Measuring and Communicating
Contact Center Performance
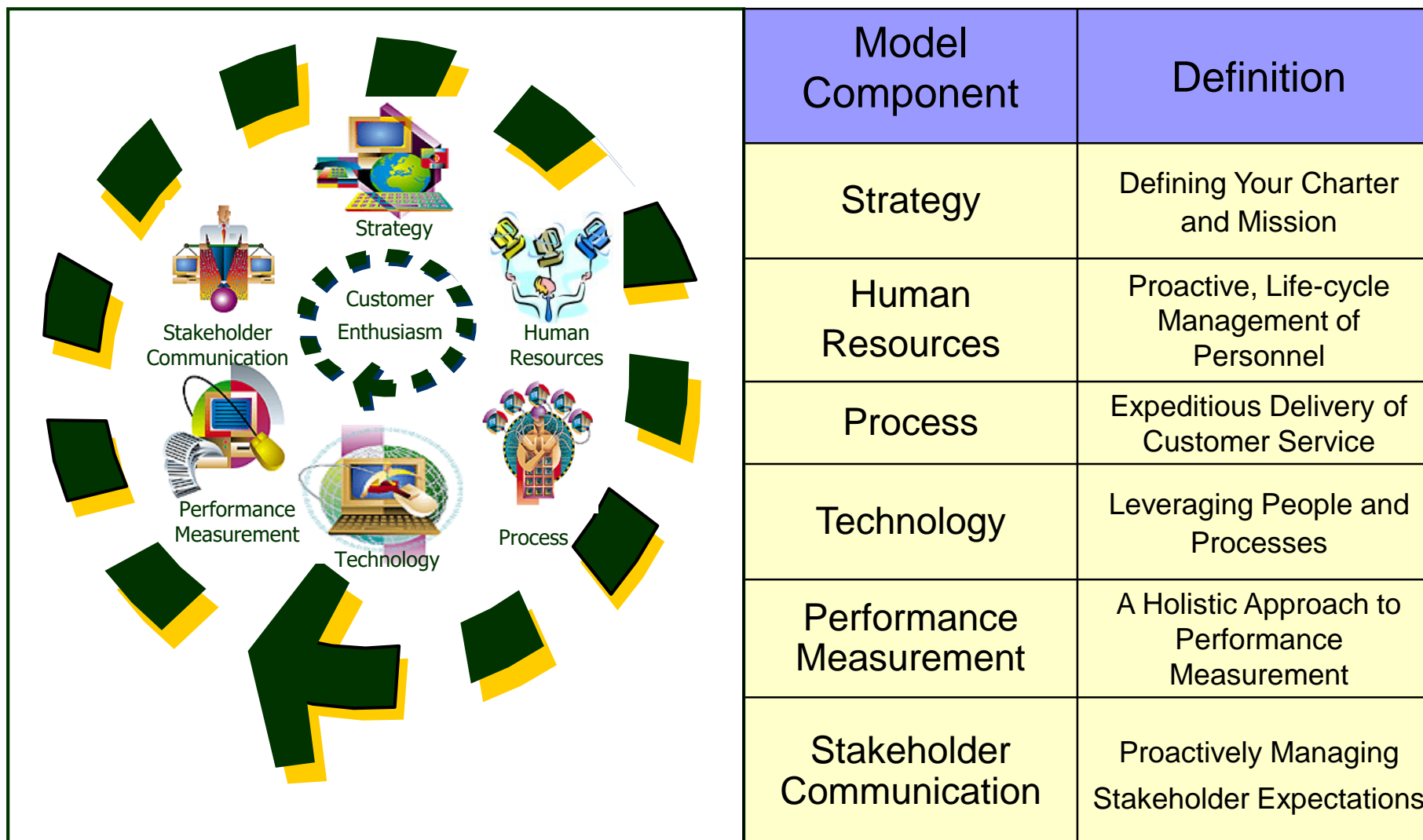
MetricNet™
Performance Benchmarking

UWEBC UW E-Business Consortium
UNIVERSITY OF WISCONSIN-MADISON

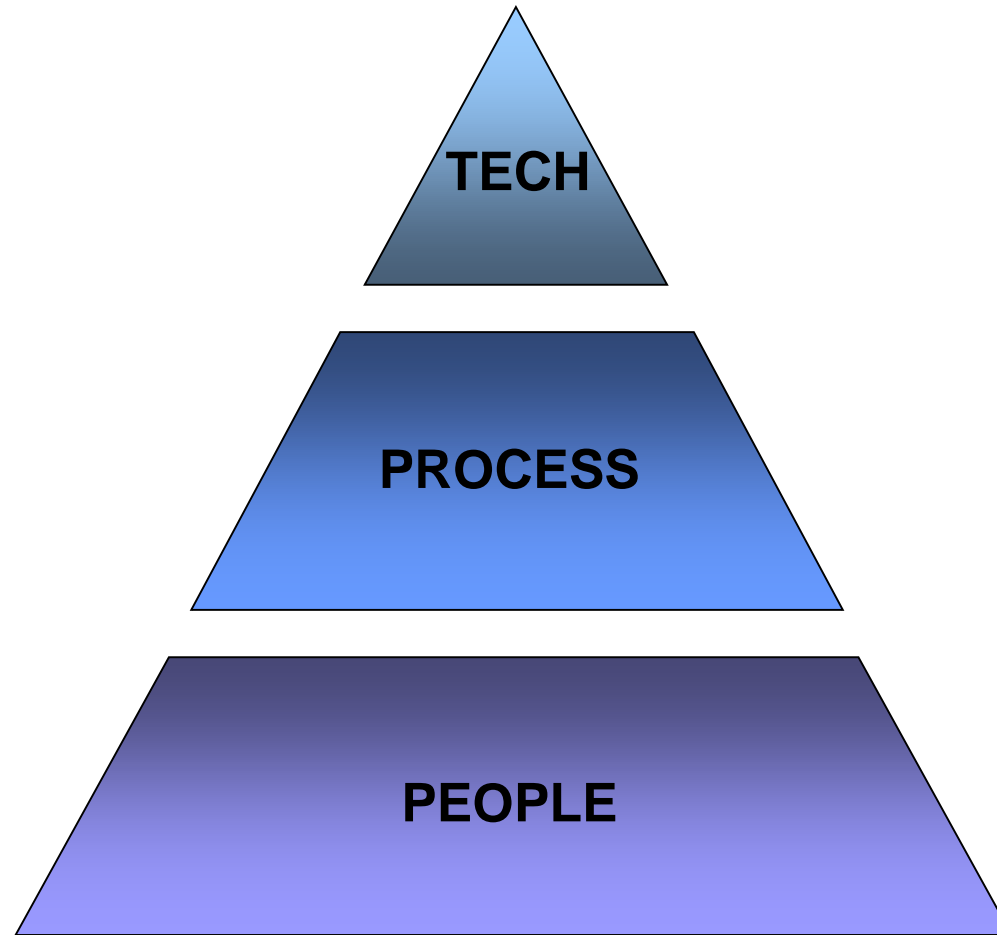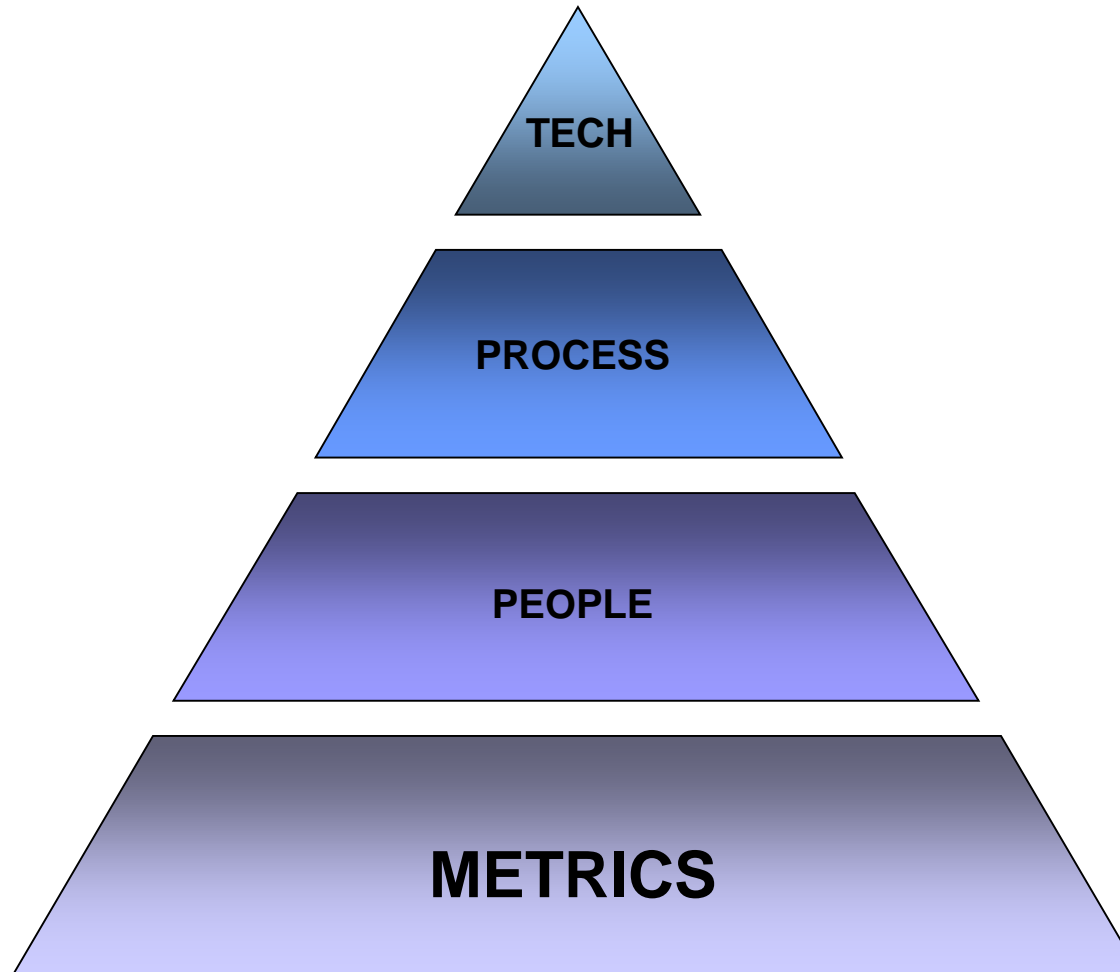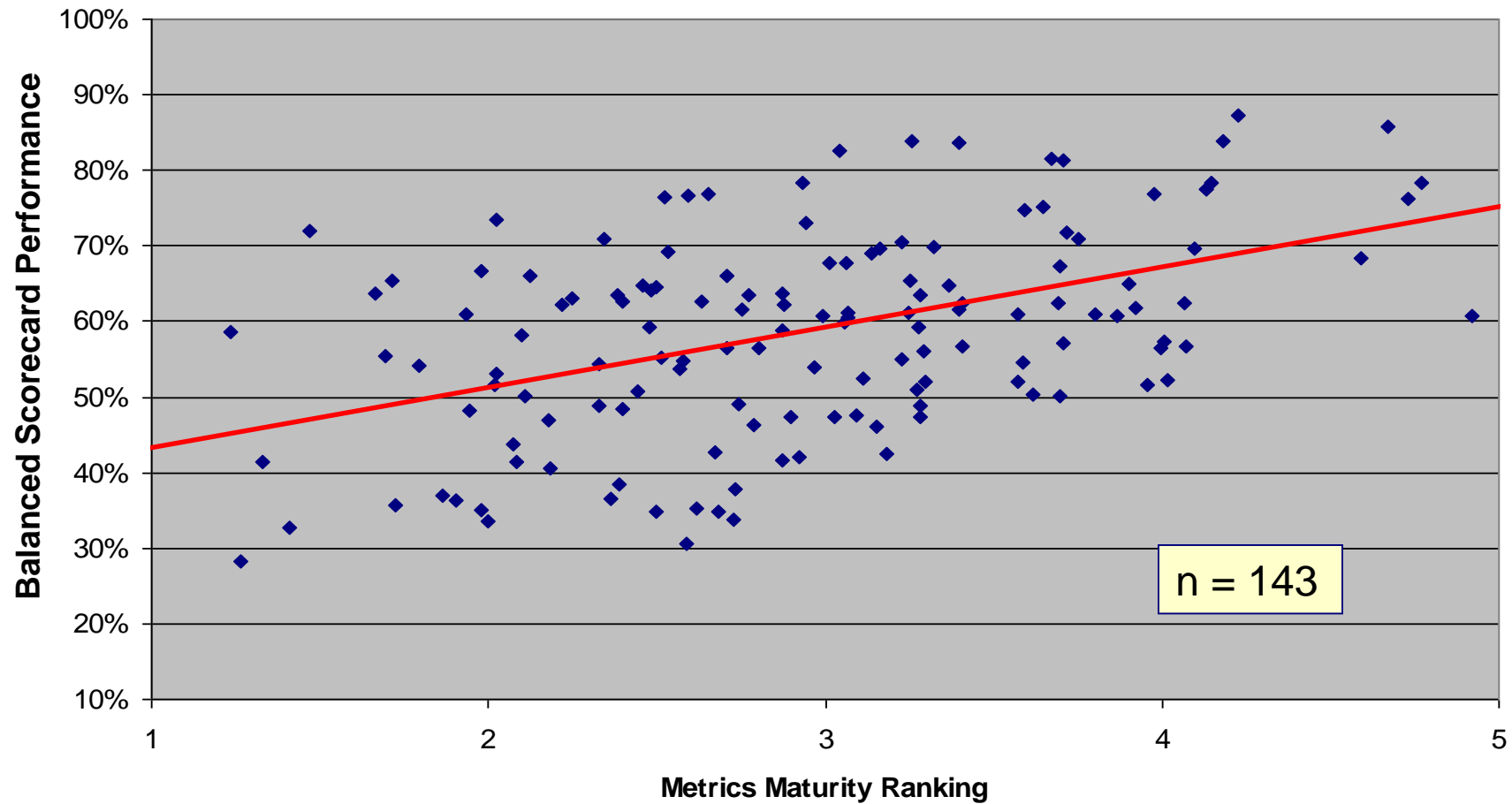# Empirical Observations from Our Global Benchmarking Database

Global Database

More than 4,000 Contact Center Benchmarks

70+ Key Performance Indicators

More than 120 Industry Best Practices

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Process Drives Performance!

Model Component	Definition
Strategy	Defining Your Charter and Mission
Human Resources	Proactive, Life-cycle Management of Personnel
Process	Expeditious Delivery of Customer Service
Technology	Leveraging People and Processes
Performance Measurement	A Holistic Approach to Performance Measurement
Stakeholder Communication	Proactively Managing Stakeholder Expectations

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The Traditional Paradigm for Contact Centers

TECH

PROCESS

PEOPLE

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METRICS: An Even More Fundamental Building Block!

The Evidence for Metrics as a Foundation Block

Balanced Scorecard Performance vs. Metrics Maturity Ranking

n = 143

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Some Important Questions to Ask About KPIs

Question	Value
Have You Leveraged KPIs for World-Class Performance?	5 %
Do You Use Metrics to Continuously Improve?	10 %
Do You Use Metrics Prescriptively?	10%
Do You Use Metrics Diagnostically?	20%
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Increasing Value!
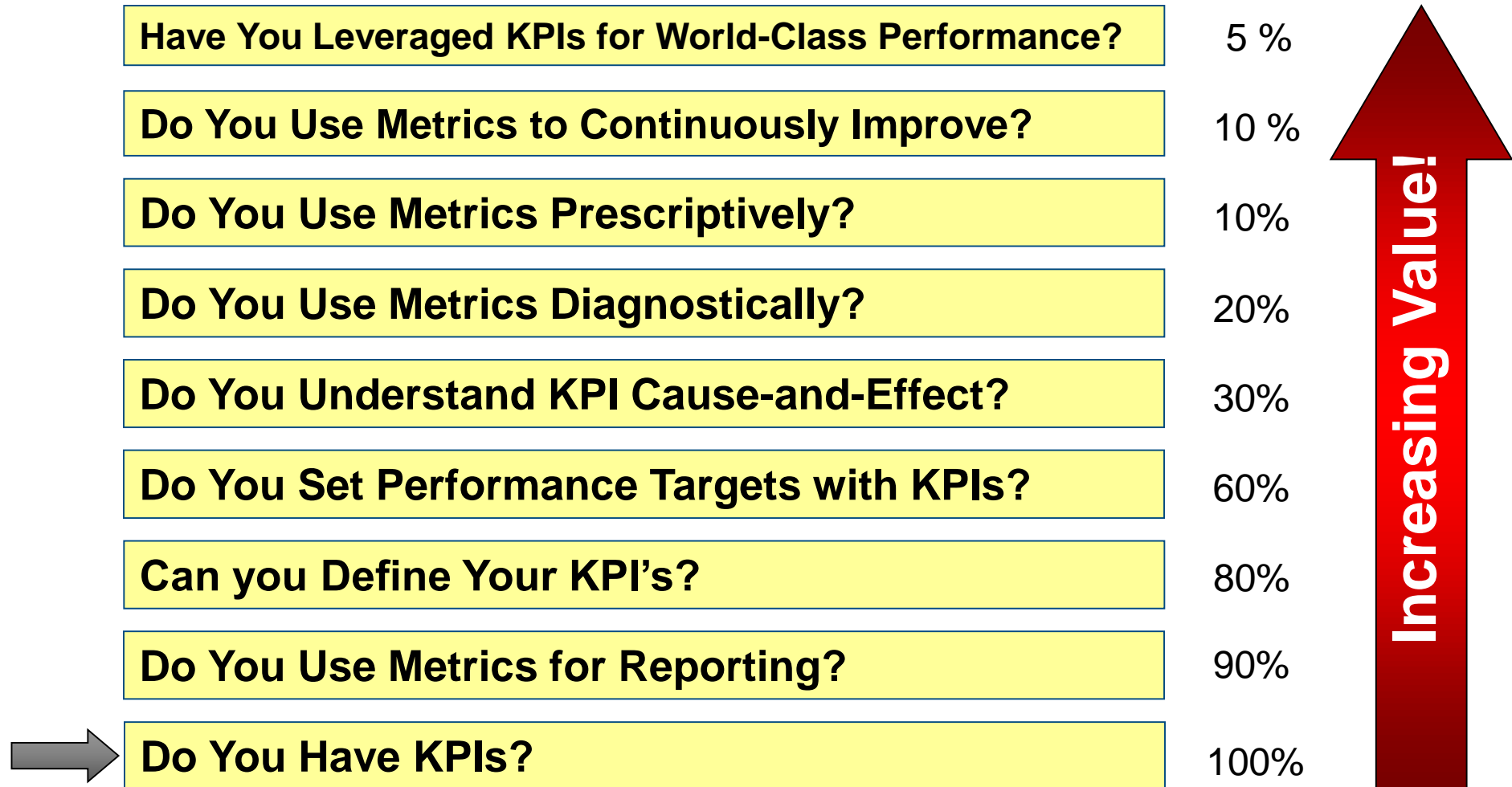
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KPIs in MetricNet's Contact Center Benchmarks

Channel Mix

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

Voice Quality

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

Cost

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

Handle Time

- Voice Handle Time (minutes)
- Chat Handle Time (minutes)
- Web/Email Handle Time (minutes)

Voice SLA

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

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KPIs in MetricNet's Contact Center Benchmarks (Contd.)

Voice Productivity

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

Agent

- Annual Agent Turnover
- Daily Agent Absenteeism
- Agent Schedule Adherence
- Agent Occupancy
- New Agent Training Hours
- Annual Agent Training Hours
- Agent Tenure (months)
- Agent Job Satisfaction

Chat

- % of Contacts Originating in Chat
- % of Contacts Resolved in Chat
- Chat First Contact Resolution Rate
- % Failover Rate from Chat to Voice
- Customer Satisfaction in Chat Channel
- Average Concurrent Chat Sessions
- Max Concurrent Chat Sessions
- Number of Chat Sessions per Chat Agent per Month

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The 80/20 Rule for Contact Center KPIs

|	
Cost	▪ Cost per Contact
Quality	▪ Customer Satisfaction
Productivity	▪ Agent Utilization
Call Handling	▪ First Contact Resolution Rate
Agent	▪ Agent Job Satisfaction
Aggregate	▪ Balanced Scorecard

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A Note on Customer Effort

Questions	Responses
1. On a scale of 1-5, how strongly do you agree or disagree with this statement: **Company XYZ made it easy for me to handle my issue.**	**1** **2** **3** **4** **5** 1 Strongly Disagree — 2 Disagree — 3 Neutral — 4 Agree — 5 Strongly Agree
2. Was your question or issue resolved on your first contact with the Company XYZ Call Center?	**Yes** **No**
3. Was the wait time to reach an agent acceptable?	**Yes** **No**
4. How can we better serve you in the future?	*Please enter your suggestion(s) here.*

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A Note on Net Promoter Score
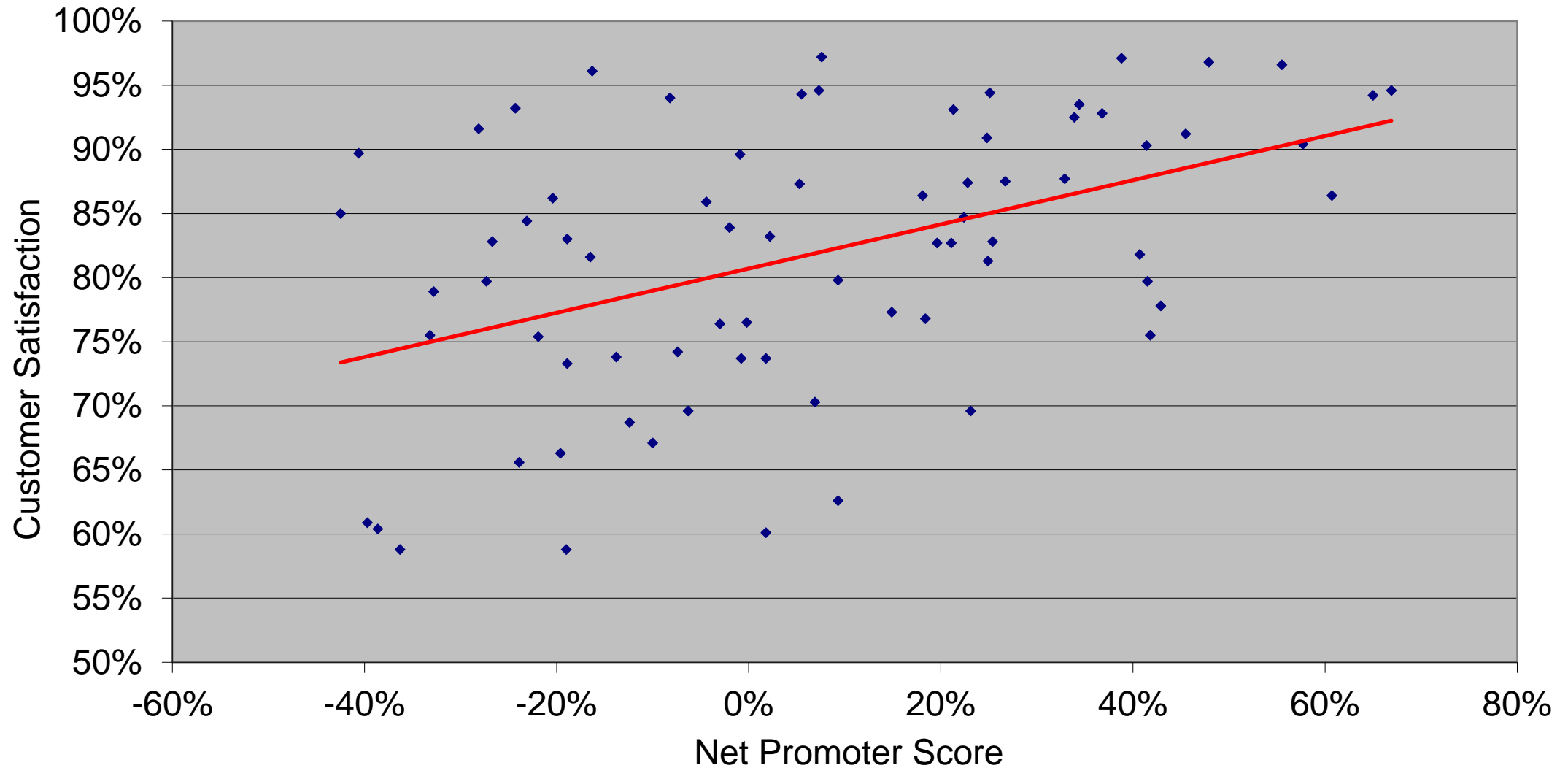
A Note on Call Quality

Specialist's Name:

Evaluator's Name:

Evaluation Date:

Date of Call:

Time of Call:

Duration of Call:

Type of Call:

Assessing: (40 points) 40%	Answer	Points	Possible
Did the specialist utilize active listening skills?			
Did the specialist acknowledge/verify the caller's request or issue by repeating it back to them?			
Did the specialist allow the caller to complete their thought or sentence without interruption?			
Did the specialist keep the customer engaged in the conversation to avoid silent gaps?			

Opening: (10 points) 10%	Answer	Points	Possible
Did the specialist use the appropriate greeting: Company XYZ Operator, how may I help you?			
Was the specialist ready to assist the caller, previous work already completed?			

Closing/Resolution: (30 points) 30%	Answer	Points	Possible
Did the specialist ensure the caller's needs were met and reach an amicable resolution?			
Did the specialist offer the extension prior to transferring or offer to page the PIC?			
Did the specialist close the call appropriately according to the nature of the call?			

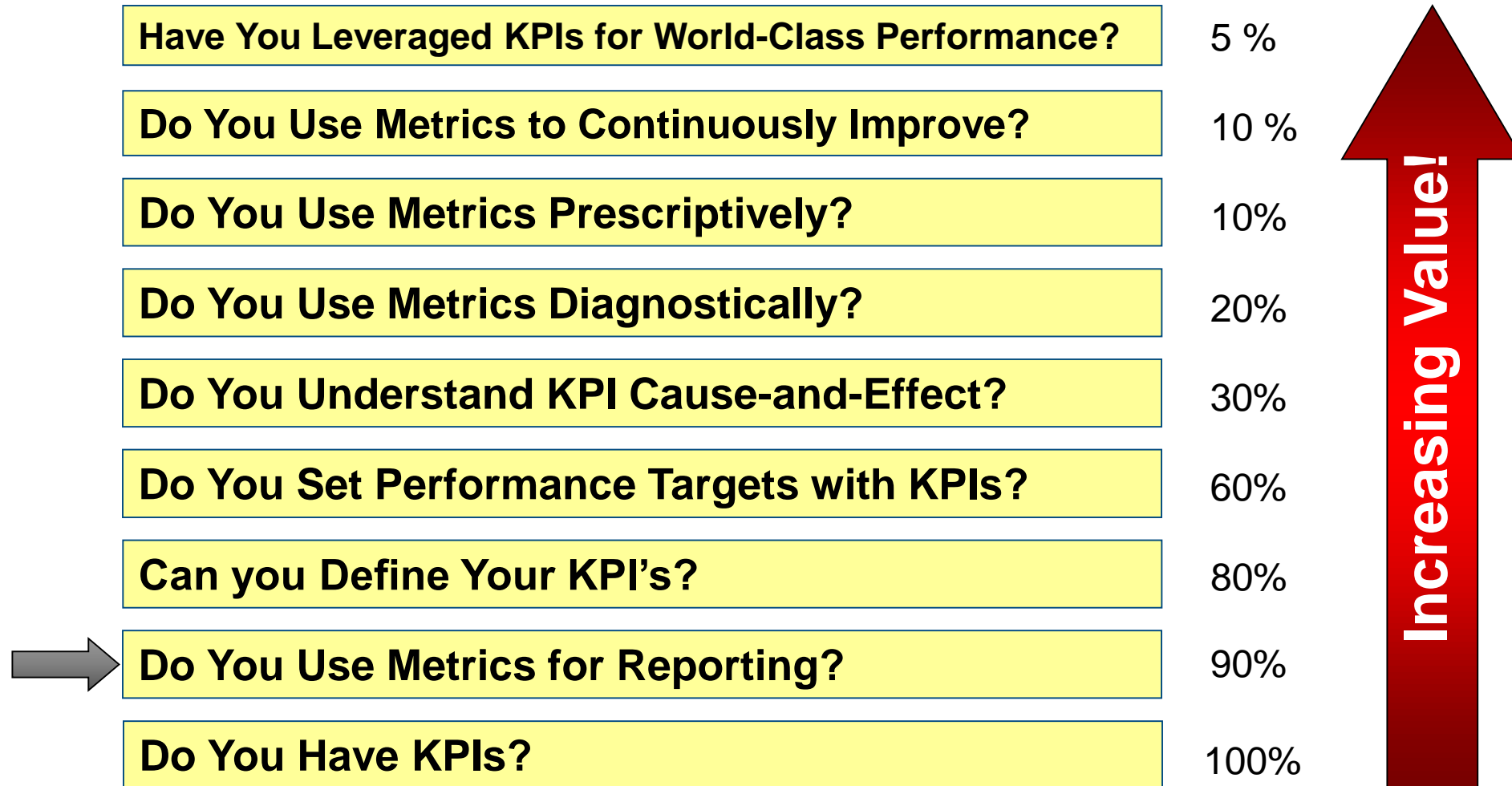| Communication: (20 points) 20%	Answer	Points	Possible
Did the specialist have a positive attitude and professional manner throughout the call using empathy when applicable?			
Did the specialist ask relevant questions by using effective probing techniques?			

Call Summary:

The Contact Center Metrics Hierarchy

Have You Leveraged KPIs for World-Class Performance?	5 %
Do You Use Metrics to Continuously Improve?	10 %
Do You Use Metrics Prescriptively?	10%
Do You Use Metrics Diagnostically?	20%
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Increasing Value!

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Reporting: A Good Start

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Increasing Value!

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Download eBooks of KPI Definitions

https://www.metricnet.com/uwebc/

The Contact Center Metrics Hierarchy

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Increasing Value!

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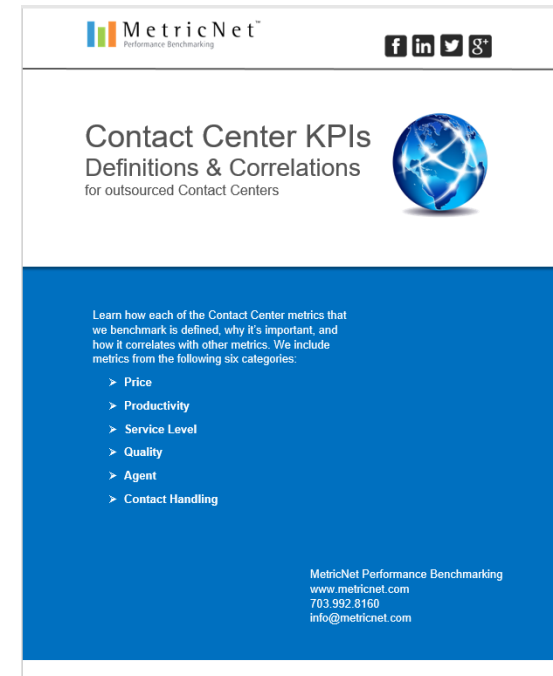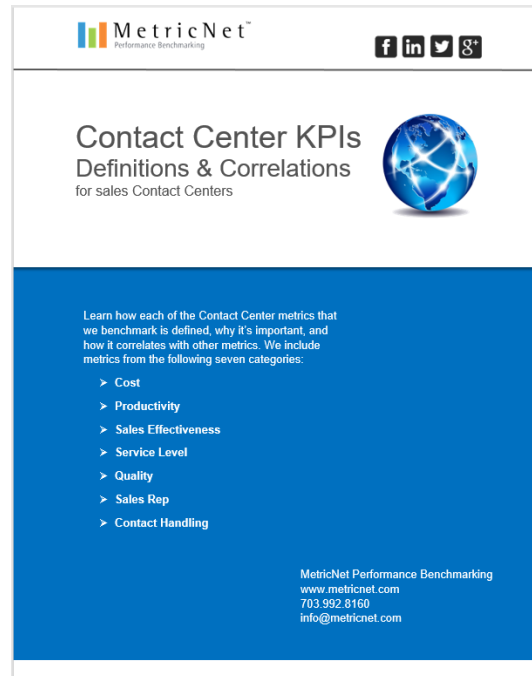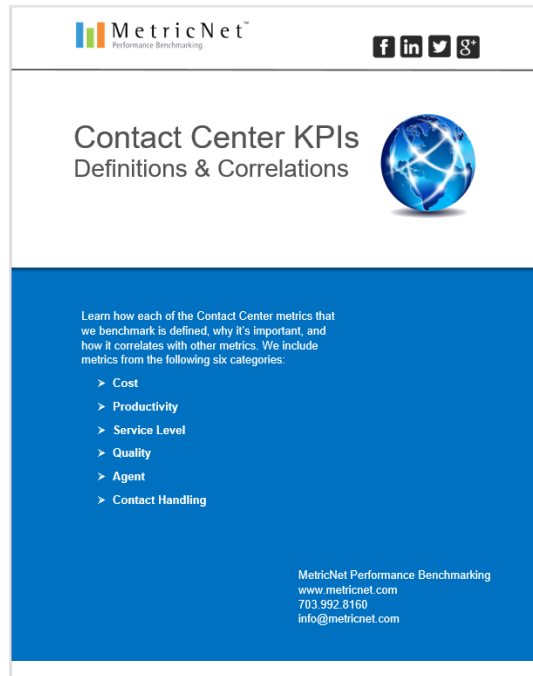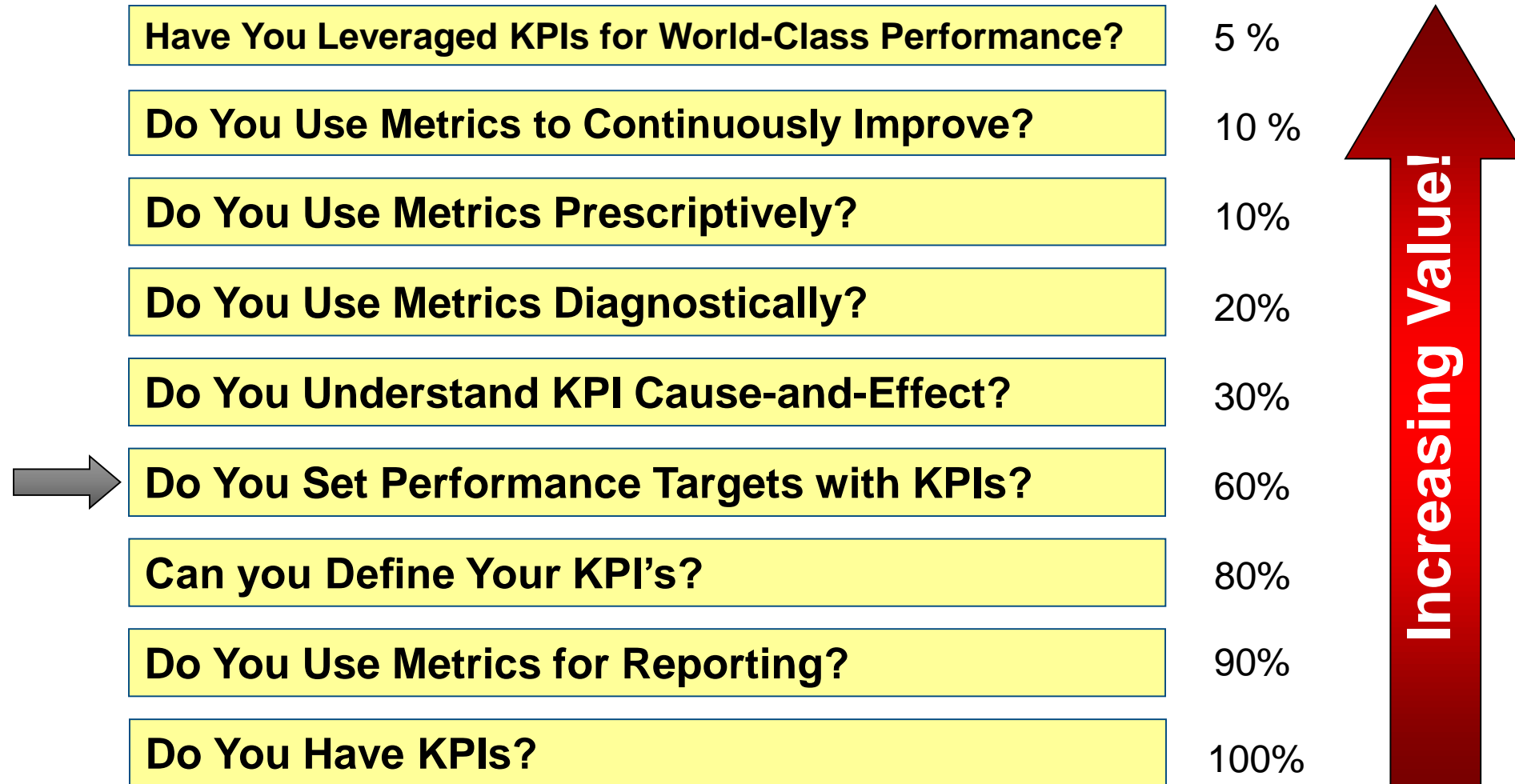
2018 North American KPI Performance Quartiles

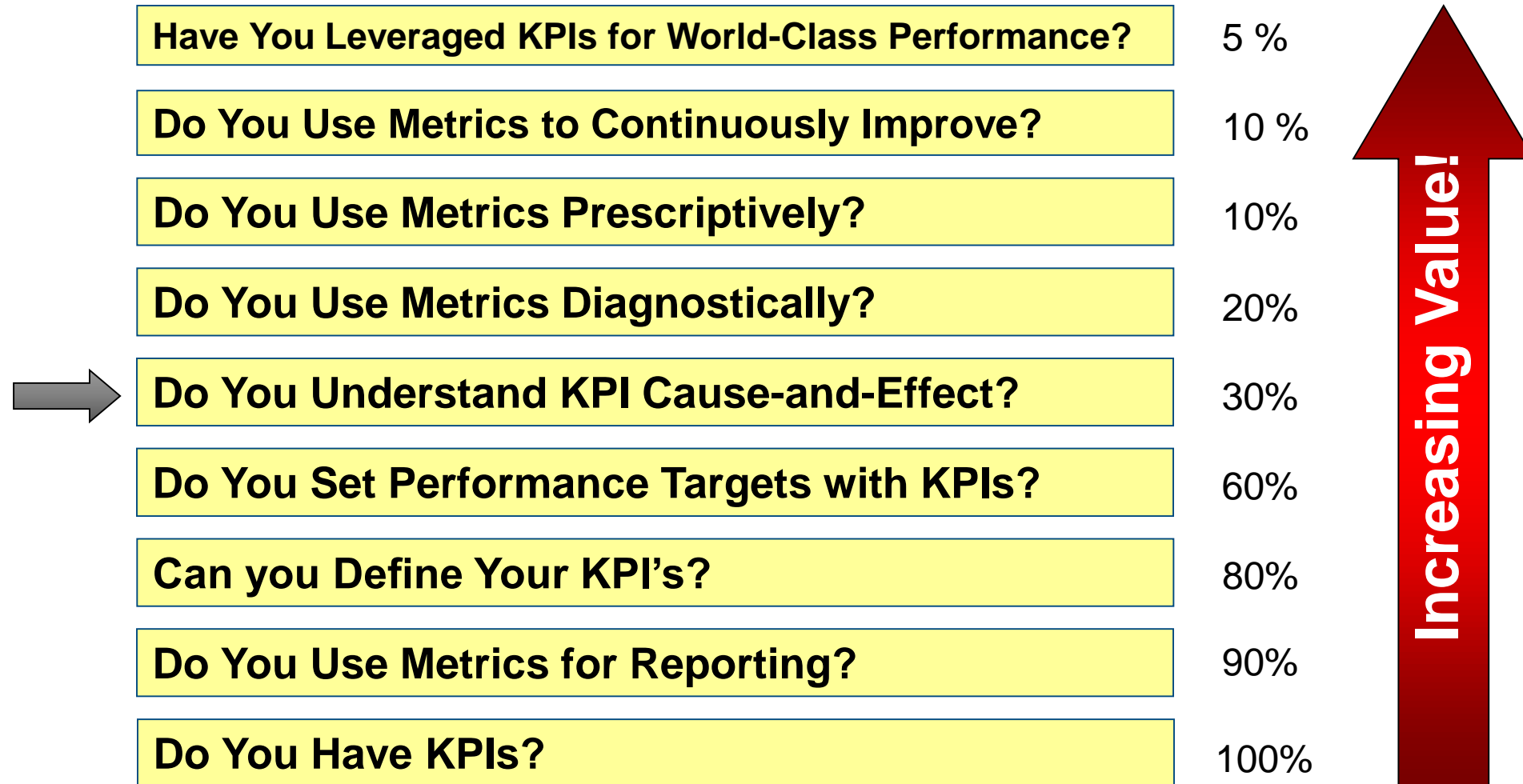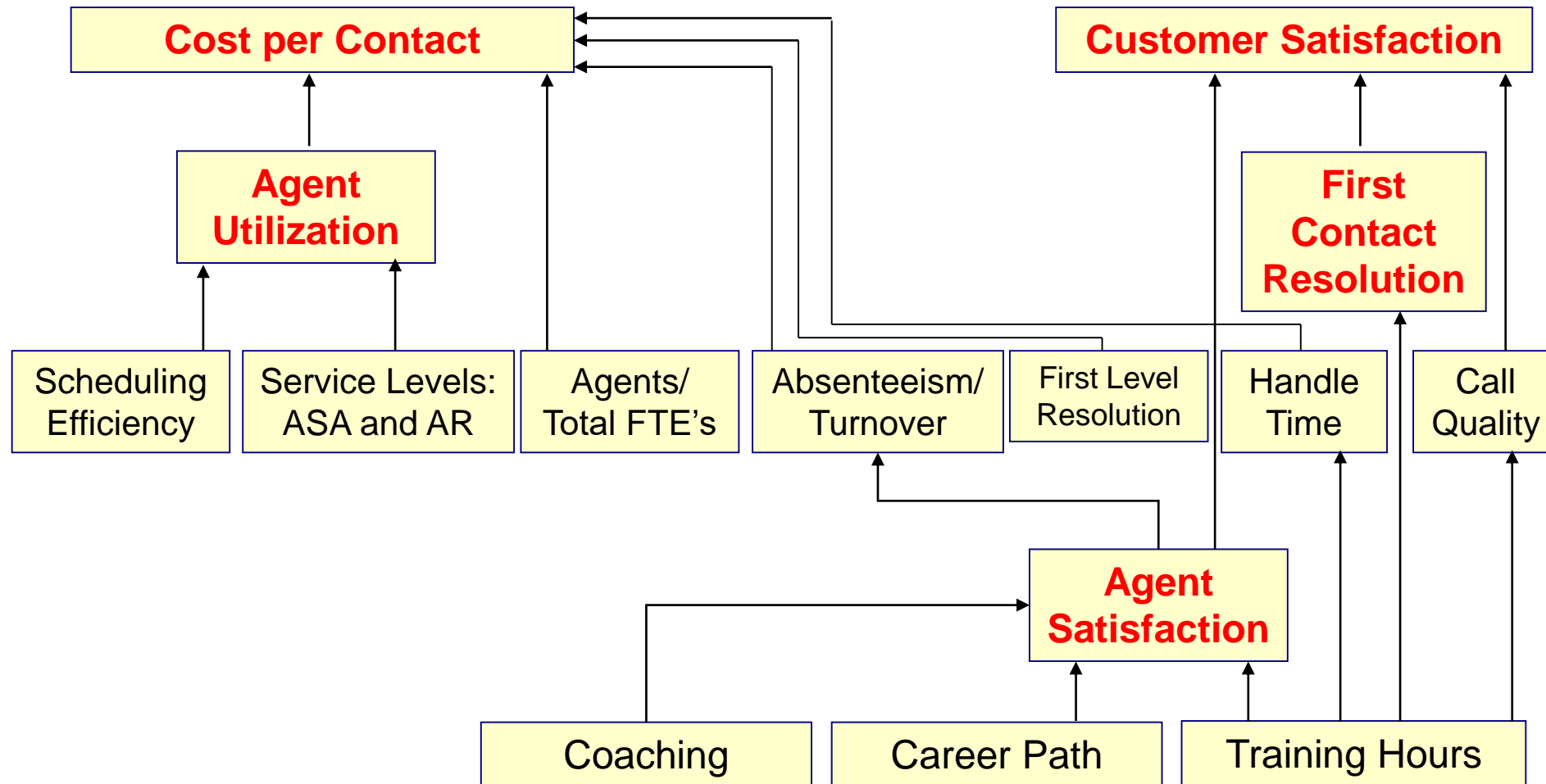|	**Best Performers** 1st Quartile	2nd Quartile	3rd Quartile	**Worst Performers** 4th Quartile
Cost per Contact	< $3.85	$3.85 - $4.62	$4.62 - $5.70	> $5.70
Voice Customer Satisfaction	> 94.2%	94.2% - 82.1%	82.1%-75.1%	< 75.1%
Voice Agent Utilization	> 53.2%	53.2% - 49.8%	49.8% - 46.5%	< 46.5%
Net First Contact Resolution Rate	> 60.2%	60.2% - 53.2%	53.2% - 46.9%	< 46.9%
Agent Job Satisfaction	> 74.4%	74.4% - 71.7%	71.7% - 67.7%	< 67.7%
Average Speed of Answer (seconds)	< 57	57 – 80	80 – 105	> 105
Contact Center Balanced Score	> 68.1%	68.1% – 61.3%	61.3% - 55.6%	< 55.6%

Contact Center Performance Targets

Performance Metric	Your Score	Target Performance
Cost per Contact	$6.71	**$4.50**
Agent Utilization	42.3%	**55.0%**
Average Speed of Answer (ASA) (seconds)	20.8	**60**
Call Abandonment Rate	2.5%	**5.0%**
Customer Satisfaction	70.3%	**85.0%**
First Contact Resolution Rate	54.0%	**80.0%**
New Agent Training Hours	68	**120**
Annual Agent Training Hours	0	**25**
Annual Agent Turnover	70.2%	**30.0%**
Agent Job Satisfaction	53.6%	**75.0%**
Contact Center Balanced Score	**37.1%**	**72.2%**

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Increasing Value!

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Important Contact Center KPI Correlations

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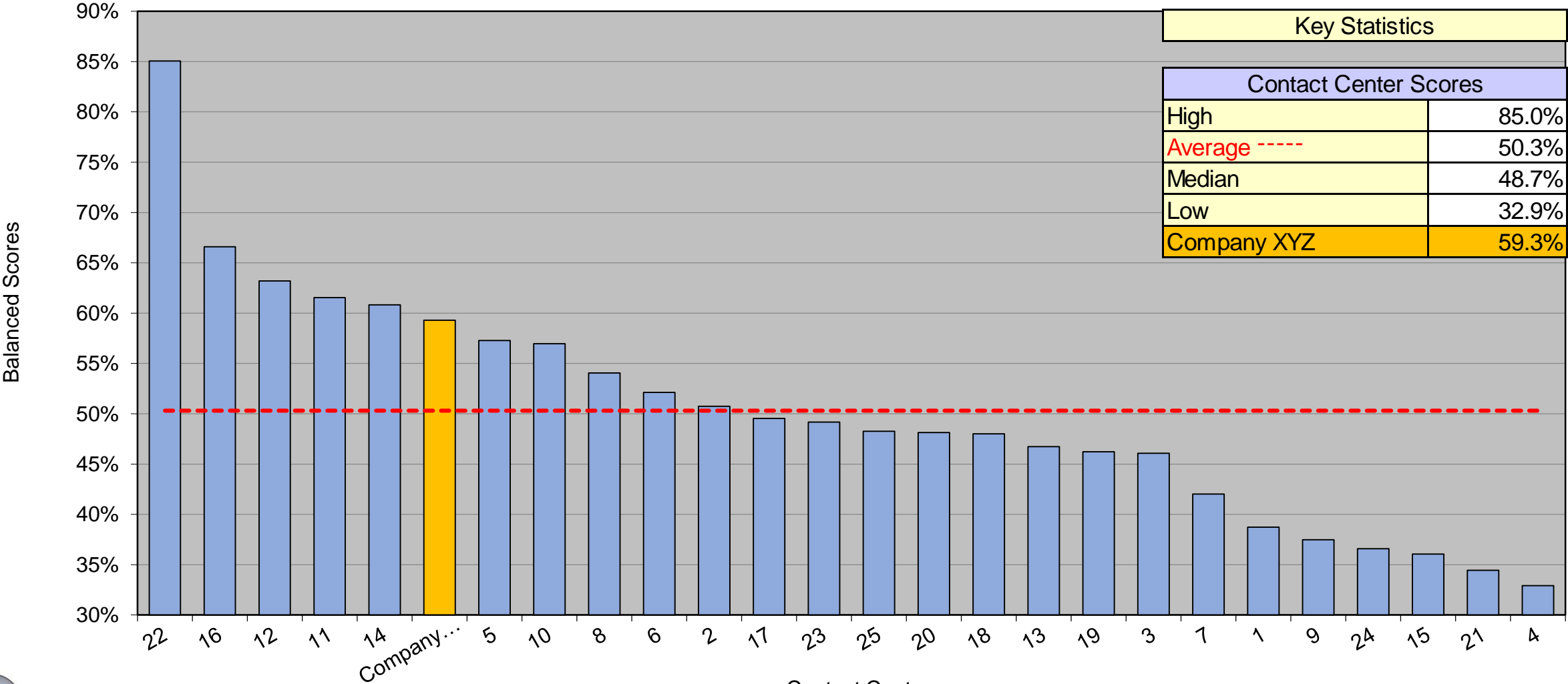MetricNet

23
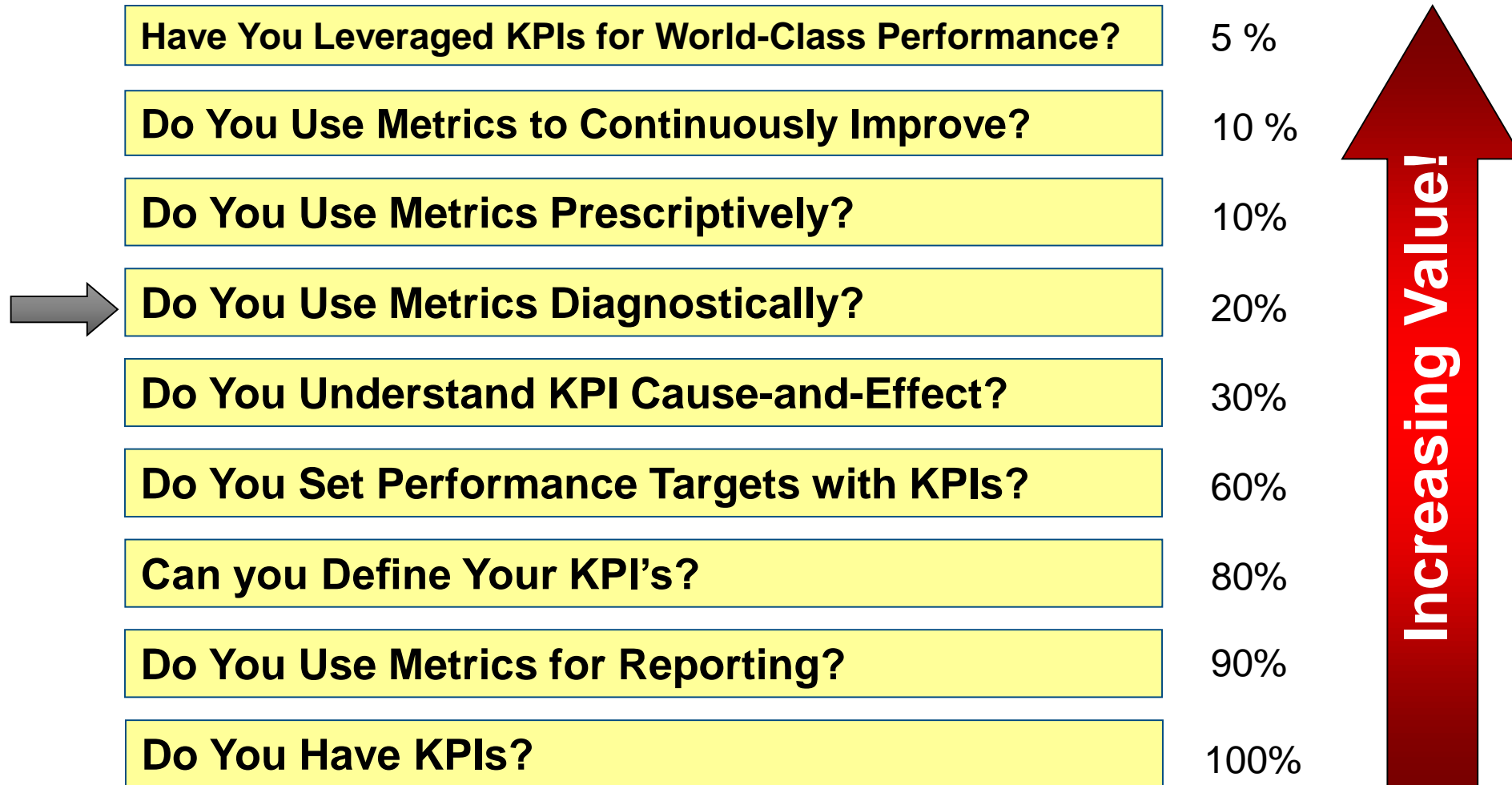
The Contact Center Balanced Scorecard

Performance Metric	Metric Weighting	Performance Range		Your Actual Performance	Metric Score	Balanced Score
		Worst Case	Best Case			
Cost per Inbound Contact	25.0%	$7.92	$4.22	$4.41	94.9%	23.7%
Customer Satisfaction	25.0%	74.3%	97.5%	74.3%	0.0%	0.0%
Agent Utilization	15.0%	40.9%	62.0%	60.6%	93.4%	14.0%
Net First Contact Resolution Rate	15.0%	76.4%	95.7%	89.0%	65.3%	9.8%
Agent Job Satisfaction	10.0%	56.9%	94.7%	63.8%	18.3%	1.8%
% of Calls Answered in 30 Seconds	10.0%	31.2%	85.6%	85.6%	100.0%	10.0%
Total	100.0%	N/A	N/A	N/A	N/A	59.3%

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 performance 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 then calculated: (worst case – actual performance) / (worst case –best case) X 100

Step 6

Your balanced score for each metric is calculated: metric score X weighting

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Benchmarking Your Overall Performance

Key Statistics	
Contact Center Scores	
High	85.0%
Average -----	50.3%
Median	48.7%
Low	32.9%
Company XYZ	59.3%

Balanced Scores (y-axis)

Contact Center (x-axis categories): 22, 16, 12, 11, 14, Company…, 5, 10, 8, 6, 2, 17, 23, 25, 20, 18, 13, 19, 3, 7, 1, 9, 24, 15, 21, 4

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The Contact Center Performance Trend

The Contact Center Metrics Hierarchy

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Increasing Value!

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Process	Expeditious Delivery of Customer Service
Technology	Leveraging People and Processes
Performance Measurement	A Holistic Approach to Performance Measurement
Stakeholder Communication	Proactively Managing Stakeholder Expectations

Leveraging Channel Mix

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Stakeholder Communication

HIGHER

PERCEIVED VALUE

LOWER

Perceived Value > Actual Value

Perceived Value = Actual Value

Perceived Value < Actual Value

LOWER ← ACTUAL VALUE → HIGHER

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The Contact Center Metrics Hierarchy

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Increasing Value!

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The Benchmarking Methodology

The Contact Center Metrics Hierarchy

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Increasing Value!

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Characteristics of a World-Class Contact Center

- Contact center consistently exceeds customer expectations – regardless of the transaction type
  - Call Quality is consistently high
  - Customer Satisfaction is in the top quartile

- Business value is managed at or above industry average levels
  - Cost per contact is below industry average levels – bottom quartile Cost per Contact
  - Revenue generated is above industry average levels
    - Telemarketing and Telesales
    - Debt collections

- Contact Center follows industry best practices
  - Industry best practices are defined and documented
  - Contact Center follows industry best practices

- Every transaction adds value
  - A positive customer experience improves customer loyalty
  - Creates positive brand awareness and switching costs
  - Contact Center ROI > 100%

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Creating Economic Value In Customer Care: What's Your ROI?

- 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

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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

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

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Characteristics of an Optimized Contact Center
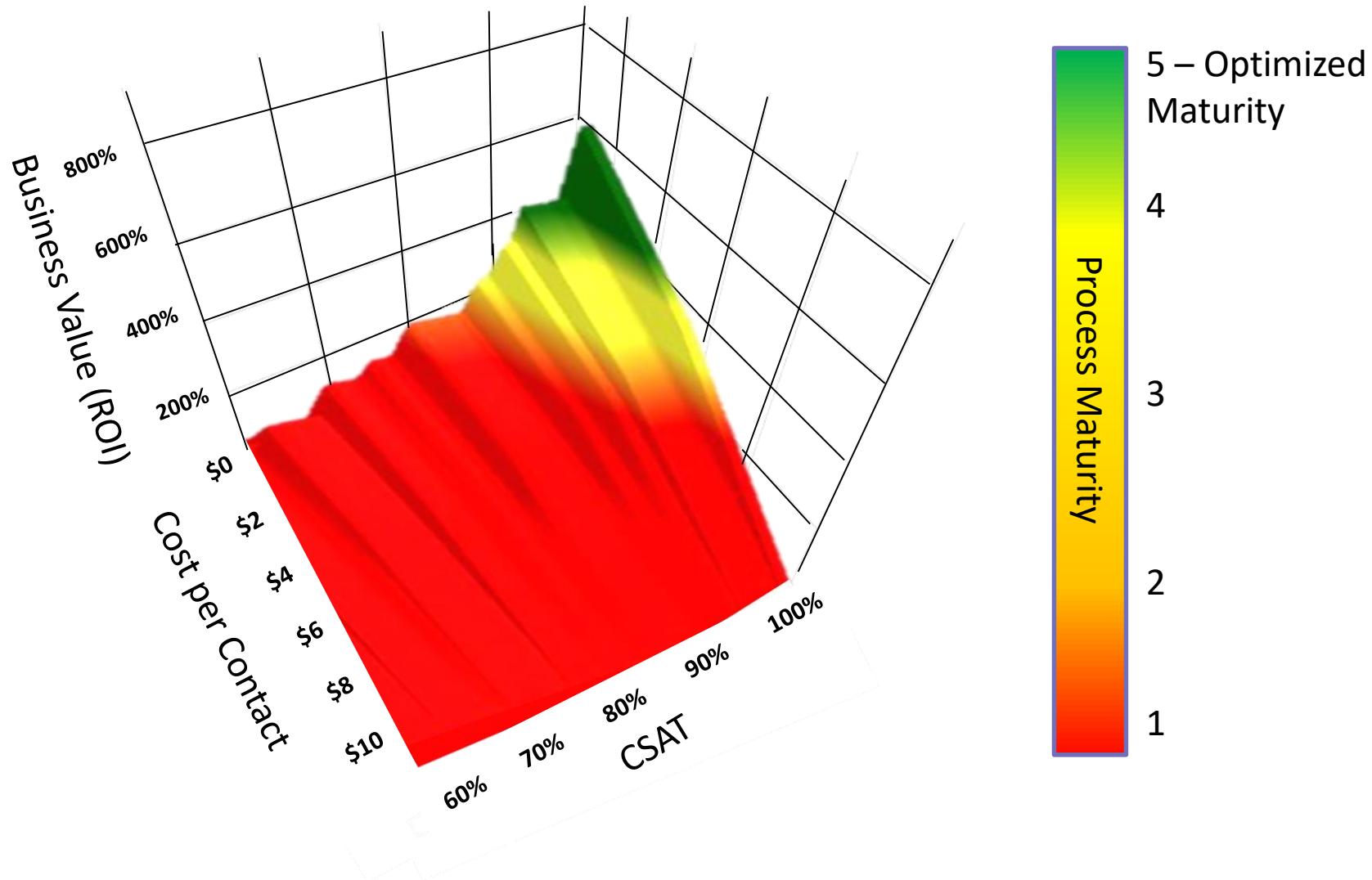
Questions?

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About MetricNet:

Your Benchmarking Partner

MetricNet™
Performance Benchmarking

UWEBC UW E-Business Consortium
UNIVERSITY OF WISCONSIN-MADISON

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

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Benchmarking is MetricNet's Core Business

Contact Centers

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

Information Technology

- Service Desk
- Desktop Support
- Field Support

Telecom

- Price Benchmarking

Satisfaction

- Customer Satisfaction
- Employee Satisfaction

28 Years of Contact Center Benchmarking Data

Global Database

More than 4,000 Contact Center Benchmarks

70+ Key Performance Indicators

More than 120 Industry Best Practices

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Meet a Sampling of Our Clients

MetricNet Conducts benchmarking for Contact Centers worldwide, and across virtually every industry sector.

You Can Reach MetricNet…

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Appendix

Five Industries, and Five Measures of Success

Industries	**Success Metric**

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Airlines – Profit per Seat Mile

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Wireless Telco – Lifetime Customer Value

Cable and Internet – Product Count per Customer

Rogers Canada

X-axis: **Customer Satisfaction** (50%, 60%, 70%, 80%, 90%, 100%)
Y-axis: **Product Count per Customer** (0, 1, 2, 3, 4, 5)

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Credit Card – Monthly Customer Spend
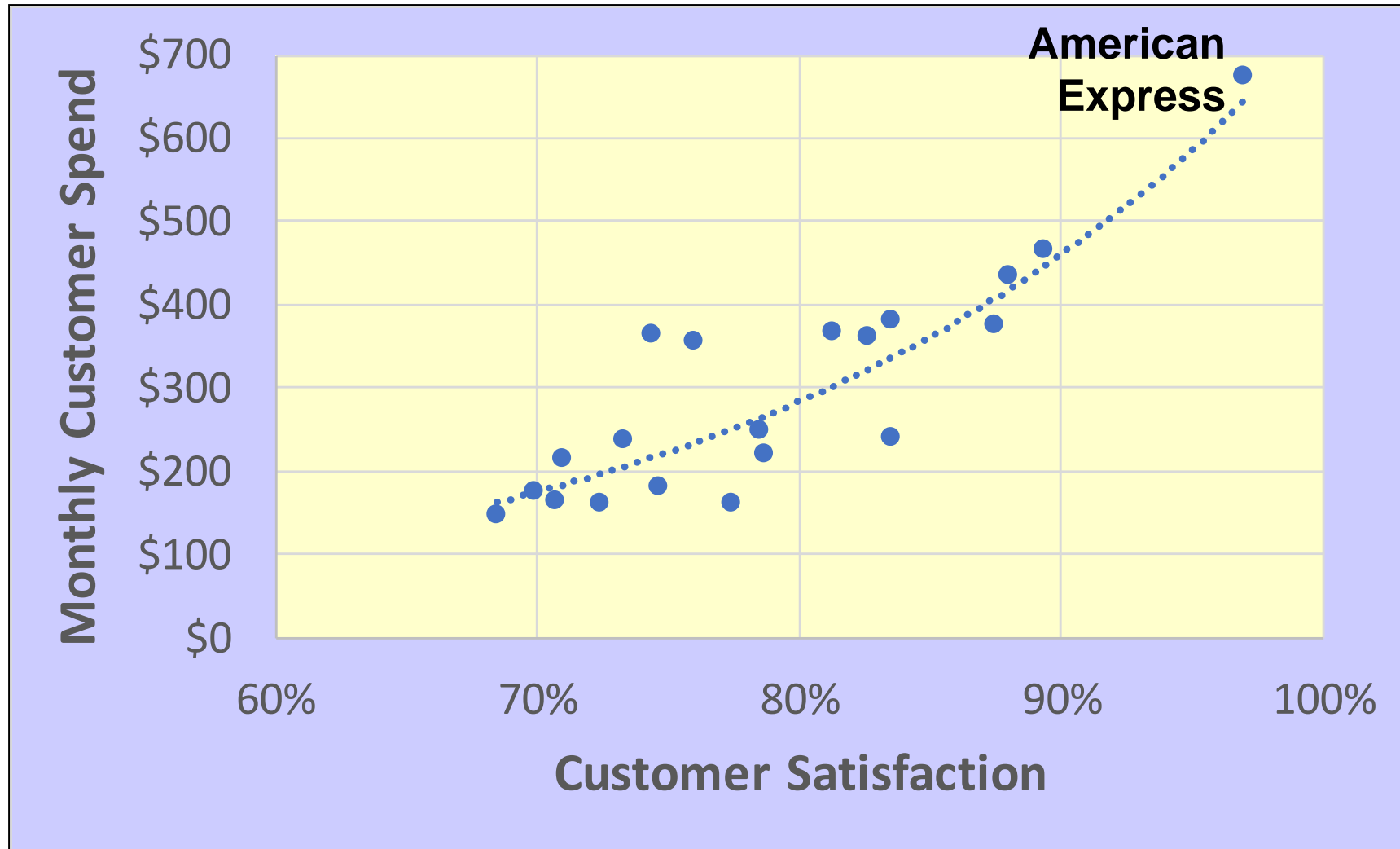
Retail Banks – 5 Year Stock Returns