A **Contact Center Scorecard** (page **27**), which provides a more holistic, balanced measure of your Contact Center's overall performance compared to the industry peer group.
4) **Detailed Benchmarking Data** (starting on page **39**), which shows bar charts of the performance level for each Contact Center in the peer group, for each individual KPI.

Step 3: Develop strategies for improved performance.

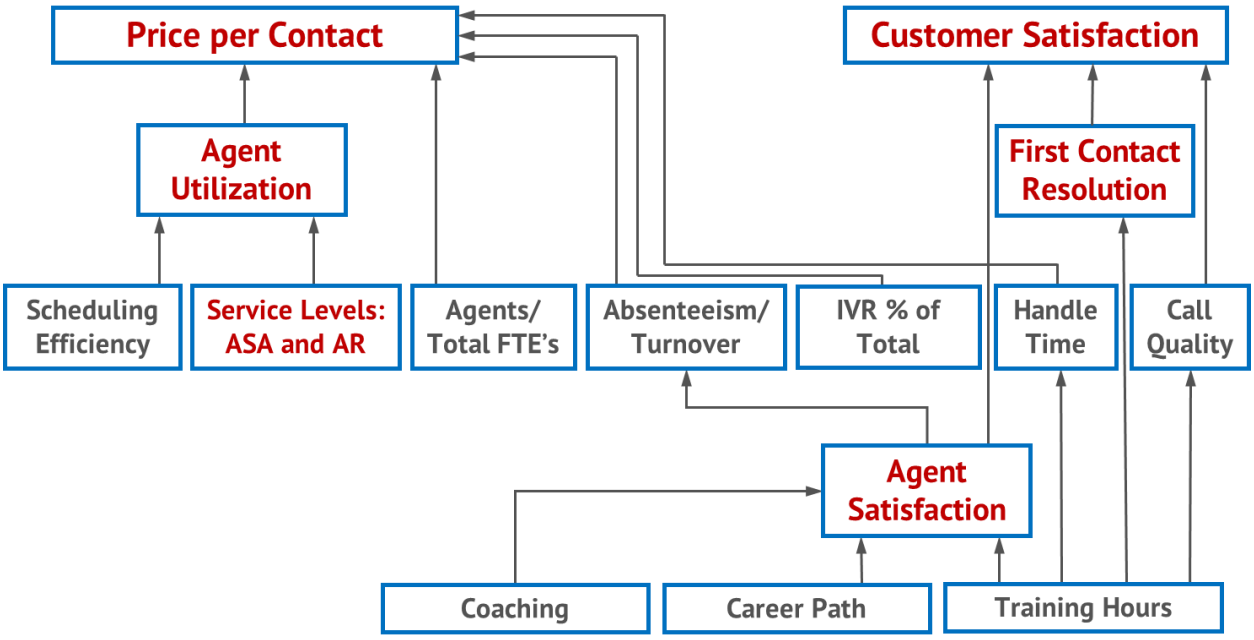
Without an action plan to obtain better performance, benchmarking is a pointless exercise. Ironically, this is one of the simplest steps in the benchmarking process, but it adds the most value.

The true potential of measuring and benchmarking your KPIs can be unlocked only when you use them to diagnose and understand the underlying drivers of your Contact Center's performance. Then you can use that diagnosis to strategically negotiate the best possible terms and conditions for your outsource contract or a more favorable contract with your service provider.

The key to using KPIs diagnostically is to understand their cause-and-effect relationships. You can think of these relationships as a linkage where all of the KPIs are interconnected. When one KPI moves up or down, other KPIs move with it. Understanding this linkage is enormously powerful because it shows you the levers that can be pulled to increase performance.

The diagram below illustrates some of the most important linkage between Contact Center KPIs. The detailed benchmarking data in this report (starting on page **39**) also lists key correlations for each KPI.

Major KPI Cause-and-Effect Relationships



We call Price per Contact and Customer Satisfaction the foundation metrics. Nearly everything a Contact Center does can be viewed through the lens of price and quality. This insight is crucial because it greatly simplifies decision-making for a Contact Center. Any performance gain that does not have the long-term effect of improving customer satisfaction, reducing price, or both, is simply not worth seeking. (Sales effectiveness may also be foundational for a revenue-generating Contact Center, but this report does not benchmark sales metrics.)

The foundation metrics, however, cannot be directly controlled. Instead, they are controlled by other KPIs, the ones we call underlying drivers. As you can see from the diagram above, some top examples of underlying drivers are Agent Utilization, First Contact Resolution Rate, and Agent Job Satisfaction. These underlying drivers directly impact the foundation metrics—any improvement on the driver metrics will cause corresponding improvements in price, quality, or both.

By understanding the underlying drivers for price and quality, you can use your benchmarked KPIs diagnostically. If your Customer Satisfaction is low, for example, simply isolate the primary underlying drivers of Customer Satisfaction on which your Contact Center's performance was low compared to the

benchmark. Then you can plan for addressing these shortcomings with your service provider.

To help understand why your Contact Center is performing at the level it is, you can identify the industry best practices that determine performance on the crucial metrics that you isolated. MetricNet has identified nearly 80 industry best practices for Contact Centers. Contact Centers that follow these best practices will have better overall performance levels.

In identifying the areas where performance should improve, it's important to emphasize your Contact Center's balanced score (see page 27). This shows you a more holistic view of your Contact Center's performance and helps you avoid fixating on just part of the picture.

Step 4: Implement, and monitor results.

Once you've benchmarked your Contact Center's performance, and diagnosed the key drivers of its efficiency and effectiveness, you're in a better position to negotiate with a service provider. Additionally, to ensure ongoing positive performance, some of MetricNet's clients have negotiated a clause in their contracts that requires periodic benchmarking and appropriate adjustments to price or service levels based upon the benchmarking results.

Also, during the term of your contract, it is helpful to regularly monitor your Contact Center's performance for changes. One of the easiest and best ways of monitoring is to update your Contact Center scorecard (see page 27) every month or every quarter, and trend the changes in your score over time.

KPI STATISTICS: SUMMARY AND QUARTILES

KPI Statistics: Summary and Quartiles

Benchmarking Performance Summary

The table on the next two pages summarizes this report's benchmarking data. It shows the benchmarking peer group's average, minimum, median, and maximum performance levels for each Key Performance Indicator (KPI).

On the left of the table you see the eight categories of metrics, followed by 41 KPIs that you can use to benchmark your Contact Center. To compare your Contact Center's performance with that of this peer group, simply copy the table into a spreadsheet and add a column with your data for each KPI that you measure.

It's important to look at this data holistically. No single metric comes even close to telling the whole story. For example, if your price is high, that's not necessarily a bad thing—particularly if it comes with good quality and service levels. By contrast, if your price is low, that may not be a good thing if it comes with low Customer Satisfaction, low First Contact Resolution Rate, and the like.

Metric Type	Key Performance Indicator (KPI)	Peer Group Statistics			
		Average	Min	Median	Max
Inbound Channel Mix	Voice % of Total	64.4%	13.6%	68.5%	92.6%
	Chat % of Total	14.3%	0.0%	11.3%	51.2%
	IVR % of Total	16.4%	0.0%	15.9%	59.9%
	Web Ticket/Email % of Total	3.8%	0.0%	3.3%	9.5%
	Other % of Total	0.9%	0.0%	0.8%	2.6%
Price	Average Price per Voice Contact	$62.05	$13.64	$56.31	$173.25
	Average Price per Chat Session	$32.78	$3.46	$26.56	$110.82
	Average Price per Web Ticket/Email Contact	$59.75	$11.82	$56.41	$165.04
	Average Price per Agent-Assisted Contact	$55.69	$13.52	$50.05	$154.12
	Average Price per Contact (incl. IVR)	$43.85	$13.52	$41.47	$98.75
	Average Price per Voice Minute	$2.77	$1.08	$2.60	$5.23
	Average Price per Chat Minute	$1.89	$0.99	$1.70	$3.88
	Average Price per Web Ticket/Email Minute	$2.74	$1.11	$2.52	$5.30
Handle Time	Voice Handle Time (minutes)	22.27	7.37	22.00	45.96
	Chat Handle Time (minutes)	17.13	1.95	15.68	42.86
	Web/Email Handle Time (minutes)	21.67	8.51	21.50	43.05
Voice Quality	Voice Customer Satisfaction	51.7%	13.3%	49.8%	95.4%
	Net First Contact Resolution Rate	36.6%	18.7%	34.7%	69.6%
	Call Quality	70.4%	23.2%	69.8%	97.2%
Voice Productivity	Voice Agent Utilization	32.2%	15.3%	34.8%	48.2%
	Inbound Voice Contacts per Agent per Month	163	69	142	455
	Voice, Chat, and Email Agents as a % of Total Contact Center Headcount	60.7%	40.7%	60.4%	79.7%

(continued on next page)

Voice SLA	Average Speed of Answer (seconds)	150	69	146	290
	Call Abandonment Rate	11.2%	1.7%	10.2%	39.4%
	% Answered in 30 Seconds	33.9%	20.1%	33.1%	52.6%
Agent	Annual Agent Turnover	68.1%	46.8%	67.5%	97.7%
	Daily Agent Absenteeism	14.7%	11.1%	14.7%	19.4%
	Agent Schedule Adherence	82.4%	73.7%	83.1%	91.3%
	Agent Occupancy	74.7%	49.0%	74.7%	95.8%
	New Agent Training Hours	160	62	163	279
	Annual Agent Training Hours	11	0	7	44
	Agent Tenure (months)	14.9	5.4	15.0	26.1
	Agent Job Satisfaction	71.0%	53.0%	71.7%	82.5%
Chat	% of Contacts Originating in Chat	14.3%	0.0%	11.3%	51.2%
	% of Contacts Resolved in Chat	4.0%	0.0%	2.9%	17.2%
	Chat First Contact Resolution Rate	31.3%	8.3%	28.6%	58.8%
	% Failover Rate from Chat to Voice	68.6%	41.1%	71.3%	91.6%
	Customer Satisfaction in Chat Channel	56.7%	22.1%	54.6%	87.8%
	Average Concurrent Chat Sessions	0.83	0.47	0.77	1.25
	Max Concurrent Chat Sessions	2.9	1.0	3.0	4.0
	Number of Chat Sessions per Chat Agent per Month	371	109	270	1,922

Quartile Rankings for Each KPI

Quartiles are another simple way to present the benchmarking data. For each metric, the best-performing Contact Centers fall into the first quartile; the worst performers fall into the fourth quartile.

For example, the Contact Centers who perform in the top 25% on the first price metric have an Average Price per Voice Contact that ranges between $13.64 (the best) and $40.30 (the 75th percentile). The bottom 25% of Contact Centers for that metric range between $77.49 and $173.25 per inbound contact.

Channel Mix Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Voice % of Total	13.6% 48.9%	48.9% 68.5%	68.5% 80.8%	80.8% 92.6%
Chat % of Total	51.2% 20.4%	20.4% 11.3%	11.3% 0.8%	0.8% 0.0%
IVR % of Total	59.9% 22.8%	22.8% 15.9%	15.9% 3.9%	3.9% 0.0%
Web Ticket/Email % of Total	9.5% 6.3%	6.3% 3.3%	3.3% 1.4%	1.4% 0.0%
Other % of Total	2.6% 1.7%	1.7% 0.8%	0.8% 0.0%	0.0% 0.0%

Price Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Average Price per Voice Contact	$13.64 $40.30	$40.30 $56.31	$56.31 $77.49	$77.49 $173.25
Average Price per Chat Session	$3.46 $16.27	$16.27 $26.56	$26.56 $41.48	$41.48 $110.82
Average Price per Web Ticket/Email Contact	$11.82 $32.58	$32.58 $56.41	$56.41 $77.42	$77.42 $165.04
Average Price per Agent-Assisted Contact	$13.52 $35.93	$35.93 $50.05	$50.05 $70.14	$70.14 $154.12
Average Price per Contact (incl. IVR)	$13.52 $28.88	$28.88 $41.47	$41.47 $57.89	$57.89 $98.75
Average Price per Voice Minute	$1.08 $1.91	$1.91 $2.60	$2.60 $3.51	$3.51 $5.23
Average Price per Chat Minute	$0.99 $1.37	$1.37 $1.70	$1.70 $2.33	$2.33 $3.88
Average Price per Web Ticket/Email Minute	$1.11 $1.82	$1.82 $2.52	$2.52 $3.50	$3.50 $5.30

Handle Time Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Voice Handle Time (minutes)	7.37 16.06	16.06 22.00	22.00 25.39	25.39 45.96
Chat Handle Time (minutes)	1.95 10.59	10.59 15.68	15.68 22.09	22.09 42.86
Web/Email Handle Time (minutes)	8.51 14.38	14.38 21.50	21.50 25.30	25.30 43.05

Voice Quality Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Voice Customer Satisfaction	95.4% 63.6%	63.6% 49.8%	49.8% 38.2%	38.2% 13.3%
Net First Contact Resolution Rate	69.6% 41.4%	41.4% 34.7%	34.7% 29.1%	29.1% 18.7%
Call Quality	97.2% 83.2%	83.2% 69.8%	69.8% 61.0%	61.0% 23.2%

Voice Productivity Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Voice Agent Utilization	48.2% 39.2%	39.2% 34.8%	34.8% 22.7%	22.7% 15.3%
Inbound Voice Contacts per Agent per Month	455 198	198 142	142 111	111 69
Voice, Chat, and Email Agents as a % of Total Contact Center Headcount	79.7% 71.4%	71.4% 60.4%	60.4% 50.2%	50.2% 40.7%

Voice SLA Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Average Speed of Answer (seconds)	69 106	106 146	146 183	183 290
Call Abandonment Rate	1.7% 5.5%	5.5% 10.2%	10.2% 14.3%	14.3% 39.4%
% Answered in 30 Seconds	52.6% 39.8%	39.8% 33.1%	33.1% 28.3%	28.3% 20.1%

Agent Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Annual Agent Turnover	46.8% 58.9%	58.9% 67.5%	67.5% 75.5%	75.5% 97.7%
Daily Agent Absenteeism	11.1% 12.8%	12.8% 14.7%	14.7% 16.2%	16.2% 19.4%
Agent Occupancy	95.8% 82.6%	82.6% 74.7%	74.7% 65.4%	65.4% 49.0%
Agent Schedule Adherence	91.3% 85.4%	85.4% 83.1%	83.1% 79.8%	79.8% 73.7%
New Agent Training Hours	279 193	193 163	163 119	119 62
Annual Agent Training Hours	44 16	16 7	7 0	0 0
Agent Tenure (months)	26.1 17.6	17.6 15.0	15.0 12.1	12.1 5.4
Agent Job Satisfaction	82.5% 74.8%	74.8% 71.7%	71.7% 67.5%	67.5% 53.0%

Chat Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
% of Contacts Originating in Chat	51.2% 20.4%	20.4% 11.3%	11.3% 0.8%	0.8% 0.0%
% of Contacts Resolved in Chat	17.2% 6.6%	6.6% 2.9%	2.9% 0.2%	0.2% 0.0%
Chat First Contact Resolution Rate	58.8% 38.4%	38.4% 28.6%	28.6% 24.7%	24.7% 8.3%
% Failover Rate from Chat to Voice	41.1% 61.5%	61.5% 71.3%	71.3% 75.2%	75.2% 91.6%
Customer Satisfaction in Chat Channel	87.8% 63.9%	63.9% 54.6%	54.6% 46.9%	46.9% 22.1%
Average Concurrent Chat Sessions	1.25 0.95	0.95 0.77	0.77 0.72	0.72 0.47
Max Concurrent Chat Sessions	4.0 4.0	4.0 3.0	3.0 2.0	2.0 1.0
Number of Chat Sessions per Chat Agent per Month	1,922 429	429 270	270 221	221 109

BENCHMARKING SCORECARD AND RANKINGS

Benchmarking Scorecard and Rankings

The Contact Center Scorecard: An Overview

The Contact Center scorecard produces a single, holistic measure of Contact Center performance. It combines six critical price, quality, productivity, agent, and service-level KPIs into one overall performance indicator—the Balanced Score. Your score will range between zero and 100%. You can compare it directly with the Balanced Scores of other Contact Centers in the benchmark.

This is what the scorecard looks like, and how it is calculated:

Key Performance Indicator (KPI)	KPI Weighting	Performance Range		Your Performance	KPI Score	Balanced Score
		Worst Case	Best Case			
Average Price per Agent-Assisted Contact	25.0%	$154.12	$13.52	$55.69	70.0%	17.5%
Voice Customer Satisfaction	25.0%	13.3%	95.4%	51.7%	46.8%	11.7%
Voice Agent Utilization	15.0%	15.3%	48.2%	32.2%	51.3%	7.7%
Net First Contact Resolution Rate	15.0%	18.7%	69.6%	36.6%	35.1%	5.3%
Agent Job Satisfaction	10.0%	53.0%	82.5%	71.0%	61.0%	6.1%
Average Speed of Answer (seconds)	10.0%	290	69	150	63.5%	6.4%
Total	**100.0%**	n/a	n/a	n/a	n/a	**54.6%**

Step 1
Six critical performance metrics have been selected for the scorecard.

Step 2
Each metric has been weighted according to its relative importance.

Step 3
For each metric, the highest and lowest performance levels in the benchmark are recorded.

Step 4*
Your actual performance for each metric is recorded in this column.

Step 5
Your score for each metric is calculated: **(worst case – your performance) ÷ (worst case – best case) × 100**

Step 6
Your balanced score for each metric is calculated: **metric score × weighting**

*Benchmark averages have been used in the "Your Performance" column to illustrate how the scorecard is calculated.

The six KPIs we selected for the scorecard are the metrics that are of highest importance for most Contact Centers:

- Average Price per Agent-Assisted Contact (one of the two foundation metrics)
- Voice Customer Satisfaction (the other foundation metric)
- Voice Agent Utilization (the primary driver of Price per Contact)
- Net First Contact Resolution Rate (the primary driver of Voice Customer Satisfaction)
- Agent Job Satisfaction (a key secondary driver of both price and quality)
- Average Speed of Answer (the top service-level indicator)

The weighting percentage we assigned to each KPI is based on that KPI's relative importance in the scorecard. For example, you can see that we gave the greatest weight to Price per Contact and Customer Satisfaction (25% each), since those are the foundation metrics.

A Contact Center's Balanced Score will always range between 0% and 100%. If your performance is the worst on each of the six KPIs, compared to the industry peer group for this benchmark report, your score will be 0%. If your performance is the best on each KPI, your score will be 100%.

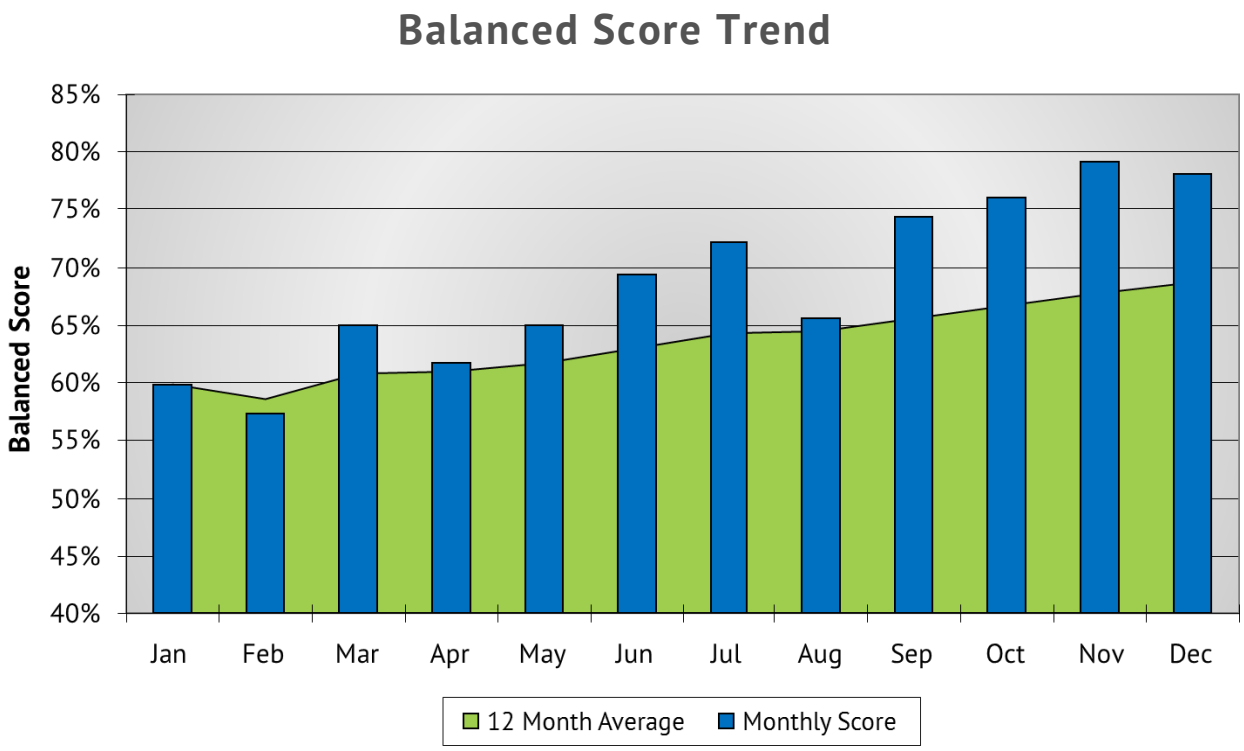
When we run this algorithm for literally hundreds of outsourced Contact Centers worldwide, the average Balanced Score is approximately 64%. If your score is above about 69%, you're in the top quartile; between about 65% and 69% you're in the second quartile; between about 59% and 65%, in the third; and below 59%, in the bottom quartile.

Tracking Your Balanced Score

By calculating your overall score for every month or every quarter, you can track and trend its performance over time.

Consider this real data from a few years ago. One of MetricNet's clients simply updated their scorecard every month, as shown in the chart below. The blue bars in the chart represent the monthly Balanced Scores, while the green background represents the 12-month trailing trend in scorecard performance.

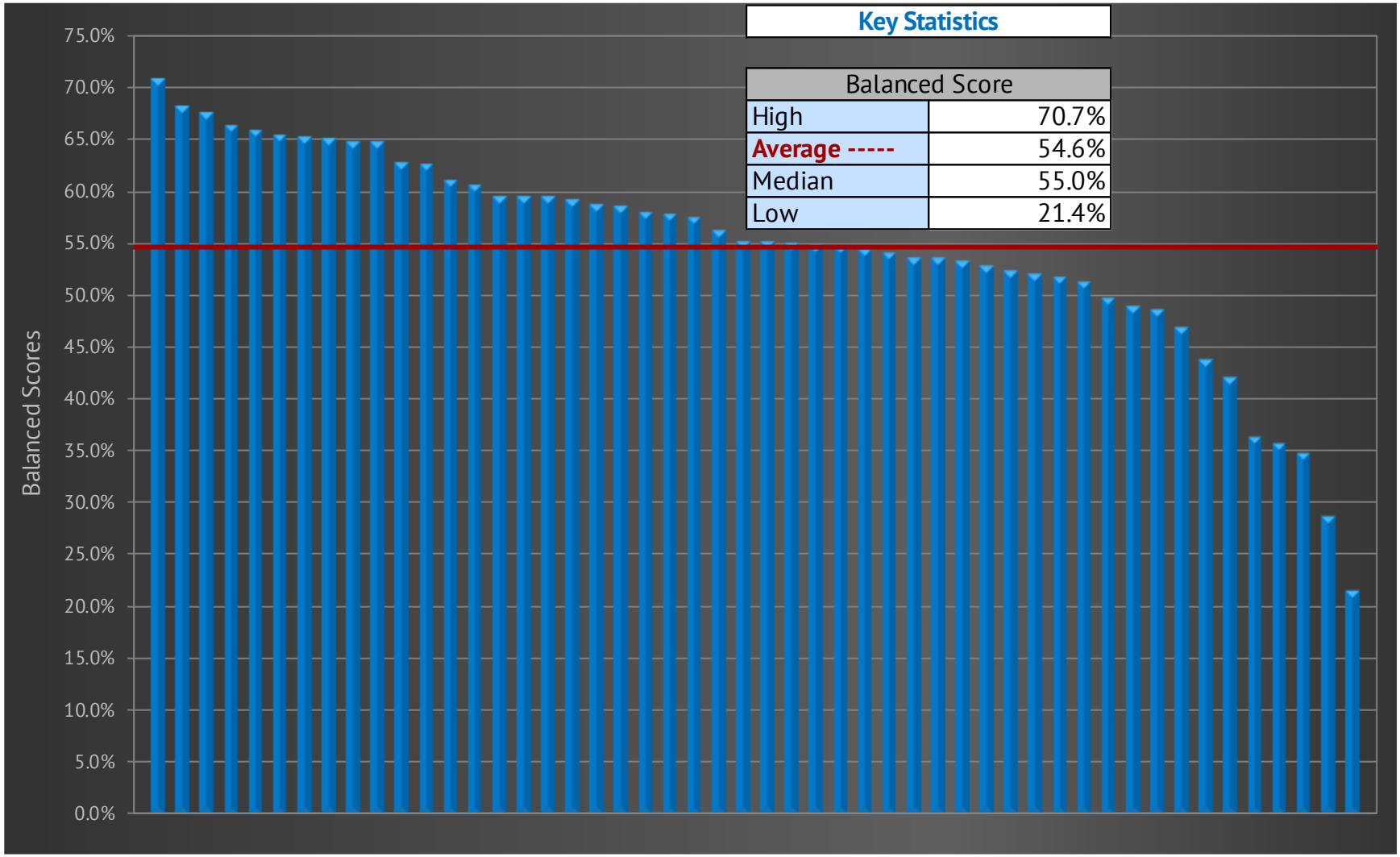
You can see that over the course of one year they managed to improve their performance substantially.



Benchmarking the Balanced Score

The Balanced Score is the single most useful performance indicator for comparing Contact Center performance. The chart on the next page graphs the Balanced Scores for all Contact Centers included in this report's benchmark data. The red line shows the average overall performance level.

Benchmarking the Balanced Score (continued)



Benchmarking the Balanced Score (continued)

The next two pages list the Balanced Score for each Contact Center in the benchmark. They also list each Contact Center's performance for each of the six KPIs used to calculate the Balanced Score. The data records are listed in rank order, from the best Balanced Score (record #43) to the worst (record #12). If you want to see what any other Contact Center's score looks like compared to yours, you can use this list.

Rankings by Balanced Score								
Overall Ranking	Benchmark Data Record Number	Average Price per Agent-Assisted Contact	Voice Customer Satisfaction	Voice Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer (seconds)	Total Balanced Score
1	43	$39.50	37.5%	48.2%	47.9%	81.6%	76	**70.7%**
2	2	$71.46	95.4%	39.1%	40.1%	65.7%	138	**68.1%**
3	5	$49.10	49.0%	39.2%	59.1%	81.6%	170	**67.5%**
4	29	$49.26	69.5%	42.1%	38.6%	71.7%	157	**66.2%**
5	34	$43.23	80.1%	37.4%	34.8%	69.6%	174	**65.8%**
6	49	$14.76	55.6%	44.0%	26.2%	74.0%	175	**65.3%**
7	6	$68.10	63.8%	42.8%	56.1%	75.9%	221	**65.1%**
8	41	$23.18	59.3%	35.6%	27.7%	75.1%	108	**64.9%**
9	11	$13.52	77.8%	34.6%	23.4%	69.0%	191	**64.7%**
10	18	$63.58	73.5%	38.7%	41.5%	76.8%	184	**64.7%**
11	50	$33.13	59.1%	42.9%	29.0%	63.5%	113	**62.7%**
12	39	$26.75	53.4%	42.4%	29.6%	73.6%	177	**62.5%**
13	3	$64.60	75.9%	28.3%	41.6%	69.4%	121	**60.9%**
14	13	$35.76	60.8%	26.8%	31.1%	72.1%	79	**60.4%**
15	4	$28.98	87.1%	28.9%	18.7%	71.7%	242	**59.5%**
16	28	$97.68	73.2%	32.1%	56.7%	74.8%	182	**59.4%**
17	33	$26.21	55.4%	27.6%	26.0%	72.8%	84	**59.4%**
18	44	$44.64	38.4%	43.3%	40.5%	78.2%	196	**59.1%**
19	10	$24.11	28.4%	38.7%	31.3%	72.1%	69	**58.6%**
20	48	$29.89	24.8%	47.1%	35.0%	66.3%	90	**58.5%**
21	7	$48.80	42.9%	41.8%	35.2%	70.8%	134	**57.8%**
22	14	$22.91	24.6%	44.2%	27.0%	69.1%	74	**57.7%**
23	46	$43.33	51.6%	24.6%	36.3%	78.5%	117	**57.3%**
24	22	$44.41	93.1%	15.3%	24.7%	62.9%	130	**56.2%**
25	21	$13.55	35.4%	40.7%	25.6%	67.0%	181	**55.0%**
26	8	$21.20	25.7%	40.2%	33.4%	70.2%	156	**55.0%**
27	23	$55.91	54.0%	36.7%	33.6%	71.0%	186	**54.8%**

Rankings by Balanced Score (continued)								
Overall Ranking	Benchmark Data Record Number	Average Price per Agent-Assisted Contact	Voice Customer Satisfaction	Voice Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer (seconds)	Total Balanced Score
28	36	$76.88	65.6%	19.7%	42.7%	72.3%	83	**54.7%**
29	31	$45.05	45.1%	34.0%	41.2%	64.6%	150	**54.5%**
30	47	$99.74	47.8%	25.1%	54.6%	82.5%	89	**54.3%**
31	19	$36.43	44.4%	35.7%	36.0%	73.8%	244	**53.9%**
32	26	$50.29	65.8%	32.8%	32.5%	62.4%	206	**53.5%**
33	17	$62.28	63.0%	19.1%	28.7%	74.8%	71	**53.5%**
34	30	$133.65	56.7%	36.1%	69.6%	77.4%	213	**53.1%**
35	1	$99.78	38.1%	38.0%	51.4%	73.8%	104	**52.7%**
36	45	$84.70	49.9%	35.0%	44.6%	63.7%	101	**52.3%**
37	40	$50.59	43.5%	25.7%	37.2%	69.5%	102	**51.9%**
38	37	$85.28	92.7%	19.7%	24.1%	70.4%	163	**51.7%**
39	16	$70.82	47.2%	37.0%	31.5%	70.9%	151	**51.2%**
40	35	$59.57	41.5%	22.0%	35.4%	77.3%	114	**49.6%**
41	9	$49.81	26.9%	38.5%	47.8%	67.0%	240	**48.9%**
42	32	$51.92	46.3%	21.2%	29.2%	75.8%	142	**48.5%**
43	42	$56.19	54.7%	18.2%	30.4%	68.3%	140	**46.8%**
44	25	$40.78	25.9%	25.0%	26.6%	73.6%	160	**43.6%**
45	20	$75.85	34.2%	20.7%	34.6%	72.4%	113	**42.0%**
46	38	$61.74	15.6%	19.5%	32.5%	67.2%	106	**36.3%**
47	27	$154.12	49.6%	22.0%	51.4%	76.7%	205	**35.6%**
48	15	$67.81	49.3%	18.4%	28.4%	58.5%	243	**34.6%**
49	24	$79.26	13.3%	21.7%	31.3%	58.6%	141	**28.6%**
50	12	$94.18	24.7%	20.3%	35.8%	53.0%	290	**21.4%**
Key Statistics	Average	$55.69	51.7%	32.2%	36.6%	71.0%	150	**54.6%**
	Max	$154.12	95.4%	48.2%	69.6%	82.5%	290	**70.7%**
	Min	$13.52	13.3%	15.3%	18.7%	53.0%	69	**21.4%**
	Median	$50.05	49.8%	34.8%	34.7%	71.7%	146	**55.0%**

Benchmarking the Balanced Score (continued)

The next two pages show the rankings for each KPI in the scorecard. The column for each KPI has the performance levels listed in rank order, from best (top row) to worst (bottom row). This is the same data you saw in the previous list. But in this list it is not tied together by individual Contact Center data records. Instead, each KPI is ranked on its own. This allows you to look at your performance for any given metric on the scorecard and see how you stack up against other outsourced Contact Centers in your geographical region.

Rankings of Each KPI							
KPI Ranking	Average Price per Agent-Assisted Contact	Voice Customer Satisfaction	Voice Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer (seconds)	Total Balanced Score
1	$13.52	95.4%	48.2%	69.6%	82.5%	69	70.7%
2	$13.55	93.1%	47.1%	59.1%	81.6%	71	68.1%
3	$14.76	92.7%	44.2%	56.7%	81.6%	74	67.5%
4	$21.20	87.1%	44.0%	56.1%	78.5%	76	66.2%
5	$22.91	80.1%	43.3%	54.6%	78.2%	79	65.8%
6	$23.18	77.8%	42.9%	51.4%	77.4%	83	65.3%
7	$24.11	75.9%	42.8%	51.4%	77.3%	84	65.1%
8	$26.21	73.5%	42.4%	47.9%	76.8%	89	64.9%
9	$26.75	73.2%	42.1%	47.8%	76.7%	90	64.7%
10	$28.98	69.5%	41.8%	44.6%	75.9%	101	64.7%
11	$29.89	65.8%	40.7%	42.7%	75.8%	102	62.7%
12	$33.13	65.6%	40.2%	41.6%	75.1%	104	62.5%
13	$35.76	63.8%	39.2%	41.5%	74.8%	106	60.9%
14	$36.43	63.0%	39.1%	41.2%	74.8%	108	60.4%
15	$39.50	60.8%	38.7%	40.5%	74.0%	113	59.5%
16	$40.78	59.3%	38.7%	40.1%	73.8%	113	59.4%
17	$43.23	59.1%	38.5%	38.6%	73.8%	114	59.4%
18	$43.33	56.7%	38.0%	37.2%	73.6%	117	59.1%
19	$44.41	55.6%	37.4%	36.3%	73.6%	121	58.6%
20	$44.64	55.4%	37.0%	36.0%	72.8%	130	58.5%
21	$45.05	54.7%	36.7%	35.8%	72.4%	134	57.8%
22	$48.80	54.0%	36.1%	35.4%	72.3%	138	57.7%
23	$49.10	53.4%	35.7%	35.2%	72.1%	140	57.3%
24	$49.26	51.6%	35.6%	35.0%	72.1%	141	56.2%
25	$49.81	49.9%	35.0%	34.8%	71.7%	142	55.0%
26	$50.29	49.6%	34.6%	34.6%	71.7%	150	55.0%
27	$50.59	49.3%	34.0%	33.6%	71.0%	151	54.8%

Rankings of Each KPI (continued)							
KPI Ranking	Average Price per Agent-Assisted Contact	Voice Customer Satisfaction	Voice Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer (seconds)	Total Balanced Score
28	$51.92	49.0%	32.8%	33.4%	70.9%	156	54.7%
29	$55.91	47.8%	32.1%	32.5%	70.8%	157	54.5%
30	$56.19	47.2%	28.9%	32.5%	70.4%	160	54.3%
31	$59.57	46.3%	28.3%	31.5%	70.2%	163	53.9%
32	$61.74	45.1%	27.6%	31.3%	69.6%	170	53.5%
33	$62.28	44.4%	26.8%	31.3%	69.5%	174	53.5%
34	$63.58	43.5%	25.7%	31.1%	69.4%	175	53.1%
35	$64.60	42.9%	25.1%	30.4%	69.1%	177	52.7%
36	$67.81	41.5%	25.0%	29.6%	69.0%	181	52.3%
37	$68.10	38.4%	24.6%	29.2%	68.3%	182	51.9%
38	$70.82	38.1%	22.0%	29.0%	67.2%	184	51.7%
39	$71.46	37.5%	22.0%	28.7%	67.0%	186	51.2%
40	$75.85	35.4%	21.7%	28.4%	67.0%	191	49.6%
41	$76.88	34.2%	21.2%	27.7%	66.3%	196	48.9%
42	$79.26	28.4%	20.7%	27.0%	65.7%	205	48.5%
43	$84.70	26.9%	20.3%	26.6%	64.6%	206	46.8%
44	$85.28	25.9%	19.7%	26.2%	63.7%	213	43.6%
45	$94.18	25.7%	19.7%	26.0%	63.5%	221	42.0%
46	$97.68	24.8%	19.5%	25.6%	62.9%	240	36.3%
47	$99.74	24.7%	19.1%	24.7%	62.4%	242	35.6%
48	$99.78	24.6%	18.4%	24.1%	58.6%	243	34.6%
49	$133.65	15.6%	18.2%	23.4%	58.5%	244	28.6%
50	$154.12	13.3%	15.3%	18.7%	53.0%	290	21.4%
Average	$55.69	51.7%	32.2%	36.6%	71.0%	150	54.6%
Max	$154.12	95.4%	48.2%	69.6%	82.5%	290	70.7%
Min	$13.52	13.3%	15.3%	18.7%	53.0%	69	21.4%
Median	$50.05	49.8%	34.8%	34.7%	71.7%	146	55.0%

Benchmarking the Balanced Score (continued)

For a graphical benchmark of each individual metric in the scorecard, see the following section of this report. It contains charts for all 41 KPIs, including the six scorecard KPIs. The red line in each chart represents the average performance within the benchmark peer group, for you to compare against your own Contact Center's performance. You can jump to the charts for the six scorecard KPIs using these links (each of those charts has links above it that you can use to return to this page or to jump to the next scorecard-KPI chart):

- **Average Price per Agent-Assisted Contact**
- **Voice Customer Satisfaction**
- **Voice Agent Utilization**
- **Net First Contact Resolution Rate**
- **Agent Job Satisfaction**
- **Average Speed of Answer**

We always organize these charts from left to right so that good performance is on the left and bad performance is on the right. In some cases, such as price, you'll notice an ascending distribution because lower numbers are better. In other cases, such as customer satisfaction, you will see a descending distribution because higher numbers are better.

DETAILED BENCHMARKING DATA

Detailed Benchmarking Data

Inbound Channel Mix Metrics

Voice % of Total

Definition: Voice % of Total is the percentage of total contacts that originate in the voice channel.

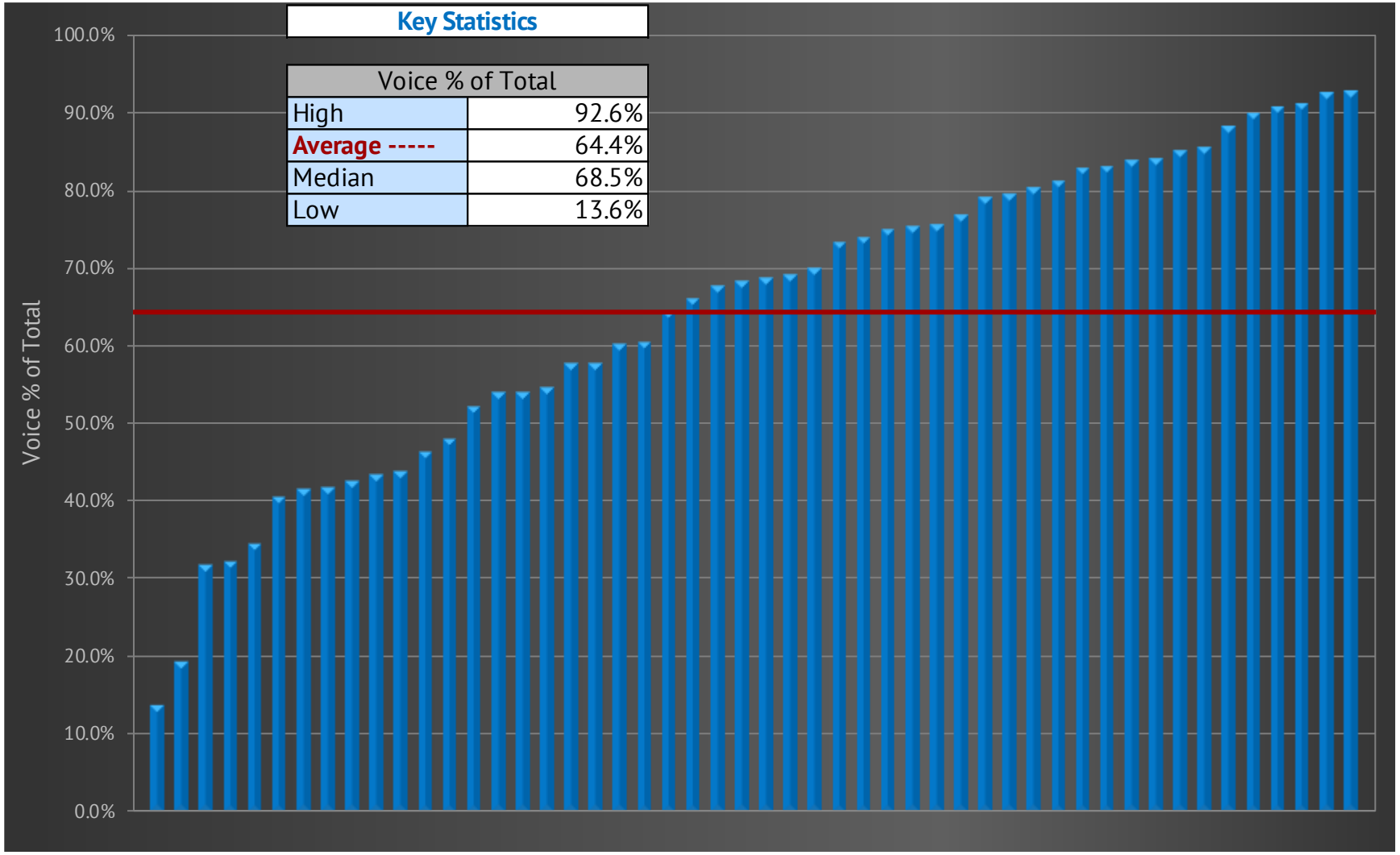
$$Voice\ \%\ of\ Total = \frac{Inbound\ voice\ contact\ volume}{Total\ inbound\ contact\ volume\ (all\ channels)}$$

Why it's important: Voice % of Total is important because the Price per Contact for voice-completed contacts is usually higher than for IVR, chat, and web contacts. By reducing the number of contacts originating in the voice channel, the overall average Price per Contact can be reduced. Many Contact Centers, recognizing the potential to reduce their costs, constantly strive to reduce their Voice % of Total by deflecting calls into lower-cost channels.

Key correlations: Voice % of Total is strongly correlated with the following metrics:

- Average Price per Agent-Assisted Contact
- Average Price per Contact (all contact types)

Voice % of Total (continued)



Inbound Channel Mix Metrics (continued)

Chat % of Total

Definition: Chat % of Total is the percentage of total contacts that originate in the chat channel.

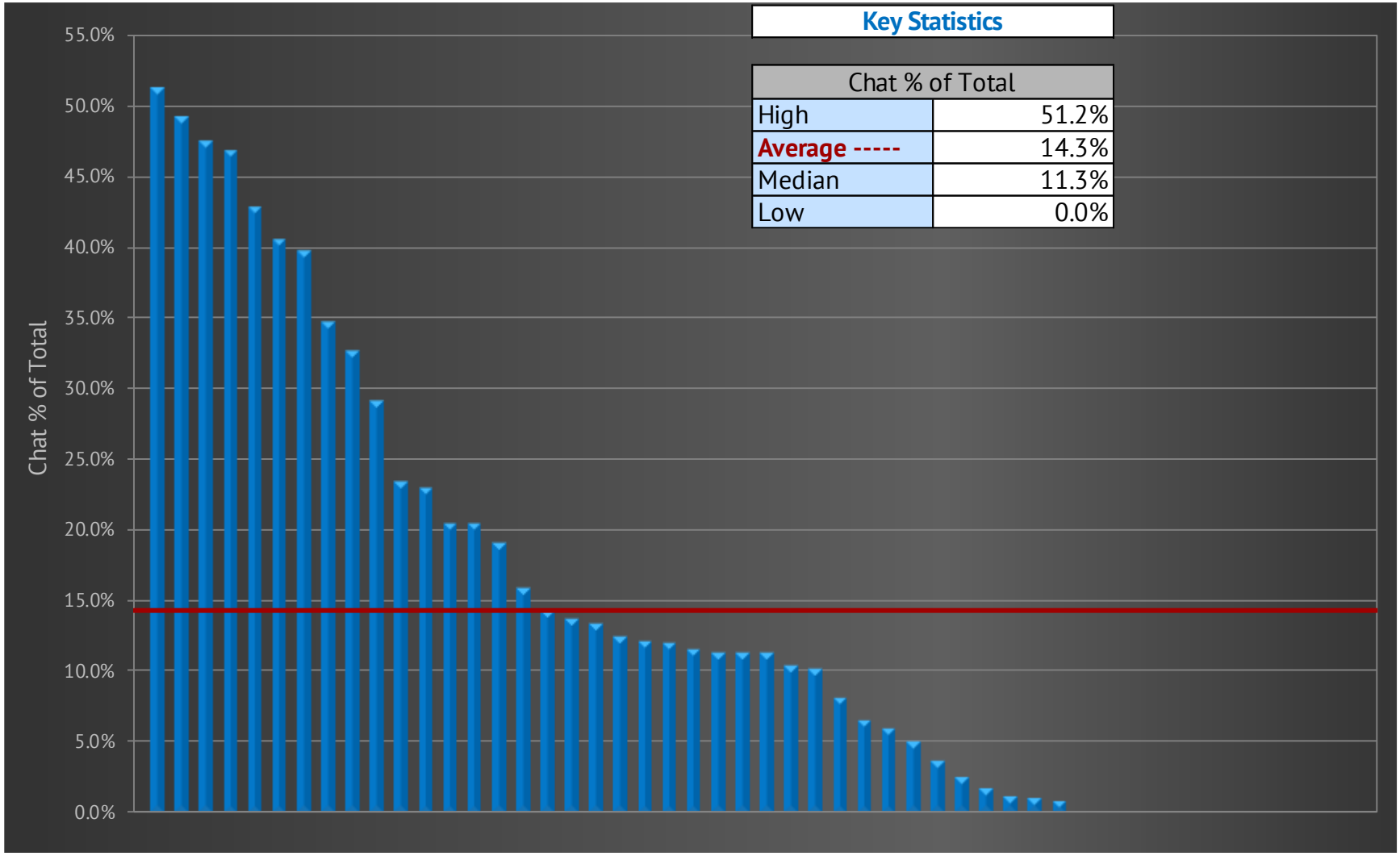
$$Chat\ \%\ of\ Total = \frac{Inbound\ chat\ volume}{Total\ inbound\ contact\ volume\ (all\ channels)}$$

Why it's important: Chat % of Total is important because the Average Price per Chat Minute is lower than the Average Price per Voice Minute. By increasing the number of contacts originating in the chat channel, an organization's overall cost can be reduced. Many Contact Centers, recognizing the potential to reduce their costs, constantly strive to increase their Chat % of Total.

Key correlations: Chat % of Total is strongly correlated with the following metrics:

- Average Price per Agent-Assisted Contact
- Average Price per Contact (all contact types)

Chat % of Total (continued)



Inbound Channel Mix Metrics (continued)

IVR % of Total

Definition: IVR % of Total is the percentage of contacts that are contained within the IVR, and resolved without the assistance of a live agent. A user who opts out of the IVR to connect with a live agent does not count as part of the IVR % of Total because the user did not resolve the issue before contacting a live agent.

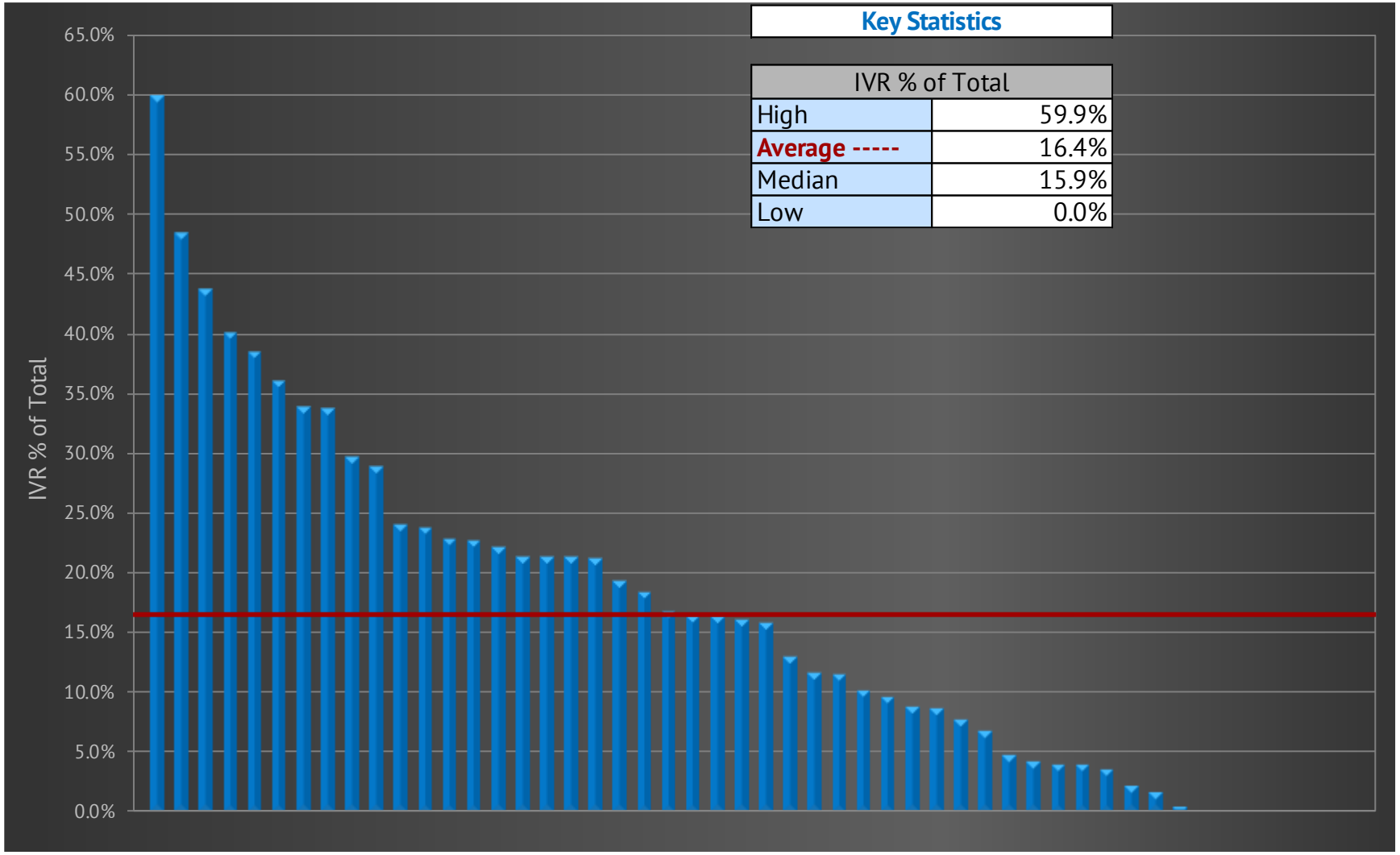
$$IVR\ \%\ of\ Total = \frac{Volume\ of\ IVR\text{-}contained\ calls}{Total\ inbound\ contact\ volume\ (all\ channels)}$$

Why it's important: The Contact Center's cost for IVR-contained calls is significantly lower than it is for agent-assisted contacts. Increasing the number of contacts resolved in the IVR permits a significantly reduced overall average Price per Contact. Many Contact Centers, recognizing the potential to reduce their costs, constantly strive to increase their IVR usage and resolution rates.

Key correlations: IVR % of Total is strongly correlated with the following metrics:

- Average Price per Contact (all contact types)

IVR % of Total (continued)



Inbound Channel Mix Metrics (continued)

Web Ticket/Email % of Total

Definition: Web Ticket/Email % of Total is the percentage of total contacts that originate in the web ticket/email channel.

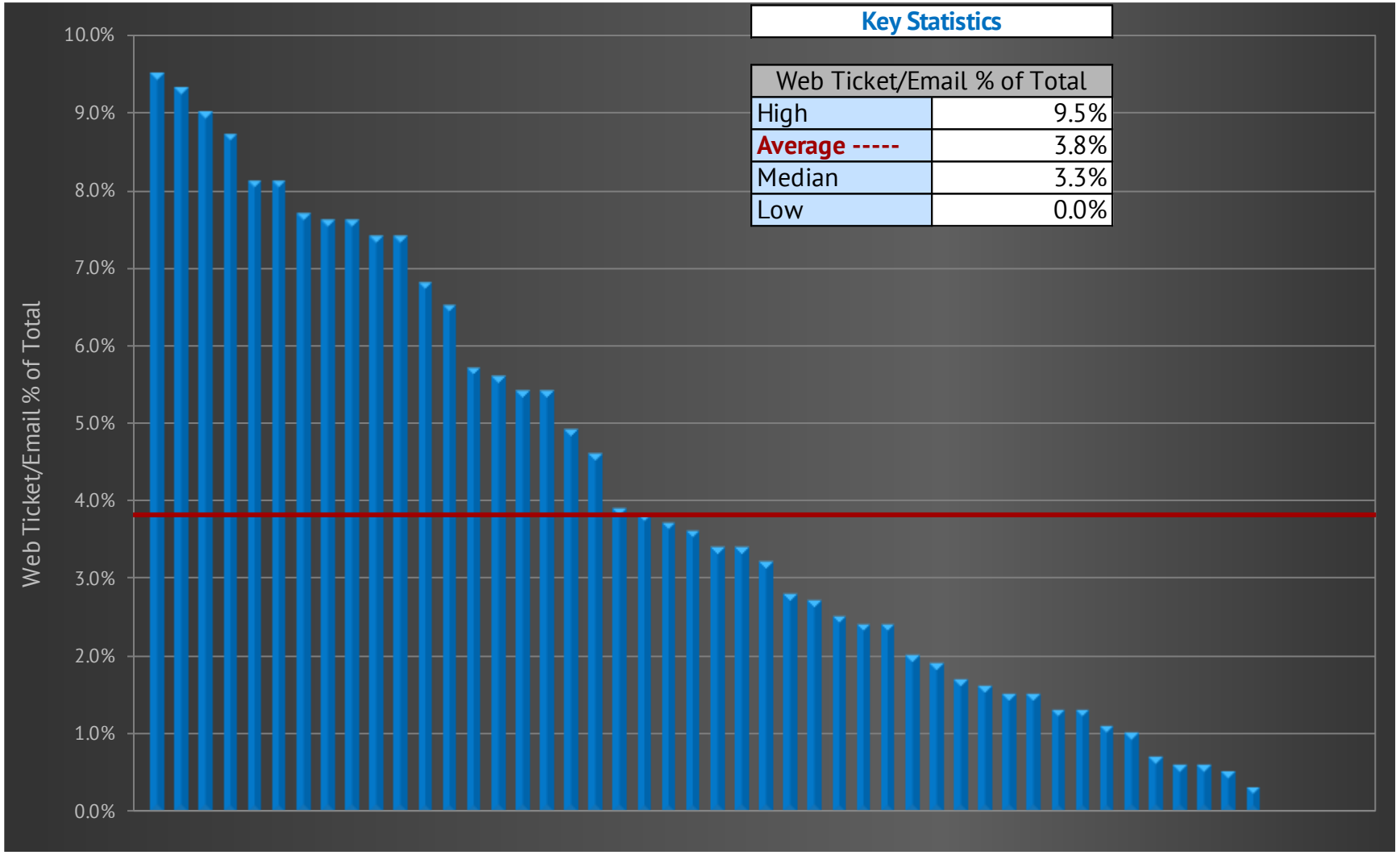
$$Web\ Ticket/Email\ \%\ of\ Total = \frac{Inbound\ web\ ticket\ and\ email\ volume}{Total\ inbound\ contact\ volume\ (all\ channels)}$$

Why it's important: Web Ticket/Email % of Total is important because web tickets/emails do not require an immediate response. By increasing the number of contacts originating in the web ticket/email channel, a Contact Center can dampen spikes in the voice and chat channels, and can respond to many of the web tickets/emails during slower periods. This leads to more productive agents and improved service levels in the voice and chat channels.

Key correlations: Web Ticket/Email % of Total is strongly correlated with the following metrics:

- Average Price per Agent-Assisted Contact
- Average Price per Contact (all contact types)

Web Ticket/Email % of Total (continued)



Inbound Channel Mix Metrics (continued)

Other % of Total

Definition: Other % of Total is the percentage of total contacts that originate in other channels, outside of voice, chat, IVR, and web/email. These other channels may include walk-in and social support.

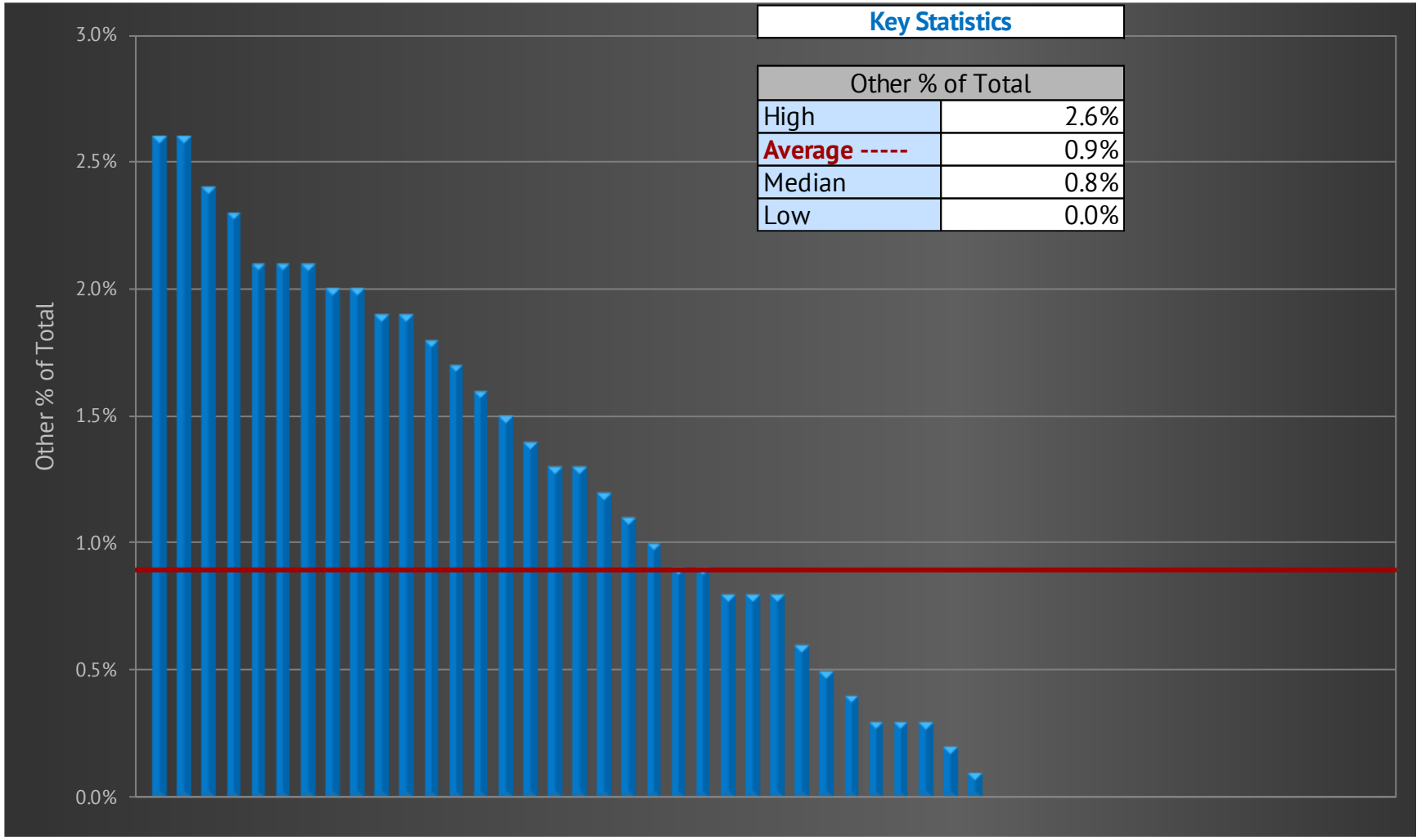
$$Other\ \%\ of\ Total = \frac{Inbound\ contact\ volume\ in\ other\ channels}{Total\ inbound\ contact\ volume\ (all\ channels)}$$

Why it's important: The Price per Contact for contacts resolved in other channels can be significantly less (in the case of social support) or significantly more (in the case of walk-in support) than voice, chat, IVR, and web/email contacts. By increasing social support or decreasing walk-in support, the overall average Price per Contact can be reduced accordingly. Many Contact Centers, recognizing the value of some additional support channels and the cost of others, consistently take steps to mature low-price support channels and to reduce the volume in high-price support channels. In addition, a broader channel choice tends to increase Customer Satisfaction.

Key correlations: Other % of Total is strongly correlated with the following metrics:

- Average Price per Contact (all contact types)
- Customer Satisfaction

Other % of Total (continued)



Price Metrics

Average Price per Voice Contact

Definition: Average Price per Voice Contact is the amount paid to the service provider for each inbound voice contact handled. It is typically calculated by dividing the annual fee paid to the service provider for voice support by the annual inbound voice contact volume.

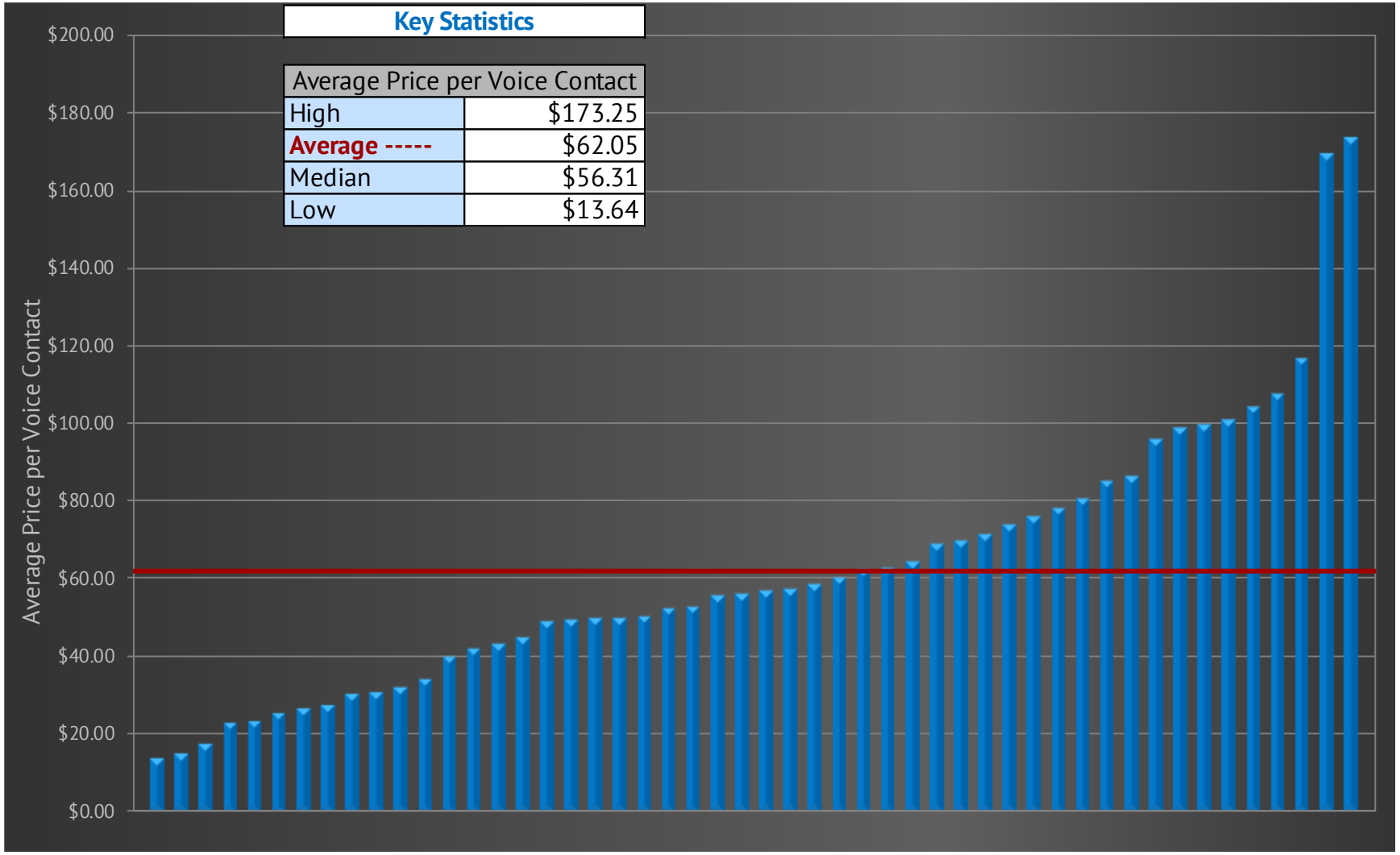
$$Average\ Price\ per\ Voice\ Contact = \frac{Annual\ fee\ paid\ to\ service\ provider\ for\ voice}{Annual\ inbound\ voice\ contact\ volume}$$

Why it's important: Price per Contact is one of the most important Contact Center metrics. It is a measure of contract efficiency and effectiveness with your service provider for the voice channel. A higher-than-average Price per Voice Contact is not necessarily a bad thing, particularly if accompanied by higher-than-average quality levels. Conversely, a low Price per Voice Contact is not necessarily good, particularly if the low price is achieved by sacrificing Call Quality or service levels. Every outsourced Contact Center should track and trend Average Price per Voice Contact on an ongoing basis.

Key correlations: Average Price per Voice Contact is strongly correlated with the following metrics:

- Average Price per Voice Minute
- Voice Agent Utilization
- Net First Contact Resolution Rate
- Voice Handle Time
- Average Speed of Answer

Average Price per Voice Contact (continued)



Price Metrics (continued)

Average Price per Chat Session

Definition: Average Price per Chat Session is the amount paid to the service provider for each chat session handled. It is typically calculated by dividing the annual fee paid to the service provider for chat support by the annual chat volume.

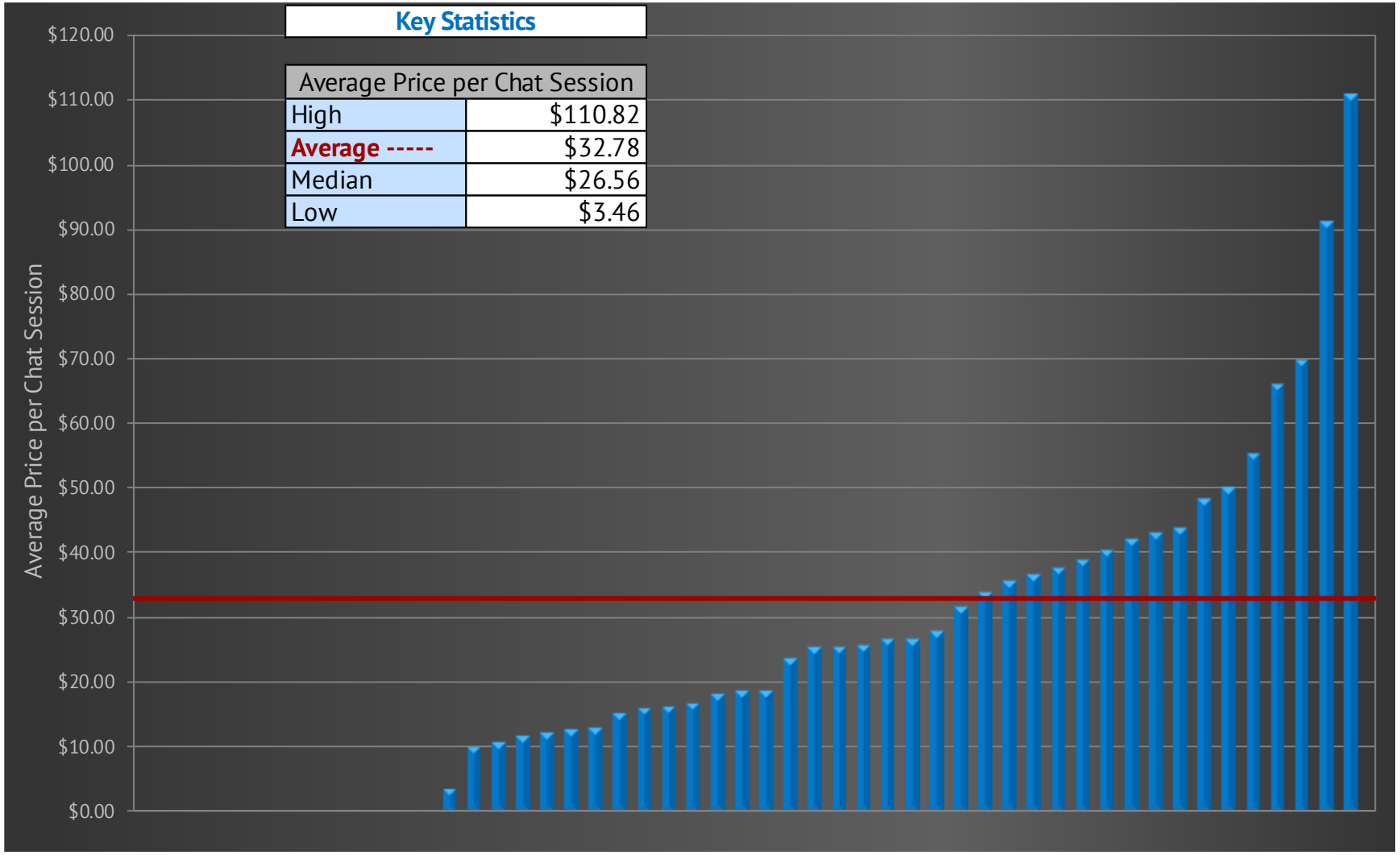
$$Average\ Price\ per\ Chat\ Session = \frac{Annual\ fee\ paid\ to\ service\ provider\ for\ chat}{Annual\ chat\ volume}$$

Why it's important: Average Price per Chat Session is a measure of contract efficiency and effectiveness with your service provider for the chat channel. A higher-than-average Price per Chat Session is not necessarily a bad thing, particularly if accompanied by higher-than-average quality and resolution levels. Conversely, a low Average Price per Chat Session is not necessarily good, particularly if the low price is achieved by sacrificing quality or service levels. Every outsourced Contact Center that implements chat should track and trend Average Price per Chat Session on an ongoing basis.

Key correlations: Average Price per Chat Session is strongly correlated with the following metrics:

- Average Price per Chat Minute
- Chat First Contact Resolution Rate
- Chat Handle Time
- Max Concurrent Chat Sessions

Average Price per Chat Session (continued)



Price Metrics (continued)

Average Price per Web Ticket/Email Contact

Definition: Average Price per Web Ticket/Email Contact is the amount paid to the service provider for each web ticket/email handled. It is typically calculated by dividing the annual fee paid to the service provider for web/email support by the annual web ticket/email volume.

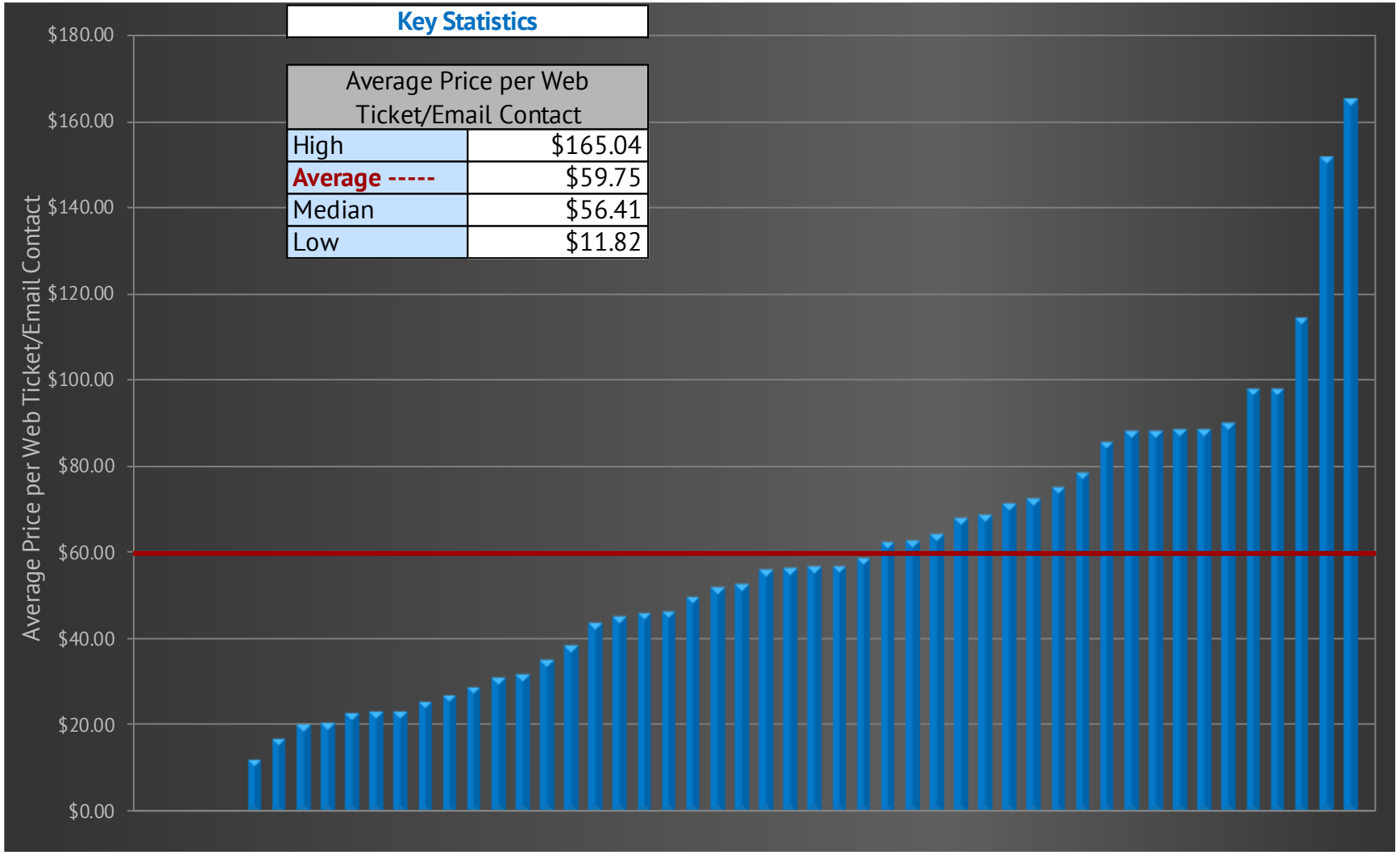
$$Avg.\,Price\ per\ Web/Email\ Contact = \frac{Annual\ service\ provider\ fee\ for\ web/email}{Annual\ web/email\ volume}$$

Why it's important: Average Price per Web Ticket/Email Contact is a measure of contract efficiency and effectiveness with your service provider for the web/email channel. A higher-than-average Price per Web Ticket/Email Contact is not necessarily a bad thing, particularly if accompanied by higher-than-average quality and resolution levels. Conversely, a low Average Price per Web Ticket/Email Contact is not necessarily good, particularly if the low price is achieved by sacrificing quality or service levels. Every outsourced Contact Center that implements web tickets/email should track and trend Average Price per Web Ticket/Email Contact on an ongoing basis.

Key correlations: Average Price per Web Ticket/Email Contact is strongly correlated with the following metrics:

- Average Price per Web Ticket/Email Minute
- Web/Email Handle Time
- Average Web Ticket/Email Resolution Rate

Average Price per Web Ticket/Email Contact (continued)



Price Metrics (continued)

Average Price per Agent-Assisted Contact

Definition: Average Price per Agent-Assisted Contact is the average amount paid to the service provider for each agent-assisted contact, including voice, chat, and web/email. It is typically calculated by dividing the total annual fee paid to the service provider by the annual agent-assisted contact volume.

$$Avg.\,Price\ per\ Agent\text{-}Assisted\ Contact = \frac{Annual\ fee\ paid\ to\ service\ provider}{Annual\ inbound\ agent\text{-}assisted\ volume}$$

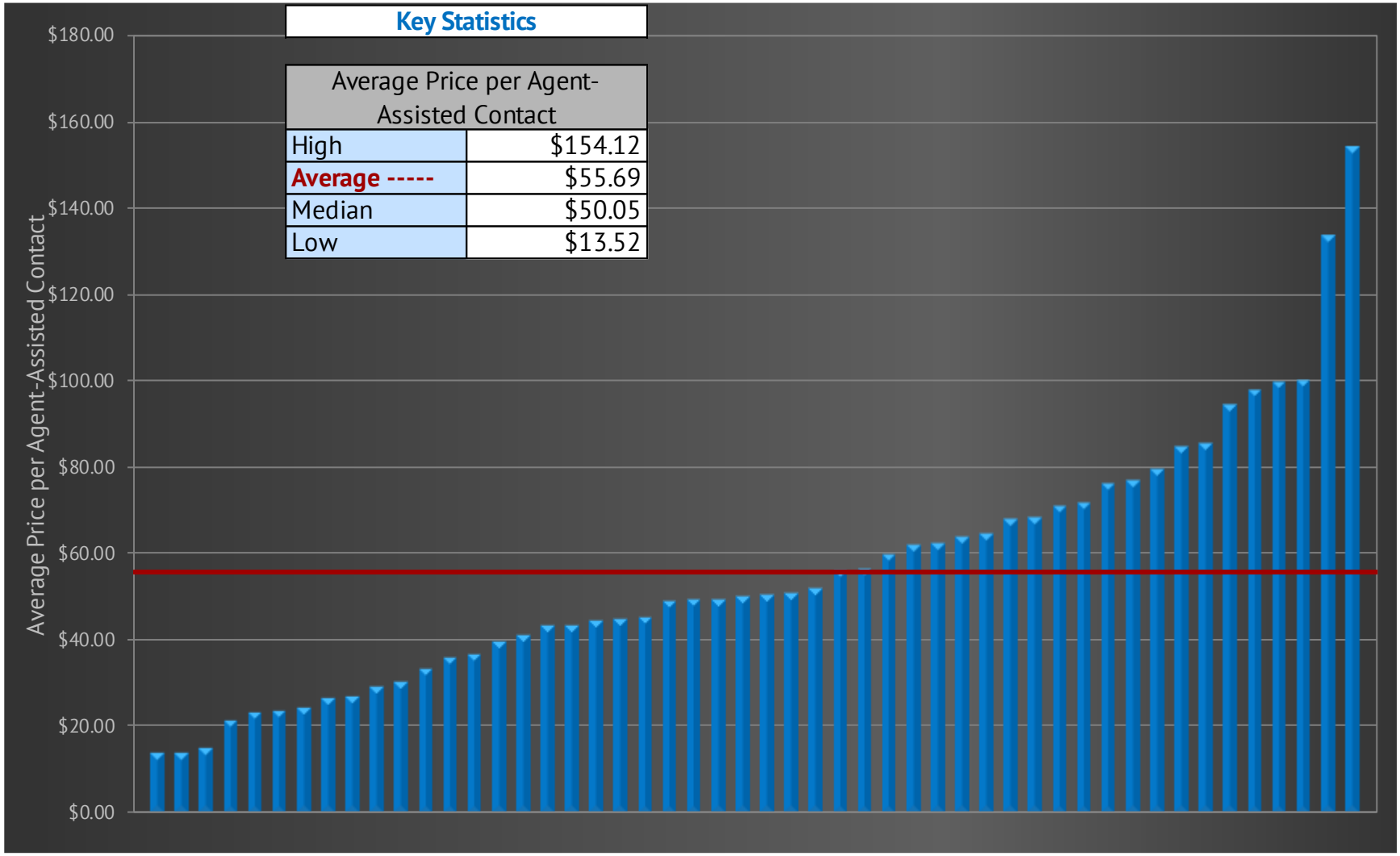
Why it's important: Average Price per Agent-Assisted Contact is a measure of contract efficiency and effectiveness with your service provider. A higher-than-average Price per Agent-Assisted Contact is not necessarily a bad thing, particularly if accompanied by higher-than-average quality and resolution levels. Conversely, a low Average Price per Agent-Assisted Contact is not necessarily good, particularly if the low price is achieved by sacrificing quality or service levels. Every outsourced Contact Center should track and trend Average Price per Agent-Assisted Contact on an ongoing basis.

Key correlations: Average Price per Agent-Assisted Contact is strongly correlated with the following metrics:

- Agent Utilization
- Net First Contact Resolution Rate
- Contact Handle Time
- Average Speed of Answer

Average Price per Agent-Assisted Contact (continued)

return to page 37 | next scorecard KPI



Price Metrics (continued)

Average Price per Contact (including IVR)

Definition: Average Price per Contact is the average amount paid to the service provider for each inbound contact, including IVR-contained contacts. It is typically calculated by dividing the total annual fee paid to the service provider by the annual inbound contact volume. Annual inbound contact volume includes contacts from all sources: live voice, voicemail, email, web, chat, fax, walk-in, IVR, etc.

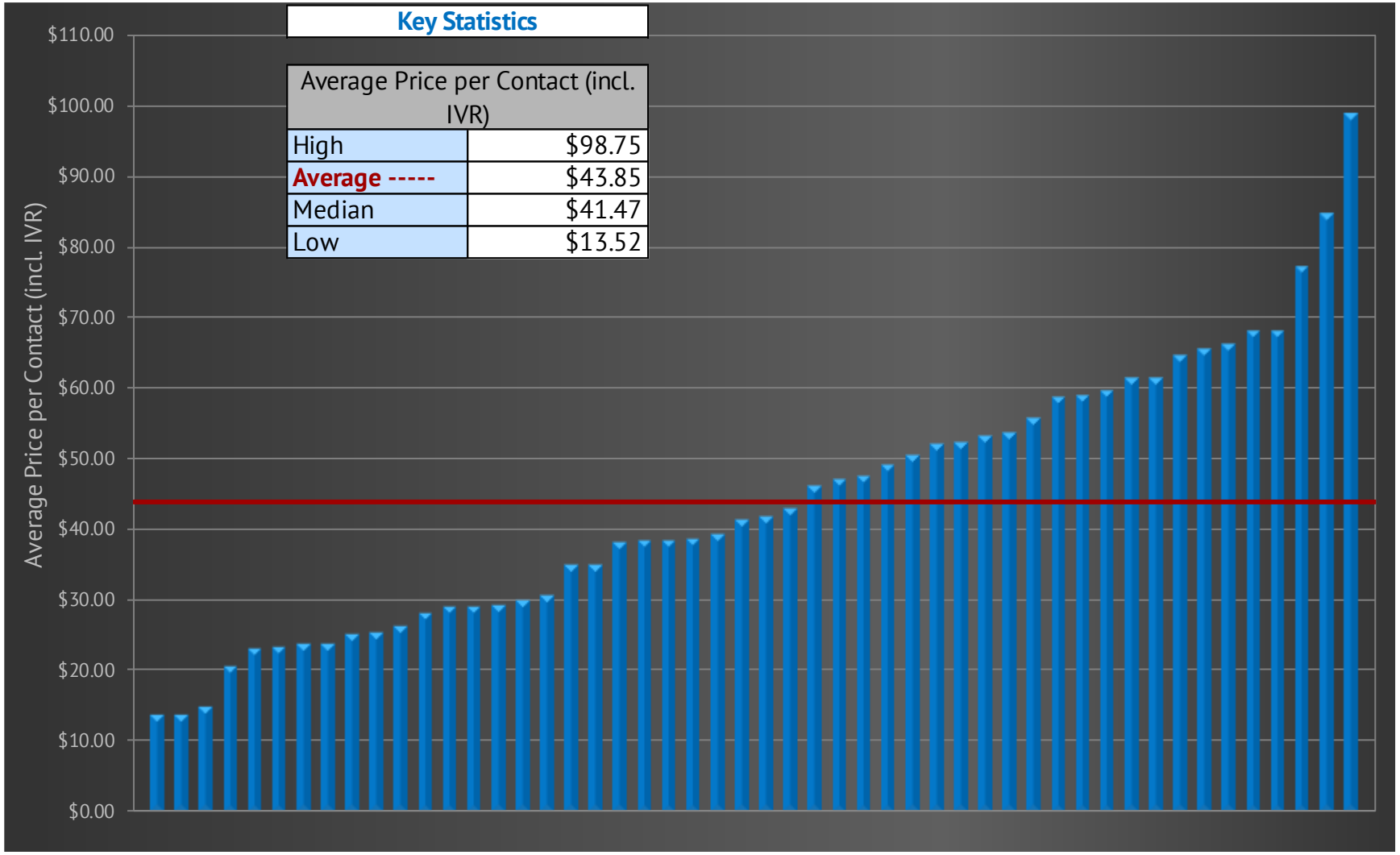
$$Average\ Price\ per\ Contact = \frac{Annual\ fee\ paid\ to\ service\ provider}{Annual\ inbound\ contact\ volume\ (incl.\ IVR)}$$

Why it's important: Average Price per Contact is one of the most important Contact Center metrics. It is a measure of contract efficiency and effectiveness with your service provider. A higher-than-average Price per Contact is not necessarily a bad thing, particularly if accompanied by higher-than-average quality and resolution levels. Conversely, a low Price per Contact is not necessarily good, particularly if the low price is achieved by sacrificing quality or service levels. Every outsourced Contact Center should track and trend Average Price per Contact on an ongoing basis.

Key correlations: Average Price per Contact is strongly correlated with the following metrics:

- Agent Utilization
- Net First Contact Resolution Rate
- Contact Handle Time
- IVR % of Total
- Average Speed of Answer

Average Price per Contact (including IVR) (continued)



Price Metrics (continued)

Average Price per Voice Minute

Definition: Average Price per Voice Minute is simply the Average Price per Voice Contact divided by the average Voice Handle Time.

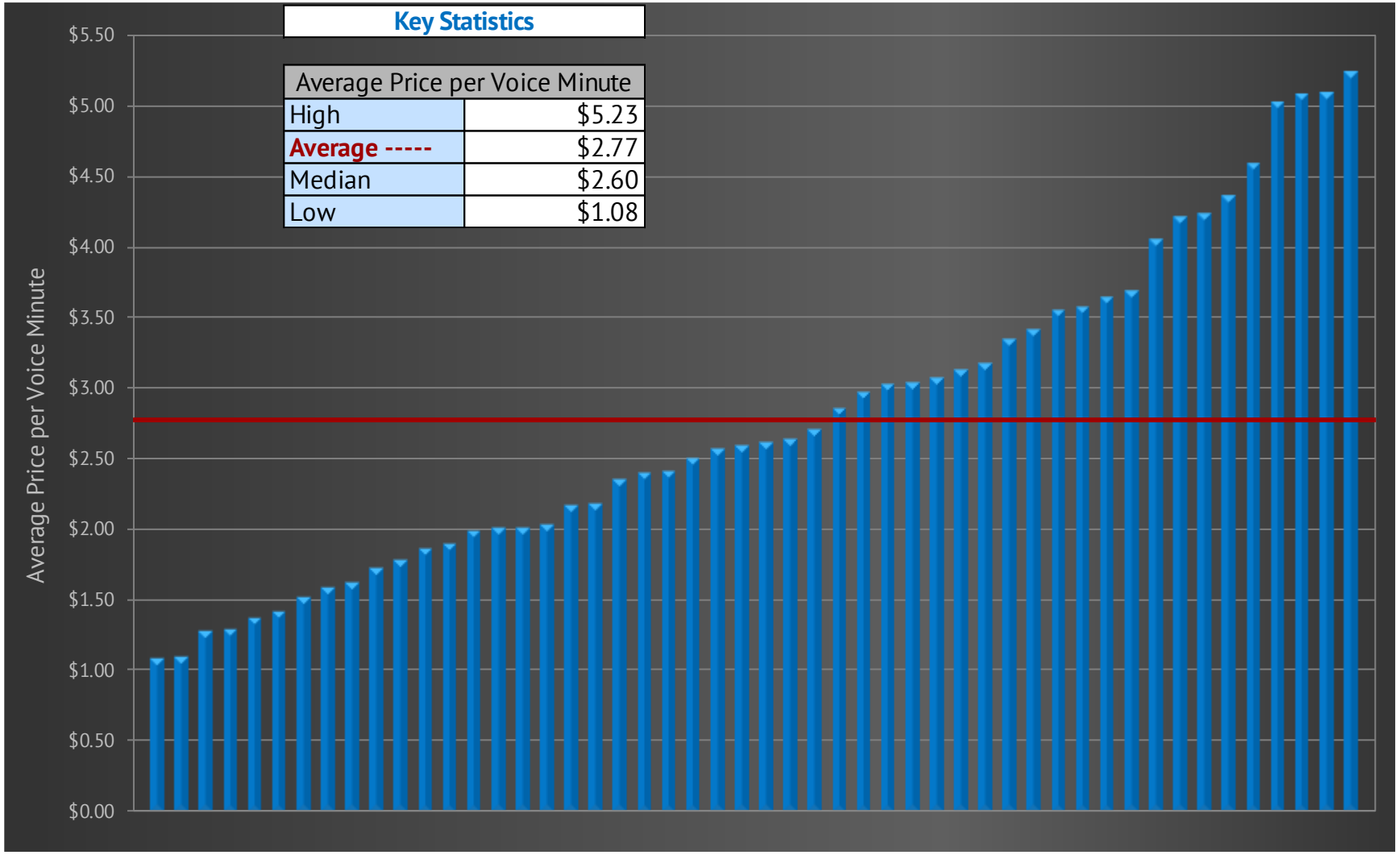
$$Average\ Price\ per\ Voice\ Minute = \frac{Average\ Price\ per\ Voice\ Contact}{Voice\ Handle\ Time}$$

Why it's important: Unlike Average Price per Voice Contact, which does not take into account the average handle time or call complexity, Average Price per Voice Minute measures the per-minute price paid to your service provider for providing voice support. It enables a more direct comparison of price between outsourced Contact Centers because it is independent of the types of calls that come into the Contact Center and the complexity of those calls.

Key correlations: Average Price per Voice Minute is strongly correlated with the following metrics:

- Average Price per Voice Contact
- Voice Handle Time
- Voice Agent Utilization
- Net First Contact Resolution Rate
- Average Speed of Answer

Average Price per Voice Minute (continued)



Price Metrics (continued)

Average Price per Chat Minute

Definition: Average Price per Chat Minute is simply the Average Price per Chat Contact divided by the average Chat Handle Time.

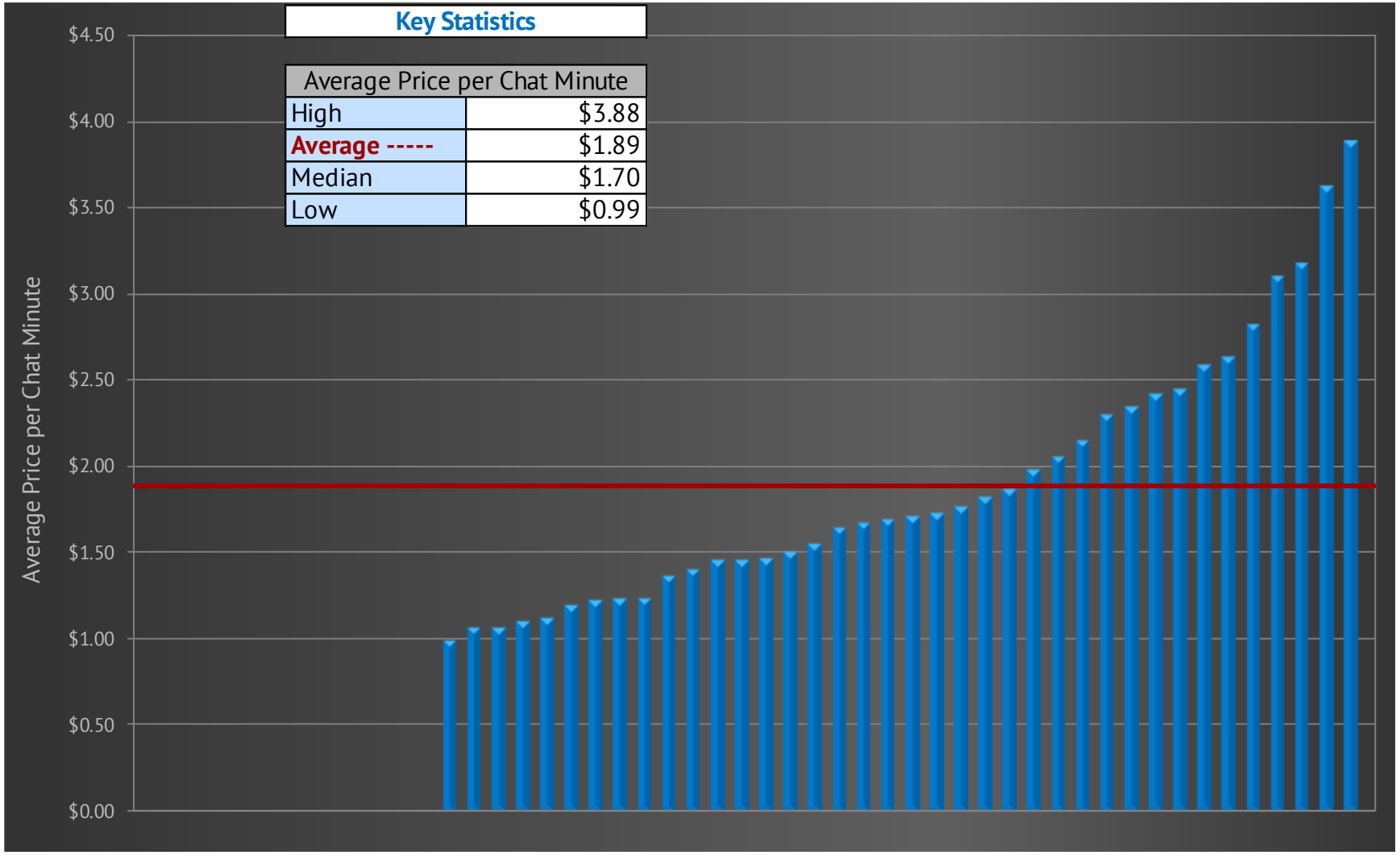
$$Average\ Price\ per\ Chat\ Minute = \frac{Average\ Price\ per\ Chat\ Session}{Chat\ Handle\ Time}$$

Why it's important: Unlike Average Price per Chat Session, which does not take into account the average handle time or issue complexity, Average Price per Chat Minute measures the per-minute price paid to your service provider for providing chat support. It enables a more direct comparison of price between outsourced Contact Centers because it is independent of the types of issues that come into the Contact Center's chat channel and the complexity of those issues.

Key correlations: Average Price per Chat Minute is strongly correlated with the following metrics:

- Average Price per Chat Session
- Chat Handle Time
- Agent Utilization
- Chat First Contact Resolution Rate
- Max Concurrent Chat Sessions

Average Price per Chat Minute (continued)



Price Metrics (continued)

Average Price per Web Ticket/Email Minute

Definition: Average Price per Web Ticket/Email Minute is simply the Average Price per Web Ticket/Email Contact divided by the average Web/Email Handle Time.

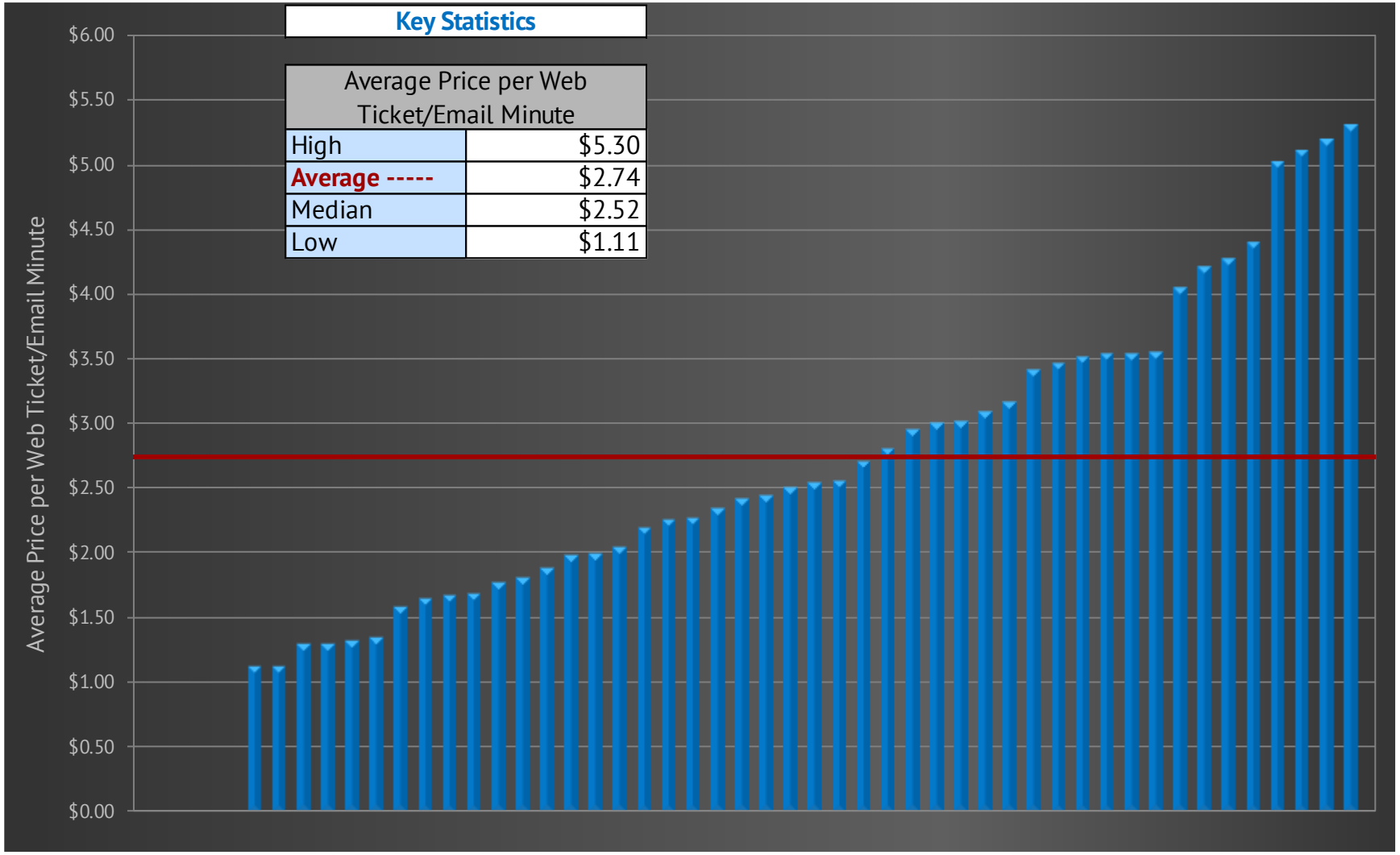
$$Avg.\,Price\ per\ Web\ Ticket/Email\ Minute = \frac{Avg.\,Price\ per\ Web\ Ticket/Email}{Web/Email\ Handle\ Time}$$

Why it's important: Unlike Average Price per Web Ticket/Email Contact, which does not take into account the average handle time or issue complexity, Average Price per Web Ticket/Email Minute measures the per-minute price paid to your service provider for providing web/email support. It enables a more direct comparison of price between outsourced Contact Centers because it is independent of the types of issues that come into the Contact Center's web/email channel and the complexity of those issues.

Key correlations: Average Price per Web Ticket/Email Minute is strongly correlated with the following metrics:

- Average Price per Web Ticket/Email Contact
- Web/Email Handle Time
- Agent Utilization
- Net First Contact Resolution Rate

Average Price per Web Ticket/Email Minute (continued)



Handle Time Metrics

Voice Handle Time

Definition: Voice Handle Time is the average time (in minutes) that an agent spends on each call, including talk time, wrap time, and after-call work time.

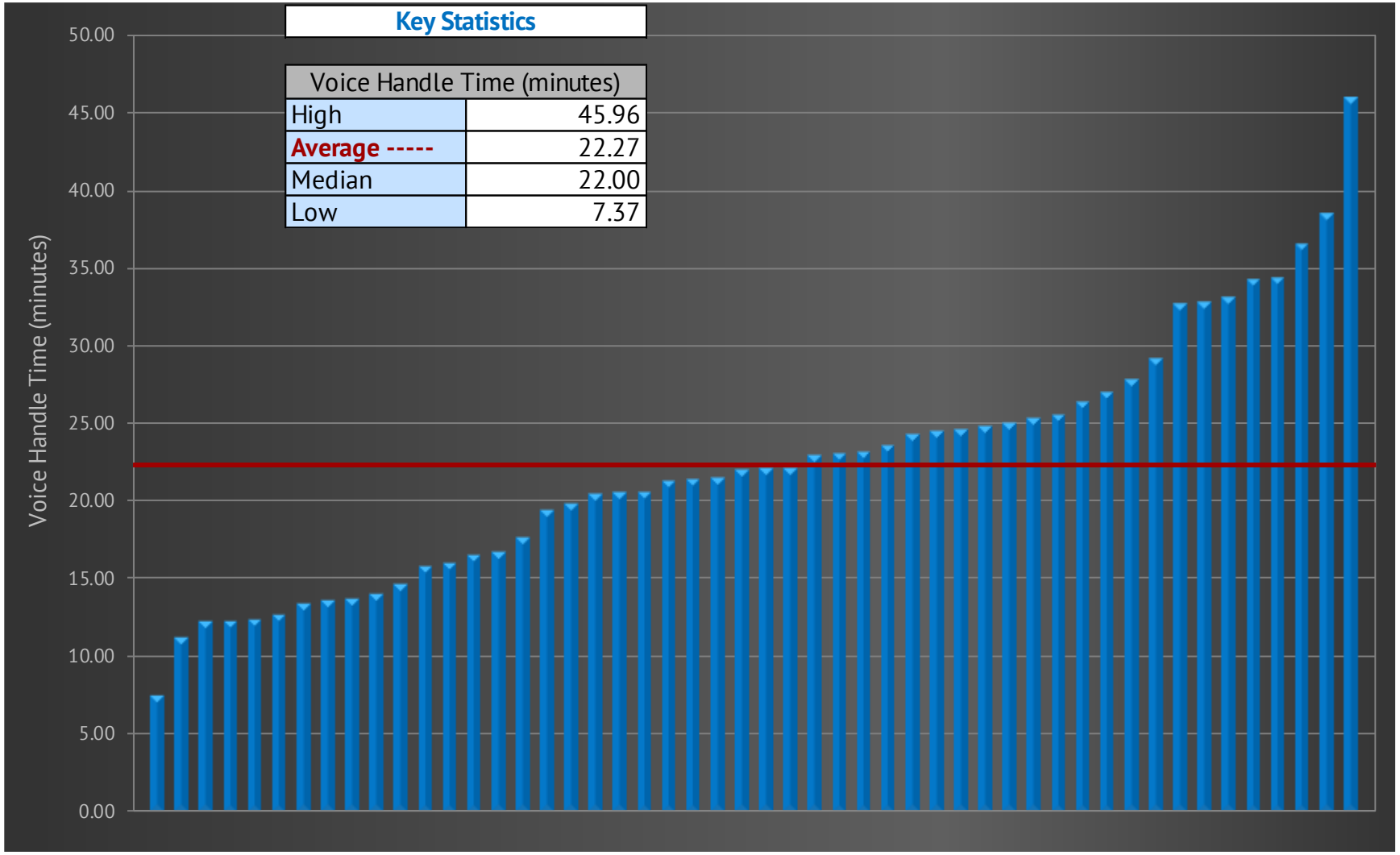
$$Voice\ Handle\ Time = \frac{Total\ minutes\ spent\ on\ inbound\ voice\ contacts}{Total\ inbound\ voice\ contacts}$$

Why it's important: A contact is the basic unit of work in a Contact Center. Voice Handle Time, therefore, represents the amount of labor required to complete one unit of inbound work in the voice channel.

Key correlations: Voice Handle Time is strongly correlated with the following metrics:

- Average Price per Voice Contact
- Inbound Voice Contacts per Agent per Month
- Net First Contact Resolution Rate

Voice Handle Time (continued)



Handle Time Metrics (continued)

Chat Handle Time

Definition: Chat Handle Time is the average time (in minutes) that an agent spends on each chat, including chat time, wrap time, and after-chat work time.

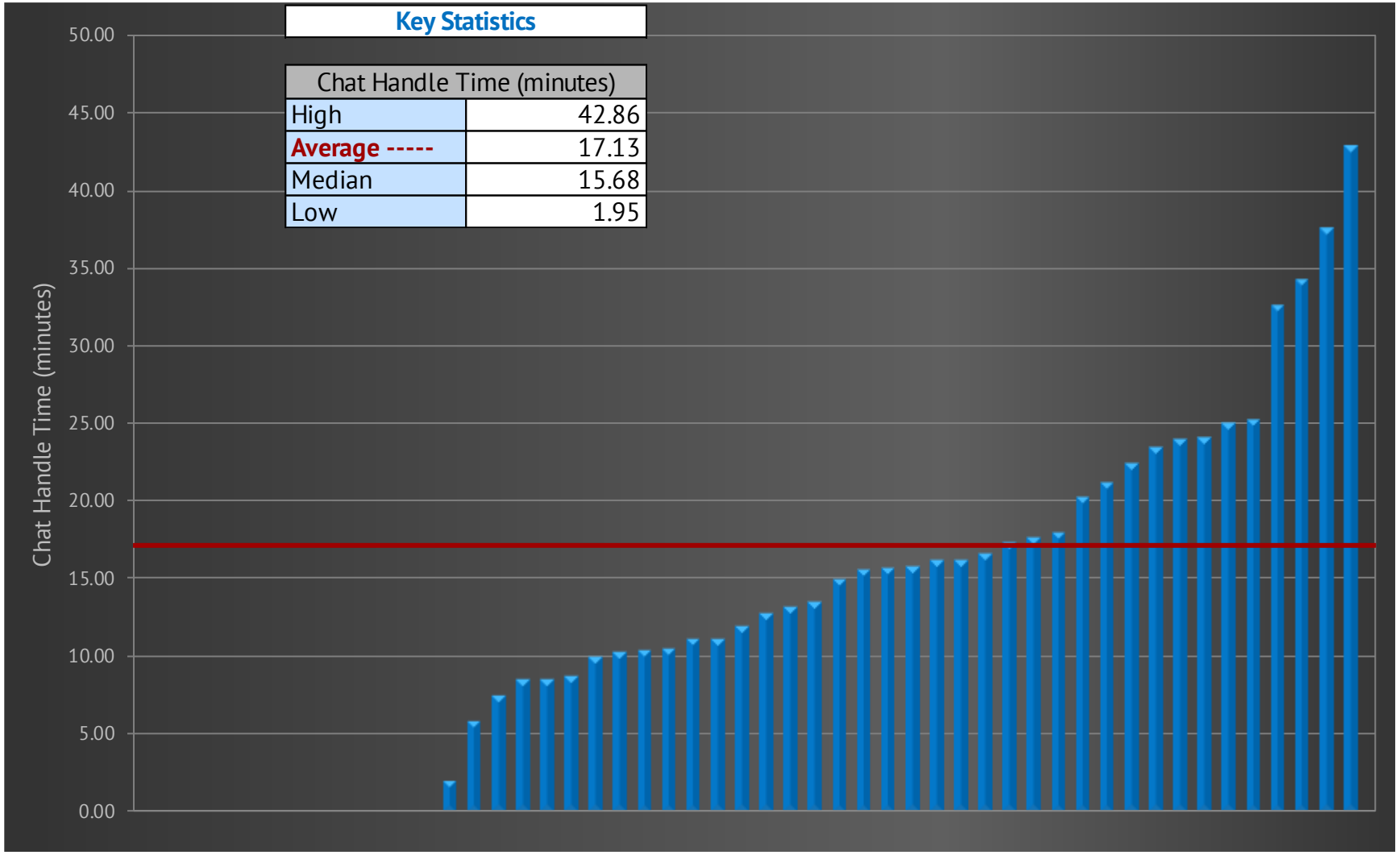
$$Chat\ Handle\ Time = \frac{Total\ minutes\ spent\ on\ chat\ sessions}{Total\ number\ of\ chat\ sessions}$$

Why it's important: A contact is the basic unit of work in a Contact Center. Chat Handle Time, therefore, represents the amount of labor required to complete one unit of work in the chat channel.

Key correlations: Chat Handle Time is strongly correlated with the following metrics:

- Average Price per Chat Session
- Number of Chat Sessions per Chat Agent per Month
- Chat First Contact Resolution Rate

Chat Handle Time (continued)



Handle Time Metrics (continued)

Web/Email Handle Time

Definition: Web/Email Handle Time is the average time that an agent spends resolving each web ticket/email contact.

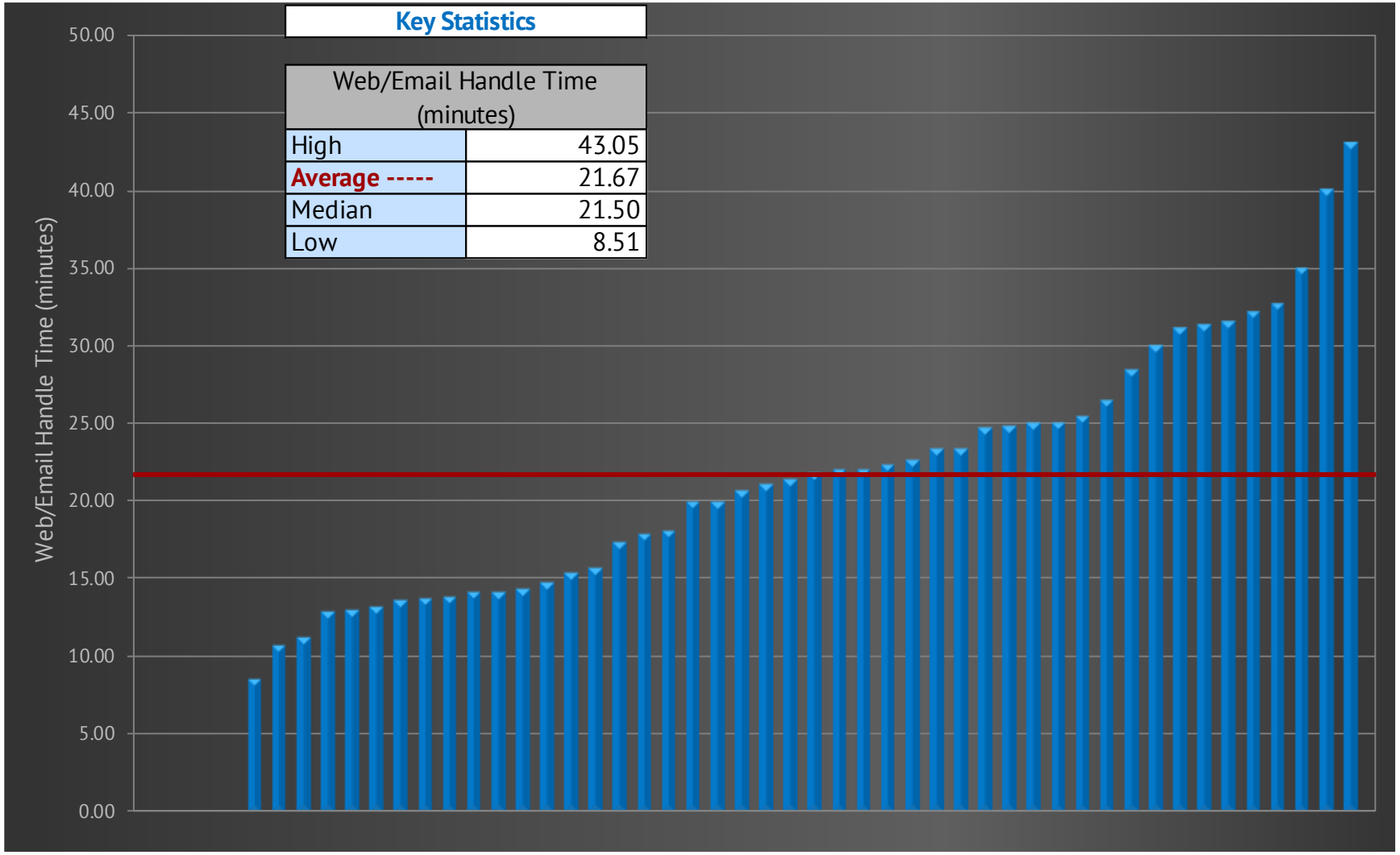
$$Web/Email\ Handle\ Time = \frac{Total\ minutes\ spent\ on\ web\ tickets\ and\ emails}{Total\ number\ of\ web\ tickets\ and\ emails}$$

Why it's important: A contact is the basic unit of work in a Contact Center. Web/Email Handle Time, therefore, represents the amount of labor required to complete one unit of work in the web ticket/email channel.

Key correlations: Web/Email Handle Time is strongly correlated with the following metrics:

- Average Price per Web Ticket/Email Contact

Web/Email Handle Time (continued)



Voice Quality Metrics

Voice Customer Satisfaction

Definition: Voice Customer Satisfaction is the percentage of customers who are either satisfied or very satisfied with their Contact Center experience in the voice channel. This metric can be captured in a number of ways, including automatic after-call IVR surveys, follow-up outbound (live-agent) calls, email surveys, postal surveys, etc.

$$Voice\ Customer\ Satisfaction = \frac{Number\ of\ satisfied\ voice\ customers}{Number\ of\ voice\ customers\ surveyed}$$

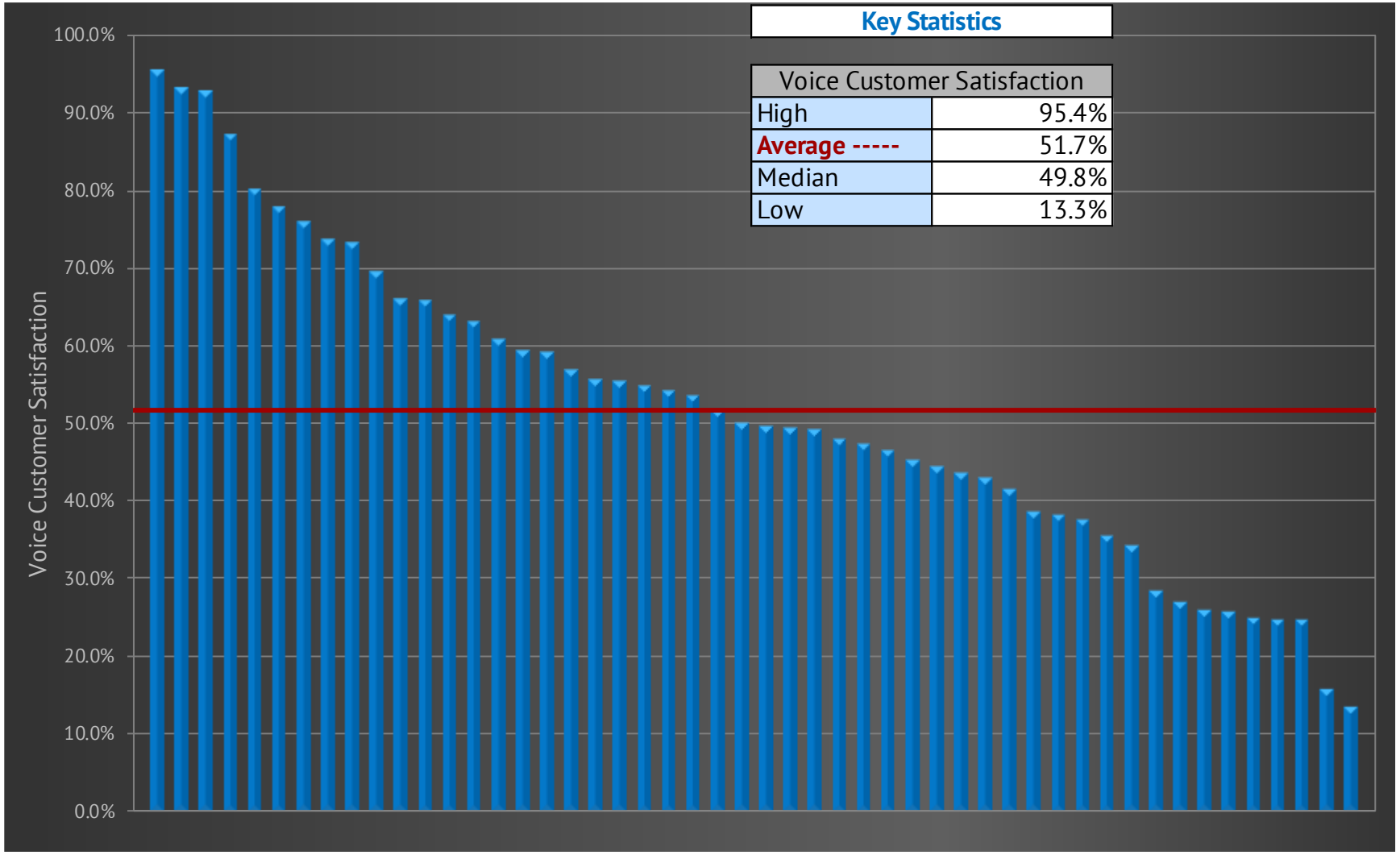
Why it's important: Voice Customer Satisfaction is the single most important measure of voice-channel quality. Any successful voice channel will have consistently high Voice Customer Satisfaction ratings. Some are under the impression that a low Average Price per Voice Contact may justify a lower level of Voice Customer Satisfaction. But this is not true. MetricNet's research shows that even Contact Centers with a very low Average Price per Voice Contact can achieve consistently high Voice Customer Satisfaction ratings.

Key correlations: Voice Customer Satisfaction is strongly correlated with the following metrics:

- Net First Contact Resolution Rate
- Call Quality
- New Agent Training Hours
- Annual Agent Training Hours

Voice Customer Satisfaction (continued)

return to page 37 | next scorecard KPI



Voice Quality Metrics (continued)

Net First Contact Resolution Rate

Definition: Net First Contact Resolution (FCR) applies only to live (voice) contacts. It is a percentage, equal to the number of inbound calls that are resolved on the first interaction with the customer, divided by all calls that are potentially resolvable on first contact. Calls that involve a customer callback, or are otherwise unresolved on the first contact for any reason, do not qualify for Net First Contact Resolution. Calls that *cannot* be resolved on first contact, such as a product break/fix, are not included in the denominator of Net First Contact Resolution Rate. (Some Contact Centers also measure FCR for email by considering an email resolved on first contact if the customer receives a resolution within one hour of submitting the email.)

$$\textit{Net First Contact Resolution Rate} = \frac{\textit{Calls actually resolved on first contact}}{\textit{Calls resolvable on first contact}}$$

Why it's important: Net First Contact Resolution is the single biggest driver of Voice Customer Satisfaction. A high Net FCR Rate is almost always associated with high levels of Voice Customer Satisfaction. Contact Centers that emphasize training (that is, high training hours for new and veteran agents) and have good technology tools, such as knowledge-management systems, generally enjoy a higher-than-average Net FCR Rate.

Key correlations: Net First Contact Resolution Rate is strongly correlated with the following metrics:

- Customer Satisfaction
- New Agent Training Hours
- Annual Agent Training Hours
- Voice Handle Time

Net First Contact Resolution Rate (continued)

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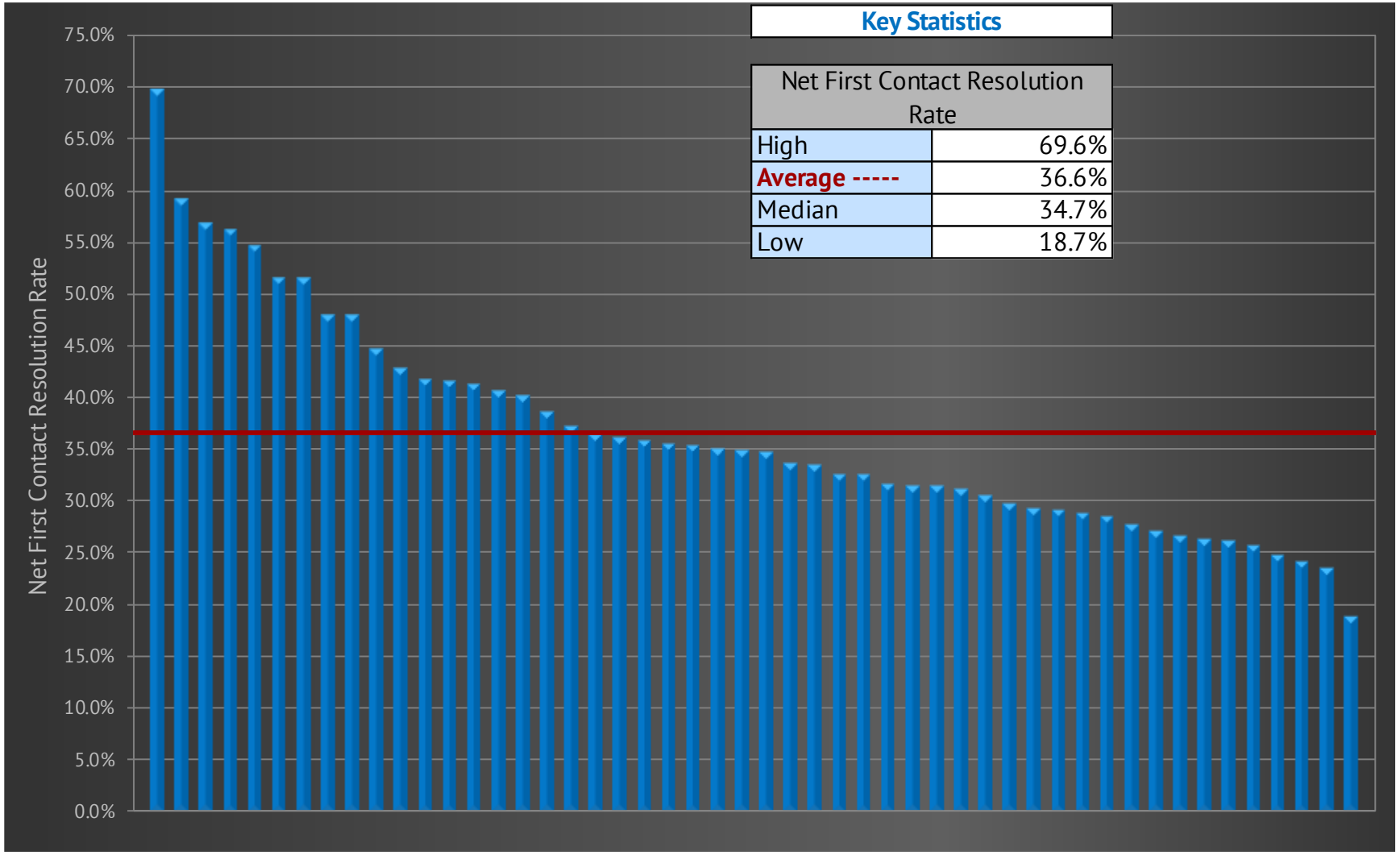


Voice Quality Metrics (continued)

Call Quality

Definition: Although there is no consistent methodology for measuring Call Quality in the Contact Center industry, most Contact Centers have developed their own scoring system for grading the quality of a call. Most will measure call quality on a scale of zero to 100%, and evaluate such things as agent courtesy, professionalism, empathy, timeliness of resolution, quality of resolution, adherence to the script, etc.

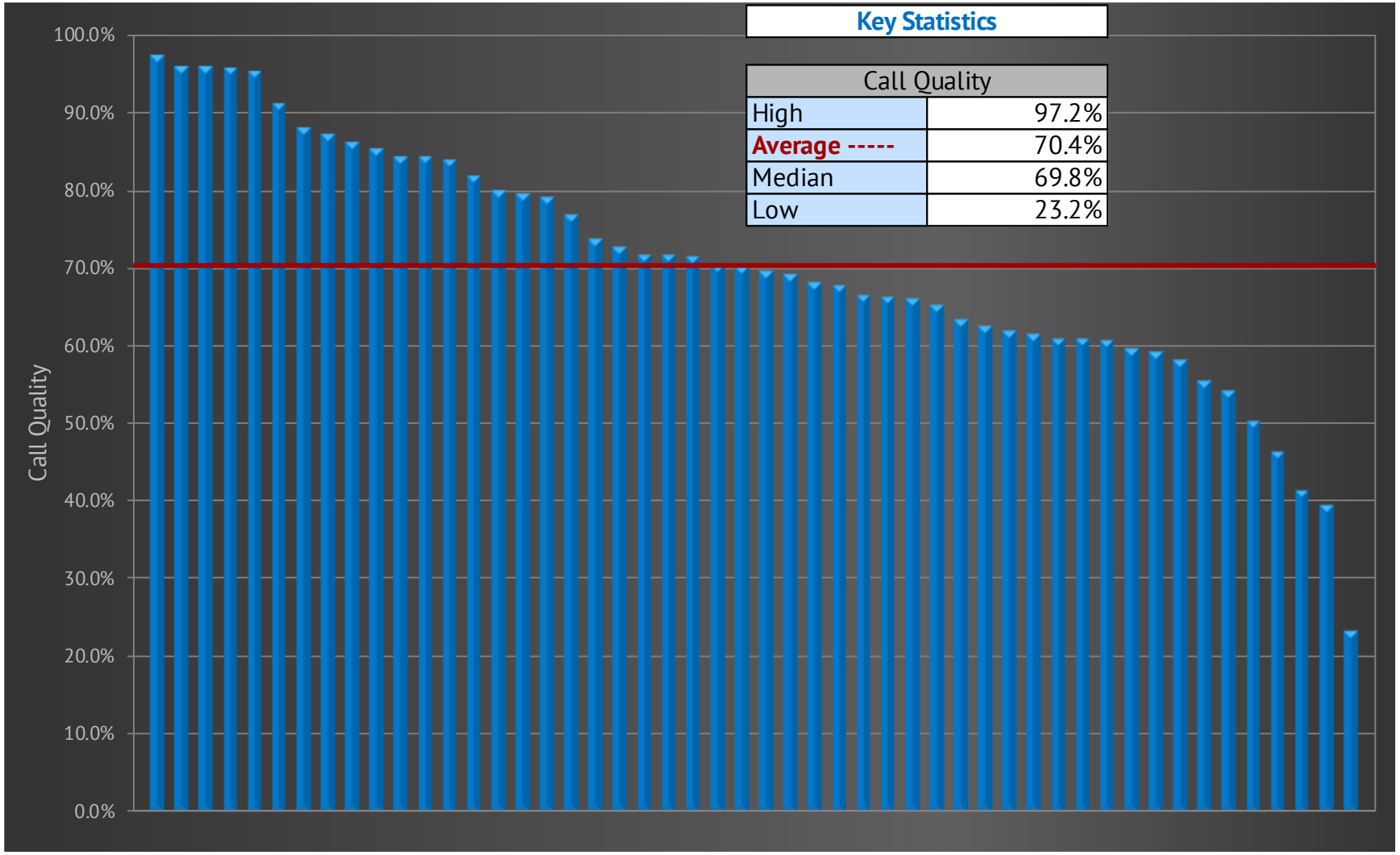
$$Call\ Quality = A\ score\ based\ on\ the\ agent's\ helpfulness, efficiency, courtesy, etc.$$

Why it's important: Call Quality is the foundation of Voice Customer Satisfaction. Good Call Quality takes into account agent knowledge and expertise, call efficiency (that is, Voice Handle Time), and agent courtesy and professionalism. Unless Call Quality is consistently high, it is difficult to achieve consistently high levels of Voice Customer Satisfaction. When measured properly, Call Quality and Voice Customer Satisfaction should track fairly closely.

Key correlations: Call Quality is strongly correlated with the following metrics:

- Voice Customer Satisfaction
- Net First Contact Resolution Rate
- New Agent Training Hours
- Annual Agent Training Hours

Call Quality (continued)



Voice Productivity Metrics

Voice Agent Utilization

Definition: Voice Agent Utilization is the average time that a voice agent spends handling both inbound and outbound calls per month, divided by the number of work hours in a given month. (See the more thorough definition on page 79.)

$$\textit{Voice Agent Utilization} = \frac{\textit{Total call handling time per month}}{\textit{Number of work hours per month}}$$

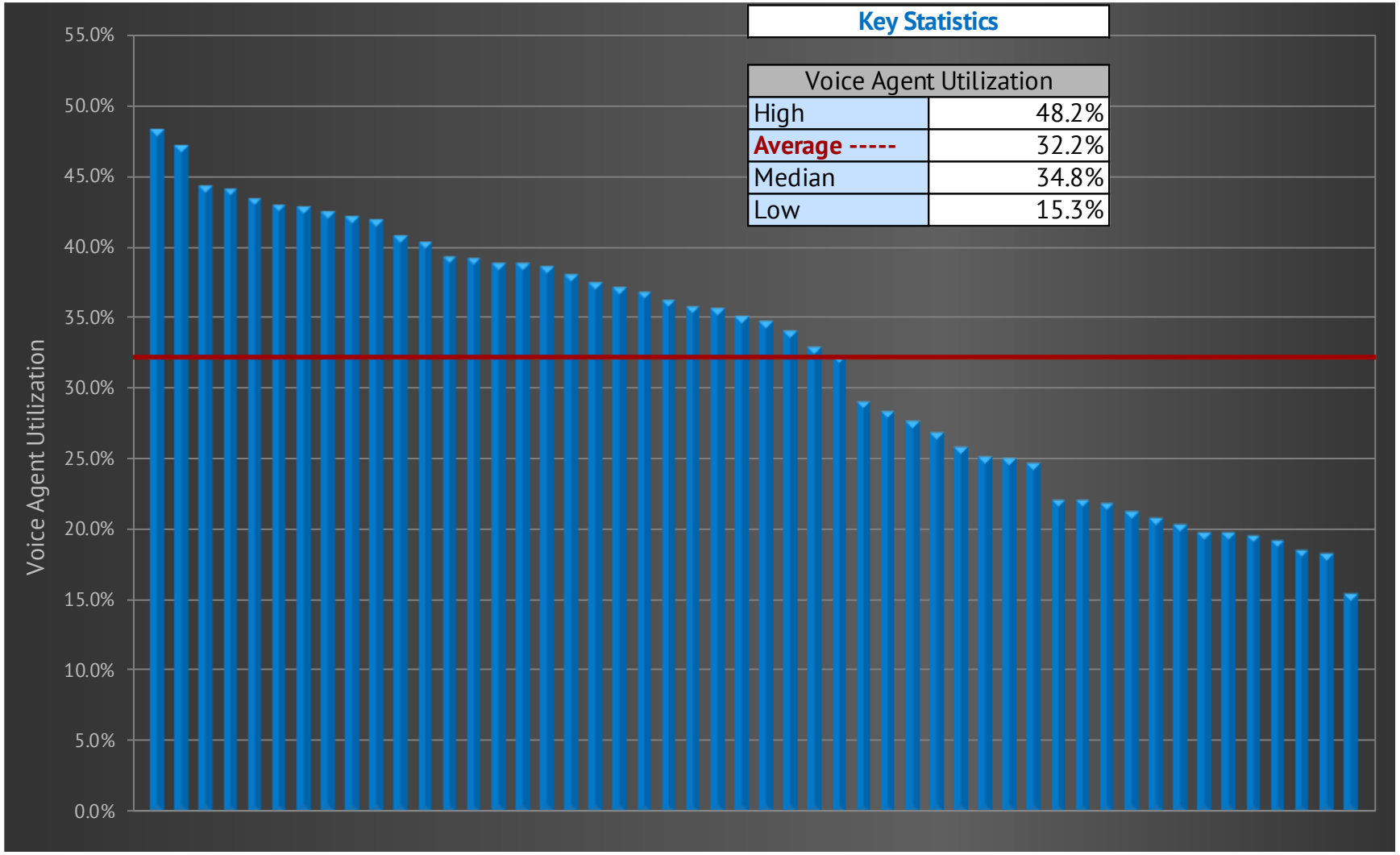
Why it's important: Voice Agent Utilization is the single most important indicator of voice-agent productivity. It measures the percentage of time that the average voice agent is in "work mode," and is independent of handle time or call complexity.

Key correlations: Voice Agent Utilization is strongly correlated with the following metrics:

- Inbound Voice Contacts per Agent per Month
- Average Price per Voice Contact
- Average Price per Voice Minute
- Agent Occupancy
- Average Speed of Answer

Voice Agent Utilization (continued)

return to page 37 | next scorecard KPI



Voice Agent Utilization Defined

- Voice Agent Utilization is a measure of the actual time that voice agents spend providing direct customer service in the voice channel in a month, divided by the agents' total time at work during the month.
- It takes into account both inbound and outbound voice contacts handled by the agents.
- But the calculation for Agent Utilization does not make adjustments for sick days, holidays, training time, project time, or idle time.
- By calculating Agent Utilization in this way, all Contact Centers worldwide are measured in exactly the same way, and can therefore be directly compared for benchmarking purposes.

$$\text{Agent Utilization} = \frac{\text{((Average number of inbound contacts handled by an agent in a month) X (Average inbound handle time in minutes) + (Average number of outbound contacts handled by an agent in a month) X (Average outbound handle time in minutes))}}{\text{(Average number of days worked in a month) X (Number of work hours in a day) X (60 minutes/hour)}}$$

Example: Contact Center Agent Utilization

- Inbound Contacts per Agent per Month = 375
- Outbound Contacts per Agent per Month = 225
- Average Inbound Contact Handle Time = 10 minutes
- Average Outbound Contact Handle Time = 5 minutes

$$\text{Agent Utilization} = \frac{\text{((375 inbound contacts handled per month) X (10 minutes) + (225 outbound contacts per month) X (5 minutes))}}{\text{(21.5 work days per month) X (7.5 work hours per day) X (60 minutes/hour)}} = \textbf{50.4\% Agent Utilization}$$

Voice Productivity Metrics (continued)

Inbound Voice Contacts per Agent per Month

Definition: Inbound Voice Contacts per Agent per Month is the average monthly inbound call volume divided by the average full-time equivalent (FTE) voice agent headcount. Voice agent headcount is the average FTE number of employees and contractors handling voice contacts.

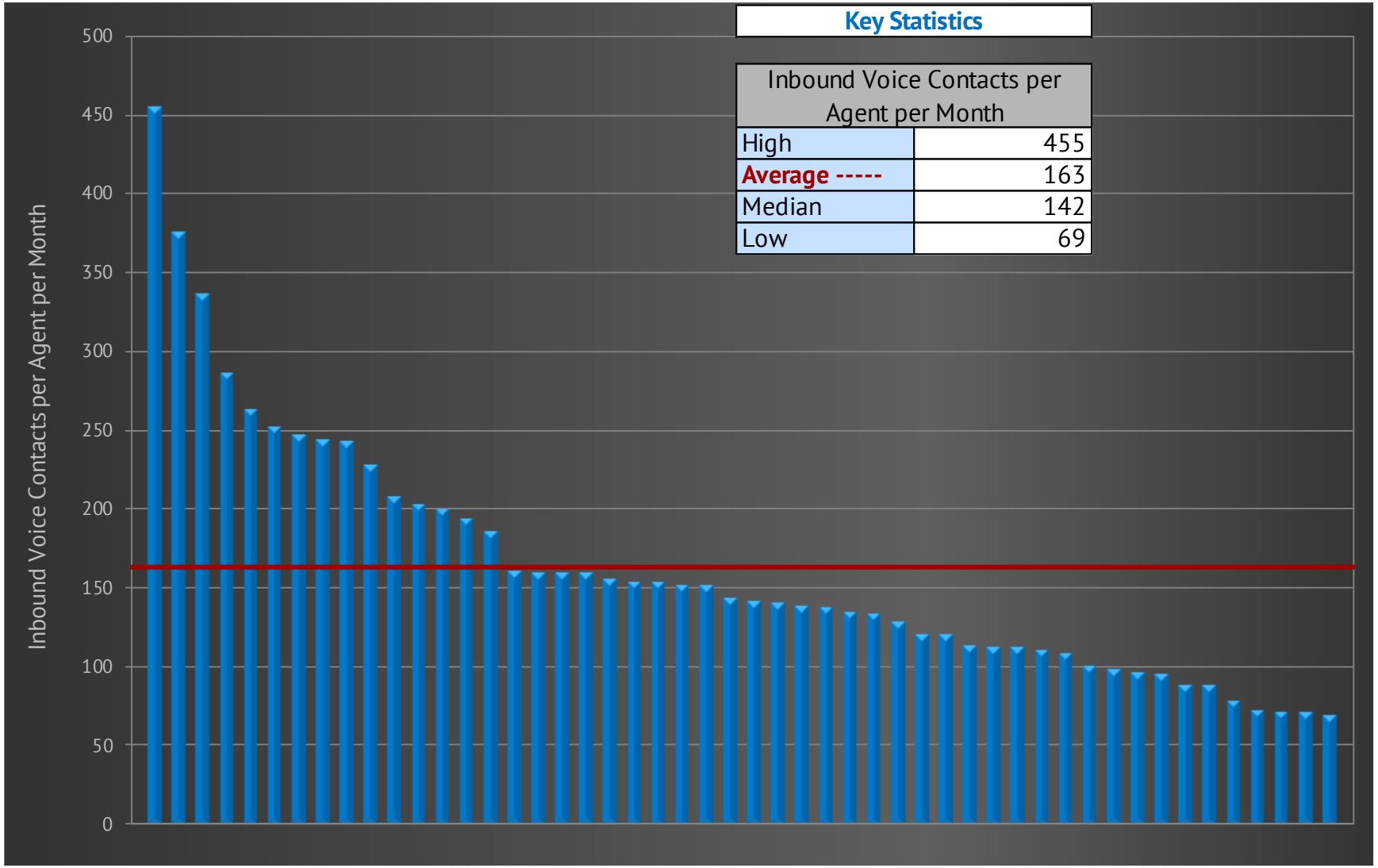
$$\textit{Inbound Voice Contacts per Agent per Month} = \frac{\textit{Avg. inbound call volume}}{\textit{Avg. FTE voice agent headcount}}$$

Why it's important: Inbound Voice Contacts per Agent per Month is an important indicator of voice agent productivity. A low number could indicate low Voice Agent Utilization, poor scheduling efficiency or schedule adherence, or a higher-than-average Voice Handle Time. Conversely, a high number of inbound contacts per agent may indicate high Voice Agent Utilization, good scheduling efficiency and schedule adherence, or a lower-than-average Voice Handle Time. Every Contact Center should track and trend this metric on a monthly basis.

Key correlations: Inbound Voice Contacts per Agent per Month is strongly correlated with the following metrics:

- Voice Agent Utilization
- Voice Handle Time
- Average Price per Voice Contact
- Average Price per Voice Minute
- Agent Occupancy
- Average Speed of Answer

Inbound Voice Contacts per Agent per Month (continued)



Voice Productivity Metrics (continued)

Voice, Chat, and Email Agents as a % of Total Contact Center Headcount

Definition: This metric is the average Full Time Equivalent (FTE) voice, chat, and email agent headcount divided by the average total Contact Center headcount. It is expressed as a percentage, and represents the percentage of total Contact Center personnel who are engaged in direct customer-service activities. Headcount includes both employees and contractors.

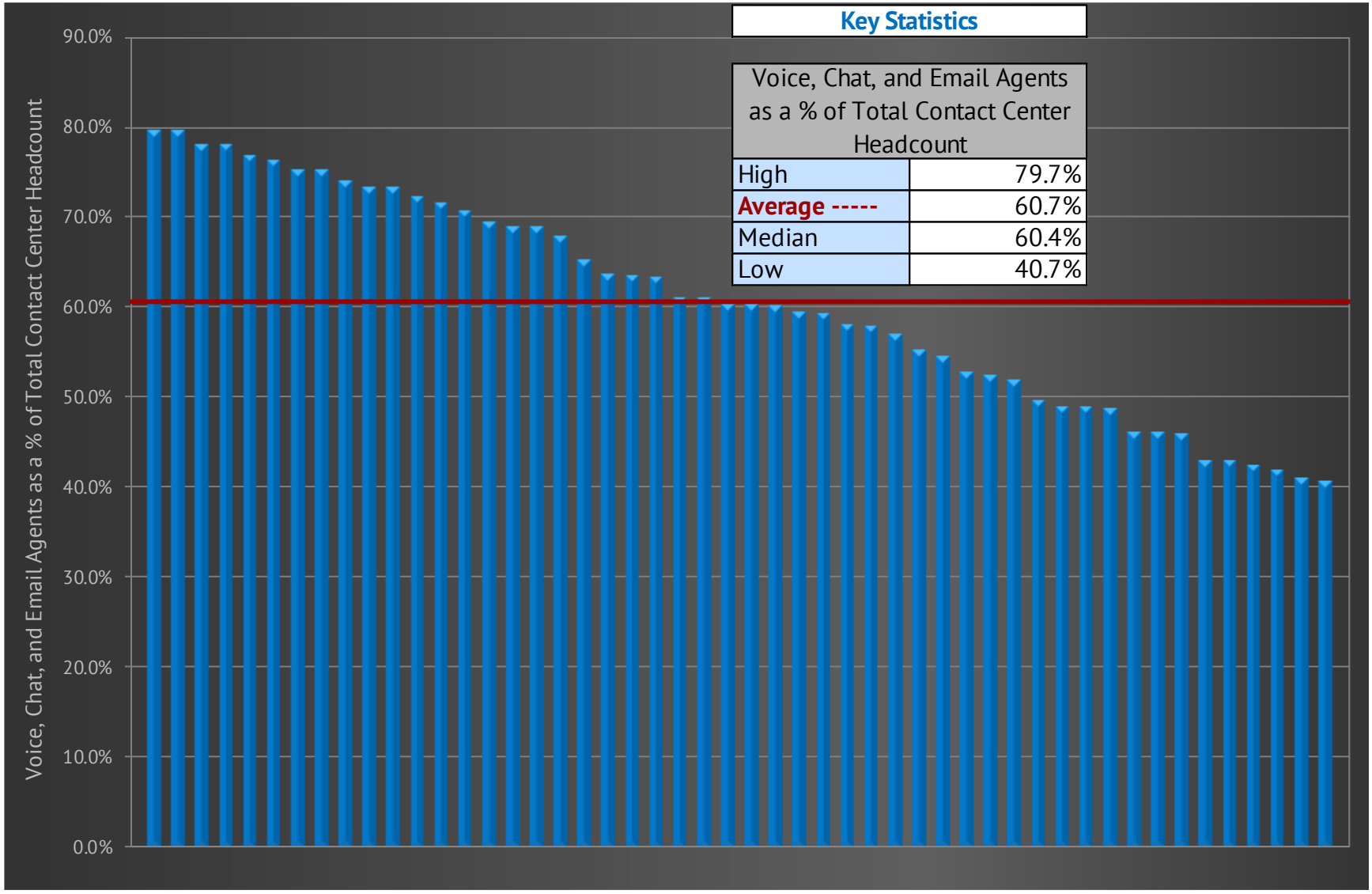
$$Agents\ as\ a\ \%\ of\ Total\ Headcount = \frac{Avg.\ FTE\ agent\ headcount}{Avg.\ total\ Contact\ Center\ headcount}$$

Why it's important: The agent headcount as a percentage of total Contact Center headcount is an important measure of management and overhead efficiency. Since non-agents include both management and non-management personnel (such as supervisors and team leads, QA/QC, trainers, etc.), this metric is not a pure measure of management span of control. But it is a more useful metric than management span of control because the denominator of this ratio takes into account *all* personnel that are not directly engaged in customer-service activities.

Key correlations: Agents as a % of Total Contact Center Headcount is strongly correlated with the following metrics:

- Average Price per Agent-Assisted Contact

Agents as a % of Total Contact Center Headcount (continued)



Voice SLA Metrics

Average Speed of Answer (ASA)

Definition: Average Speed of Answer (ASA) is the total wait time that callers are in queue, divided by the number of calls handled. This includes calls handled by an Interactive Voice Response (IVR) system, as well as calls handled by live agents. Most Automatic Call Distributor (ACD) systems measure this number.

$$Average\ Speed\ of\ Answer = \frac{Total\ initial\ wait\ time\ of\ all\ callers}{Number\ of\ inbound\ calls\ handled}$$

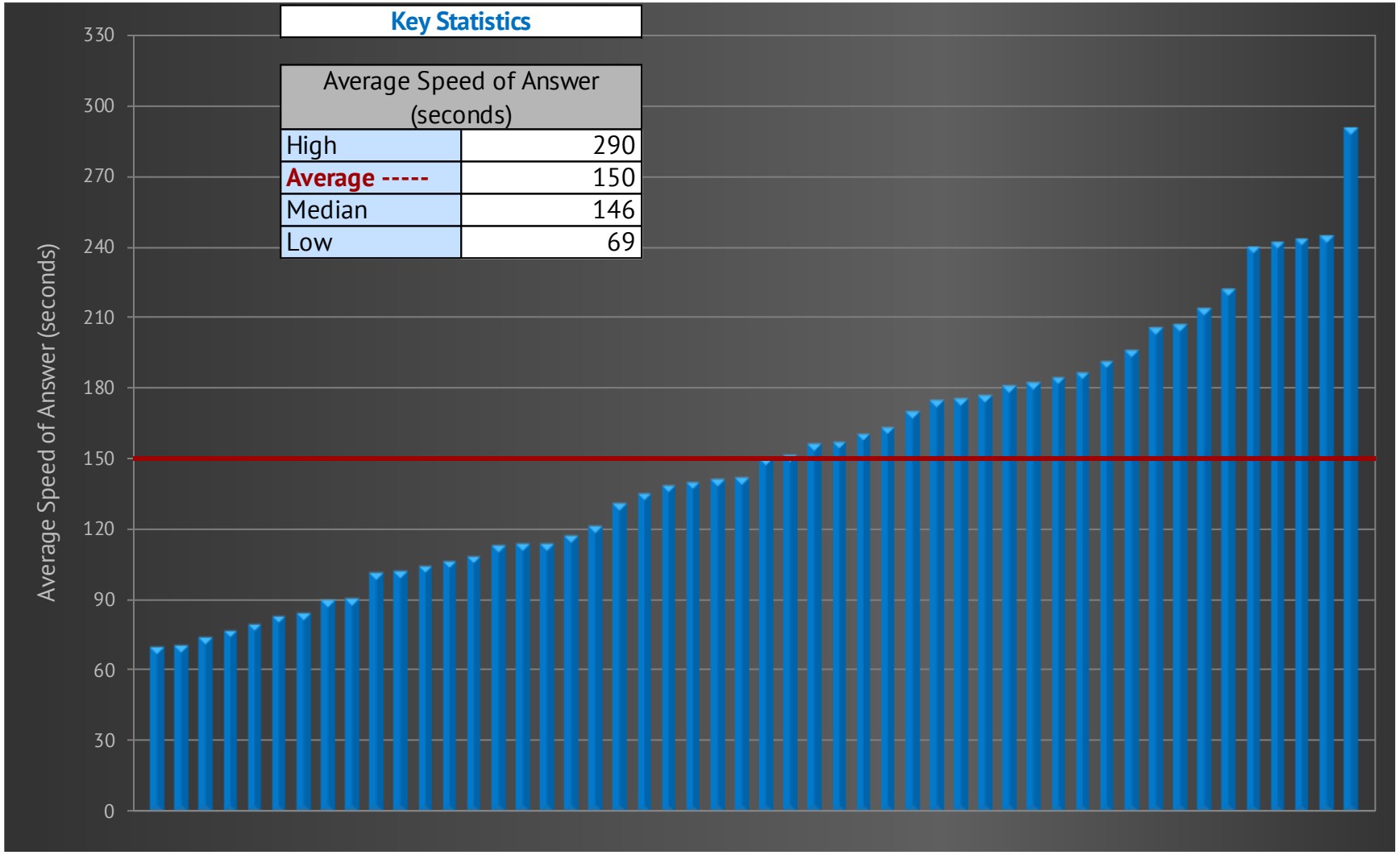
Why it's important: ASA is a common service-level metric in the Contact Center industry. It indicates how responsive a Contact Center is to incoming calls. Since most Contact Centers have an ASA service-level target, the ASA is tracked to ensure service-level compliance.

Key correlations: Average Speed of Answer is strongly correlated with the following metrics:

- Call Abandonment Rate
- % Answered in 30 Seconds
- Voice Agent Utilization

Average Speed of Answer (ASA) (continued)

return to page 37 (list of scorecard KPIs)



Voice SLA Metrics (continued)

Call Abandonment Rate

Definition: Call Abandonment Rate is the percentage of calls that were connected to the ACD, but were disconnected by the caller before reaching an agent or before completing a process within the IVR.

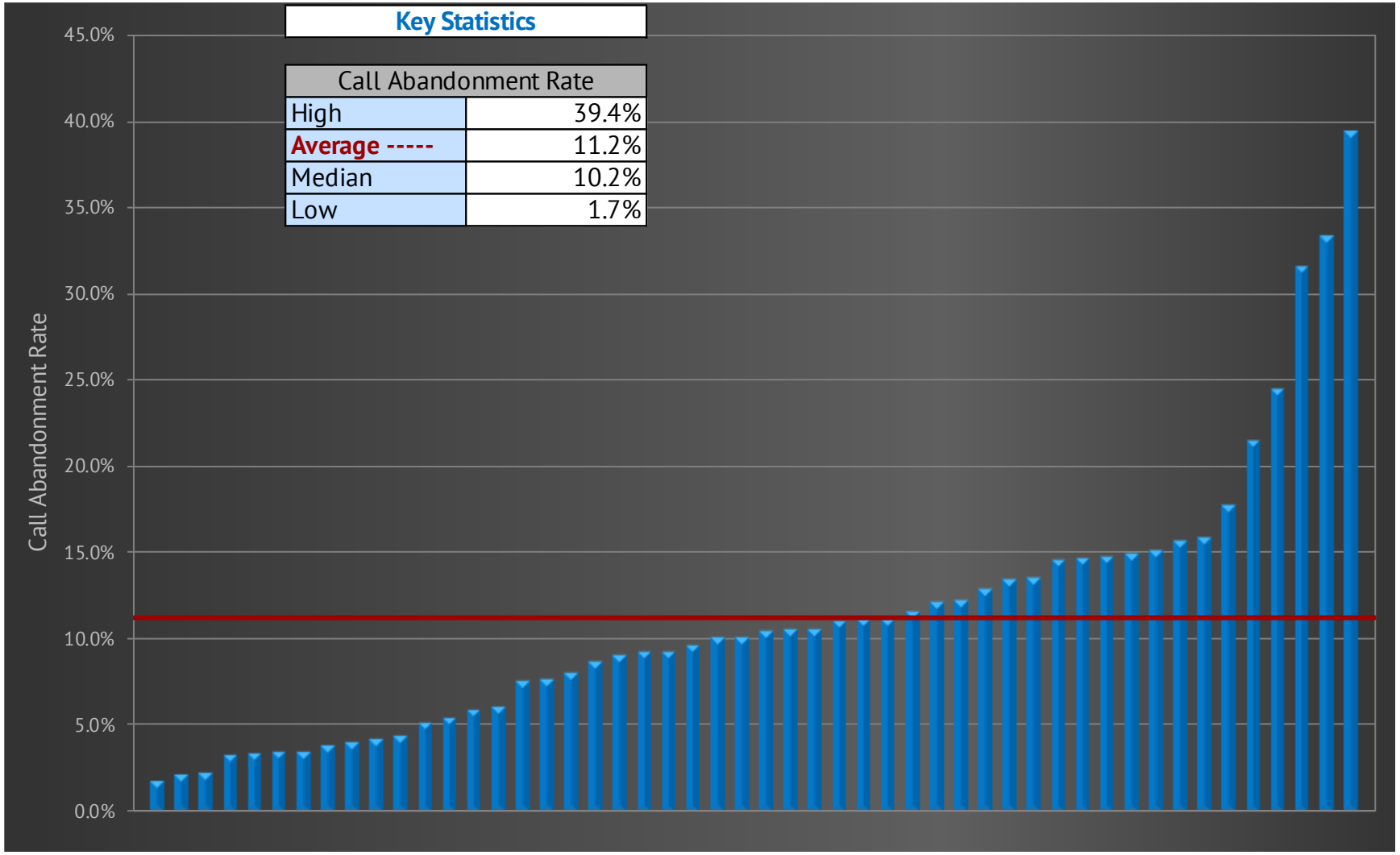
$$\textit{Call Abandonment Rate} = \frac{\textit{Calls abandoned by caller}}{\textit{Total inbound calls}}$$

Why it's important: Call Abandonment Rate is a common service-level metric in the Contact Center industry. An abandoned call indicates that a caller gave up and hung up the phone before receiving service from a live agent or from the IVR. Since most Contact Centers have an abandonment-rate service-level target, the Call Abandonment Rate is tracked to ensure service-level compliance.

Key correlations: Call Abandonment Rate is strongly correlated with the following metrics:

- Average Speed of Answer
- % Answered in 30 Seconds
- Voice Agent Utilization

Call Abandonment Rate (continued)



Voice SLA Metrics (continued)

% Answered in 30 Seconds

Definition: This metric is fairly self-explanatory. It is the percentage of all inbound calls that are answered by a live agent within 30 seconds. For those who don't track this exact metric, but track a similar metric such as % Answered in 60 Seconds, MetricNet uses a conversion formula to calculate the equivalent percentage of calls answered within 30 seconds.

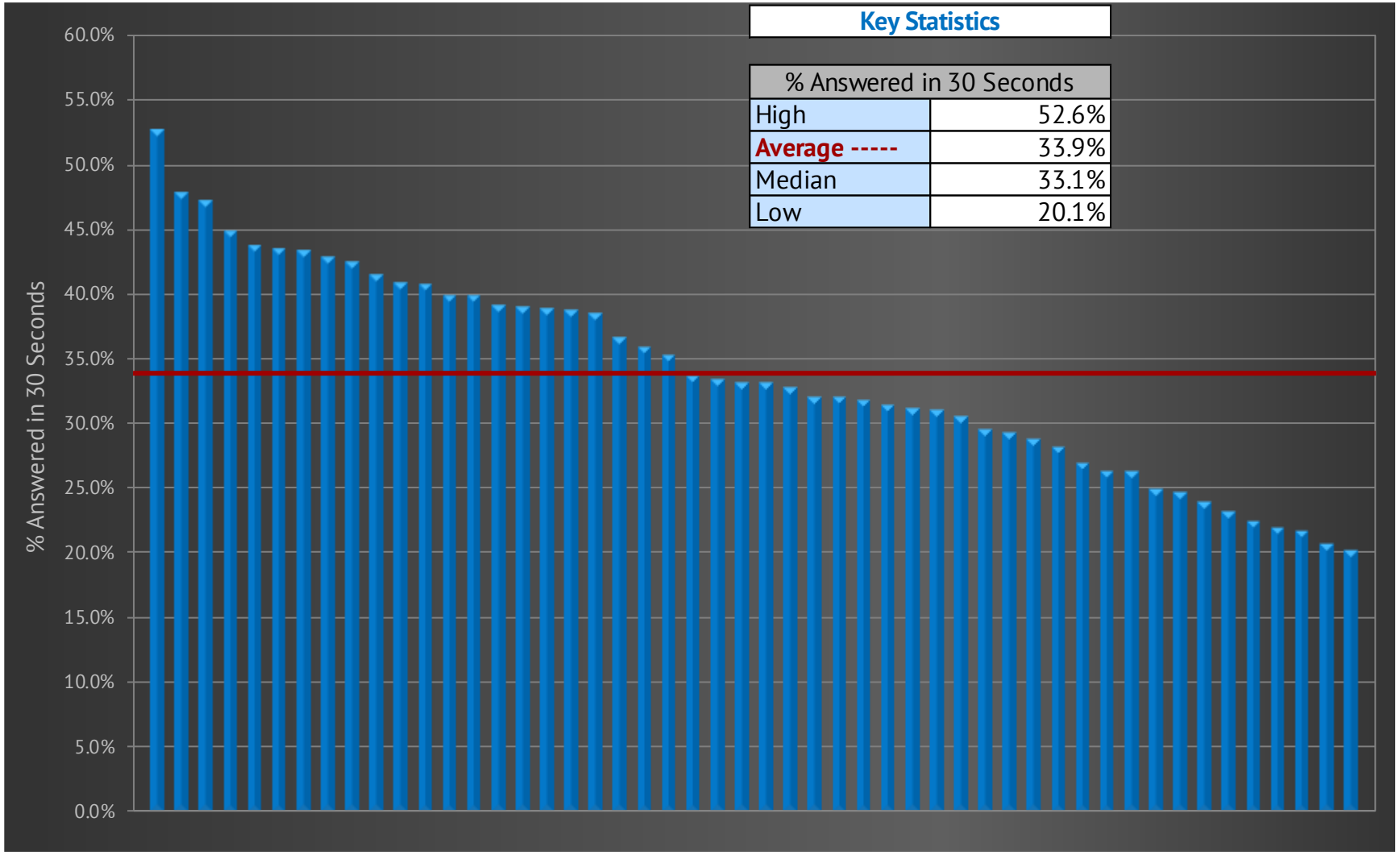
$$\%\ \textbf{\textit{Answered in 30 Seconds}} = \frac{\textbf{\textit{Inbound calls answered in 30 seconds}}}{\textbf{\textit{Total inbound calls}}}$$

Why it's important: % Answered in 30 Seconds is a common service-level metric in the Contact Center industry. It indicates how responsive a Contact Center is to incoming calls. Many Contact Centers have a service-level target for % Answered in 30 Seconds, so the metric is tracked to ensure service-level compliance.

Key correlations: % Answered in 30 Seconds is strongly correlated with the following metrics:

- Average Speed of Answer
- Call Abandonment Rate
- Voice Agent Utilization

% Answered in 30 Seconds (continued)



Agent Metrics

Annual Agent Turnover

Definition: Annual Agent Turnover is the average percentage of agents that leave the Contact Center, for any reason (voluntarily or involuntarily), in a year.

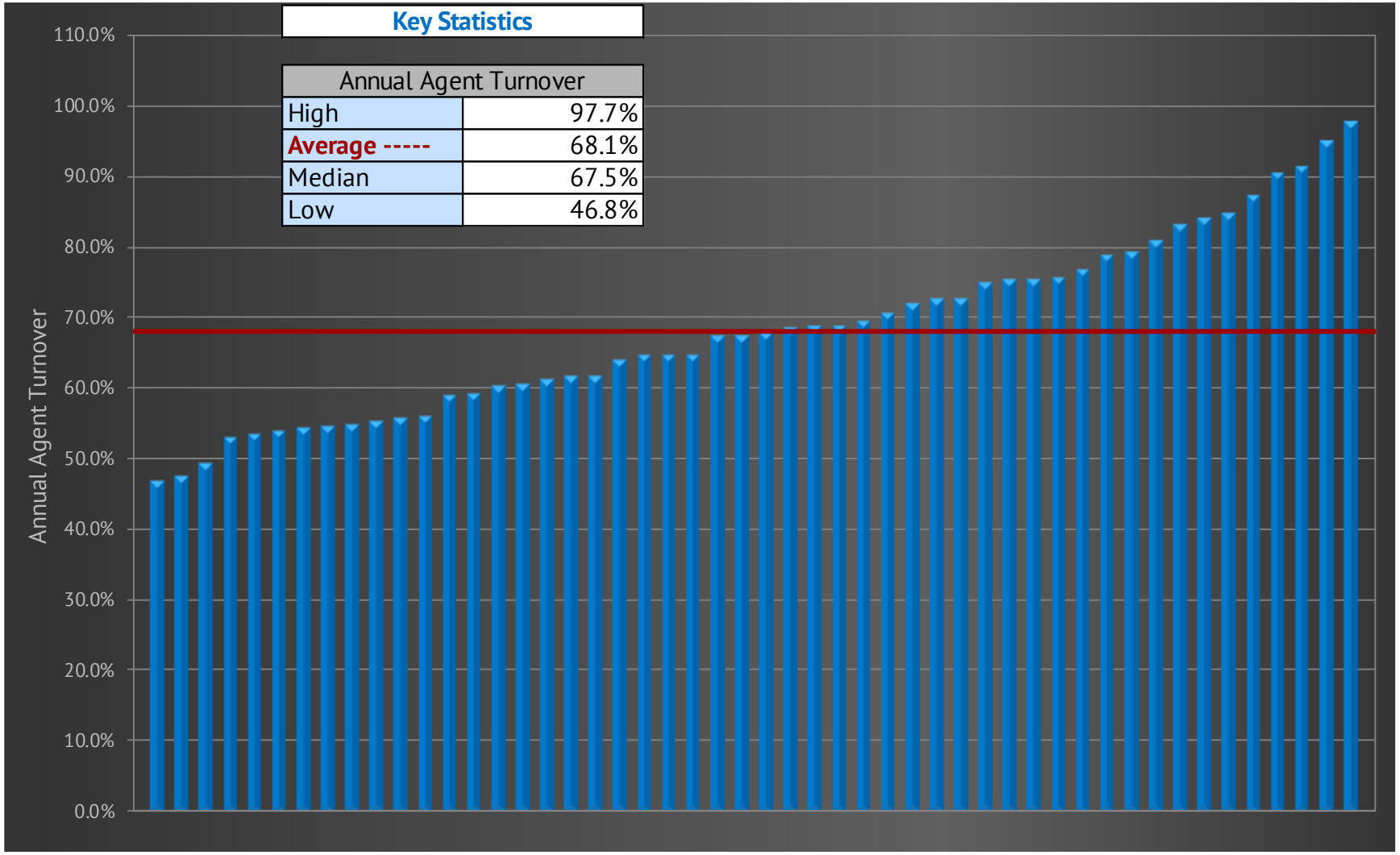
$$Annual\ Agent\ Turnover = \frac{Avg.\ number\ of\ agents\ that\ leave\ per\ year}{Avg.\ total\ agent\ headcount}$$

Why it's important: Agent turnover is costly. Each time an agent leaves the Contact Center, a new agent needs to be hired to replace the outgoing agent. This results in costly recruiting, hiring, and training expenses. Additionally, it is typically several weeks or even months before an agent is fully productive, so there is lost productivity associated with agent turnover as well. High agent turnover is generally associated with low agent morale in a Contact Center.

Key correlations: Annual Agent Turnover is strongly correlated with the following metrics:

- Daily Agent Absenteeism
- Annual Agent Training Hours
- Customer Satisfaction
- Net First Contact Resolution Rate
- Average Price per Agent-Assisted Contact
- Agent Job Satisfaction

Annual Agent Turnover (continued)



Agent Metrics (continued)

Daily Agent Absenteeism

Definition: Daily Agent Absenteeism is the average percentage of agents with an unexcused absence on any given day. It is calculated by dividing the average number of unexcused absent agents per day by the average total number of agents per day that are scheduled to be at work.

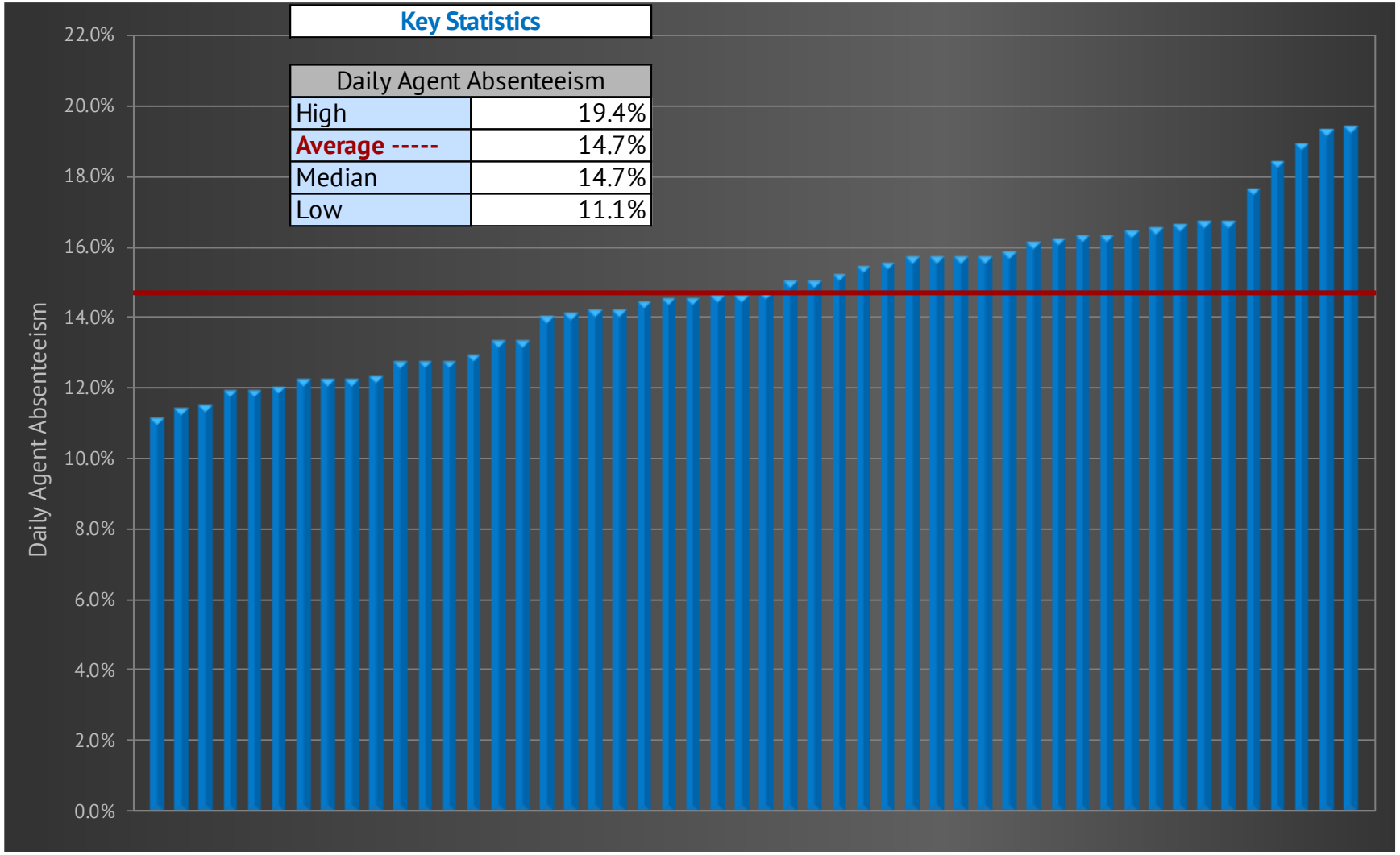
$$Daily\ Agent\ Absenteeism = \frac{Avg.number\ of\ unexcused\ absent\ agents\ per\ day}{Avg.number\ of\ agents\ scheduled\ to\ work\ per\ day}$$

Why it's important: High Agent Absenteeism is problematic because it makes it difficult for a Contact Center to schedule resources efficiently. High absenteeism can severely harm a Contact Center's operating performance and increase the likelihood that service-level targets will be missed. A Contact Center's Average Speed of Answer and Call Abandonment Rate typically suffer when absenteeism is high. Also, chronically high absenteeism is often a sign of low agent morale.

Key correlations: Daily Agent Absenteeism is strongly correlated with the following metrics:

- Annual Agent Turnover
- Agent Job Satisfaction
- Agent Utilization
- Average Price per Agent-Assisted Contact
- Contacts per Agent per Month

Daily Agent Absenteeism (continued)



Agent Metrics (continued)

Agent Occupancy

Definition: Agent Occupancy is a percentage, equal to the amount of time that an agent is in his or her seat and connected to the ACD and either engaged in a call or ready to answer a call, divided by the agent's total number of hours at work (excluding break time and lunch time).

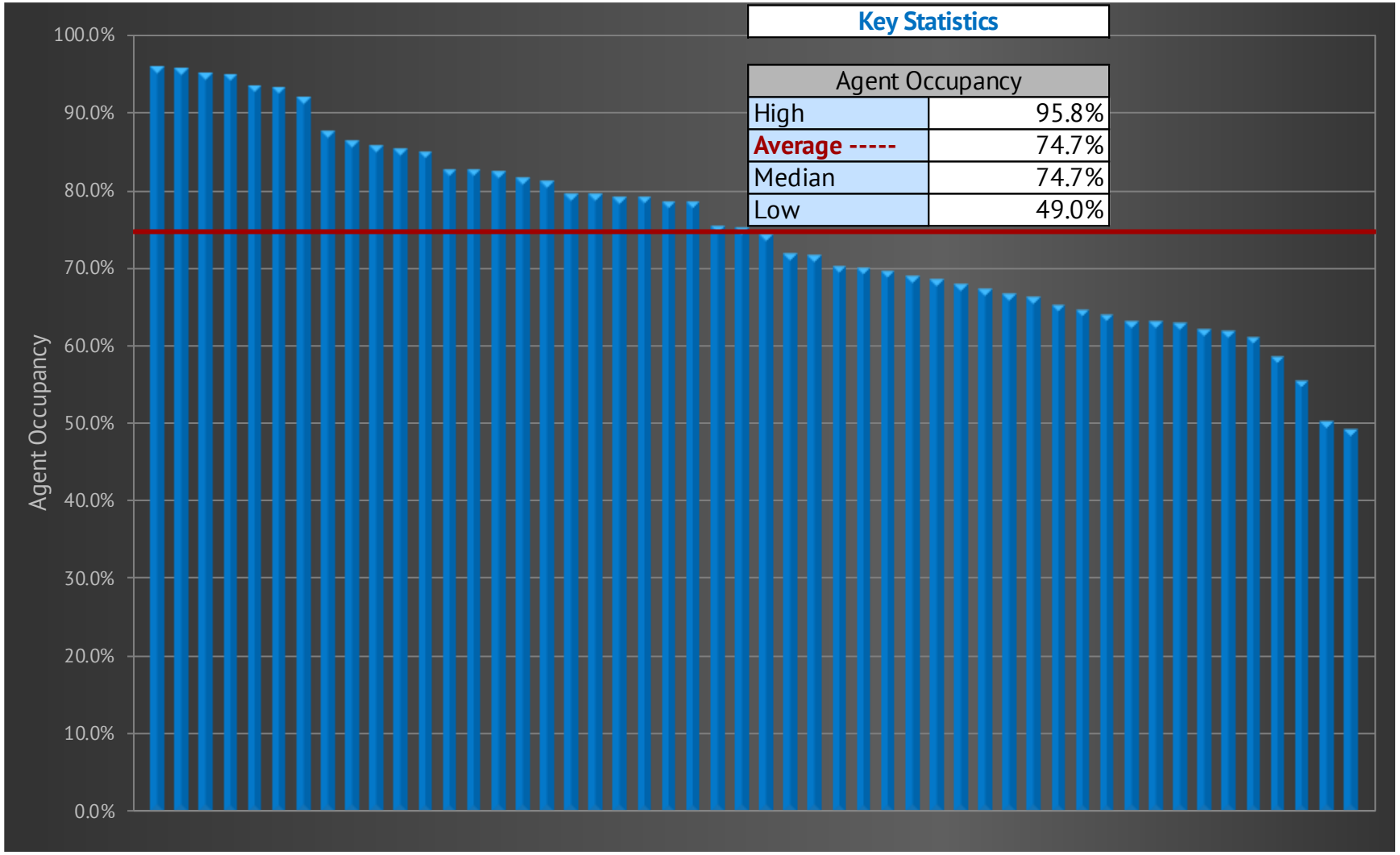
$$Agent\ Occupancy = \frac{Hours\ that\ agents\ are\ ready\ to\ answer\ or\ actually\ on\ calls}{Total\ agent\ work\ hours}$$

Why it's important: Agent Occupancy is an indirect measure of agent productivity and Agent Schedule Adherence. High levels of Agent Occupancy indicate an orderly, disciplined work environment. Conversely, low levels of Agent Occupancy are often accompanied by a chaotic, undisciplined work environment. Agent Occupancy and Voice Agent Utilization are sometimes confused. Although Agent Occupancy and Voice Agent Utilization are correlated, they are very different metrics. It is possible to have a high occupancy (when agents are logged into the ACD a large percentage of the time) but a low Voice Agent Utilization (when few calls are coming in).

Key correlations: Agent Occupancy is strongly correlated with the following metrics:

- Voice Agent Utilization
- Agent Schedule Adherence
- Inbound Voice Contacts per Agent per Month
- Average Price per Voice Contact

Agent Occupancy (continued)



Agent Metrics (continued)

Agent Schedule Adherence

Definition: Agent Schedule Adherence measures whether agents are in their seats ready to accept calls as scheduled. That is, it measures how well a Contact Center's agents are "adhering" to the schedule. Agent Schedule Adherence is equal to the actual time that an agent is logged in to the system ready to accept calls, divided by the total time the agent is scheduled to be available to accept calls.

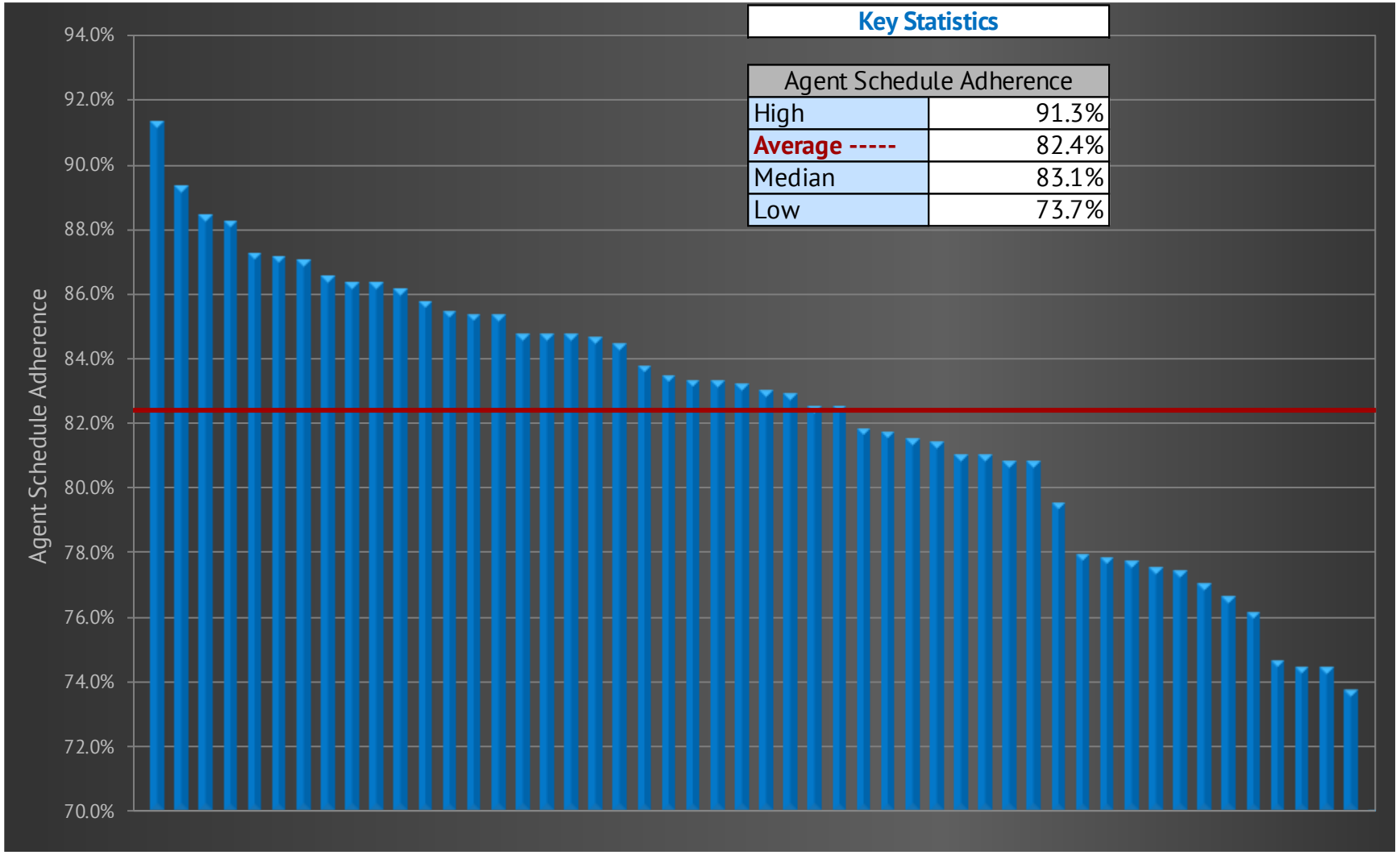
$$Agent\ Schedule\ Adherence = \frac{Hours\ that\ agents\ are\ available\ for\ or\ on\ calls}{Hours\ that\ agents\ are\ scheduled\ to\ be\ available}$$

Why it's important: Effective agent scheduling is critical to achieving a Contact Center's service-level goals and maximizing Agent Utilization. But a work schedule, no matter how well constructed, is only as good as the adherence to the schedule. It is therefore important for agents to adhere to the schedule as closely as possible to ensure that these productivity and service-level goals are met.

Key correlations: Agent Schedule Adherence is strongly correlated with the following metrics:

- Agent Utilization
- Contacts per Agent per Month
- Agent Occupancy
- Average Speed of Answer

Agent Schedule Adherence (continued)



Agent Metrics (continued)

New Agent Training Hours

Definition: The name of this metric is somewhat self-explanatory. New Agent Training Hours is the number of training hours (including classroom, computer-based training, self-study, shadowing, being coached, and on-the-job training) that a new agent receives before he or she is allowed to handle customer contacts independently.

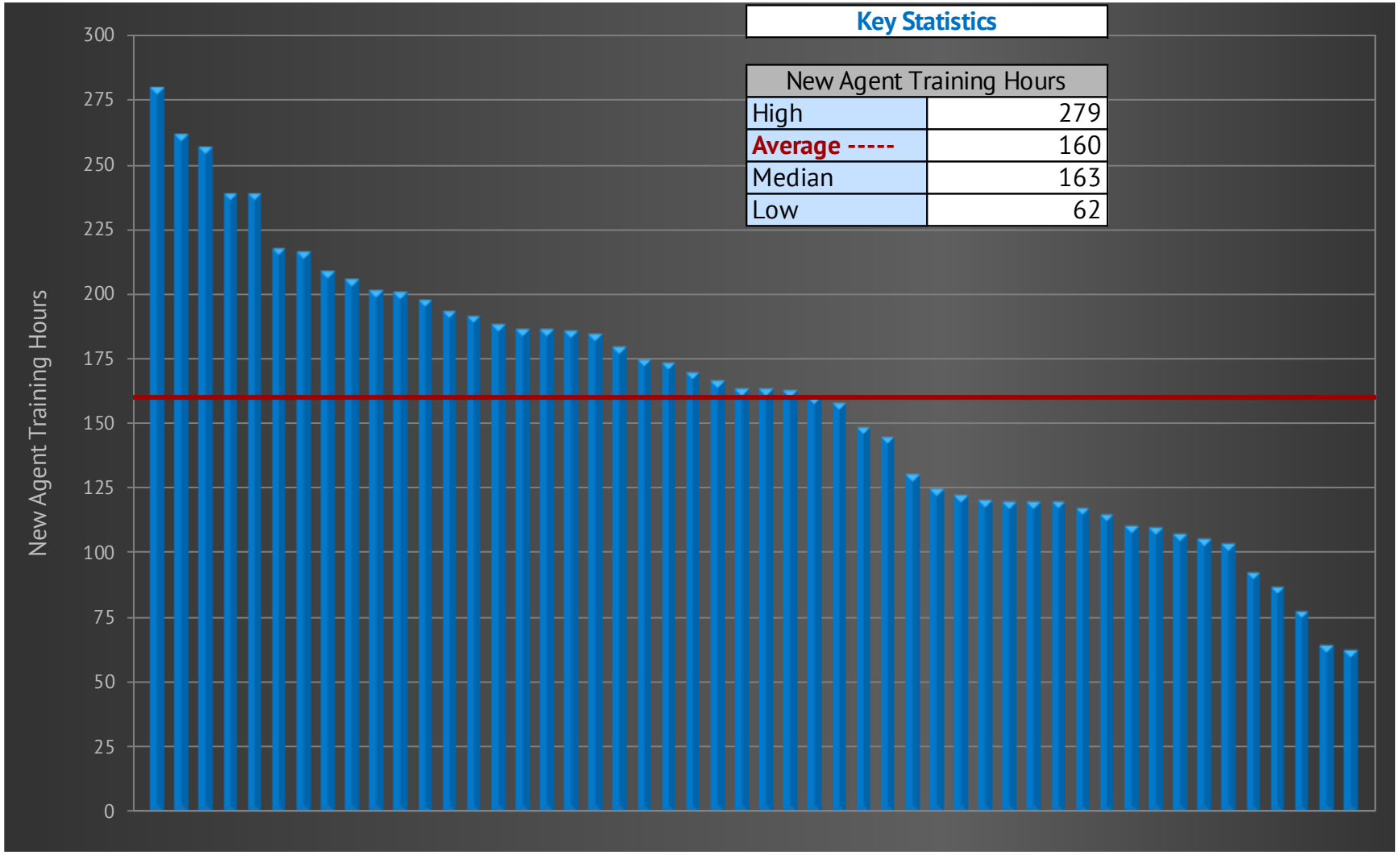
New Agent Training Hours = Number of training hours* required *before a new agent may handle contacts independently

Why it's important: New Agent Training Hours are strongly correlated with Call Quality and Net First Contact Resolution Rate, especially during an agent's first few months on the job. The more training that new agents receive, the higher that Call Quality and Net FCR will typically be. This, in turn, has a positive effect on many other performance metrics including Customer Satisfaction. Perhaps most importantly, training levels strongly impact agent morale—agents who receive more training typically have higher levels of job satisfaction.

Key correlations: New Agent Training Hours are strongly correlated with the following metrics:

- Call Quality
- Net First Contact Resolution Rate
- Customer Satisfaction
- Contact Handle Time
- Agent Job Satisfaction

New Agent Training Hours (continued)



Agent Metrics (continued)

Annual Agent Training Hours

Definition: Annual Agent Training Hours is the average number of training hours (including classroom, computer-based training, self-study, shadowing, etc.) that an agent receives on an annual basis. This number includes any training hours that an agent receives that are not part of the agent's initial (new-agent) training. But it does not include routine team meetings, shift handoffs, or other activities that do not involve formal training.

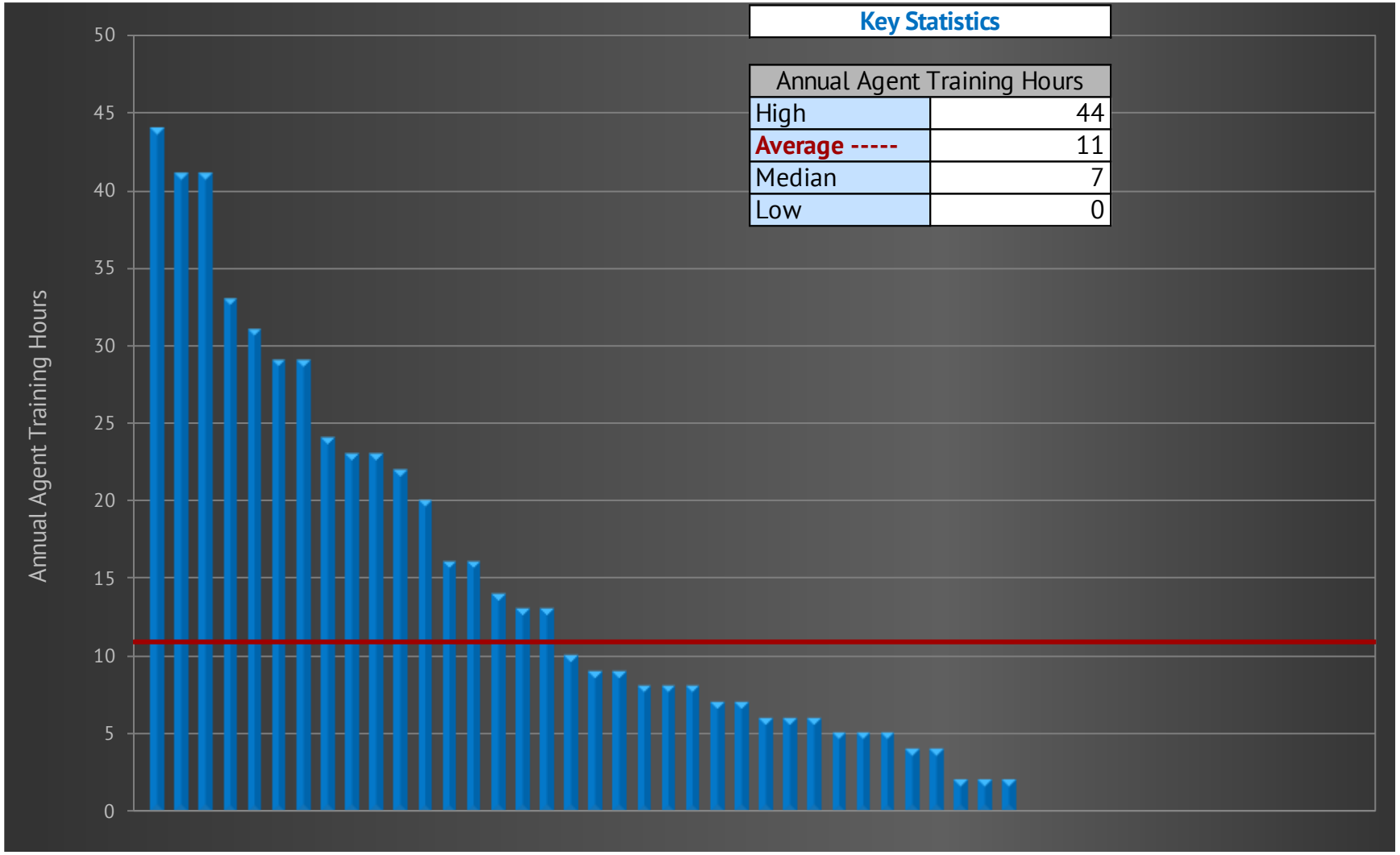
$$\textit{Annual Agent Training Hours} = \textit{Average number of formal training hours per agent per year}$$

Why it's important: Annual Agent Training Hours are strongly correlated with Call Quality, Net First Contact Resolution Rate, and Customer Satisfaction. Perhaps most importantly, training levels strongly impact agent morale—agents who receive more training typically have higher levels of job satisfaction.

Key correlations: Annual Agent Training Hours are strongly correlated with the following metrics:

- Call Quality
- Net First Contact Resolution Rate
- Customer Satisfaction
- Contact Handle Time
- Agent Job Satisfaction

Annual Agent Training Hours (continued)



Agent Metrics (continued)

Agent Tenure

Definition: Agent Tenure is the average number of months that each agent has worked in a particular Contact Center.

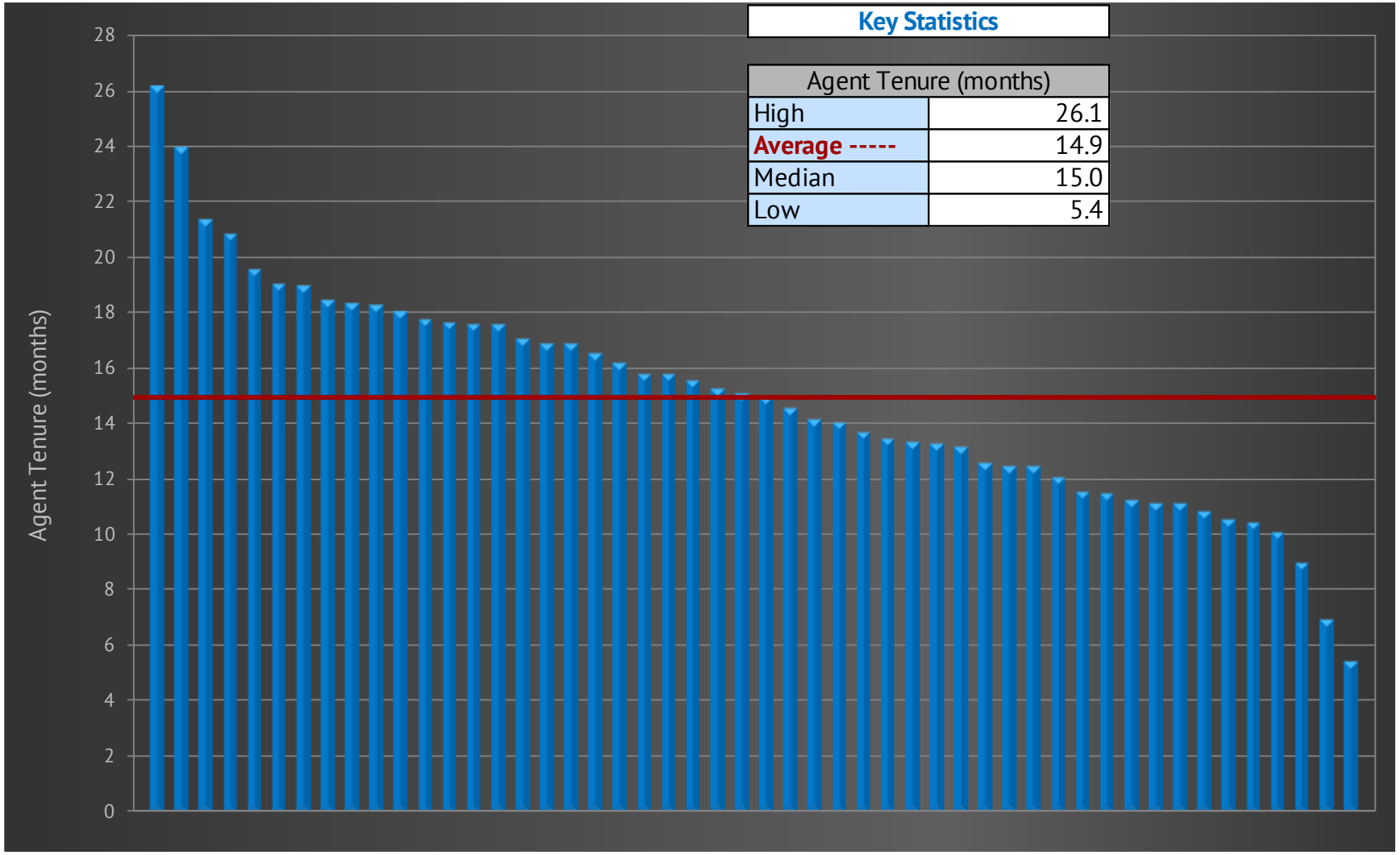
$$Agent\ Tenure = Average\ number\ of\ months\ that\ each\ agent\ has\ worked\ in\ your\ Contact\ Center$$

Why it's important: Agent Tenure is a measure of agent experience. Almost every metric related to Contact Center price and quality is impacted by the level of experience the agents have.

Key correlations: Agent Tenure is strongly correlated with the following metrics:

- Average Price per Agent-Assisted Contact
- Call Quality
- Customer Satisfaction
- Annual Agent Turnover
- Agent Training Hours
- Agent Coaching Hours
- Contact Handle Time
- Net First Contact Resolution Rate
- Agent Job Satisfaction

Agent Tenure (continued)



Agent Metrics (continued)

Agent Job Satisfaction

Definition: Agent Job Satisfaction is the percentage of agents in a Contact Center who are either satisfied or very satisfied with their jobs.

$$Agent\ Job\ Satisfaction = \frac{Number\ of\ satisfied\ agents}{Total\ number\ of\ agents}$$

Why it's important: Agent Job Satisfaction is a proxy for agent morale. And morale, while difficult to measure, affects performance on almost every metric in the Contact Center. High-performance Contact Centers almost always have high levels of Agent Job Satisfaction. A Contact Center can control and improve its performance on this metric through training, coaching, and career pathing.

Key correlations: Agent Job Satisfaction is strongly correlated with the following metrics:

- Annual Agent Turnover
- Daily Agent Absenteeism
- Agent Training Hours
- Agent Coaching Hours
- Customer Satisfaction
- Net First Contact Resolution Rate
- Contact Handle Time
- Average Price per Agent-Assisted Contact

Agent Job Satisfaction (continued)

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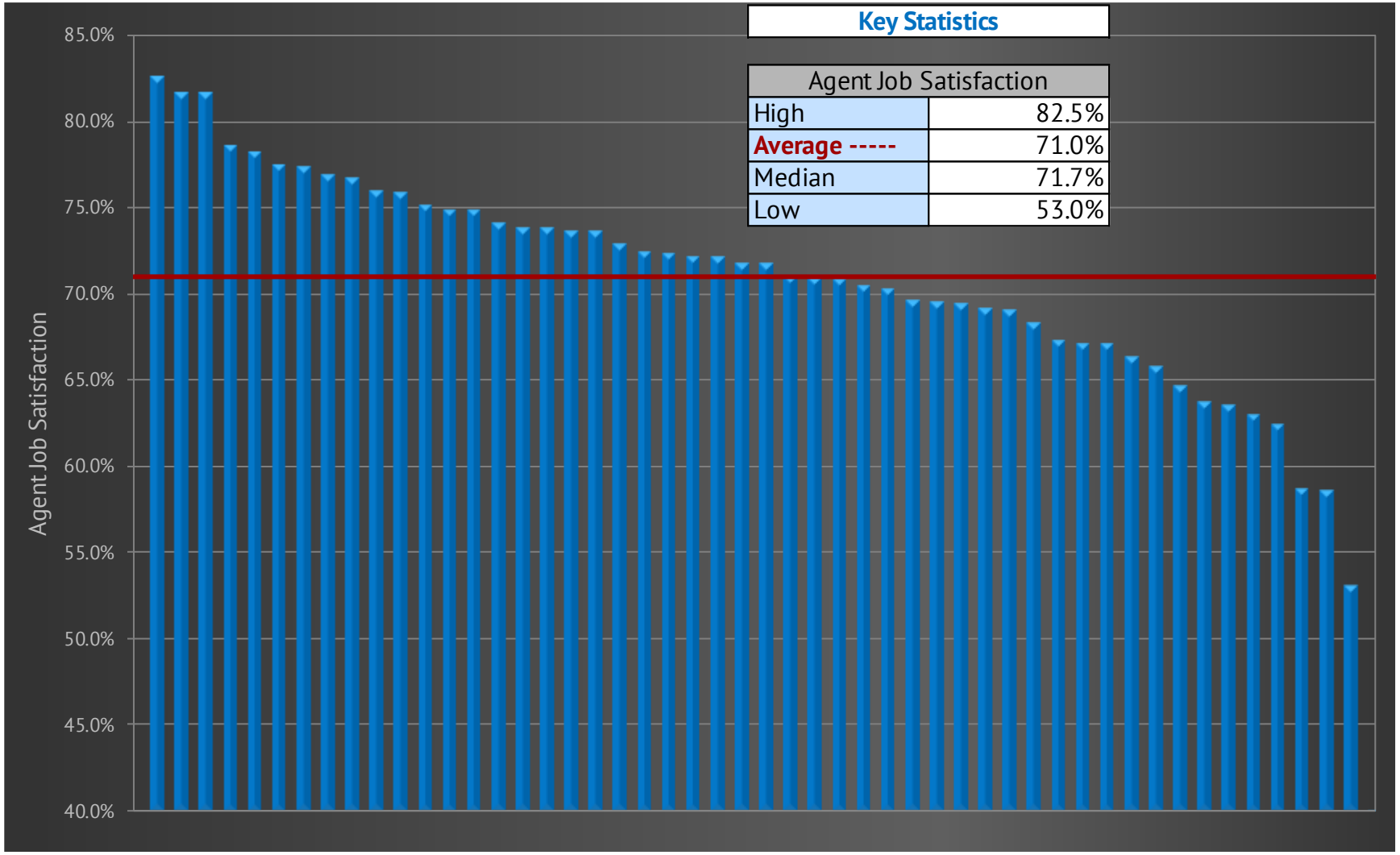


Chat Metrics

% of Contacts Originating in Chat

Definition: As the name suggests, % of Contacts Originating in Chat is the percentage of all contacts coming into the Contact Center that originate in the chat channel. As a chat channel matures, this metric normally increases.

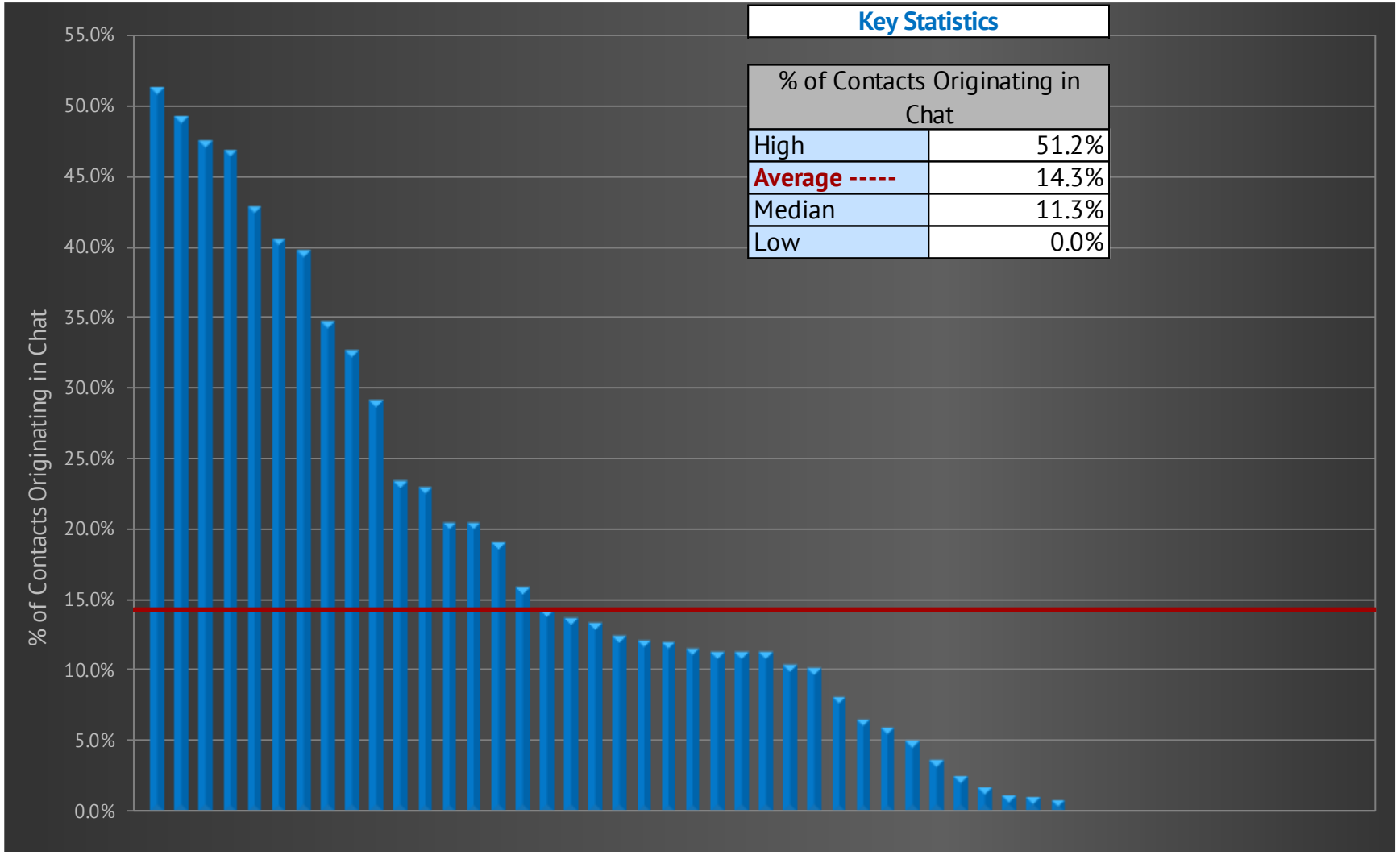
$$\%\ of\ Contacts\ Originating\ in\ Chat = \frac{Volume\ of\ contacts\ originating\ in\ chat}{Total\ contact\ volume\ from\ all\ channels}$$

Why it's important: % of Contacts Originating in Chat is a direct reflection of Contact Center chat-channel maturity. Ideally, the chat channel should enrich the user experience by providing channel choice and high-quality interactions. A low percentage could indicate that your customers do not know chat is offered or that they simply do not want or need that channel choice.

Key correlations: % of Contacts Originating in Chat is strongly correlated with the following metrics:

- Number of Chat Sessions per Chat Agent per Month
- % of Contacts Resolved in Chat
- Chat First Contact Resolution Rate
- % Failover Rate from Chat to Voice

% of Contacts Originating in Chat (continued)



Chat Metrics (continued)

% of Contacts Resolved in Chat

Definition: % of Contacts Resolved in Chat is the percentage of all contacts coming into the Contact Center that originate and are resolved in the chat channel. This number will be less than or equal to the % of Contacts Originating in Chat. Once again, as the chat channel matures, this metric normally increases.

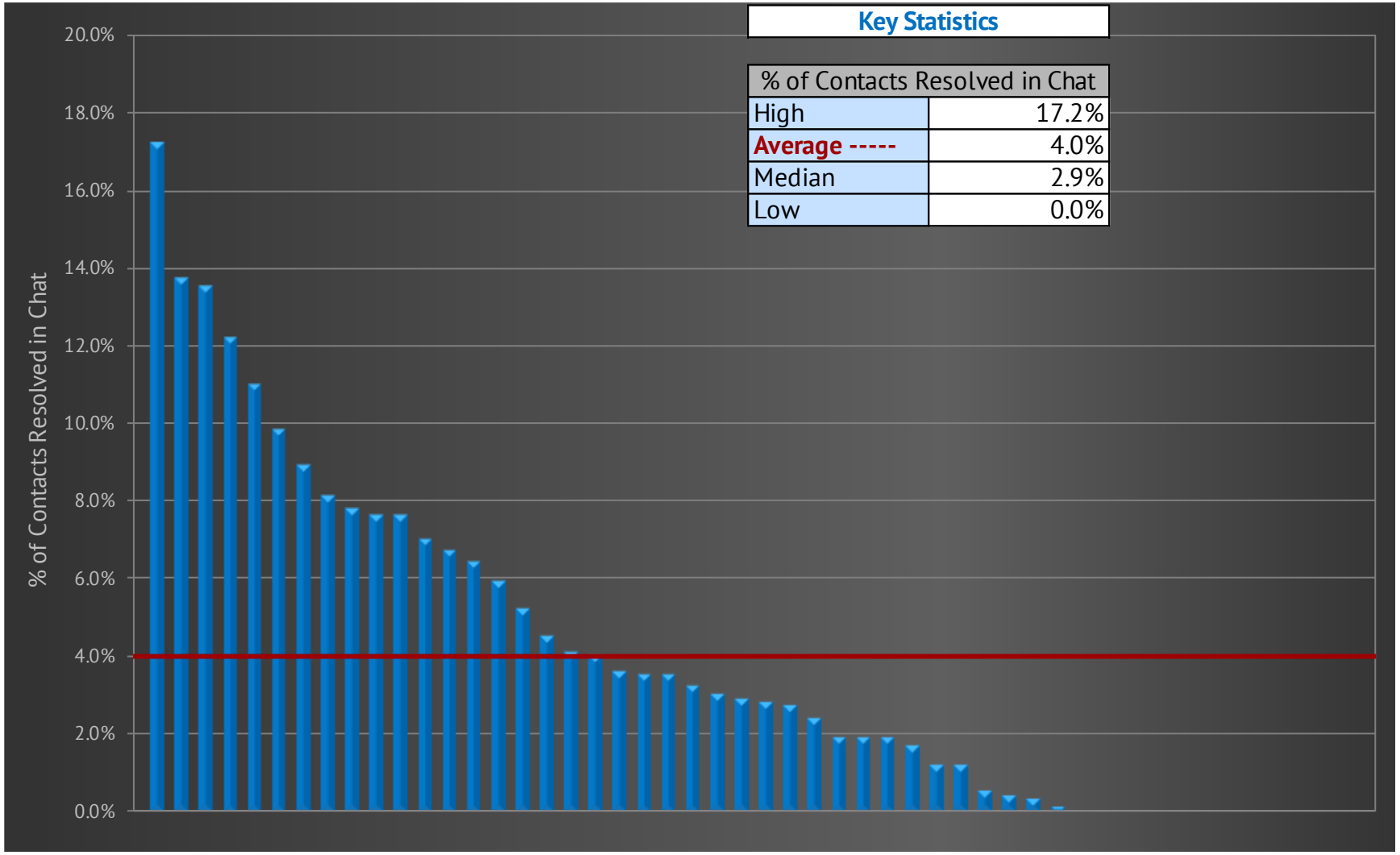
$$\%\ of\ Contacts\ Resolved\ in\ Chat = \frac{Volume\ of\ contacts\ resolved\ in\ chat}{Total\ contact\ volume\ from\ all\ channels}$$

Why it's important: % of Contacts Resolved in Chat is a measure of the overall competency of the chat channel, and is a proxy for Total Cost of Ownership (TCO). A high % of Contacts Resolved in Chat helps to minimize TCO because each contact that is initiated and resolved in the chat channel avoids failover to a higher-cost voice contact. Contact Centers can improve their % of Contacts Resolved in Chat through training, and through investments in key technologies such as proactive chat pops.

Key correlations: % of Contacts Resolved in Chat is strongly correlated with the following metrics:

- Chat First Contact Resolution Rate
- New Agent Training Hours
- Annual Agent Training Hours
- Average Price per Chat Session
- Total Cost of Ownership
- % Failover Rate from Chat to Voice

% of Contacts Resolved in Chat (continued)



Chat Metrics (continued)

Chat First Contact Resolution Rate

Definition: Chat First Contact Resolution applies only to live (chat) contacts. It is the percentage of chat sessions that are resolved on the first interaction with the customer, divided by all chat sessions that are potentially resolvable on first contact. Chat sessions that cannot be resolved on first contact, such as a product break/fix, are not included in the denominator of Chat First Contact Resolution Rate. Chat sessions unresolved on the first contact for any reason do not qualify for Chat FCR.

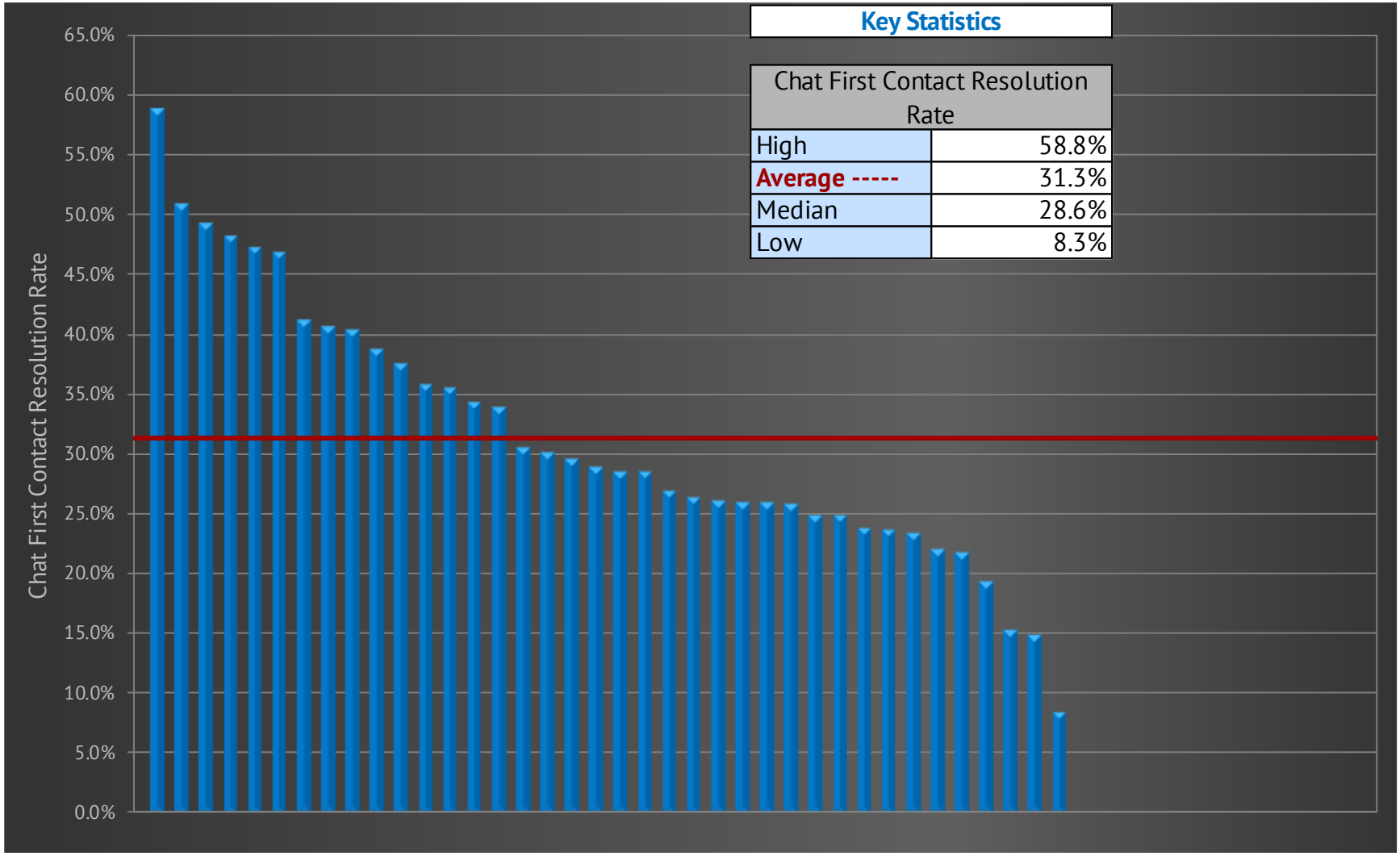
$$\textit{Chat First Contact Resolution Rate} = \frac{\textit{Number of contacts resolved in first chat}}{\textit{Number of contacts resolvable in chat}}$$

Why it's important: Chat First Contact Resolution is the single biggest driver of Customer Satisfaction in the chat channel. A high Chat First Contact Resolution Rate is almost always associated with high levels of Customer Satisfaction. Contact Centers that emphasize training (that is, high training hours for new and veteran agents) and have good technology tools, such as knowledge-management systems, generally enjoy a higher than average Chat First Contact Resolution Rate.

Key correlations: Chat First Contact Resolution Rate is strongly correlated with the following metrics:

- Customer Satisfaction in the Chat Channel
- % of Contacts Resolved in Chat
- New Agent Training Hours
- Annual Agent Training Hours
- Chat Handle Time

Chat First Contact Resolution Rate (continued)



Chat Metrics (continued)

% Failover Rate from Chat to Voice

Definition: % Failover Rate from Chat to Voice measures the percentage of chats that "failover" to a live-agent voice contact. This happens when the agent or the caller feels that voice communication is needed, and they revert from the chat channel to the voice channel to complete a transaction.

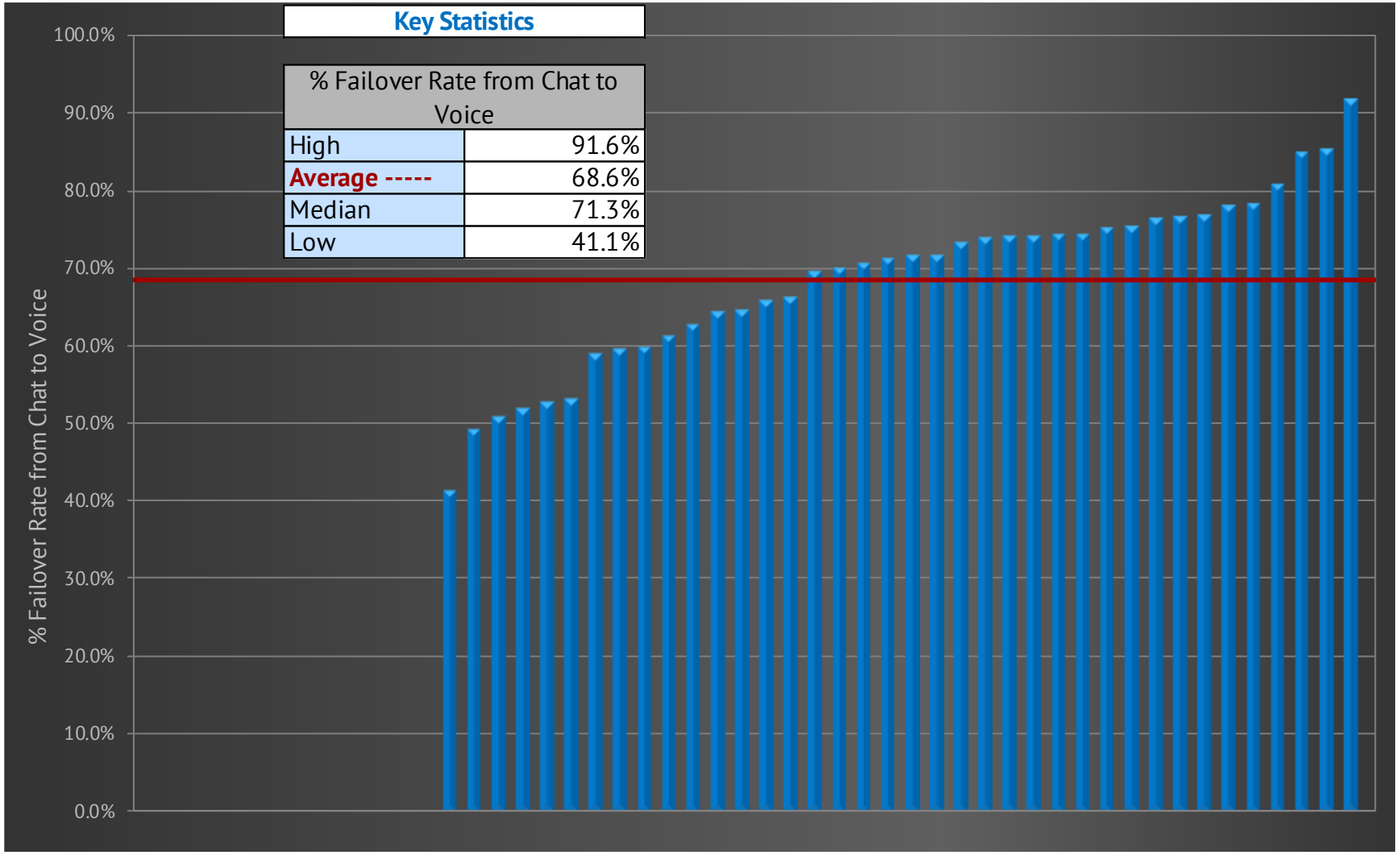
$$\%\ Failover\ Rate\ from\ Chat\ to\ Voice = \frac{Number\ of\ chats\ that\ failover\ to\ voice}{Total\ number\ of\ chat\ sessions}$$

Why it's important: % Failover from Chat to Voice is another measure of the overall competency of the chat channel and a proxy for both TCO and Customer Satisfaction. A low % Failover from Chat to Voice helps to maximize Customer Satisfaction and minimize TCO because the chat session is initiated and resolved on first contact. Contact Centers can improve their % Failover from Chat to Voice through training, and investments in certain technologies such as knowledge-management systems.

Key correlations: % Failover Rate from Chat to Voice is strongly correlated with the following metrics:

- Chat First Contact Resolution Rate
- New Agent Training Hours
- Annual Agent Training Hours
- Average Price per Chat Session
- Total Cost of Ownership

% Failover Rate from Chat to Voice (continued)



Chat Metrics (continued)

Customer Satisfaction in the Chat Channel

Definition: Customer Satisfaction in the Chat Channel is the percentage of customers who are either satisfied or very satisfied with their Contact Center experience in the chat channel. This metric can be captured in a number of ways, including automatic after-chat pop-up surveys, follow-up outbound (live-agent) calls, email surveys, postal surveys, etc.

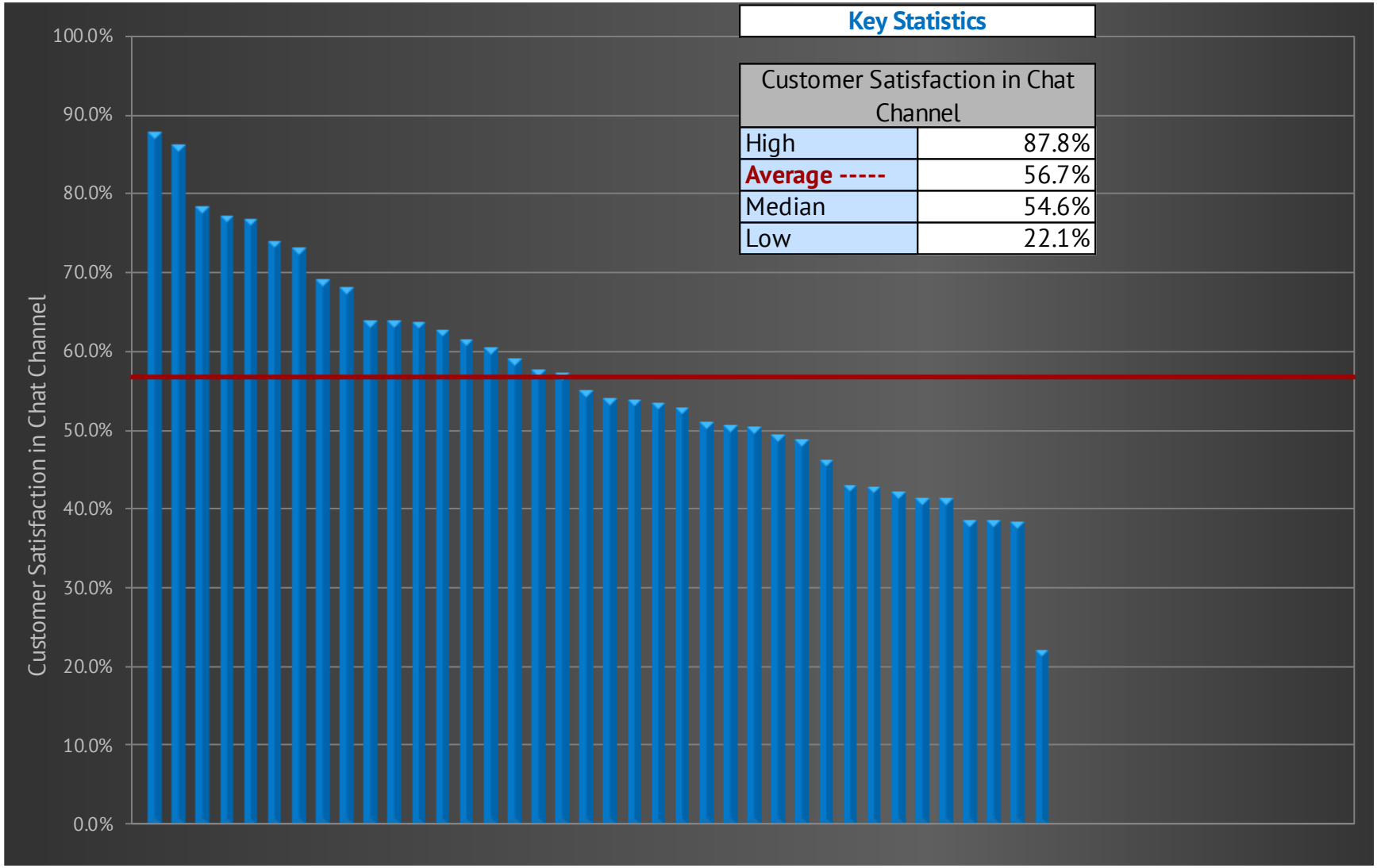
$$\textit{Customer Satisfaction in Chat Channel} = \frac{\textit{Number of satisfied chat customers}}{\textit{Number of chat customers surveyed}}$$

Why it's important: Customer Satisfaction in the Chat Channel is the single most important measure of chat-channel quality. Any successful chat channel will have consistently high Customer Satisfaction ratings. Some are under the impression that a low Average Price per Chat Session may justify a lower level of Customer Satisfaction in the Chat Channel. But this is not true. MetricNet's research shows that even Contact Centers with a very low Average Price per Chat Session can achieve consistently high customer satisfaction ratings in the chat channel.

Key correlations: Customer Satisfaction in the Chat Channel is strongly correlated with the following metrics:

- New Agent Training Hours
- Annual Agent Training Hours
- Chat First Contact Resolution

Customer Satisfaction in Chat Channel (continued)



Chat Metrics (continued)

Average Concurrent Chat Sessions

Definition: Average Concurrent Chat Sessions is the average number of chat sessions that a chat agent has open at any given time.

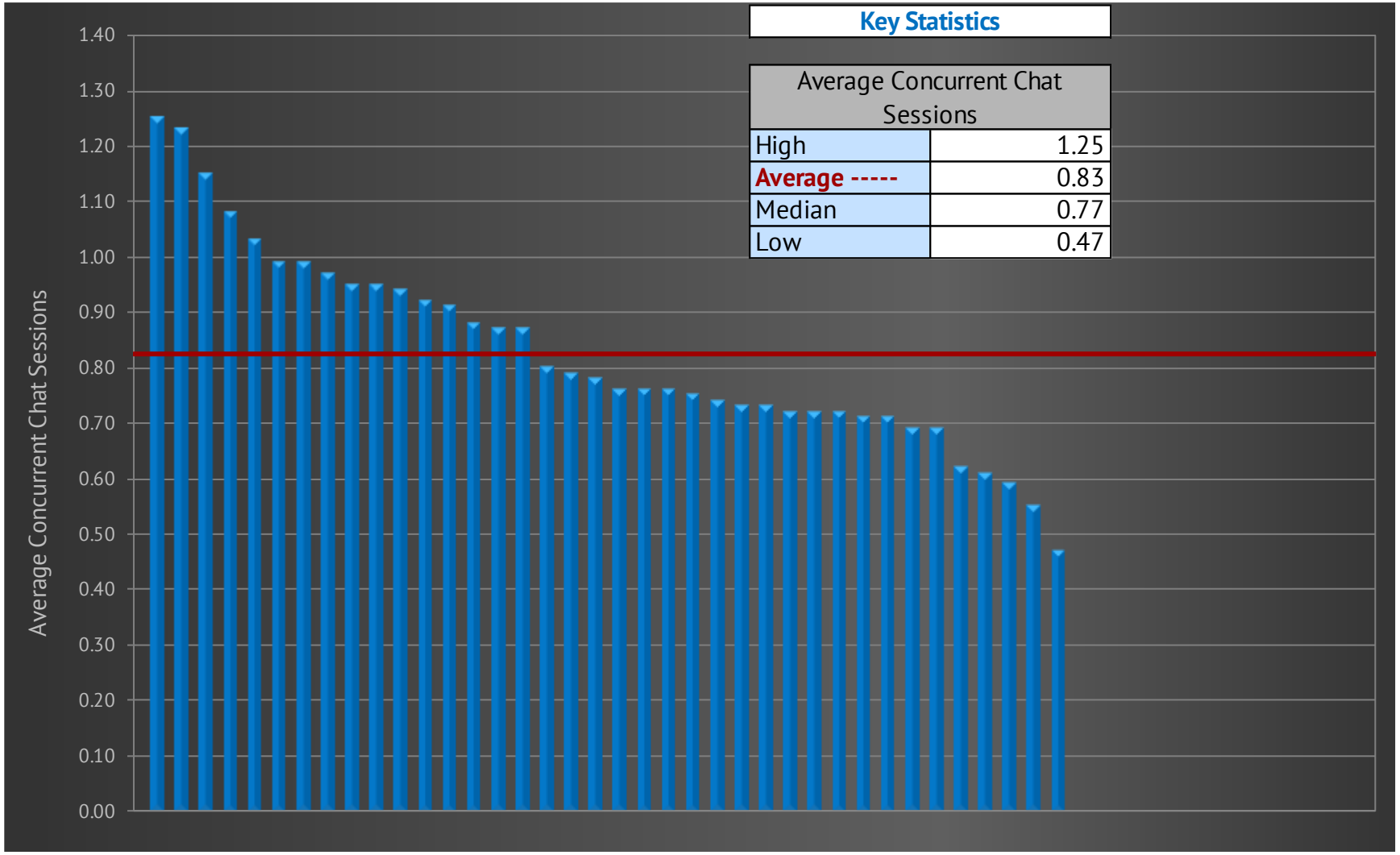
$$Average\ Concurrent\ Chat\ Sessions = Average\ number\ of\ open\ chats\ per\ agent$$

Why it's important: The ability to handle concurrent chat sessions is the primary economic advantage of the chat channel.

Key correlations: Average Concurrent Chat Sessions is strongly correlated with the following metrics:

- Chat First Contact Resolution Rate
- % Failover Rate from Chat to Voice
- Average Price per Chat Minute

Average Concurrent Chat Sessions (continued)



Chat Metrics (continued)

Max Concurrent Chat Sessions

Definition: Most organizations will limit the number of concurrent sessions an agent is allowed to handle. Newer agents might be limited to a single chat session at a time, while more experienced agents might be allowed to handle as many as four concurrent chat sessions.

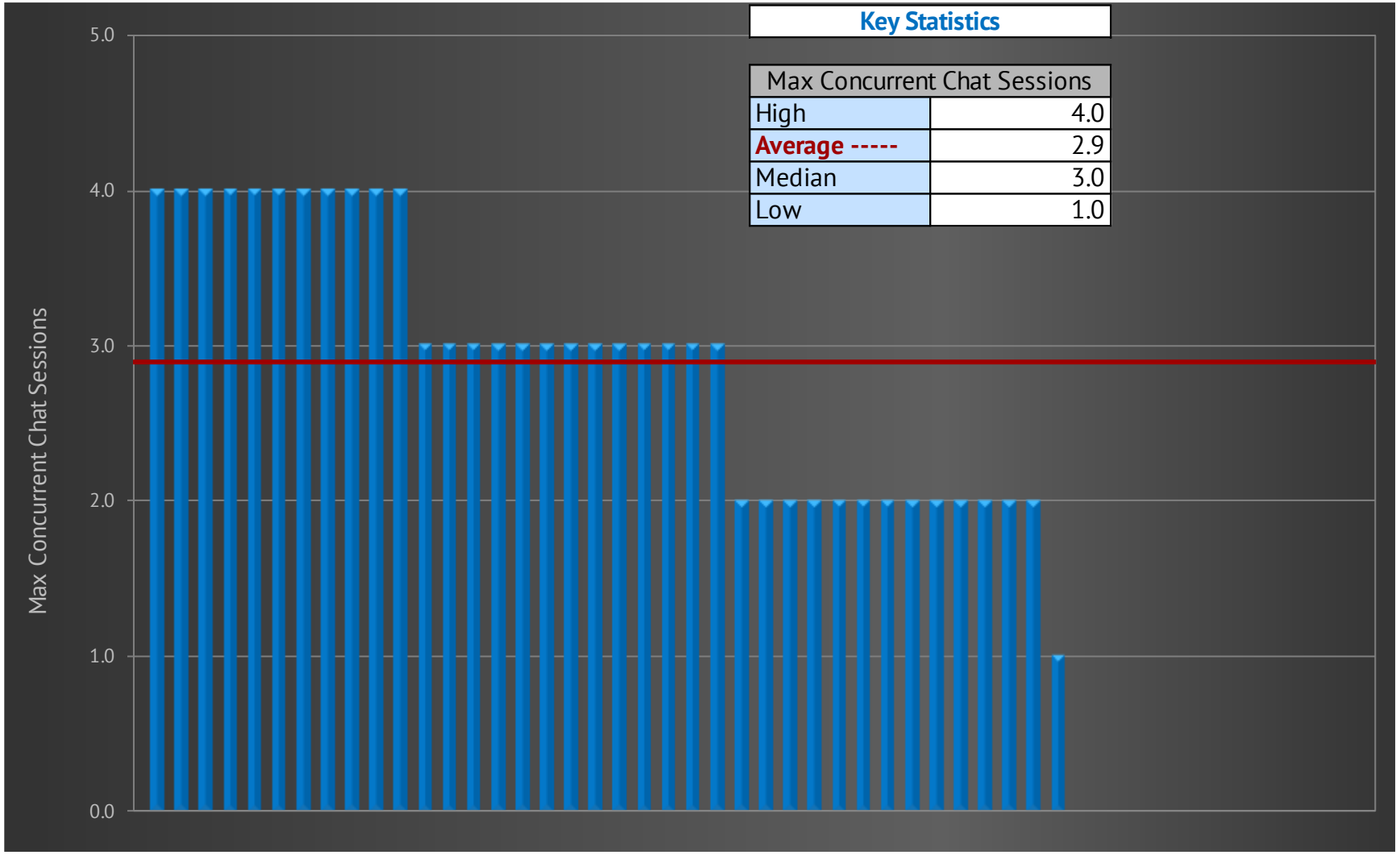
Max Concurrent Chat Sessions = The maximum number of chat sessions that an agent is allowed to handle concurrently

Why it's important: While the ability to handle concurrent chat sessions is the primary economic advantage of the chat channel, agents attempting to handle too many concurrent sessions will likely see a significant drop in Customer Satisfaction and Chat First Contact Resolution Rate, and a significant increase in % Failover Rate from Chat to Voice. It is also important to note that the agent skill set required for chat is somewhat different than that required of a voice agent. One should not automatically assume that a successful voice agent will be a successful chat agent, and vice versa.

Key correlations: Max Concurrent Chat Sessions is strongly correlated with the following metrics:

- Chat First Contact Resolution Rate
- % Failover Rate from Chat to Voice
- Customer Satisfaction in the Chat Channel

Max Concurrent Chat Sessions (continued)



Chat Metrics (continued)

Number of Chat Sessions per Chat Agent per Month

Definition: Number of Chat Sessions per Chat Agent per Month is the average monthly chat volume divided by the average full-time equivalent (FTE) chat agent headcount. Chat agent headcount is the average FTE number of employees and contractors handling chats.

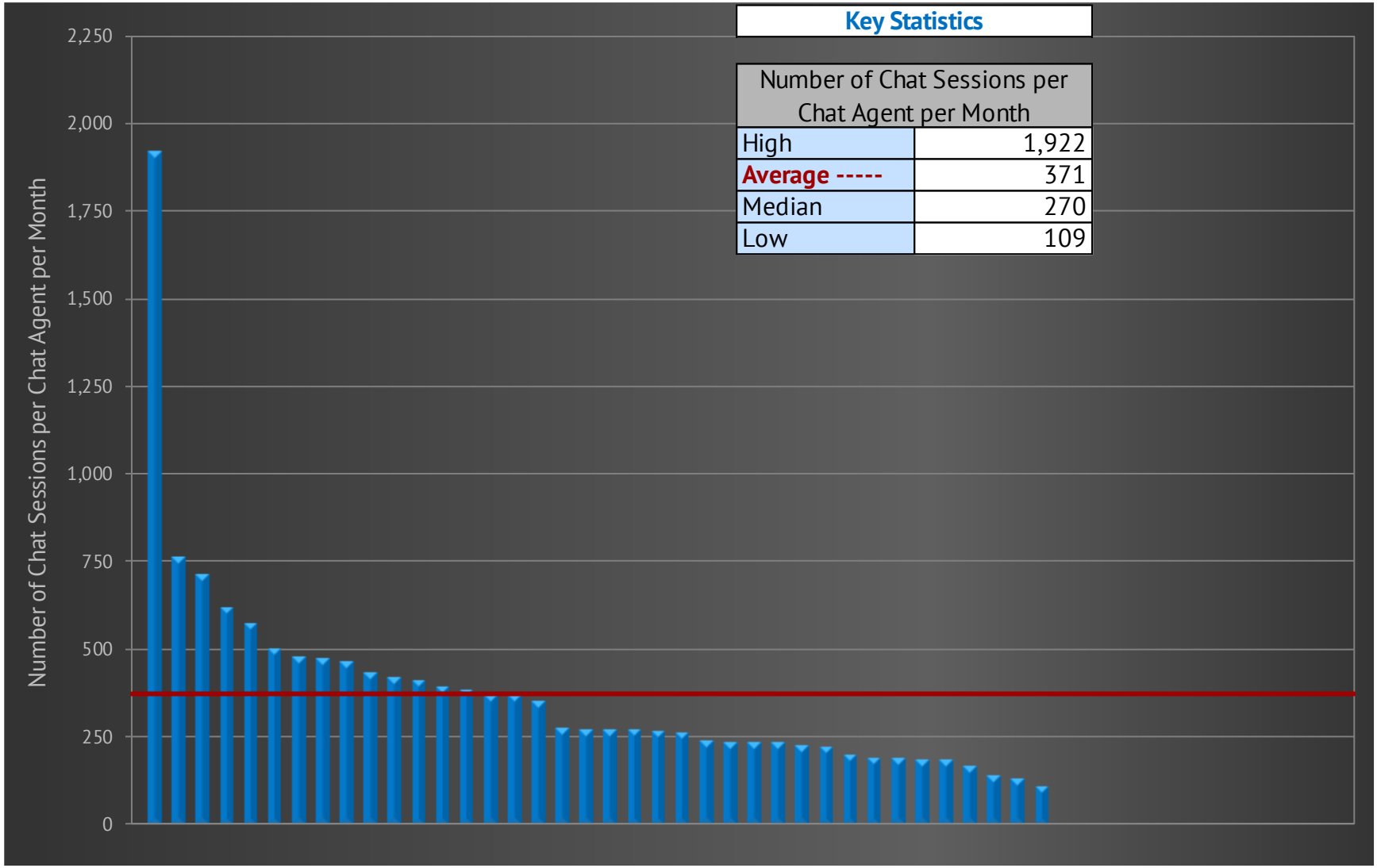
$$\textit{Sessions per Chat Agent per Month} = \frac{\textit{Total monthly volume of chat sessions}}{\textit{Number of FTE agents handling chats}}$$

Why it's important: Number of Chat Sessions per Chat Agent per Month is an important indicator of chat agent productivity. A low number could indicate low Agent Occupancy, poor scheduling efficiency or schedule adherence, or a higher-than-average Chat Handle Time. Conversely, a high number of chat sessions per agent may indicate high Agent Occupancy, good scheduling efficiency and schedule adherence, or a lower-than-average Chat Handle Time. Every Contact Center with a chat channel should track and trend this metric on a monthly basis.

Key correlations: Number of Chat Sessions per Chat Agent per Month is strongly correlated with the following metrics:

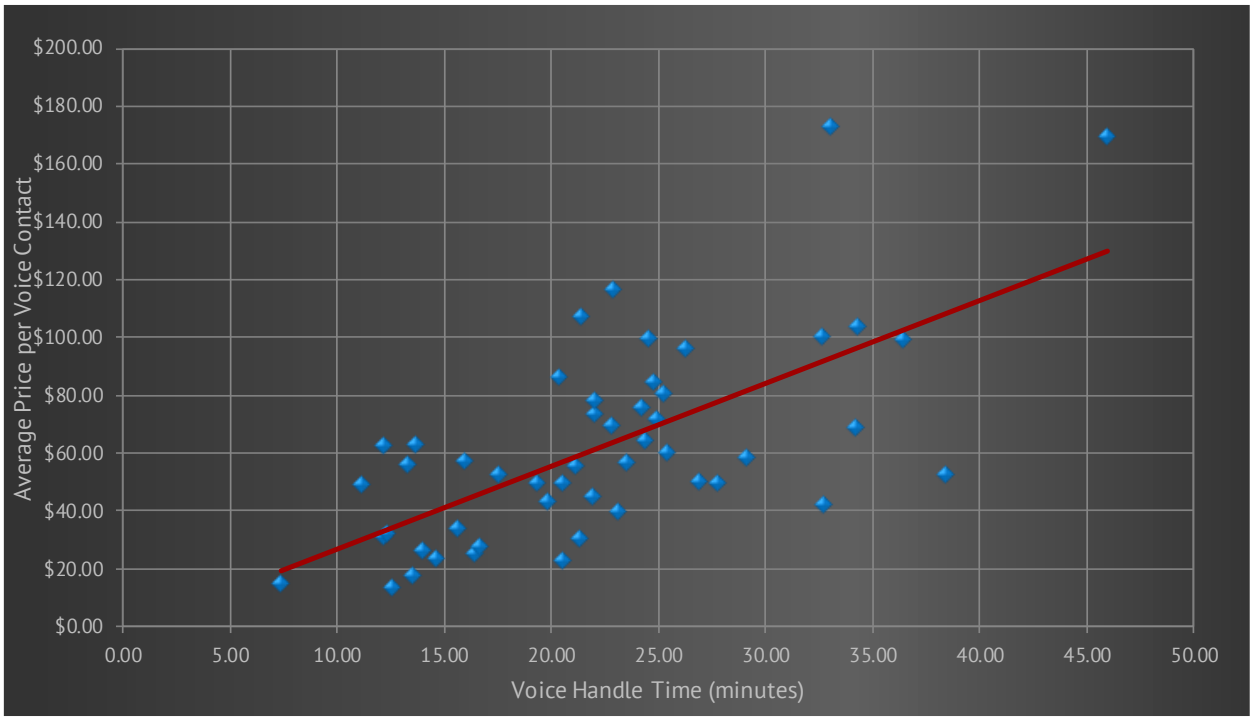
- Chat Handle Time
- Average Price per Chat Session
- Average Price per Chat Minute
- Agent Occupancy

Number of Chat Sessions per Chat Agent per Month (continued)



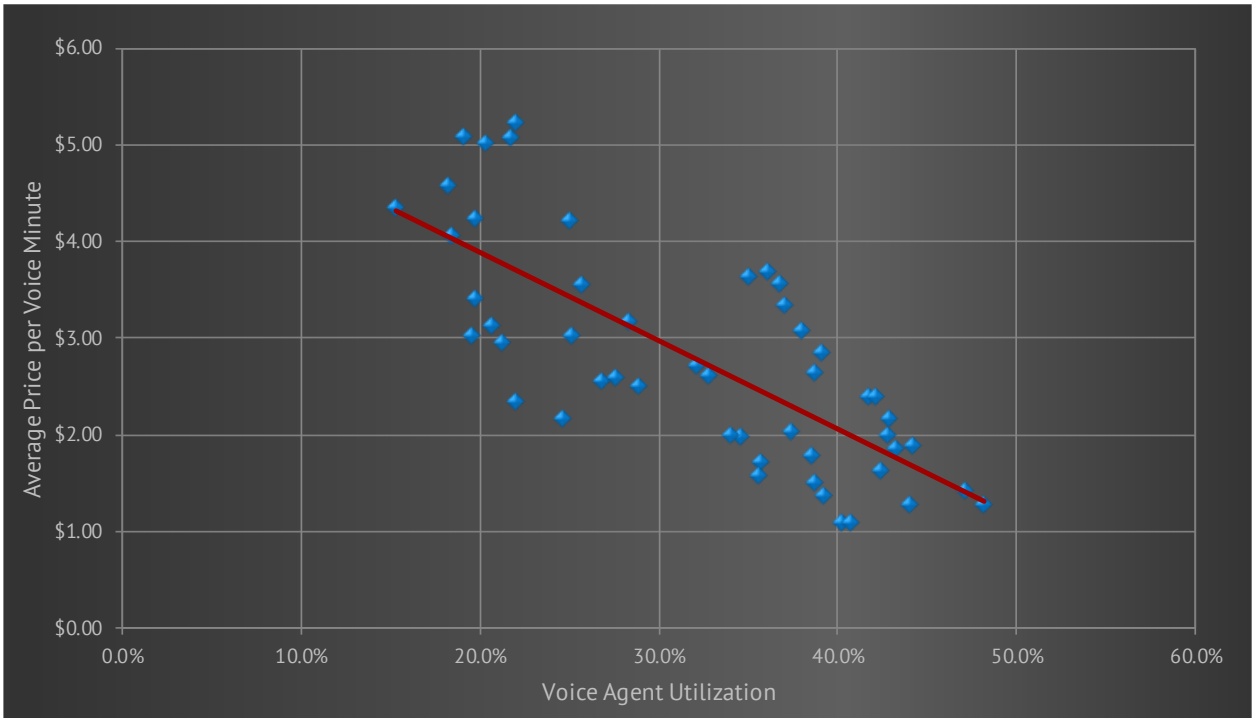
Important KPI Correlations

Voice Handle Time (minutes) vs. Average Price per Voice Contact



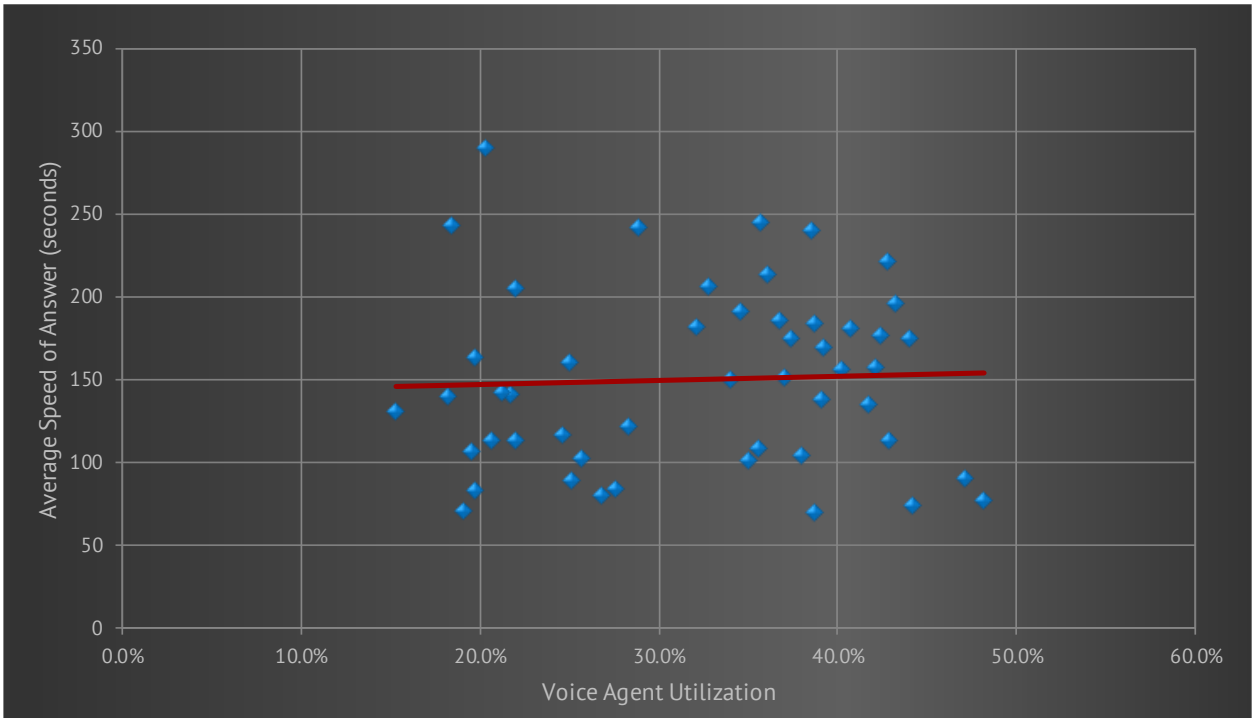
As average handle time increases, the price per contact will increase. This is because a Contact Center is a labor-intensive function, so agent compensation represents the largest category of costs for a service provider. The longer that the agents spend handling each contact, the higher the average price per contact will be.

Voice Agent Utilization vs. Average Price per Voice Minute



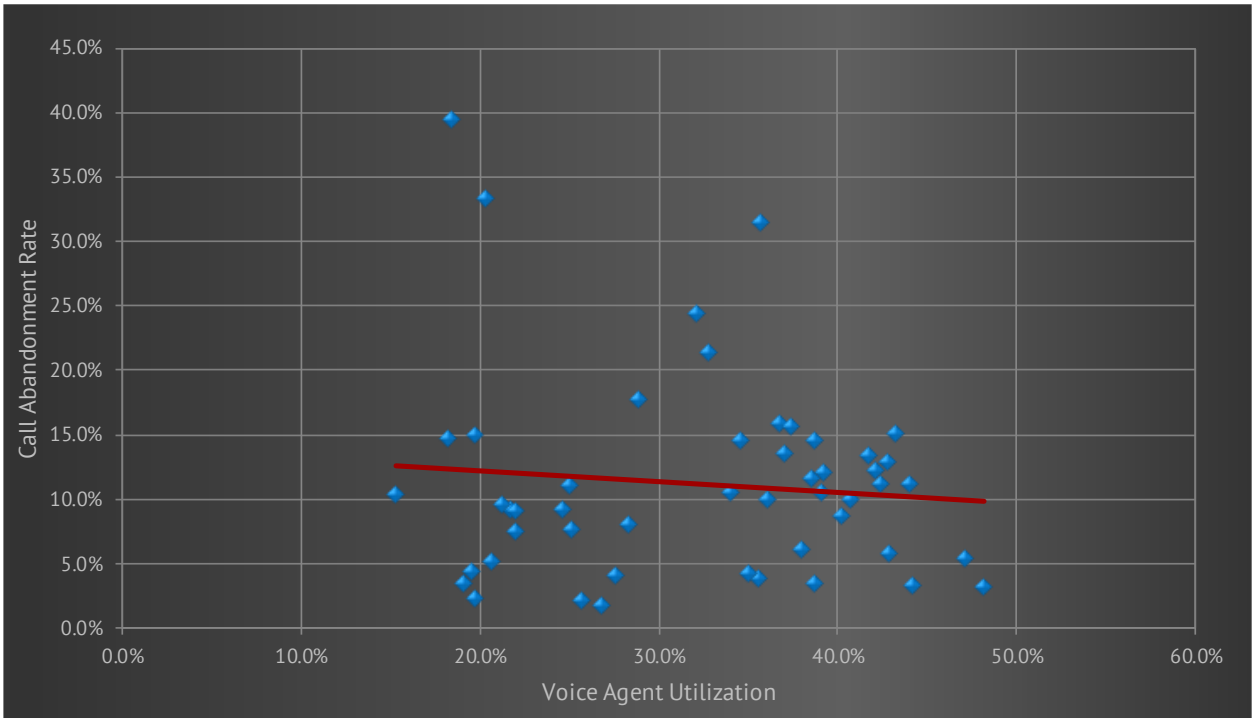
As agent utilization increases, the average price per minute tends to decrease. Utilization is a measure of productivity. It measures how much of an agent's time on the job is spent actually handling contacts. With higher productivity, each agent can handle a larger number of contacts, which should lead to a lower average price for each of those contacts.

Voice Agent Utilization vs. Average Speed of Answer (seconds)



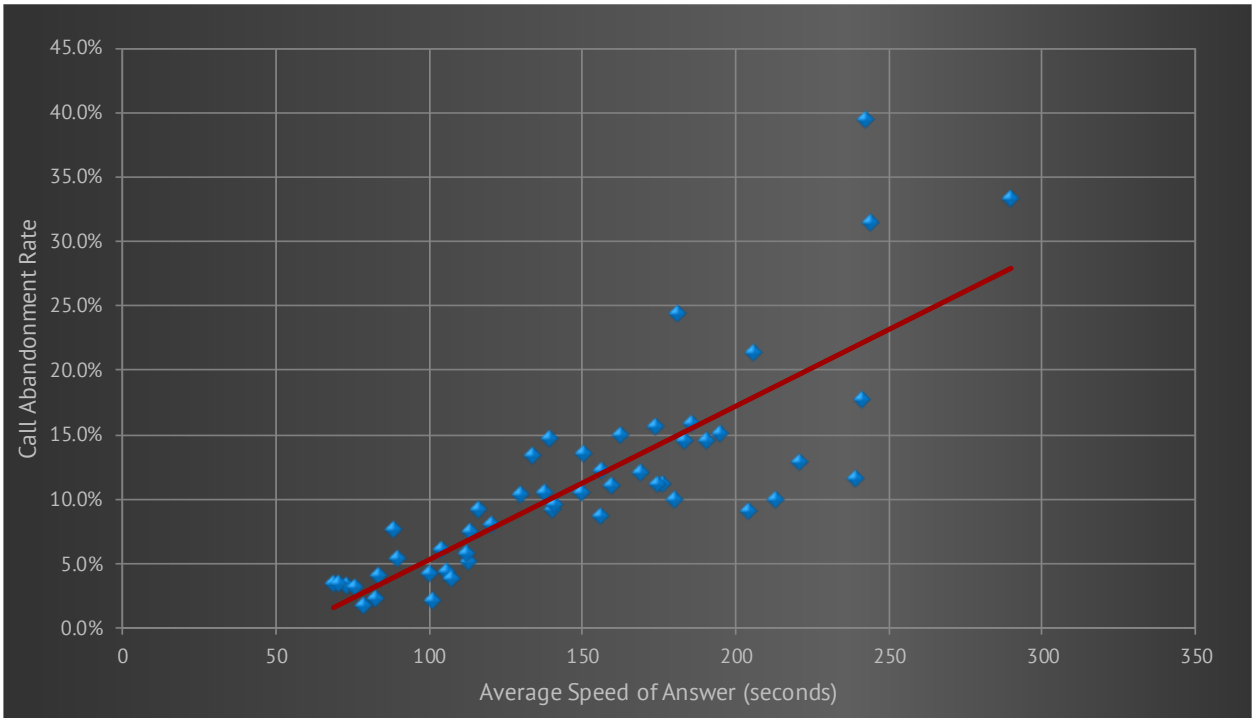
As Voice Agent Utilization increases, the Average Speed of Answer tends to get longer. With higher utilization, the agents are busier and are less available to answer calls quickly.

Voice Agent Utilization vs. Call Abandonment Rate



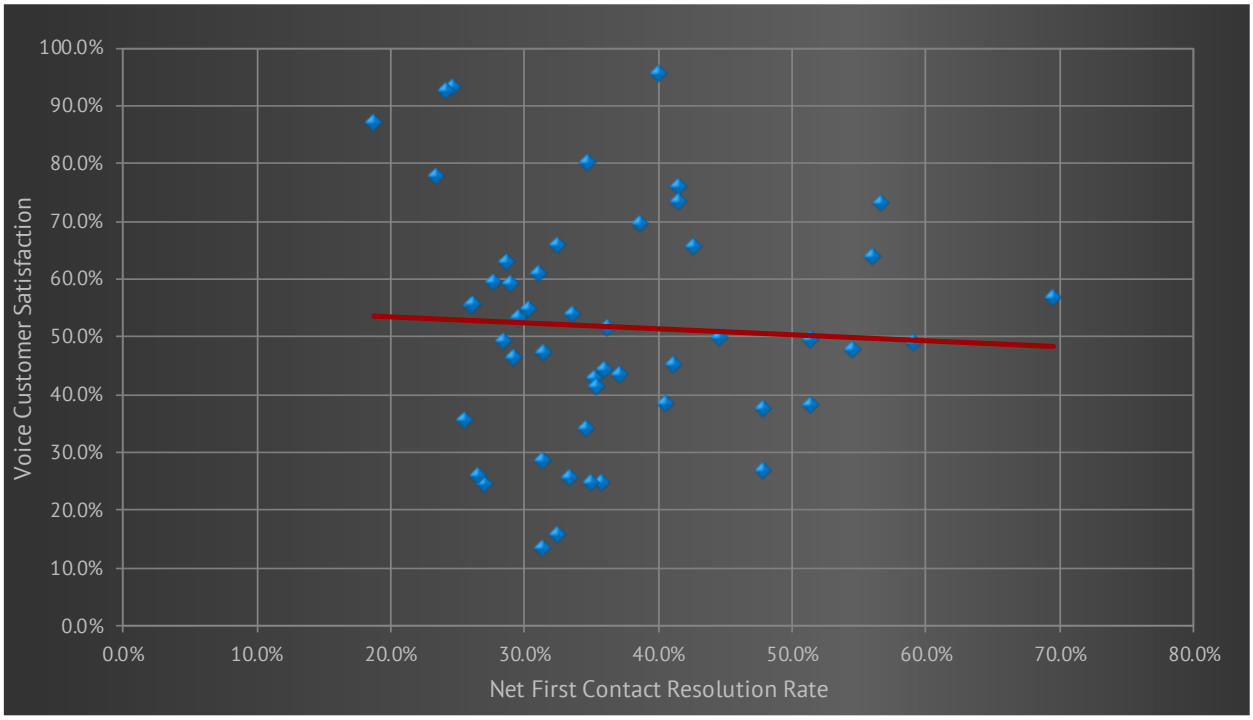
As Voice Agent Utilization increases, the Call Abandonment Rate tends to increase. With higher utilization, the agents are busier and are less available to answer calls quickly, so more customers abandon their calls.

Average Speed of Answer (seconds) vs. Call Abandonment Rate



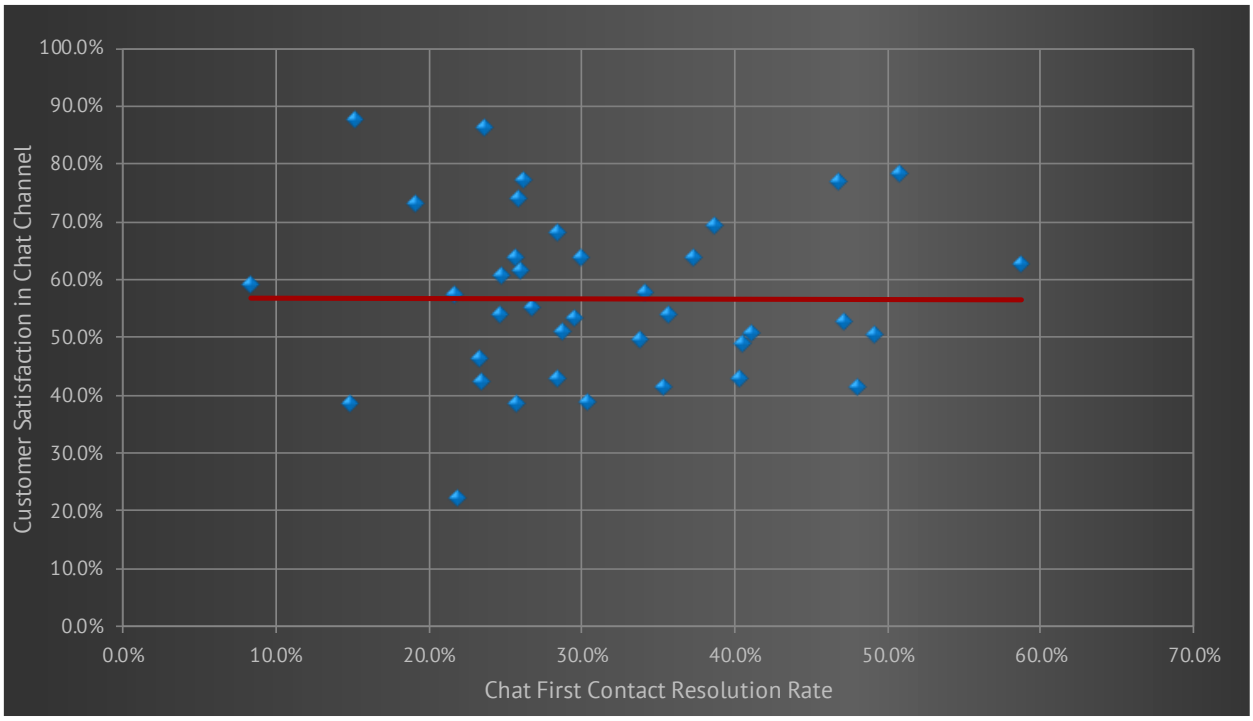
As one would expect, when the Average Speed of Answer increases, the Call Abandonment Rate tends to also increase.

Net First Contact Resolution Rate vs. Voice Customer Satisfaction



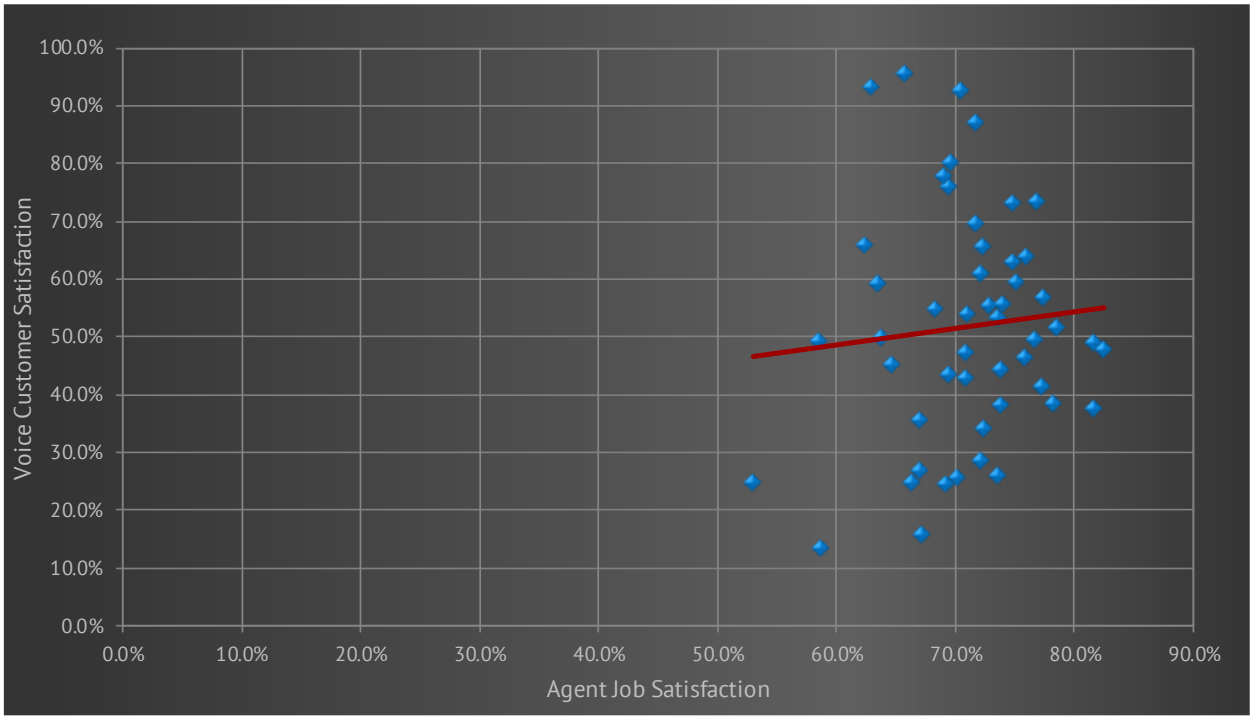
Net First Contact Resolution Rate is the primary driver of Customer Satisfaction. As Net FCR increases, Customer Satisfaction increases as well.

Chat First Contact Resolution Rate vs. Customer Satisfaction in Chat Channel



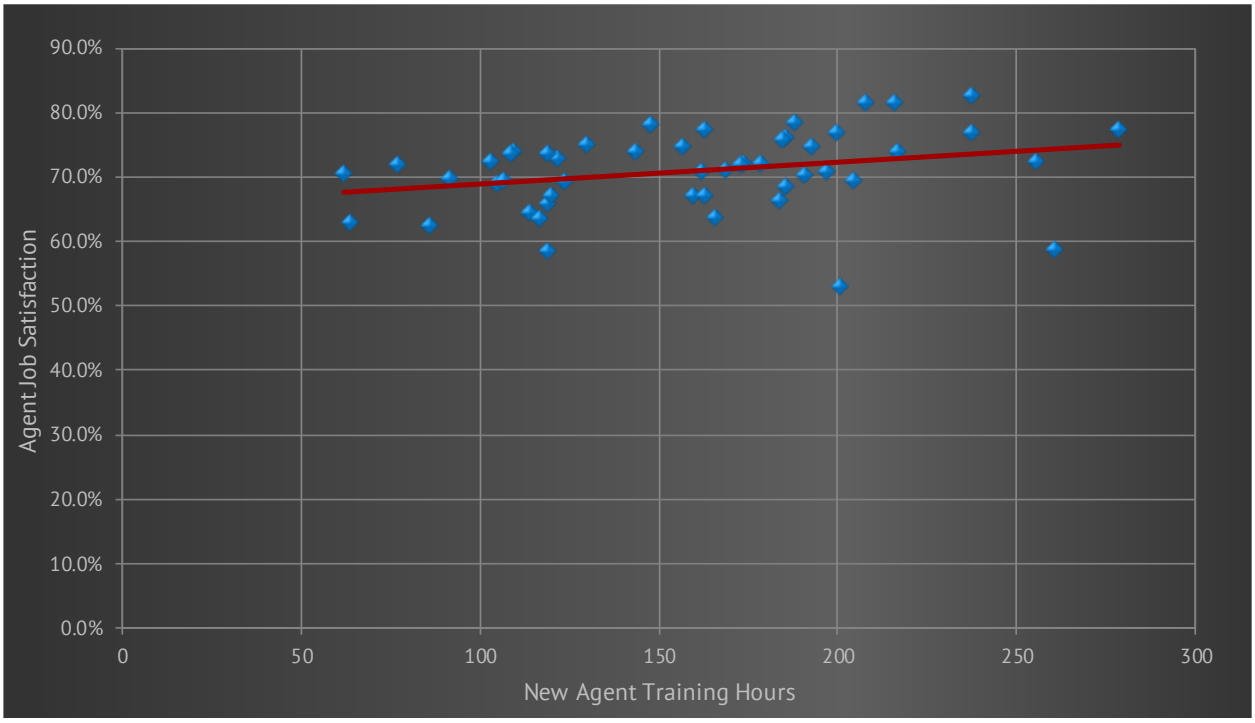
Just as the previous chart illustrated for the voice channel, Chat First Contact Resolution Rate is correlated with Customer Satisfaction in the Chat Channel.

Agent Job Satisfaction vs. Voice Customer Satisfaction



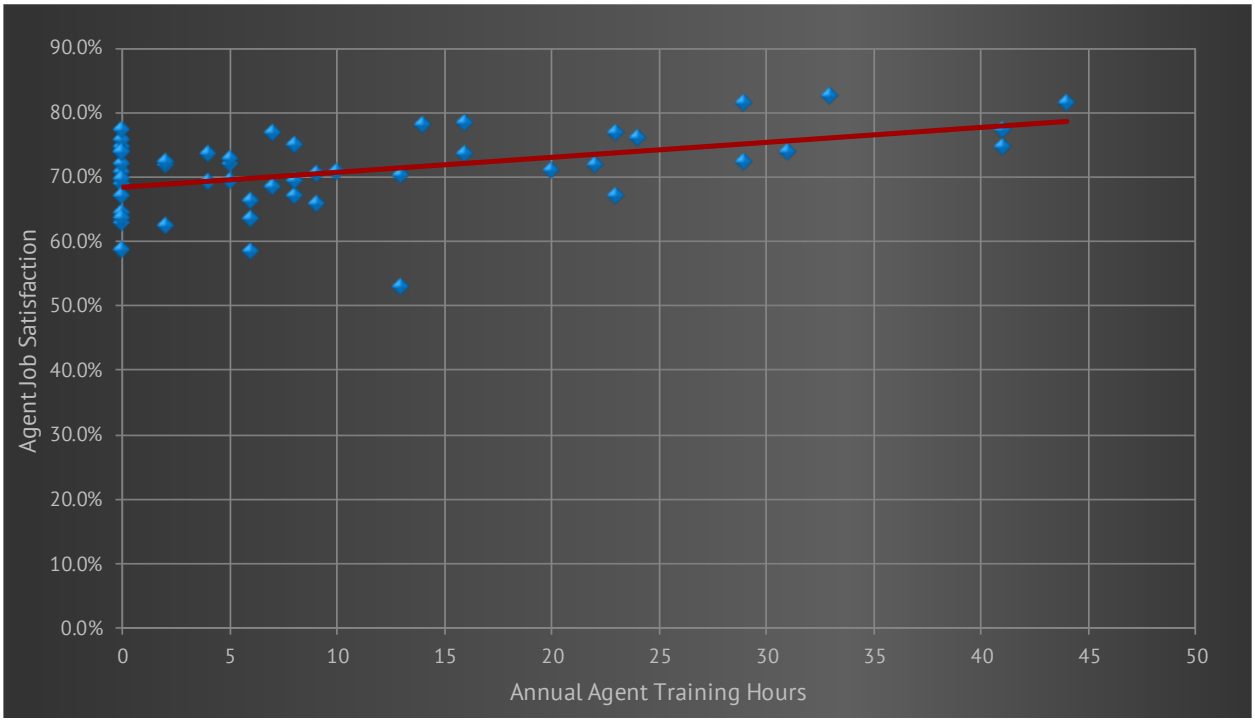
Agent Job Satisfaction is a key secondary driver of Customer Satisfaction. As Agent Job Satisfaction increases, Voice Customer Satisfaction tends to increase.

New Agent Training Hours vs. Agent Job Satisfaction



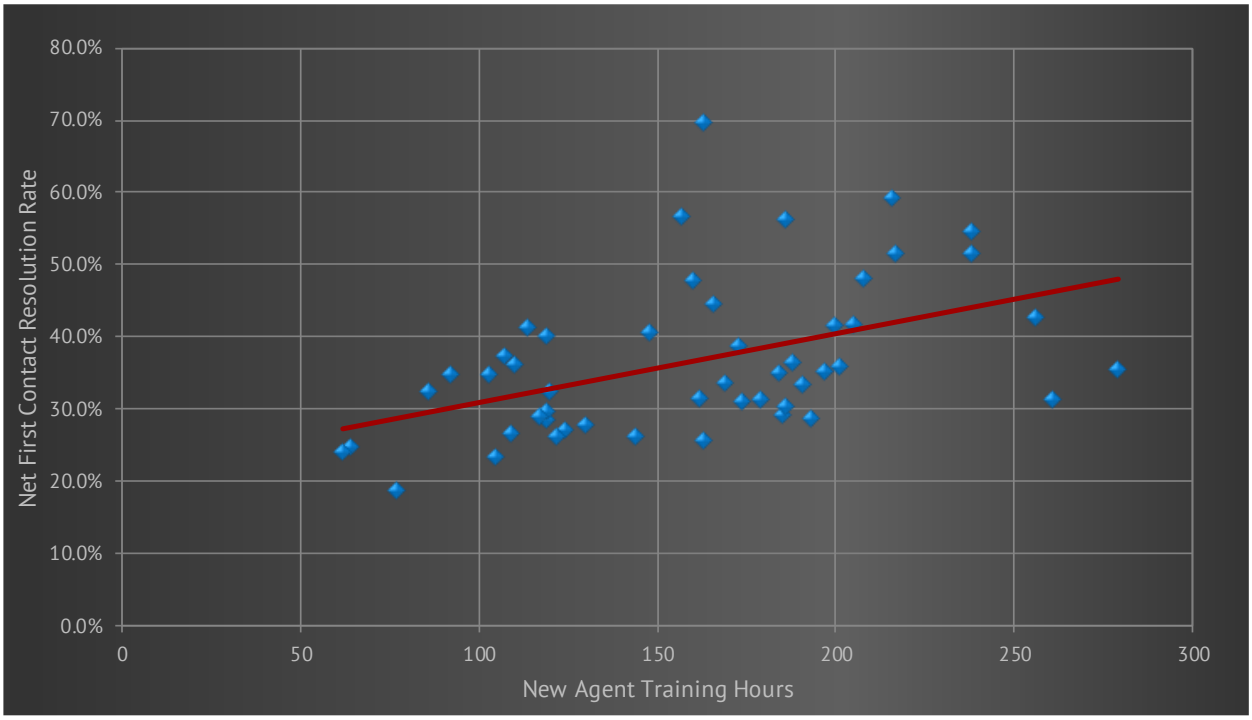
New Agent Training Hours are an important driver of Agent Job Satisfaction. Higher levels of initial training are correlated with higher levels of job satisfaction.

Annual Agent Training Hours vs. Agent Job Satisfaction



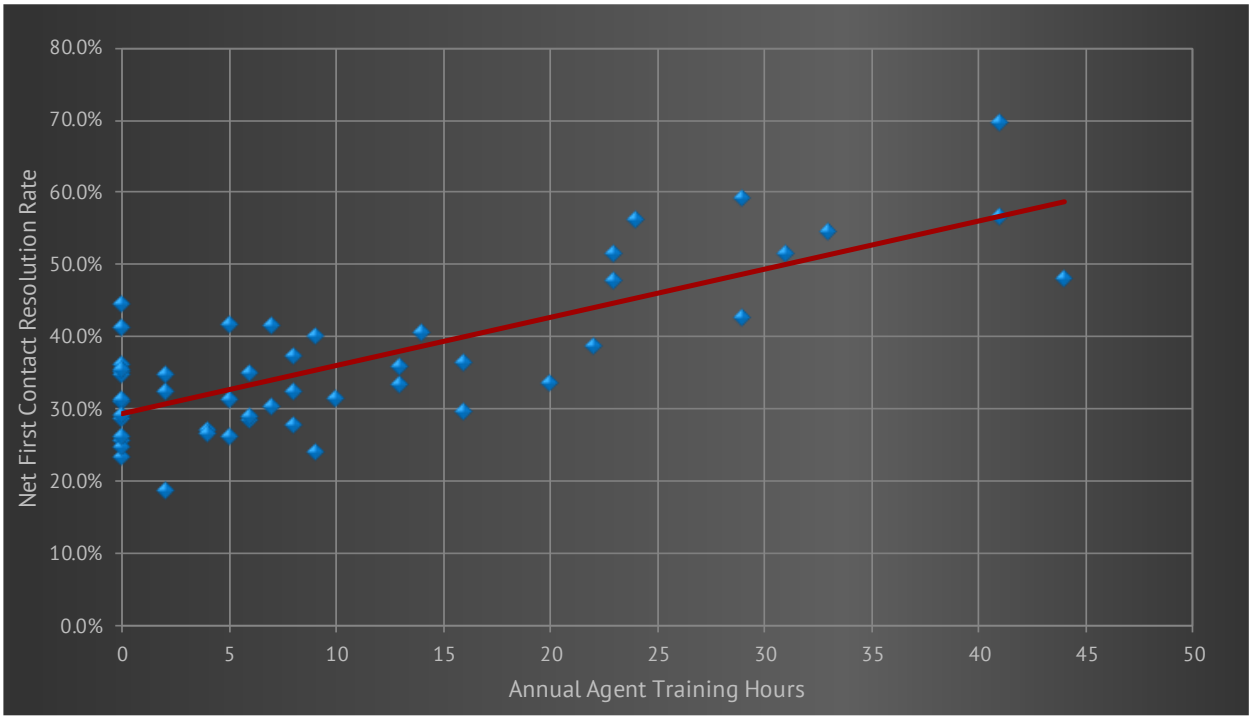
Annual Agent Training Hours also drive Agent Job Satisfaction. Higher levels of ongoing training are correlated with higher levels of job satisfaction.

New Agent Training Hours vs. Net First Contact Resolution Rate



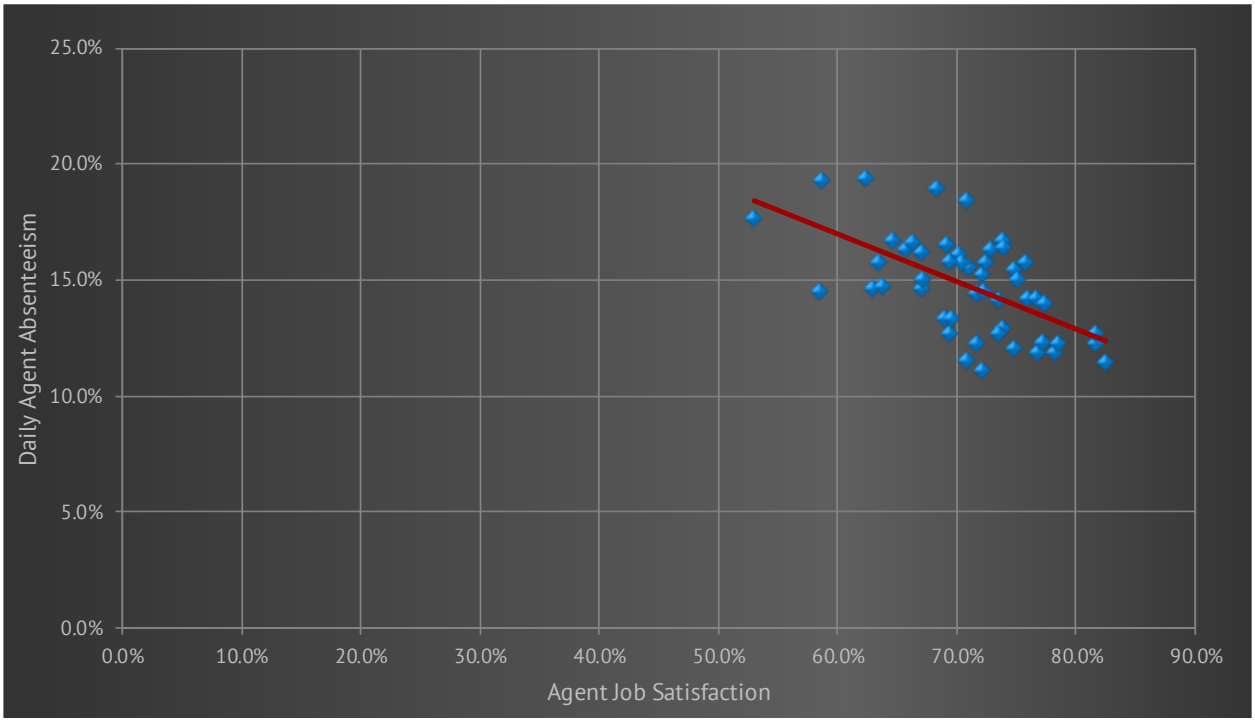
As New Agent Training Hours increase, agents are better prepared to resolve contacts, so the Net First Contact Resolution Rate also increases.

Annual Agent Training Hours vs. Net First Contact Resolution Rate



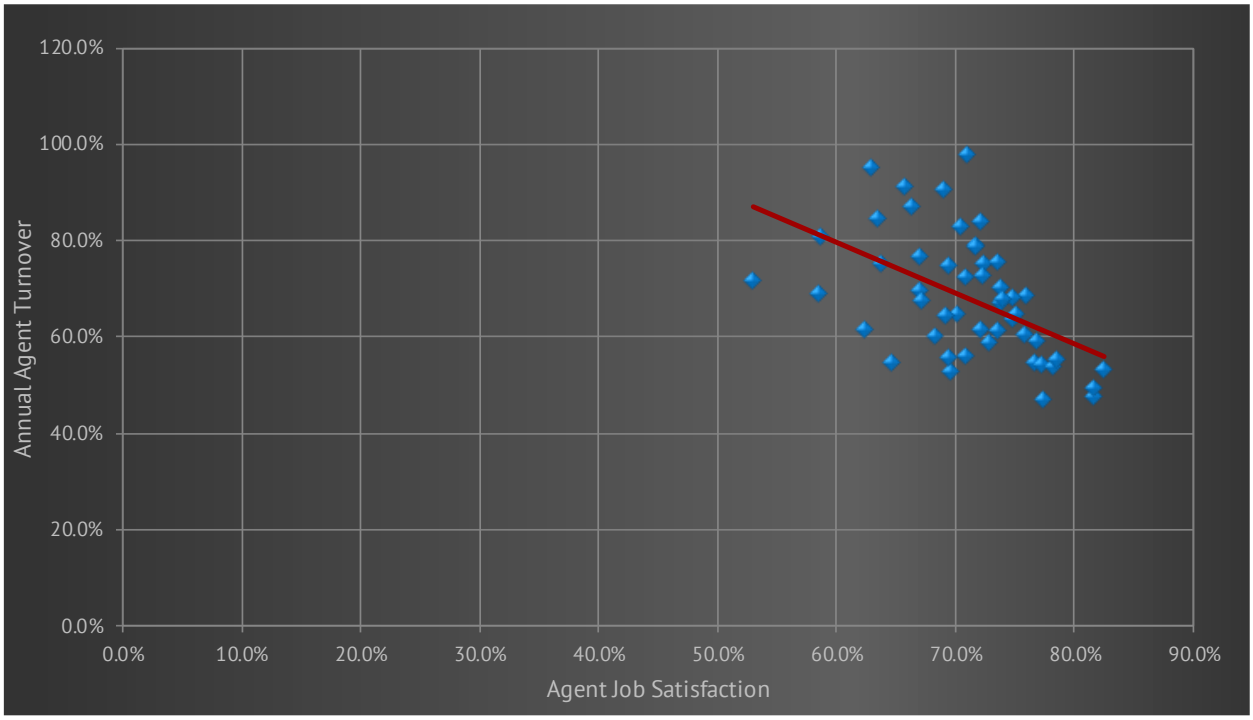
As Annual Agent Training Hours increase, agents are better prepared to resolve contacts, so the Net First Contact Resolution Rate also increases.

Agent Job Satisfaction vs. Daily Agent Absenteeism



As Agent Job Satisfaction increases, Daily Agent Absenteeism decreases. Satisfied agents are more likely to show up for work.

Agent Job Satisfaction vs. Annual Agent Turnover



As Agent Job Satisfaction increases, Annual Agent Turnover decreases. Satisfied agents tend to stay in the Contact Center longer.

About MetricNet

MetricNet, LLC is the leading source of benchmarks, scorecards, and performance metrics for Information Technology and Contact Center Professionals worldwide. Our mission is to provide you with the benchmarks you need to run your business more effectively.

MetricNet has pioneered a number of innovative techniques to ensure that you receive fast, accurate benchmarks, with a minimum of time and effort.

In addition to our **industry benchmarks**, such as this report, MetricNet also offers:

- **The One Year Path to World-Class Performance**, a continuous Contact Center improvement program.
- **Benchmarking data files** for those who wish to conduct their own benchmarking analysis.
- Comprehensive **peer group benchmarks** that compare your performance to others in your vertical market.

Free Resources

Every month, MetricNet presents a live training webcast. Thousands of professionals attend each year and many of our clients have their entire teams attend. These events are a great way to boost Annual Agent Training Hours! Topics include Service Desk Best Practices and KPIs, Desktop Support Best Practices and KPIs, Contact Center Best Practices and KPIs, and more. Sign up for our **Free Webcasts**.

We also have developed an extensive resource library filled with free training materials for Information Technology and Contact Center professionals. Each resource is available to download in PDF format. Browse our **resource library**.