



EMPOWERING CONTACT CENTER EXCELLENCE



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contact center expo & conference

Session 405:

Maximizing the ROI of Customer Care

Jeff Rumburg, *Managing Partner*, MetricNet, LLC

28 Years of Contact Center Benchmarking Data



- Global Database
- Nearly 4,000 Contact Center Benchmarks
- 70+ Key Performance Indicators
- Nearly 120 Industry Best Practices

The Maturity Continuum in Customer Care

Reactive Stage



- Newer and less evolved call centers are in this category
- A reactive “fire-fighting” culture prevails
- Focus tends to be almost exclusively on service levels
- The goal is mere Customer Satisfaction

Growth Stage



- Heavy investments in training, tools, and metrics characterize this stage
- A comprehensive knowledge base is typically established
- An expert network of problem solvers is developed within the call center

Strategic Stage



- The primary purpose of a strategic customer service center is to Create Economic Value
- A preventive, proactive culture prevails
- Customer enthusiasm and value creation is the goal!

Customer Service as a Business



The Cost Center Dilemma in Customer Care

Cost Center

- ❑ Responsible for cost control
- ❑ Not responsible for...
 - Revenue generation
 - Profits
 - Investment decisions

VS.

Value Center

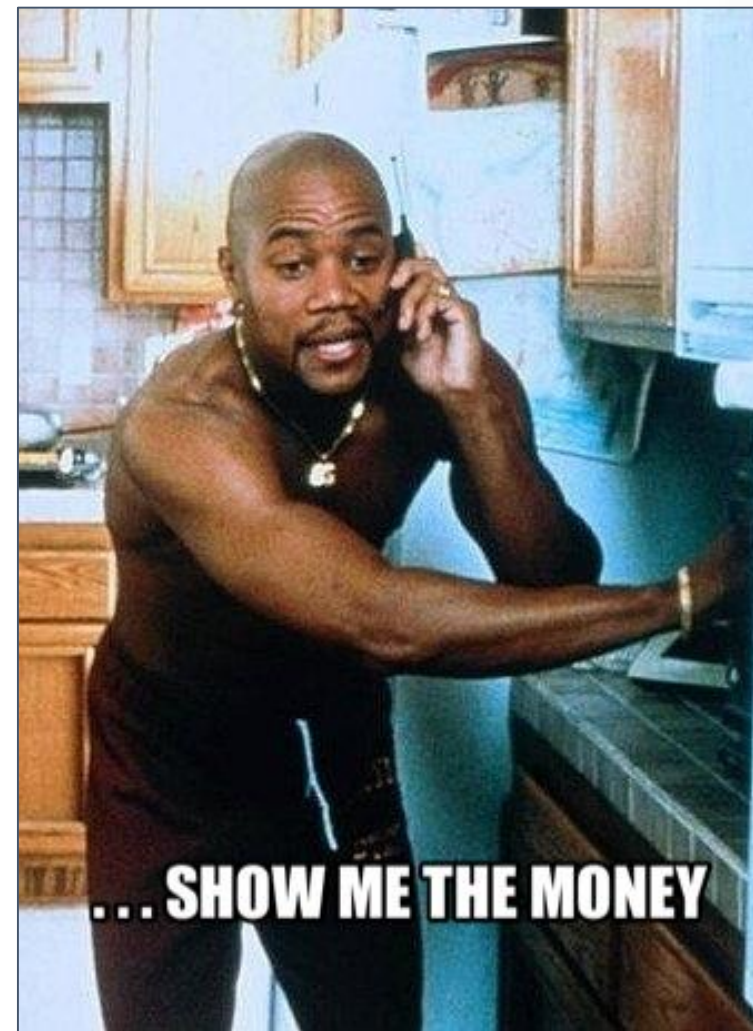
- ❑ Creates Economic Value
- ❑ Demonstrates Value
 - Cost savings
 - Revenue Generation
 - Return on Investment (ROI)

- The vast majority of customer care organizations operate as cost centers
 - They are expected to control costs, but are not expected to make any explicit financial contribution to the enterprise
- The focus in a cost center is on minimizing costs
- The focus in a Value Center is on maximizing value!

Creating Economic Value In Customer Care

- Repeat Business – Customer Loyalty
- Greater Customer Lifetime Value
- Higher Product Count per Customer
- Price Premiums Through Product Differentiation
- Upselling and Cross Selling – Sales at the Point of Service (SPOS)
- Positive Word-of-Mouth Referrals

Show Me the Money!



Five Industries, and Five Measures of Success

Industries

- Airlines
- Wireless Telco
- Cable and Internet
- Credit Card
- Retail Banks

Success Metric

- Profit per Seat Mile
- Lifetime Customer Value
- Product Count per Customer
- Monthly Customer Spend
- 5 Year Stock Return

Airlines – Profit per Seat Mile



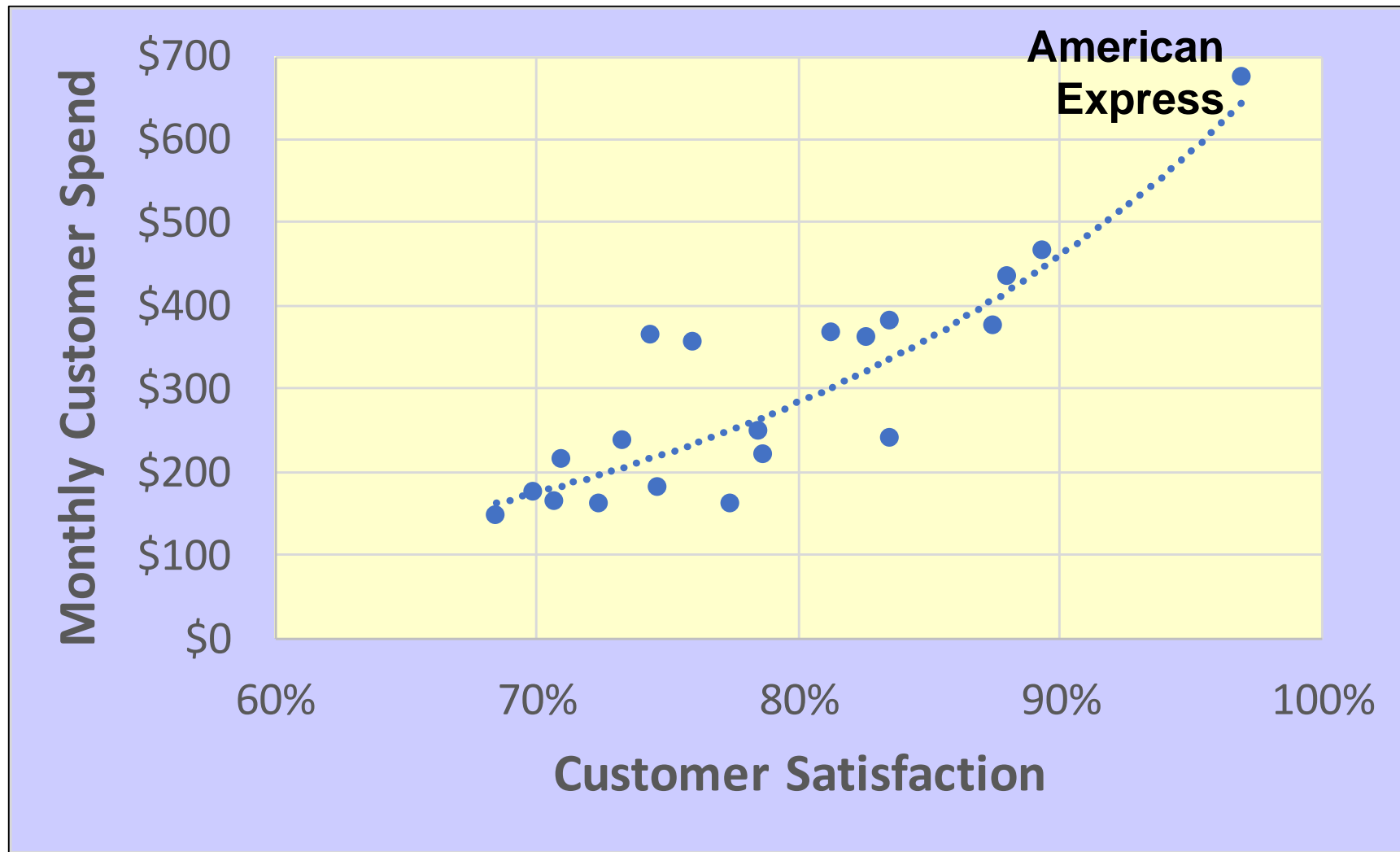
Wireless Telco – Lifetime Customer Value



Cable and Internet – Product Count per Customer



Credit Card – Monthly Customer Spend



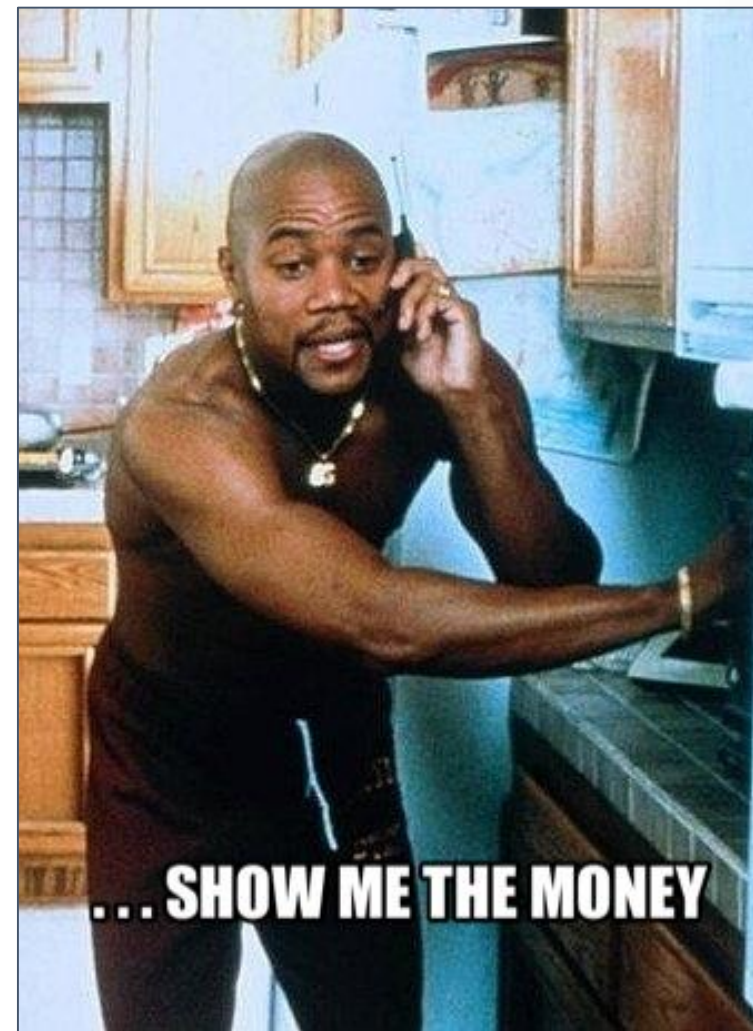
Retail Banks – 5 Year Stock Returns



Customer Satisfaction Scores by Industry

Industry	Average CSAT	Top Performer CSAT	Δ
Airlines	78%	94%	16%
Wireless Telco	76%	93%	17%
Cable and Internet	76%	93%	17%
Credit Card	79%	97%	18%
Retail Banking	80%	97%	17%

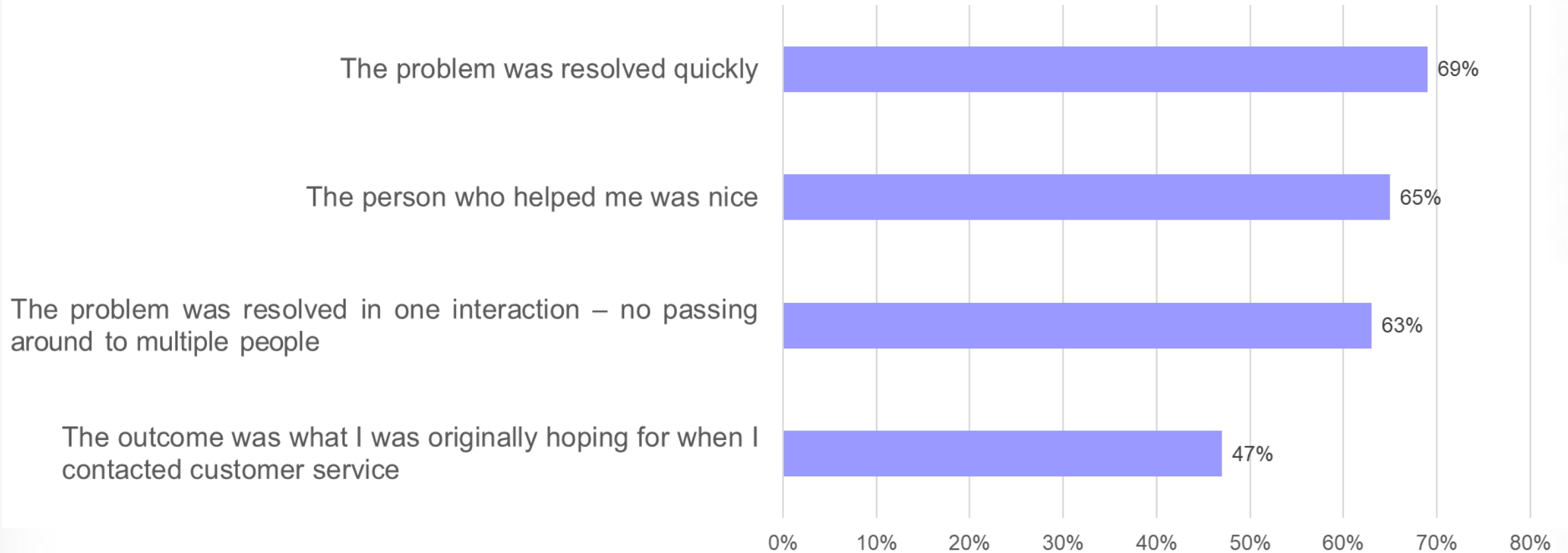
Show Me the Money!



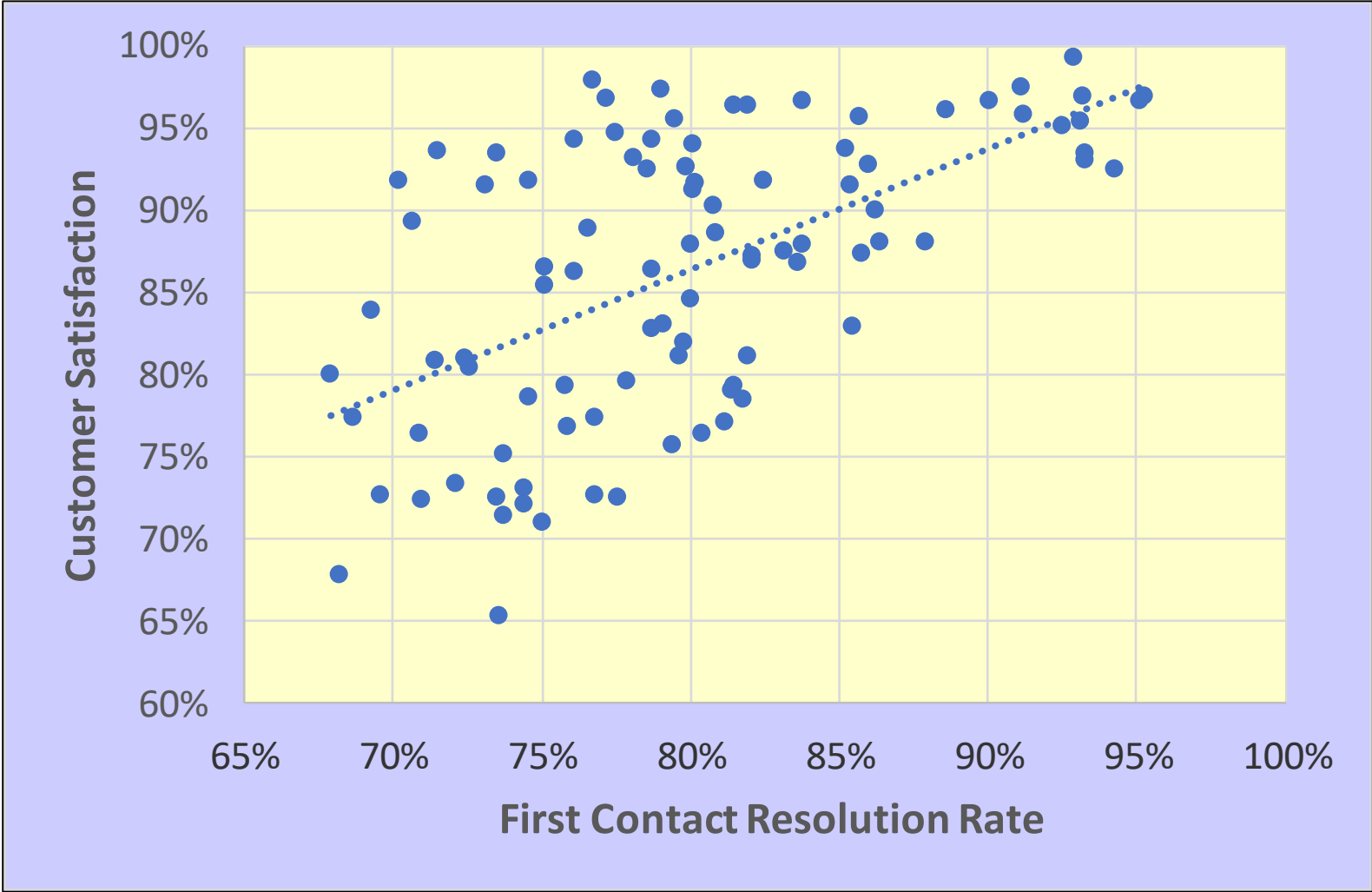
The Financial Benefit for the Top Performers

Company	Financial Benefit vs. Industry Average
Southwest Airlines	\$2.6 billion greater profitability in 2017
Verizon Wireless	\$13 billion greater profitability in 2017
Rogers Canada	\$3.1 billion greater profitability in 2017
American Express	\$1.9 billion greater profitability in 2017
PNC Bank	\$36.3 billion increase in market value over 5 years

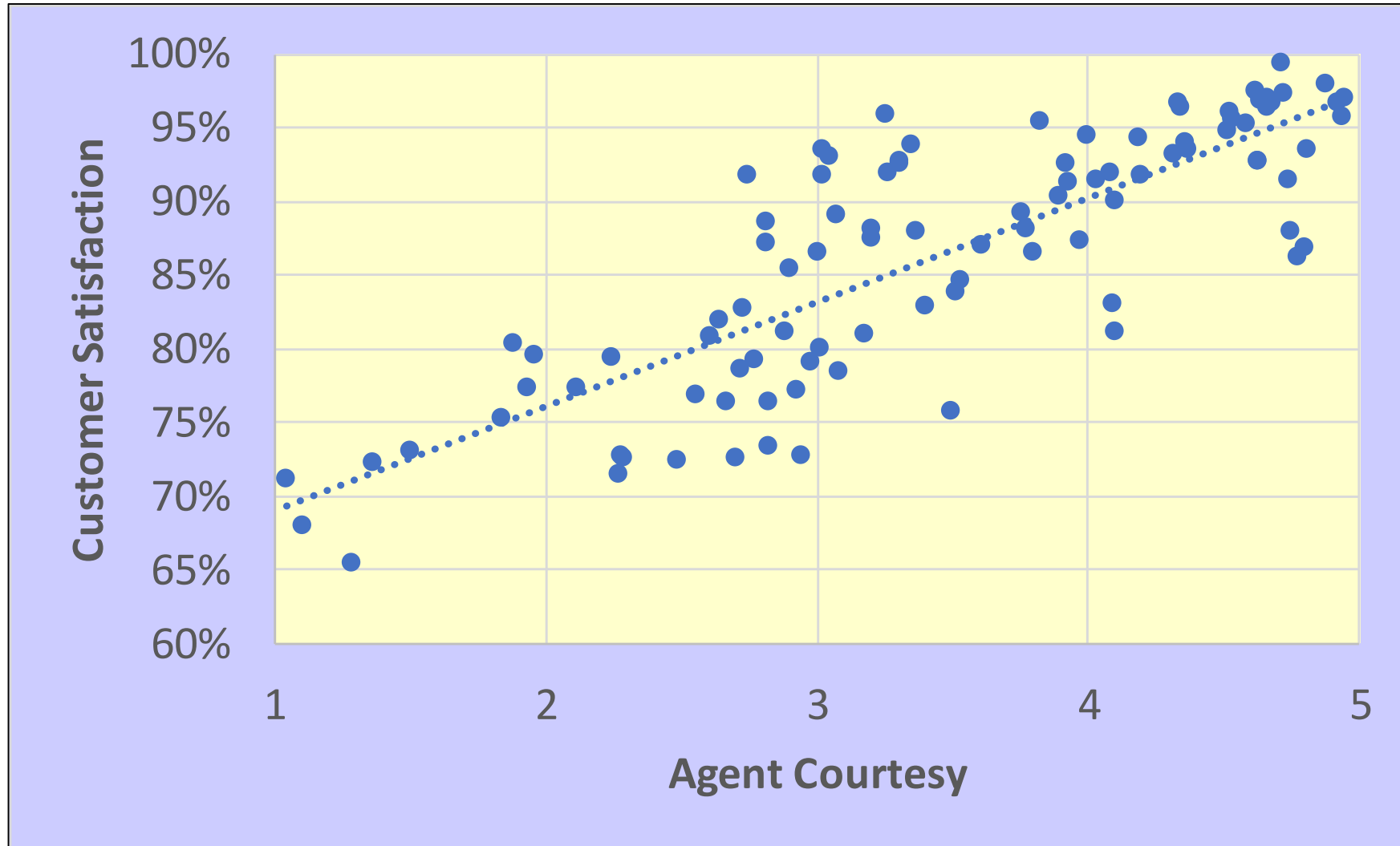
What specifically made these customer service interactions GOOD?



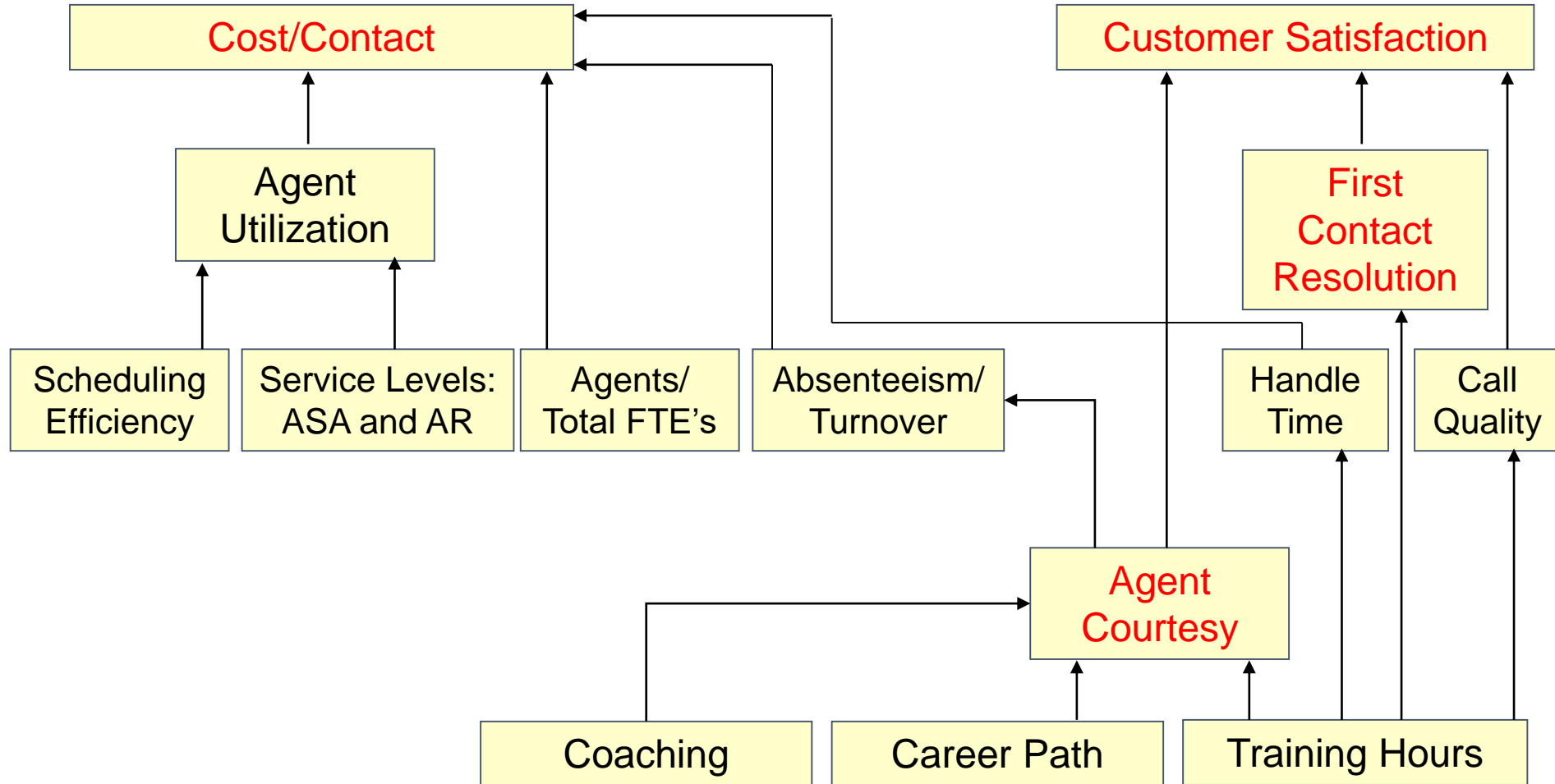
First Contact Resolution Rate Drives CSAT



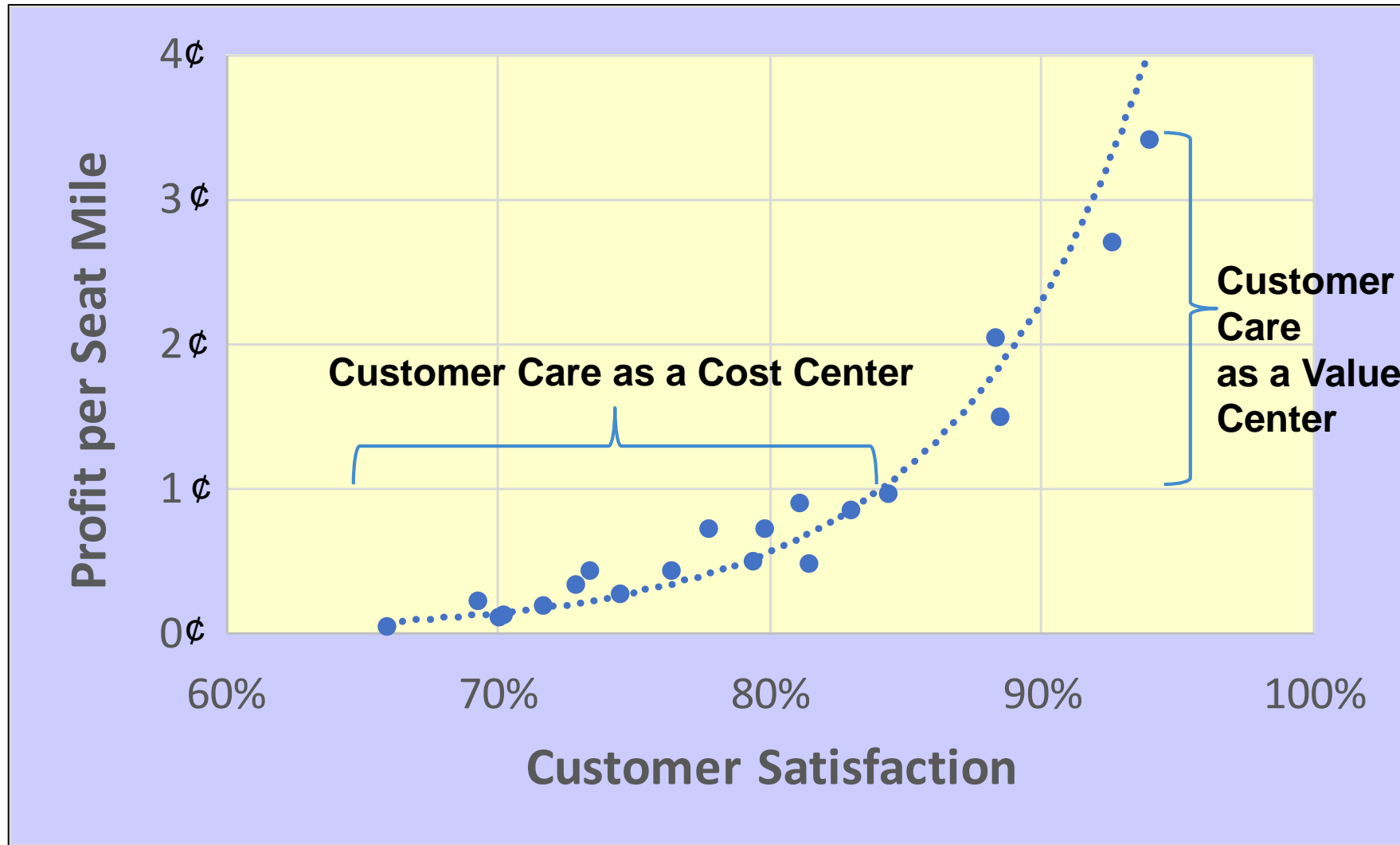
Agent Courtesy vs. Customer Satisfaction



KPI Cause-and-Effect



Customer Care as a Value Center



Summary

1. Customer Care as a Business
2. A Good Business Creates Economic Value
3. Customer Satisfaction Has a Direct Impact on Economic Value
4. Customer Satisfaction is Driven by FCR and Agent Courtesy
5. Higher CSAT is Rewarded Disproportionately by Customers
6. Customer Care is an Investable Asset – A Value Center!

QUESTIONS?



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Don't forget to fill out the evaluation for this session.

These evaluations help shape future events

THANK YOU!

QUESTIONS?

THANK YOU!

About MetricNet

Your Benchmarking Partner

Your Speaker: Jeff Rumburg



- Co Founder and Managing Partner, MetricNet, LLC
- Winner of the Ron Muns Lifetime Achievement Award
- Named one of HDI's Top 25 Thought Leaders in 2016 and 2017
- Former CEO, The Verity Group
- Former Vice President, Gartner
- Founder of the IT Service and Support Benchmarking Consortium
- Author of *A Hands-On Guide to Competitive Benchmarking*
- Harvard MBA, Stanford MS

Contact MetricNet...



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Benchmarking is MetricNet's Core Business

Call Centers

- Customer Service
- Technical Support
- Telemarketing/Telesales
- Collections

Information Technology

- Service Desk
- Desktop Support
- Field Support

Telecom

- Price Benchmarking

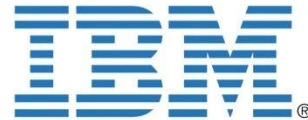
Satisfaction

- Customer Satisfaction
- Employee Satisfaction



Meet a Sampling of Our Clients

MetricNet Conducts benchmarking for call centers worldwide, and across virtually every industry sector.



Thank You!