

icmi™ EMPOWERING CONTACT CENTER EXCELLENCE



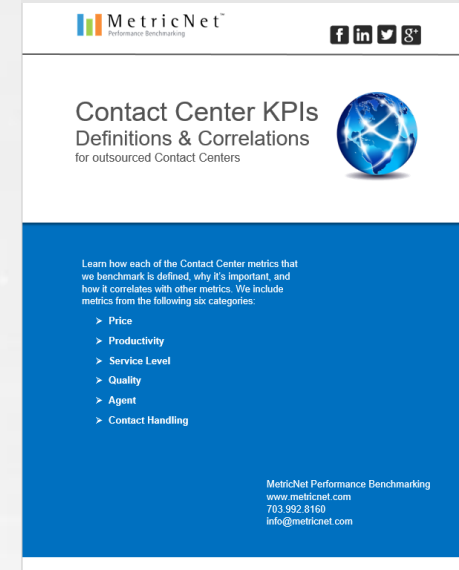
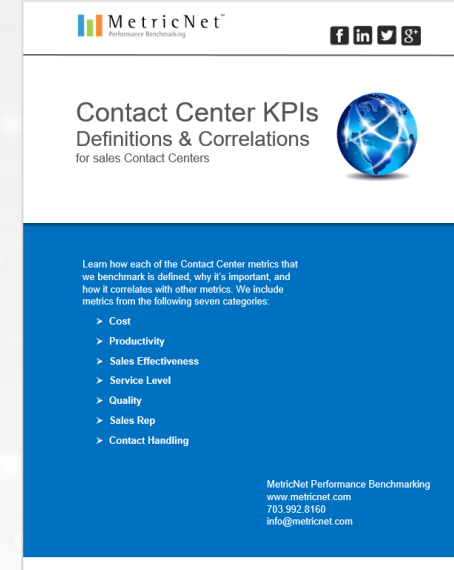
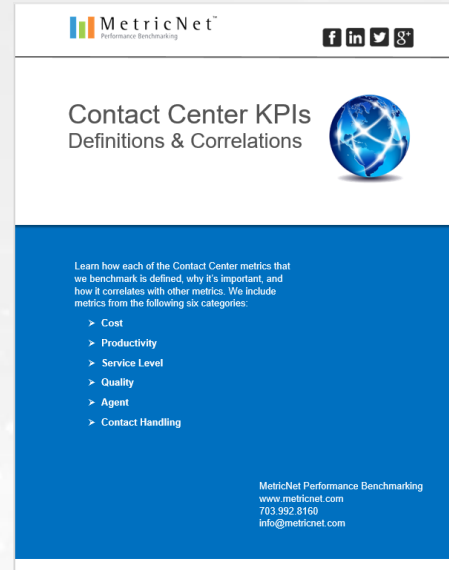
TRAINING | EVENTS | RESOURCES | CONSULTING



Session 501:
**Turbocharge Your Metrics With
Benchmarking!**

Jeff Rumburg, *Managing Partner*, MetricNet

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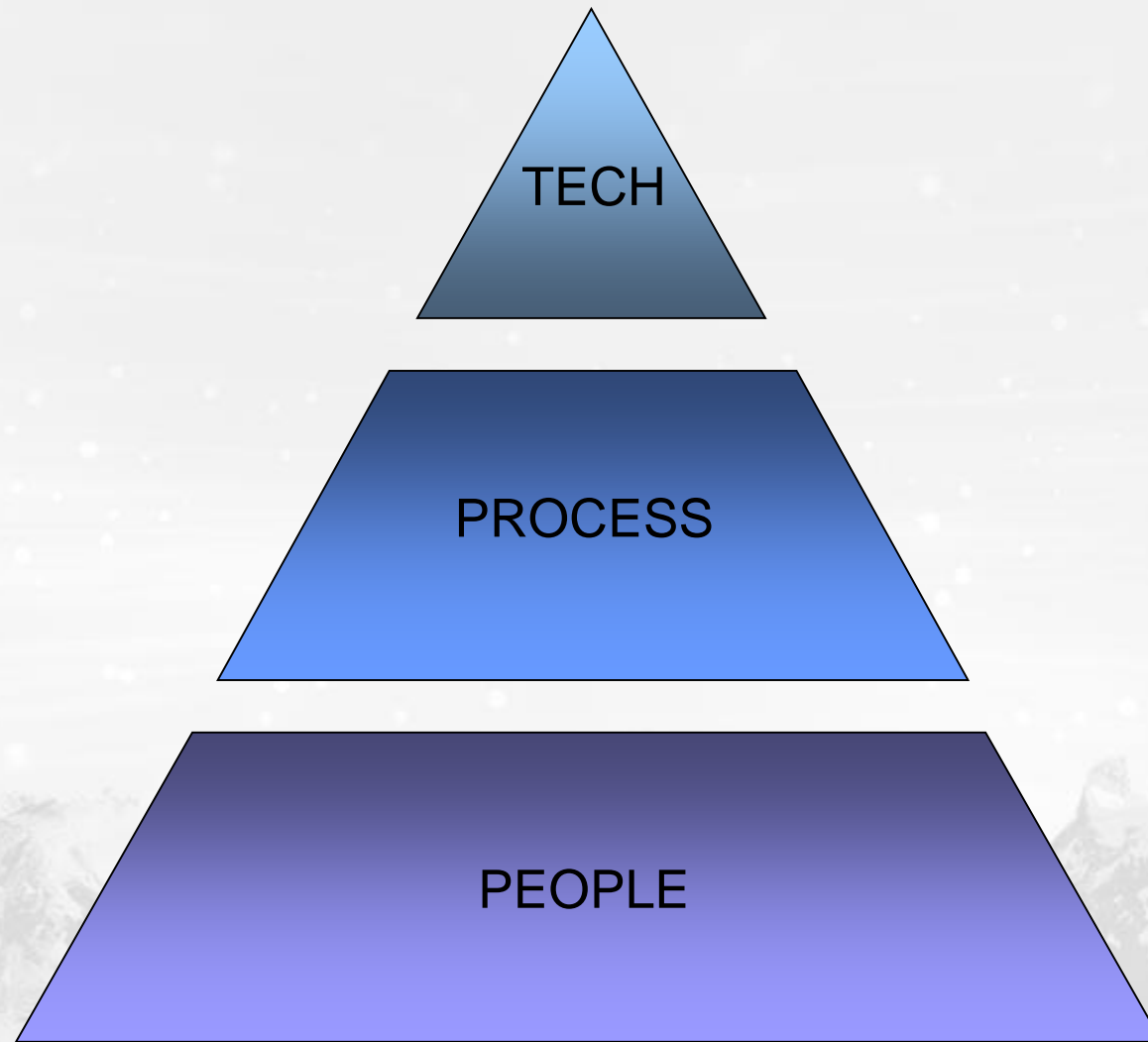
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28 Years of Contact Center Benchmarking Data



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

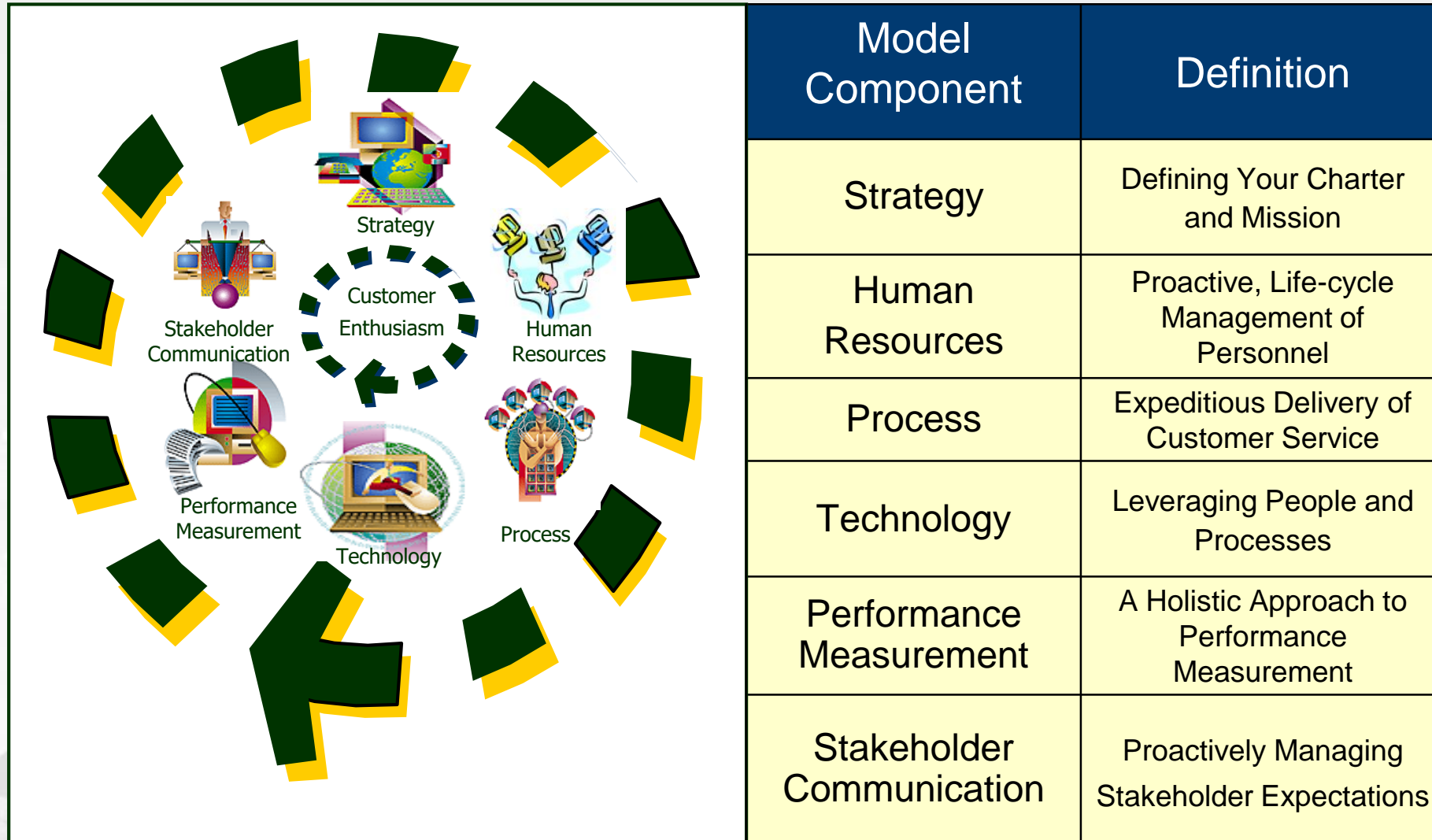
The Traditional Paradigm for Contact Centers



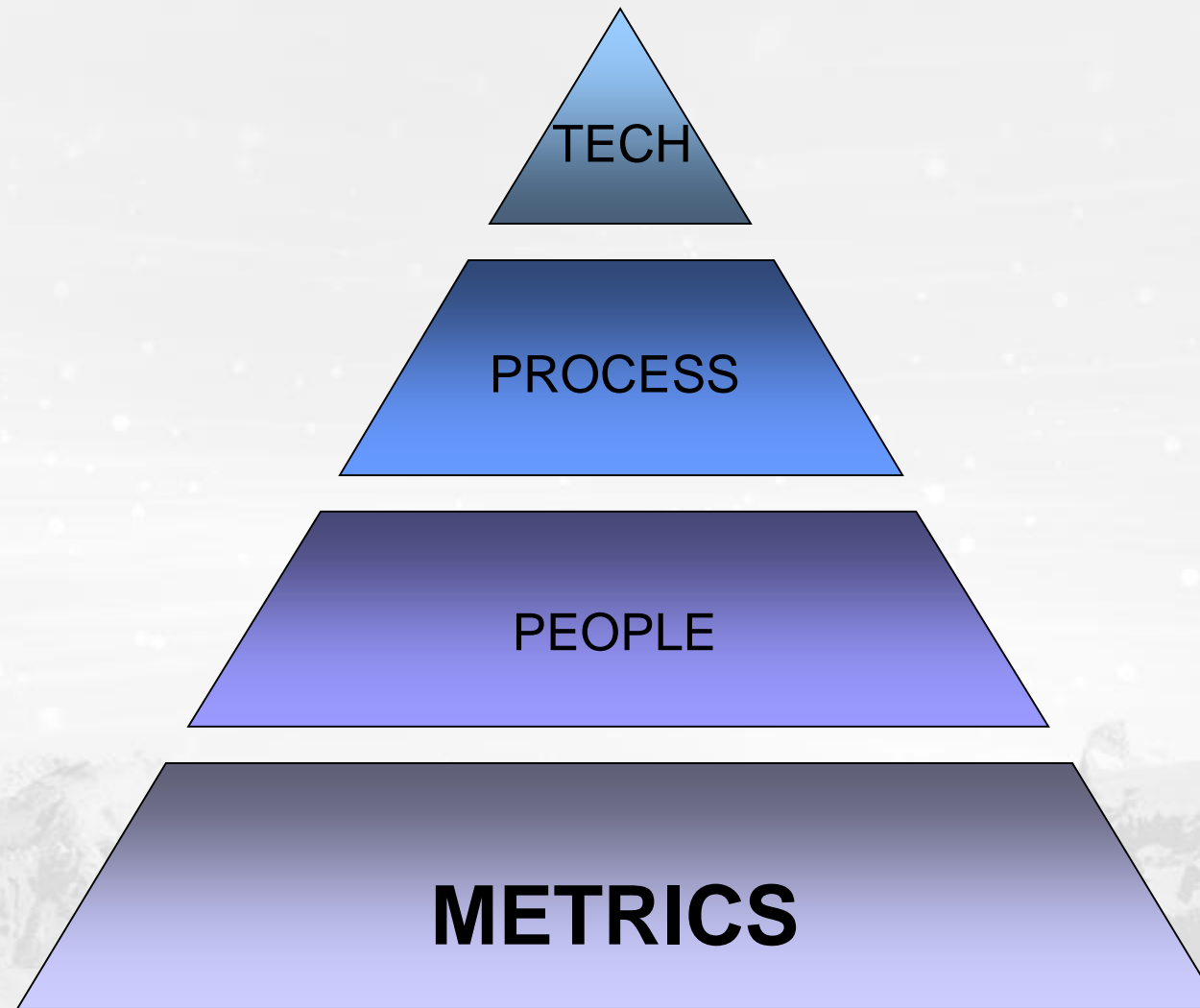
Characteristics of a World-Class Contact Center

- Contact center consistently exceeds customer expectations – regardless of the transaction type
 - Result is high levels of customer satisfaction
 - Top Quartile Customer Satisfaction
- Business value is managed at or above industry average levels
 - Cost per contact is below industry average levels – bottom quartile on 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, repeat business, and positive word-of-mouth referrals
 - ROI > 100%

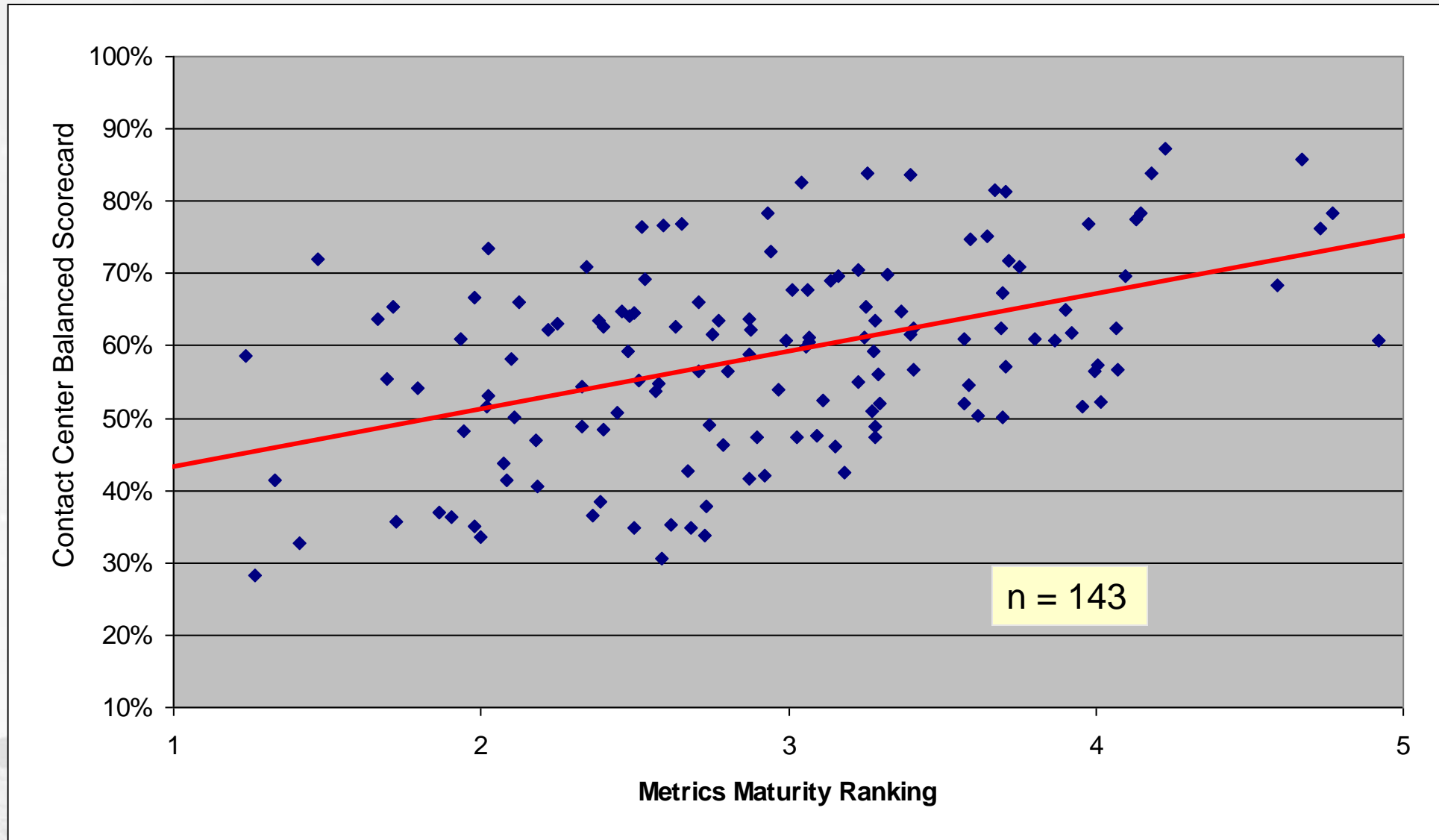
Process Drives Performance!



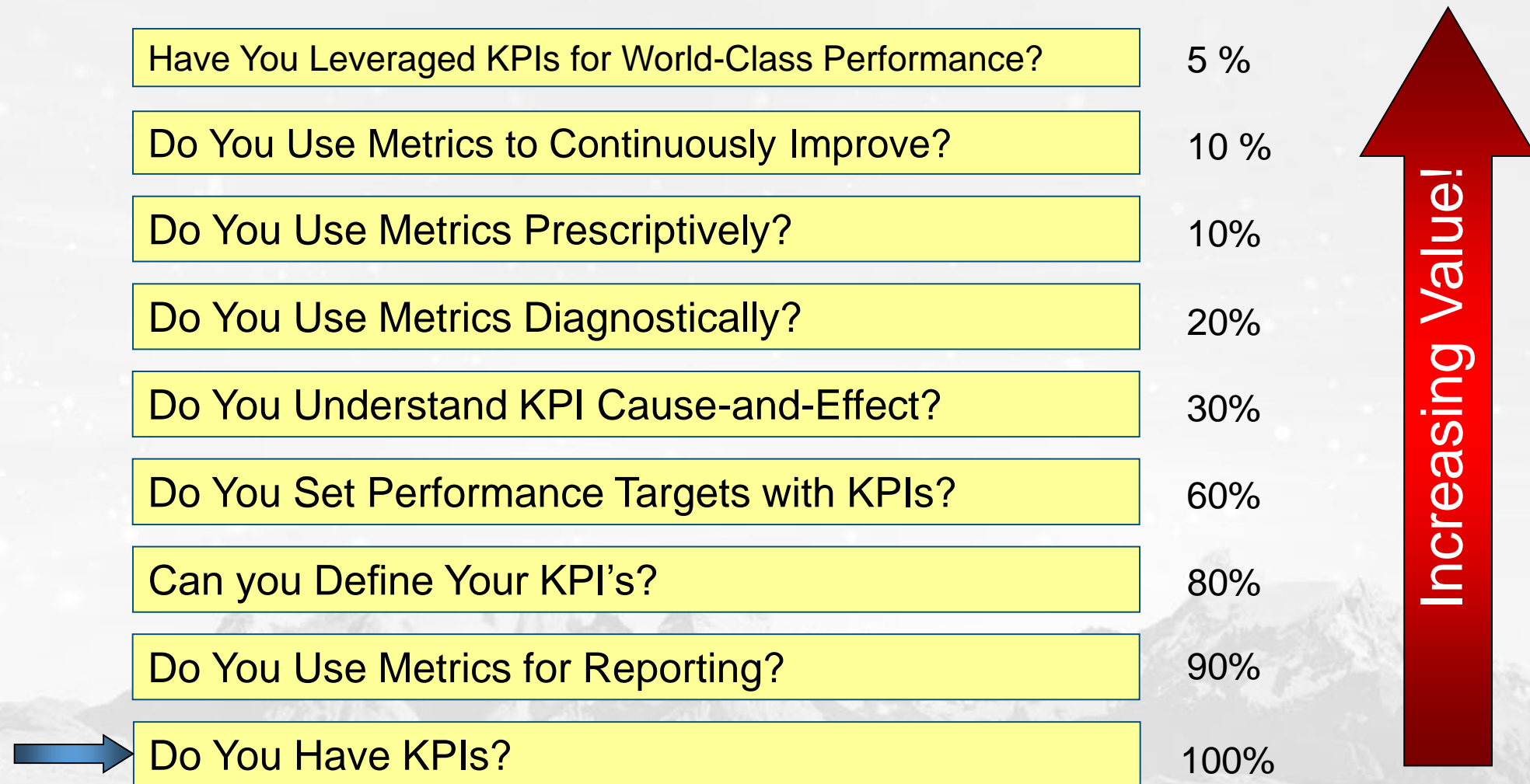
METRICS: An Even More Fundamental Building Block!



The Evidence for Metrics as a Foundation Block



Some Important Questions to Ask About KPIs



Some Common Contact Center Metrics

Cost

- Cost per Contact
- Cost per Minute of Handle Time

Quality

- Customer Satisfaction
- Call Quality
- First Contact Resolution Rate

Productivity

- Agent Utilization
- Contacts per Agent per Month

Agent

- Agent Occupancy
- Agent Turnover
- Daily Absenteeism
- New Agent Training Hours
- Annual Agent Training Hours
- Agents as % of Total FTE's
- Schedule Adherence
- Agent Tenure
- Agent Job Satisfaction

Service Level

- Average Speed of Answer (ASA)
- Call Abandonment Rate
- % Answered Within 30 Seconds
- Percent of Calls Blocked

Call Handling

- Call Handle Time
- After Call Work Time
- IVR Completion Rate
- Self-Help Completion Rate
- % of Calls Transferred

And there are hundreds more!!

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

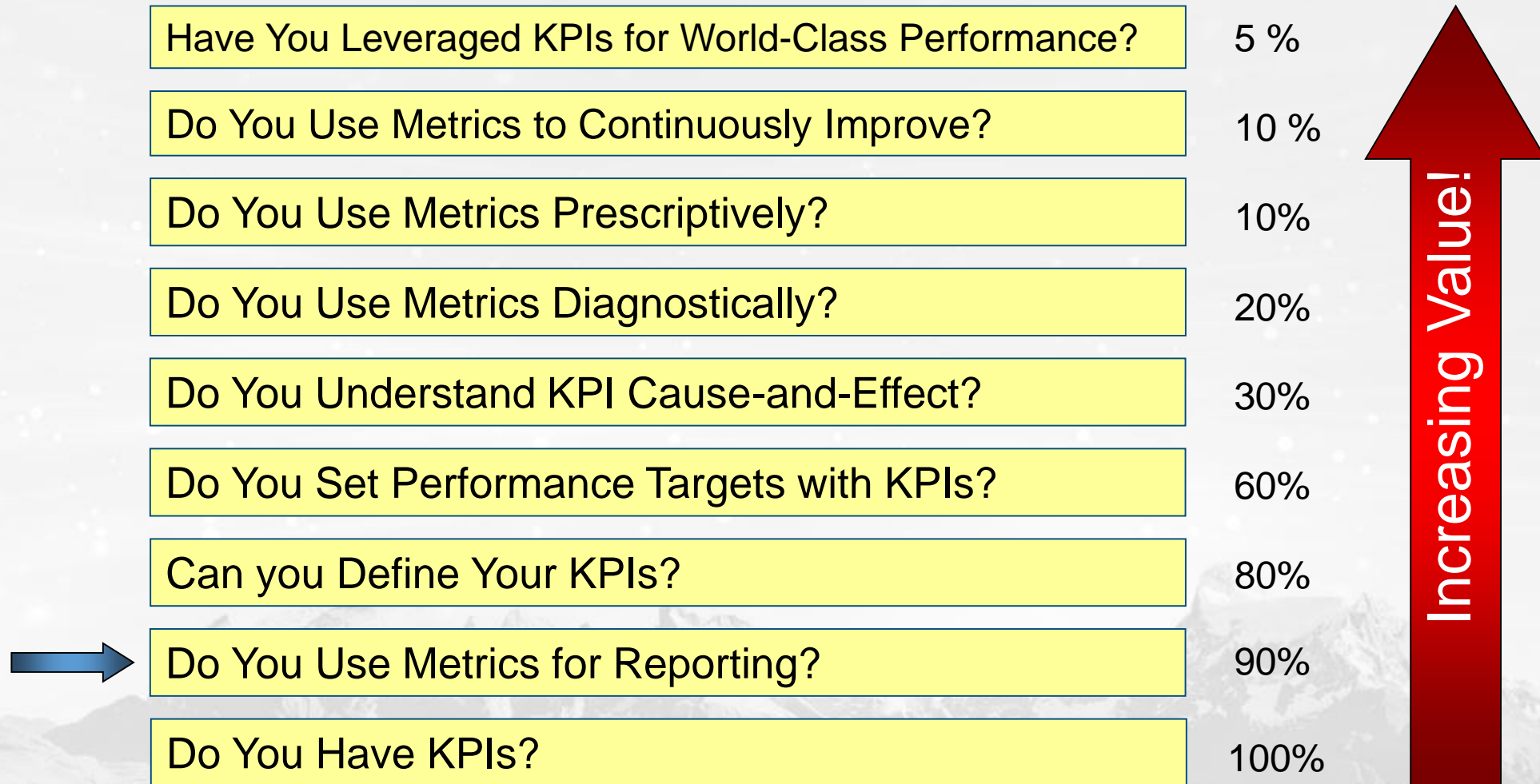
Service Level

- Average Speed of Answer

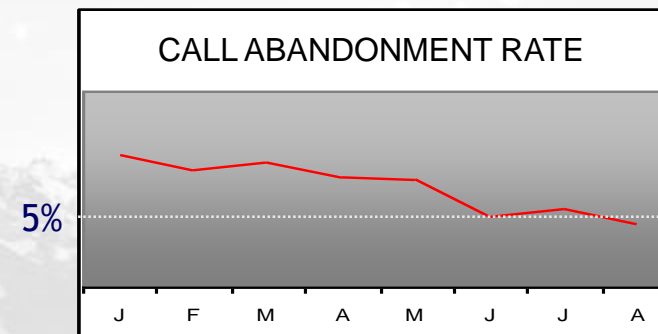
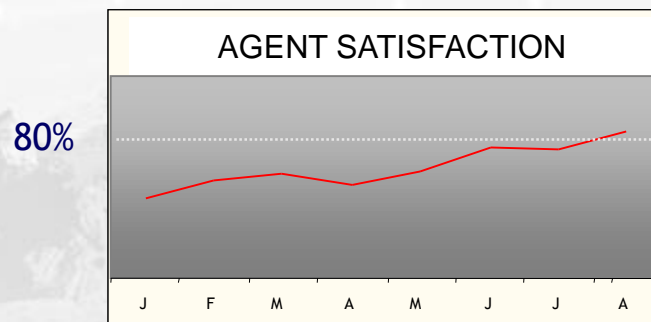
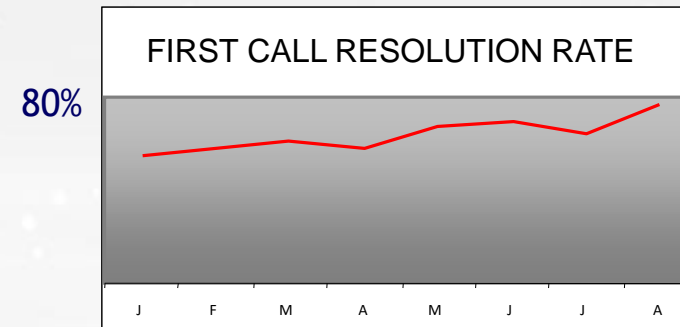
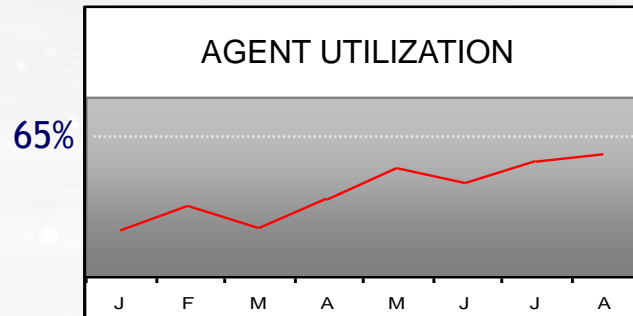
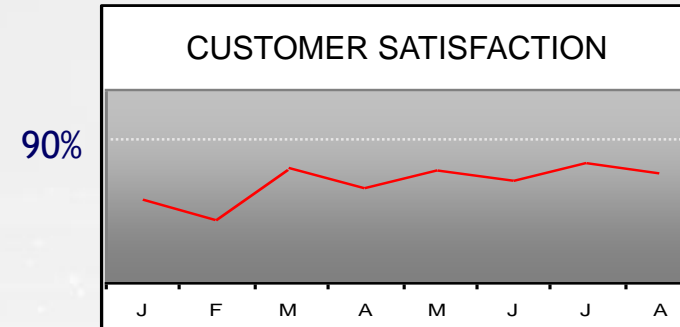
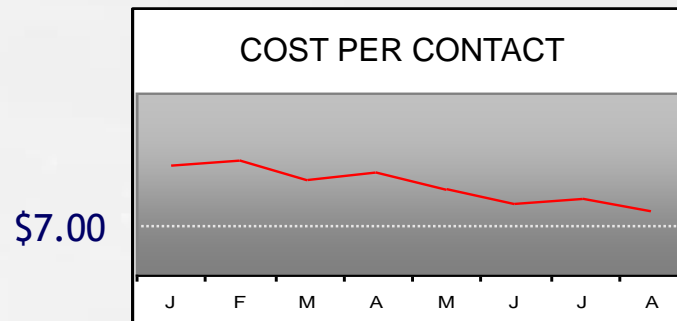
Aggregate

- Balanced Scorecard

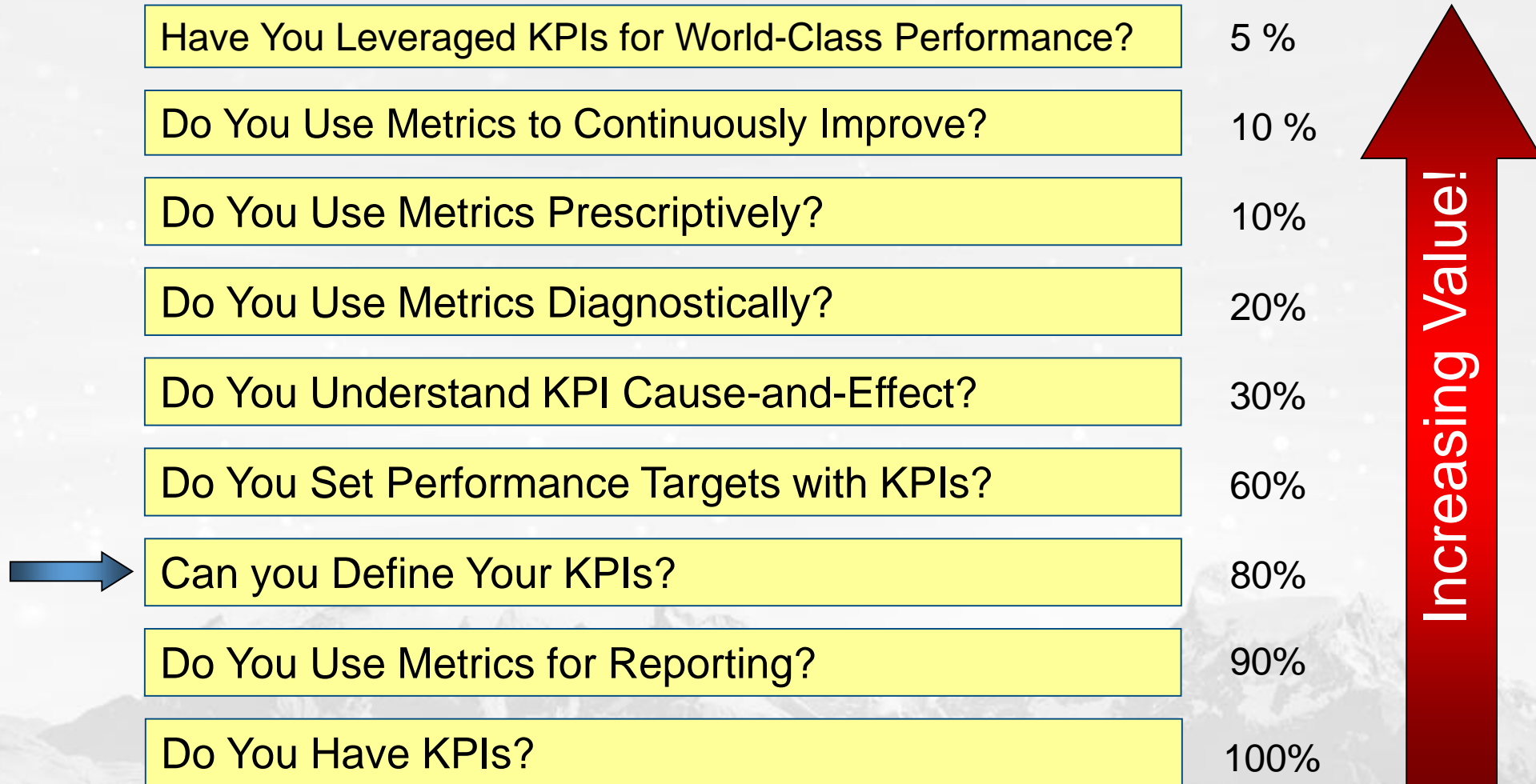
Turbocharge Your Metrics with Benchmarking!



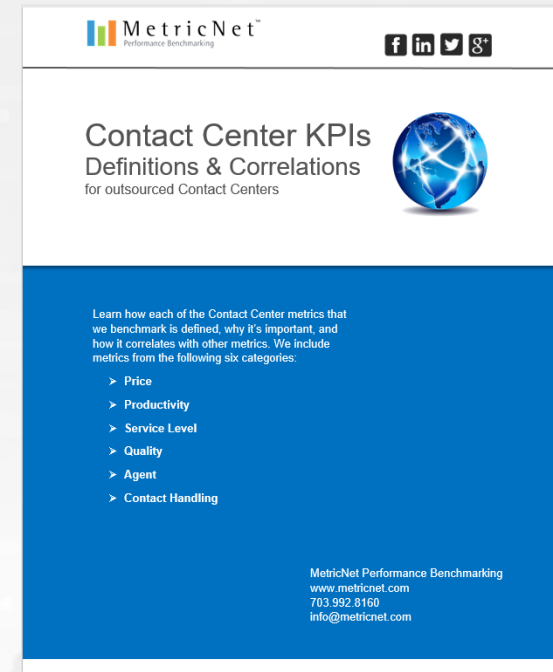
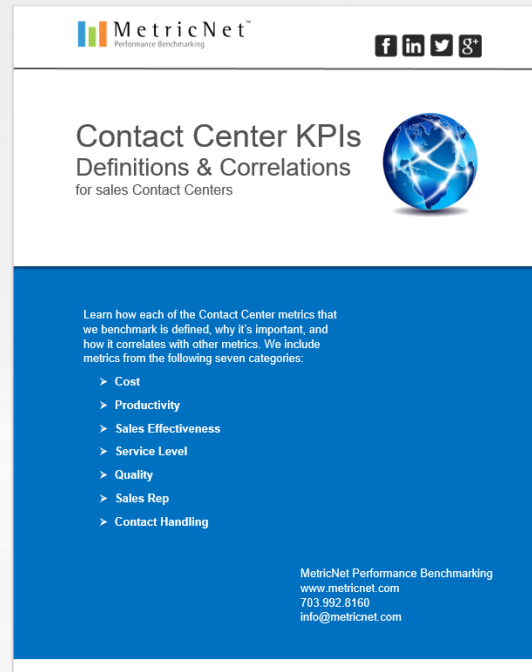
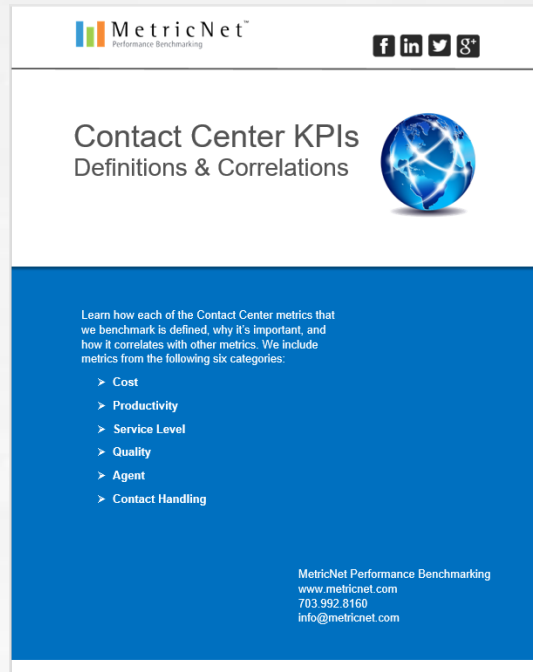
Reporting: A Good Start



Turbocharge Your Metrics with Benchmarking!

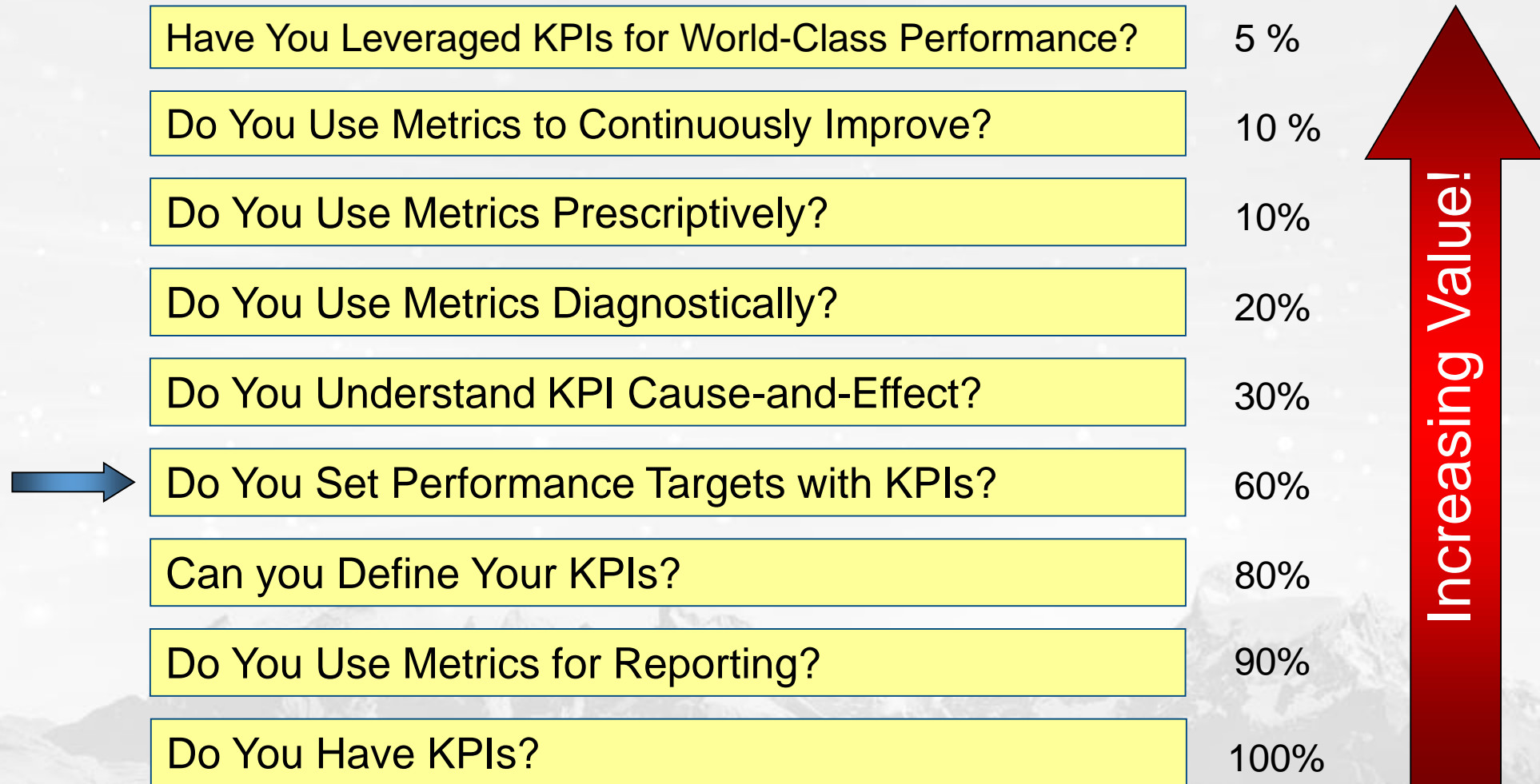


Download eBooks of KPI Definitions



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Turbocharge Your Metrics with Benchmarking!



Industry Averages and Ranges for Contact Center KPIs

	Best Performers			Worst Performers	
	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile	
Cost per Contact	< \$5.85	\$5.85 - \$7.62	\$7.62 - \$9.70	> \$9.70	
Voice Customer Satisfaction	> 94.2%	94.2% - 82.1%	82.1% - 72.8%	< 72.8%	
Voice Agent Utilization	> 63.2%	63.2% - 55.8%	55.8% - 44.5%	< 44.5%	
Net First Contact Resolution Rate	> 90.2%	90.2% - 83.5%	83.5% - 66.9%	< 66.9%	
Agent Job Satisfaction	> 88.4%	88.4% - 75.7%	75.7% - 62.8%	< 62.8%	
Average Speed of Answer (seconds)	< 27	27 - 58	58 - 105	> 105	
Contact Center Balanced Score	> 61.1%	61.1% - 50.3%	50.3% - 39.2%	< 39.2%	

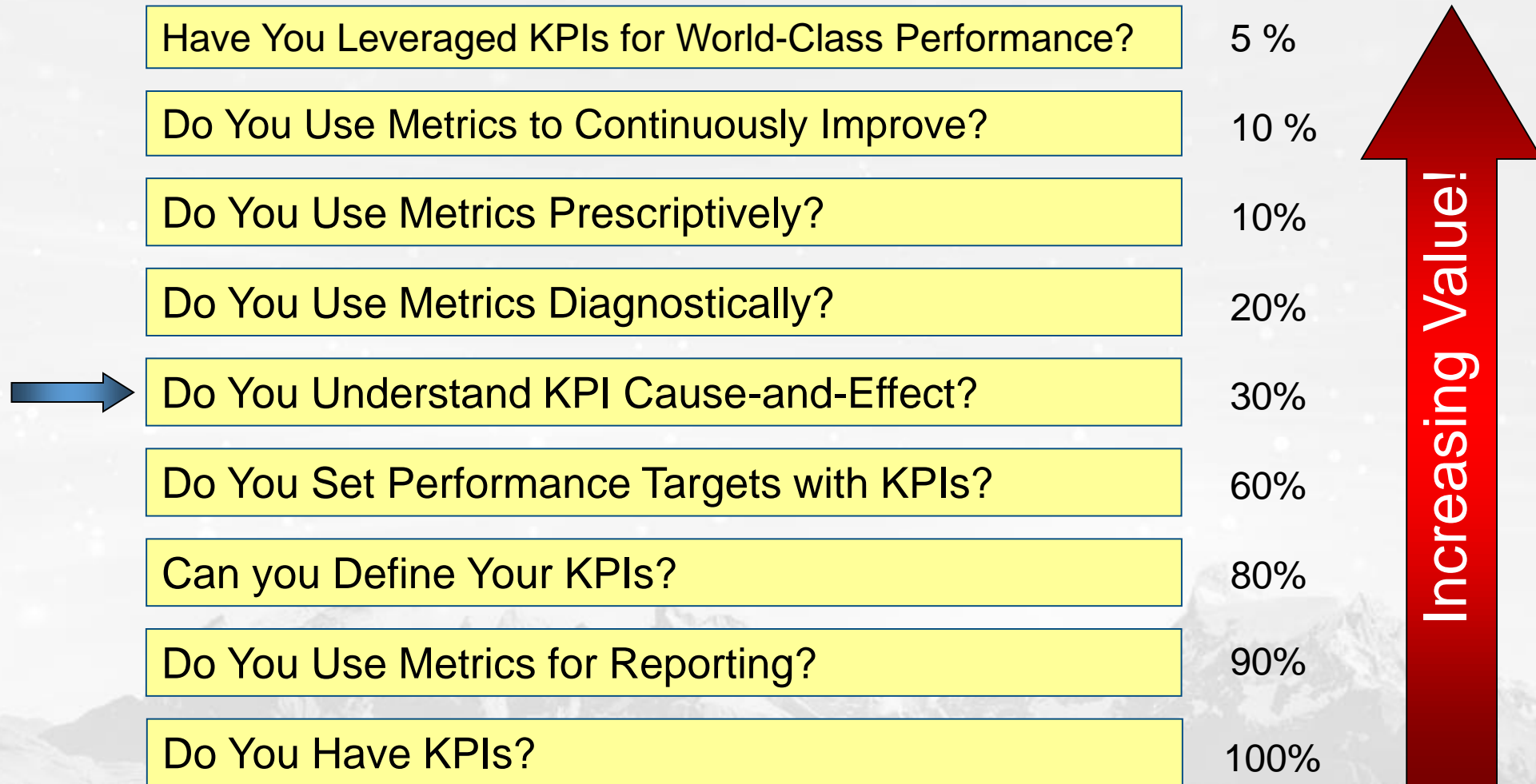
Contact Center Performance Targets

Performance Metric	Company XYZ	Target Performance
Cost per Contact	\$6.18	\$6.93
Customer Satisfaction	84.8%	94.0%
Agent Utilization	67.3%	60.0%
First Contact Resolution Rate	82.0%	90.0%
Agent Job Satisfaction	63.6%	88.0%
Average Speed of Answer (ASA) (seconds)	25	25
Contact Center Balanced Score	68.1%	76.4%

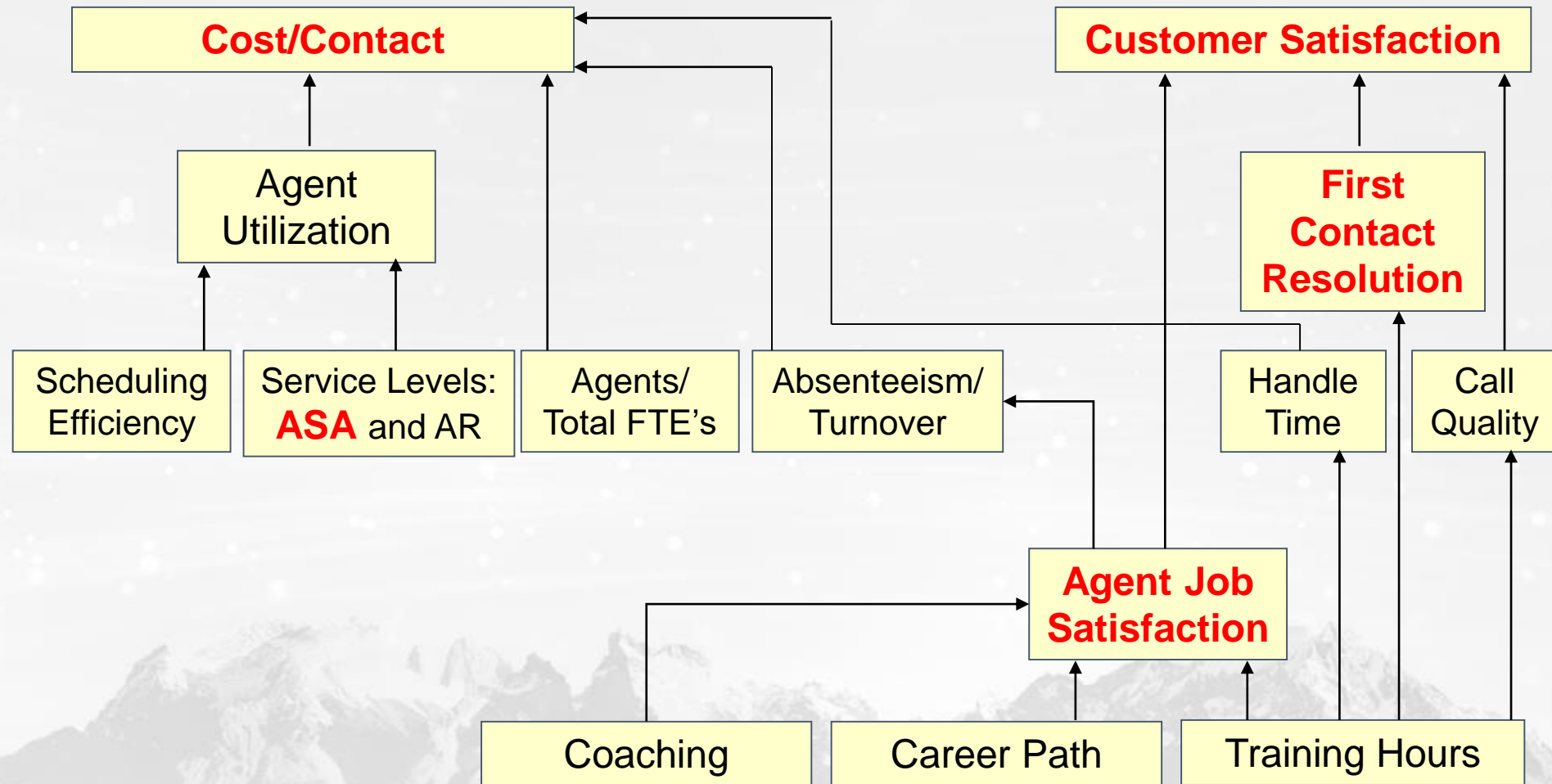
Individual Performance Targets

Performance Metric	Agent Performance	Target Performance
Contacts Handled per Month	312	380
Customer Satisfaction by Agent	78.0%	94.0%
First Contact Resolution by Agent	75.0%	90.0%
Monthly Knowledge Articles Created	0	5
Above and Beyond	0	2
Agent Balanced Score	47.8%	65.1%

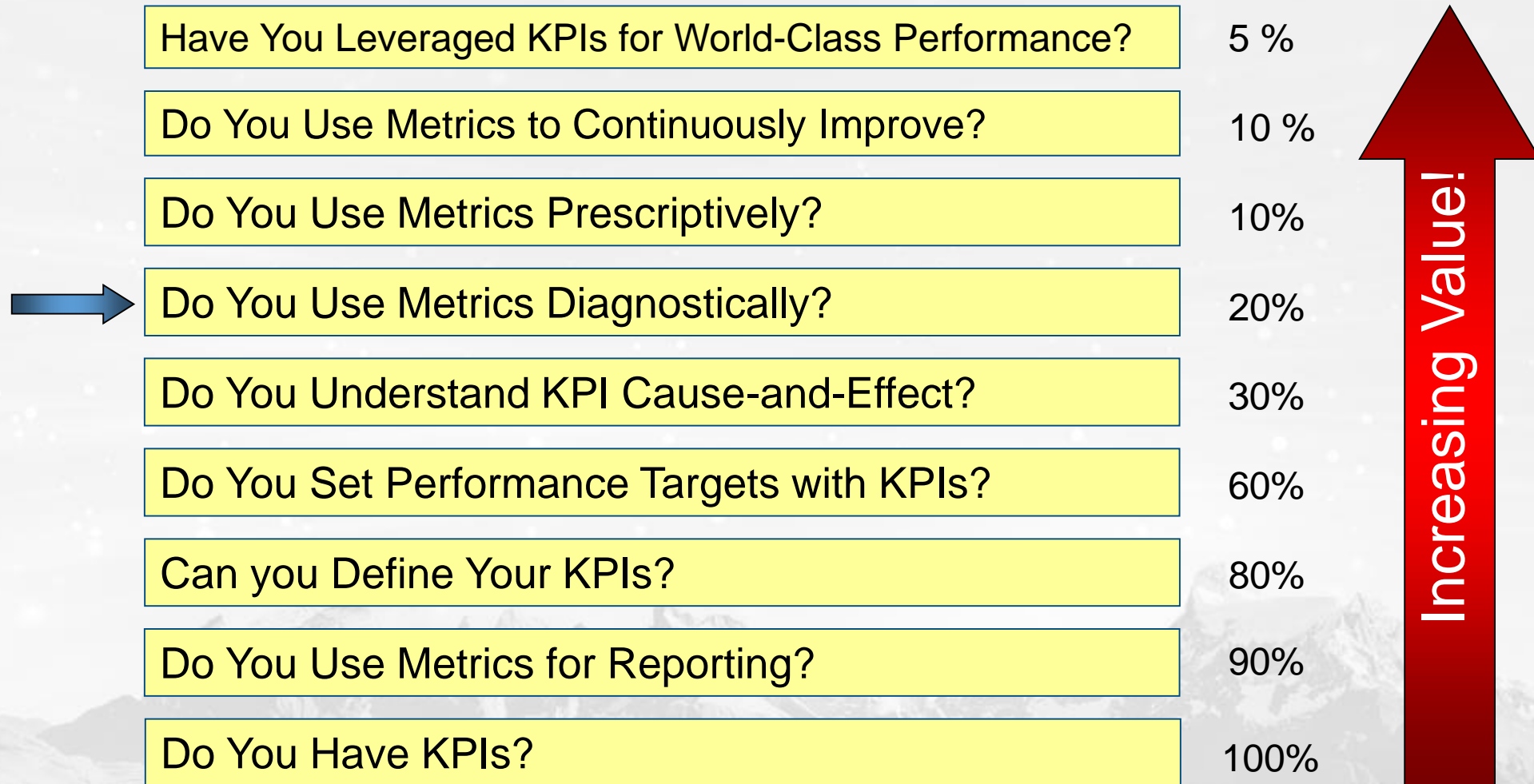
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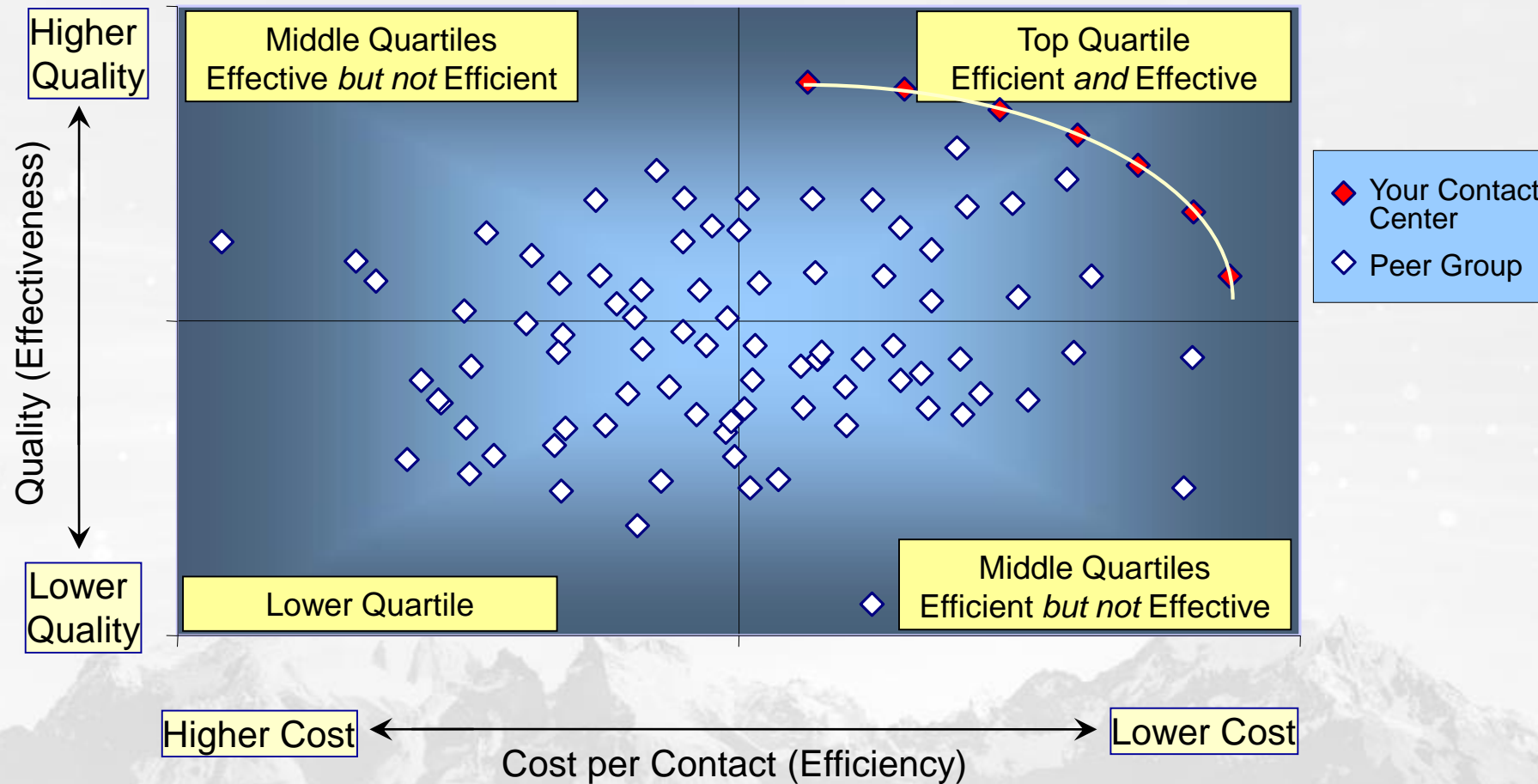
Important Contact Center KPI Correlations



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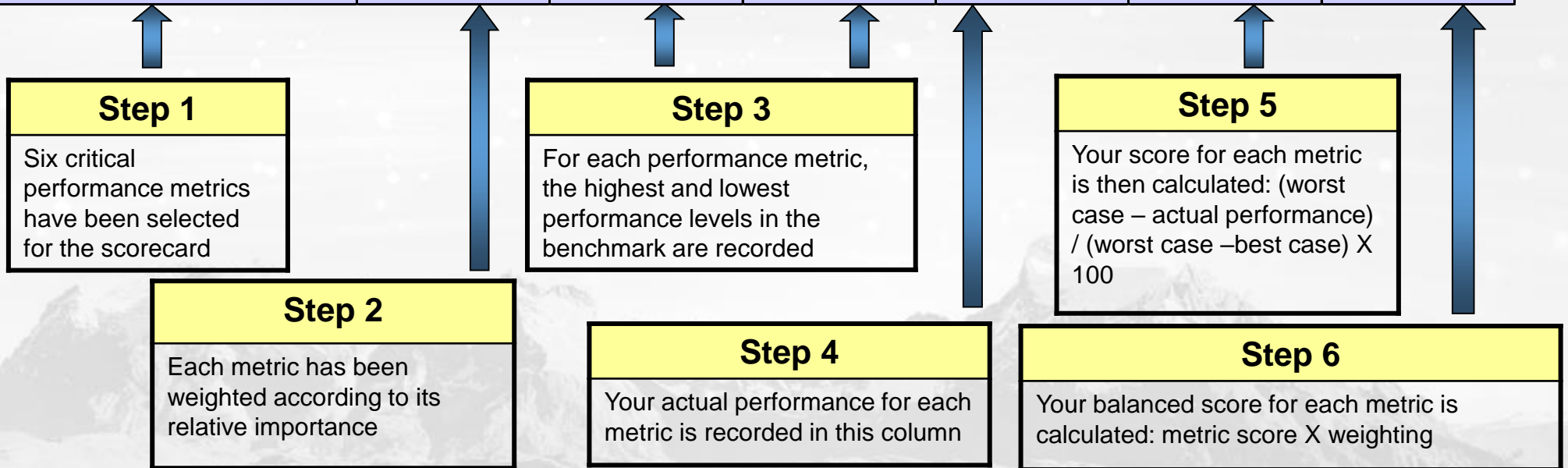


The Foundation Metrics: Cost and Quality

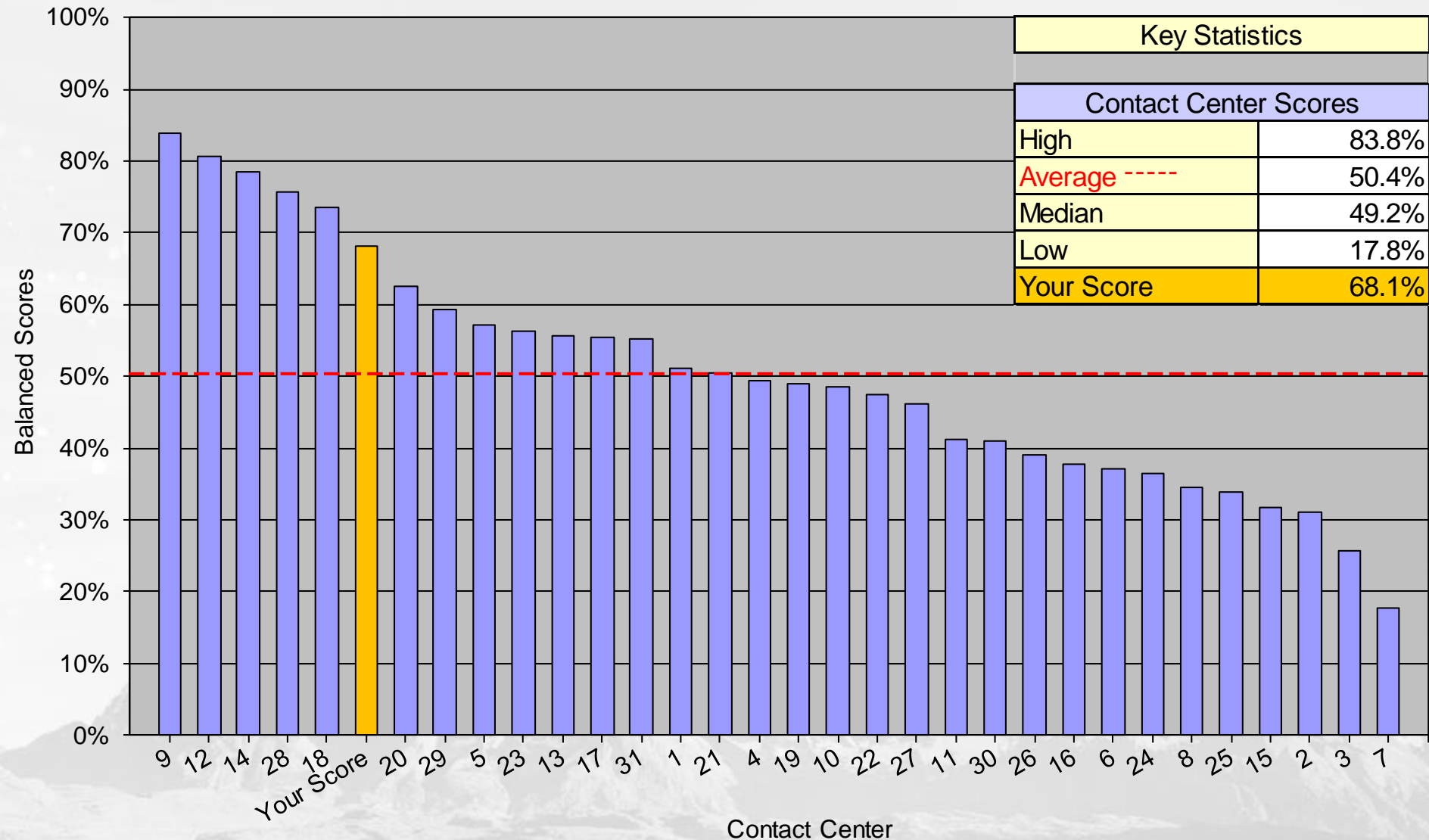


The Contact Center Balanced Scorecard

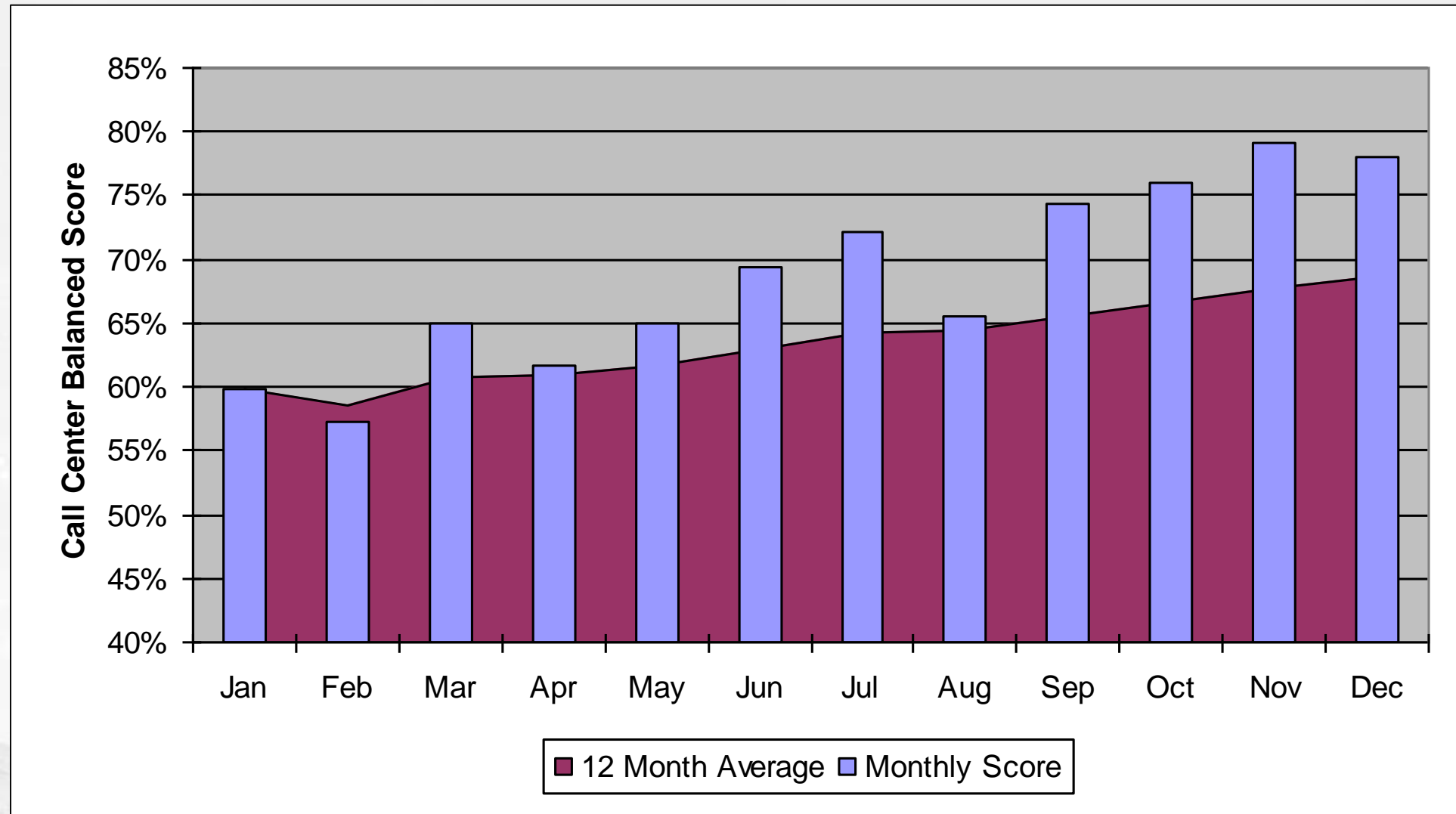
Performance Metric	Metric Weighting	Performance Range		Your Score	Metric Score	Balanced Score
		Worst Case	Best Case			
Average Cost per Contact (incl. IVR)	25.0%	\$9.03	\$4.88	\$6.18	68.7%	17.2%
Voice Customer Satisfaction	25.0%	46.2%	97.9%	84.8%	74.7%	18.7%
Voice Agent Utilization	15.0%	35.8%	67.3%	67.3%	100.0%	15.0%
Net First Contact Resolution Rate	15.0%	66.5%	97.5%	82.0%	50.0%	7.5%
Agent Job Satisfaction	10.0%	63.6%	94.2%	63.6%	0.0%	0.0%
Average Speed of Answer (seconds)	10.0%	194	21	25	97.7%	9.8%
Total	100.0%	N/A	N/A	N/A	N/A	68.1%



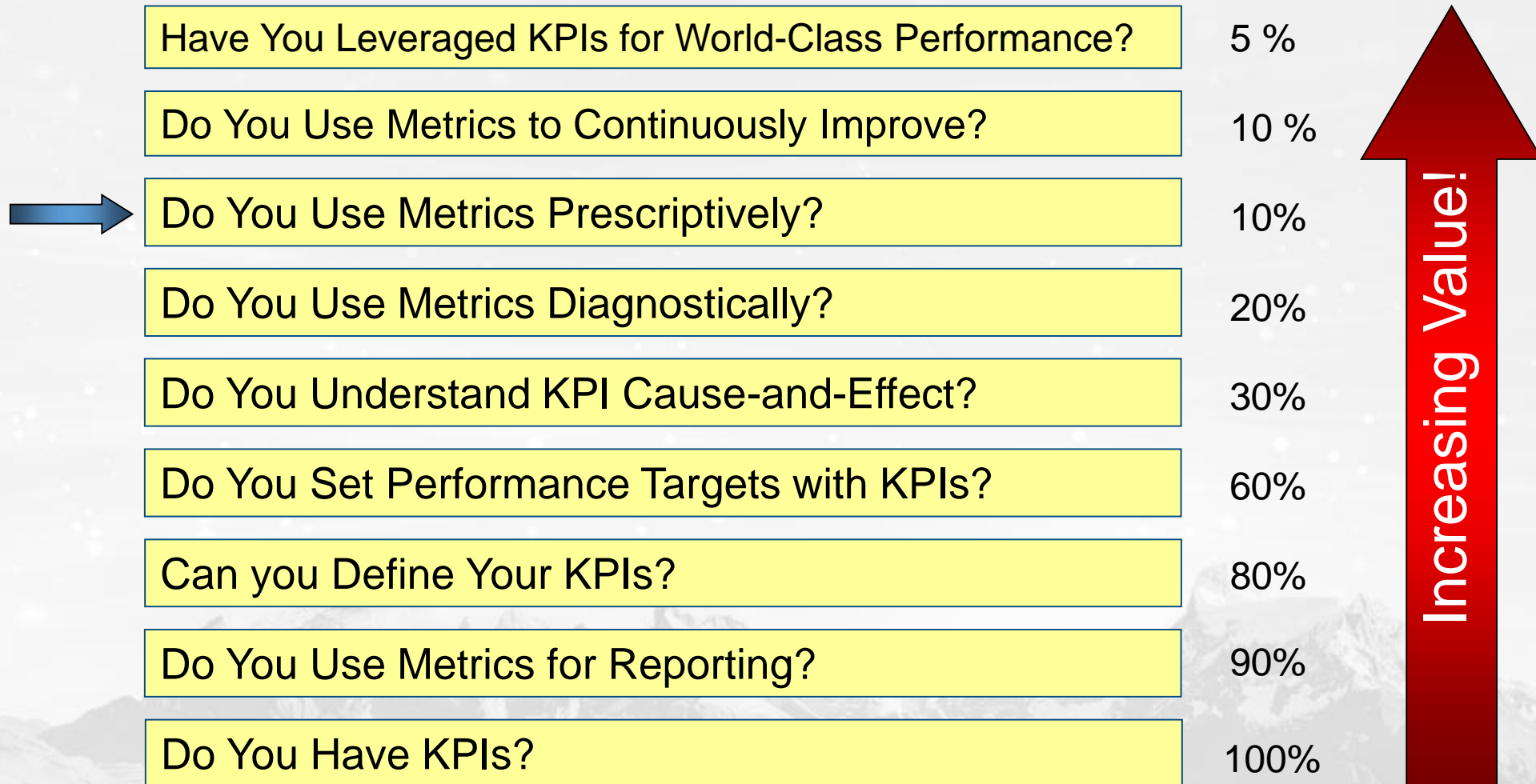
Benchmarking Your Overall Performance



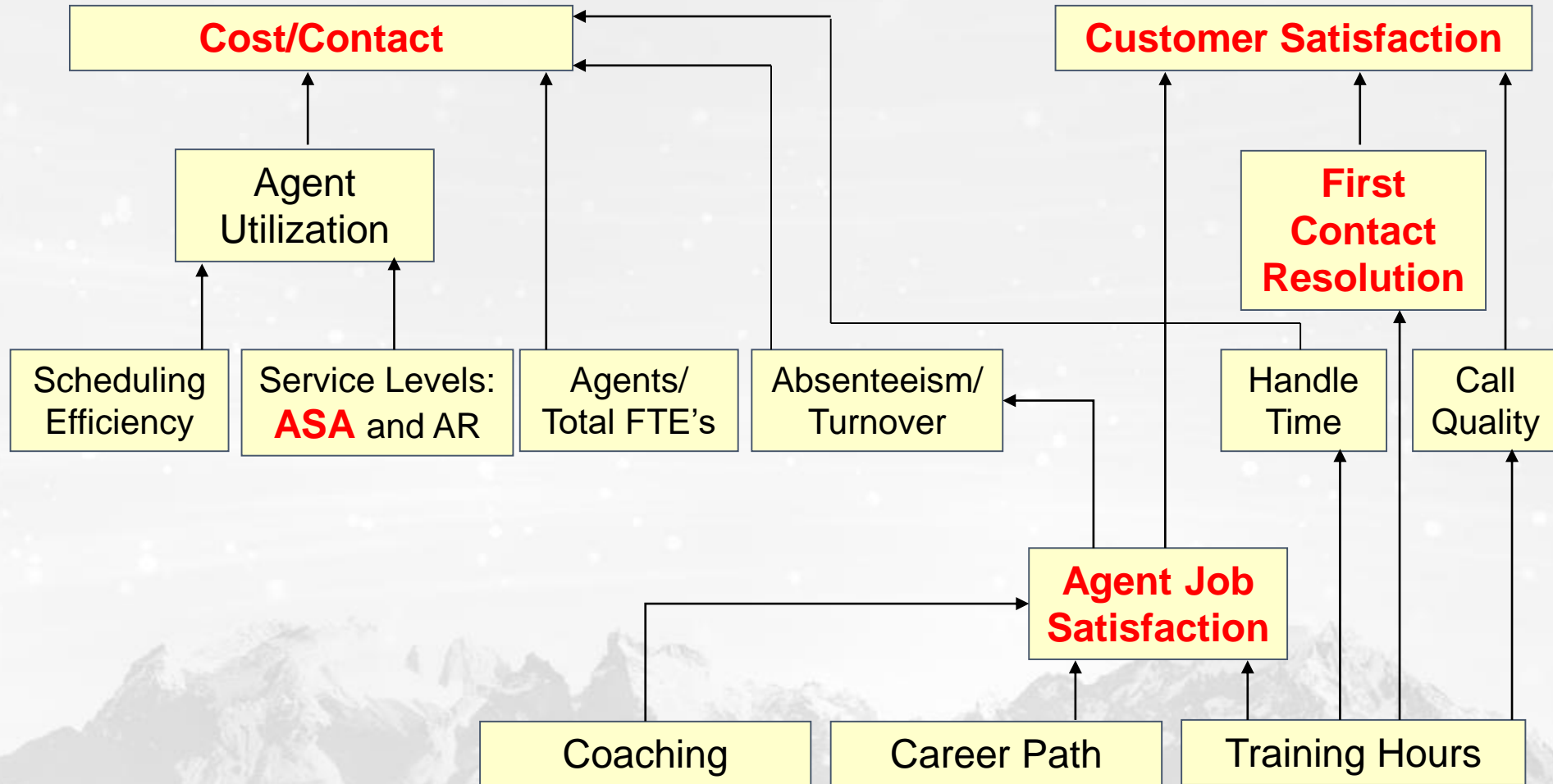
The Contact Center Scorecard Trend



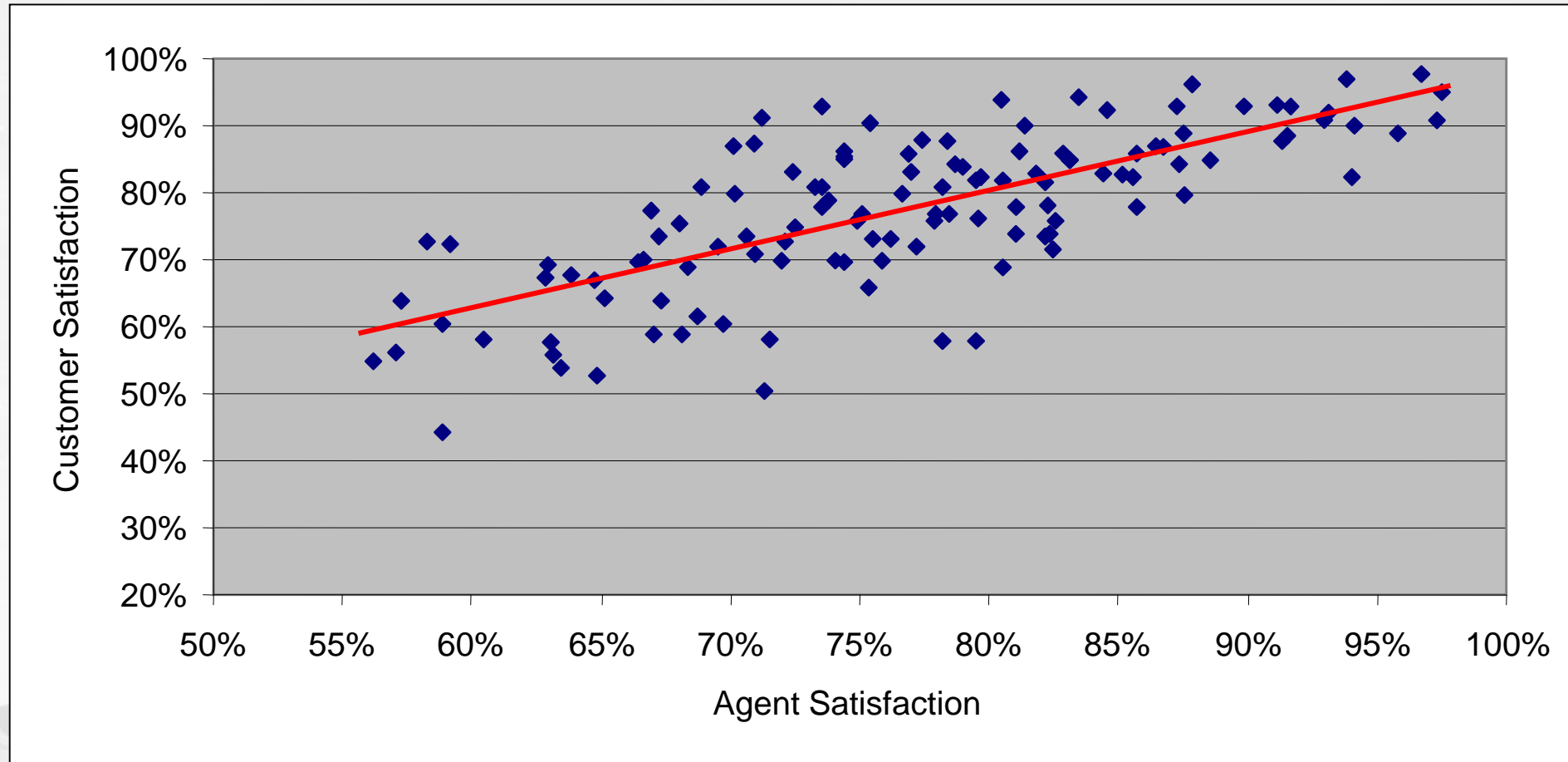
Turbocharge Your Metrics with Benchmarking!



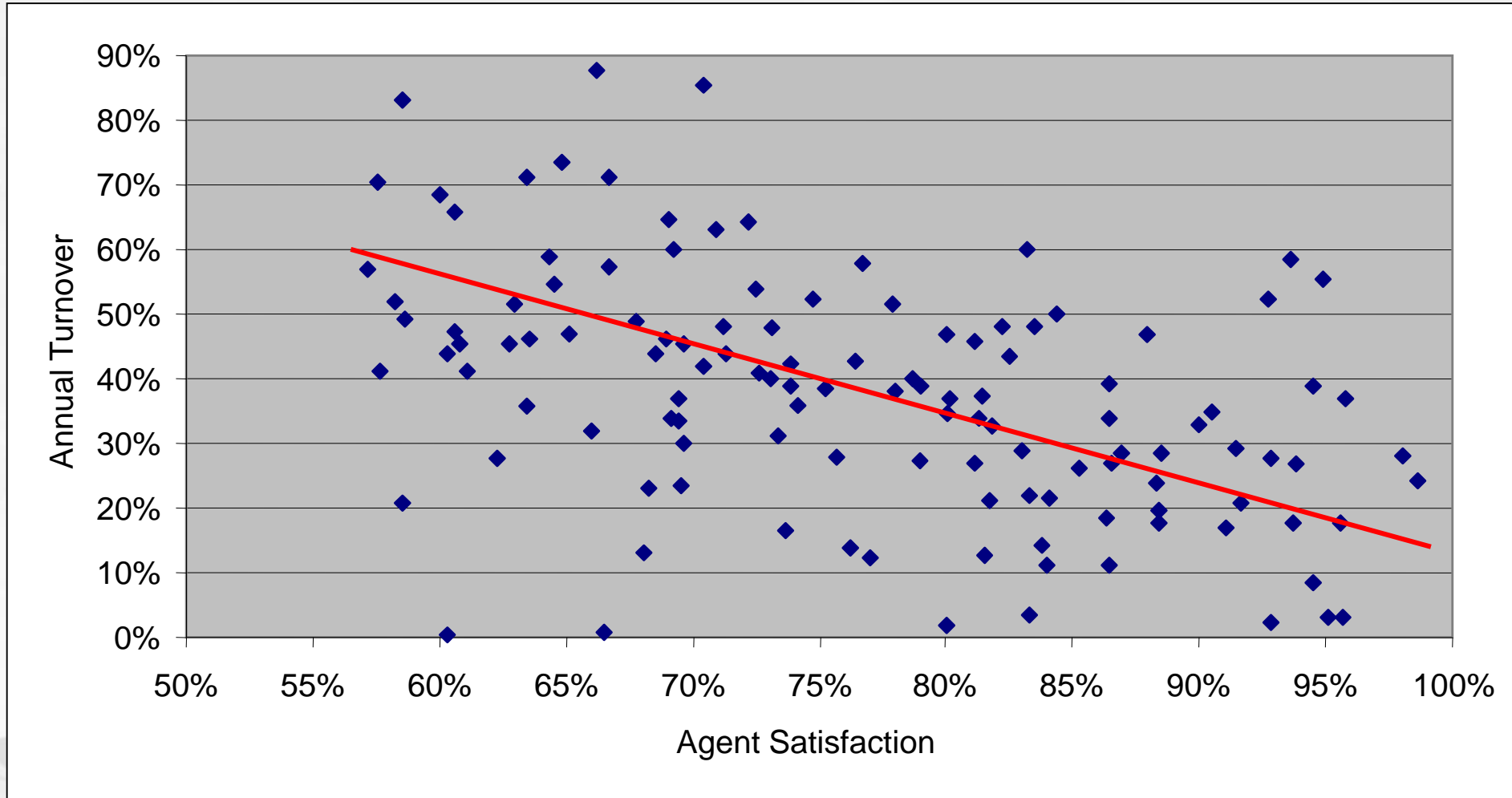
The Importance of Agent Job Satisfaction



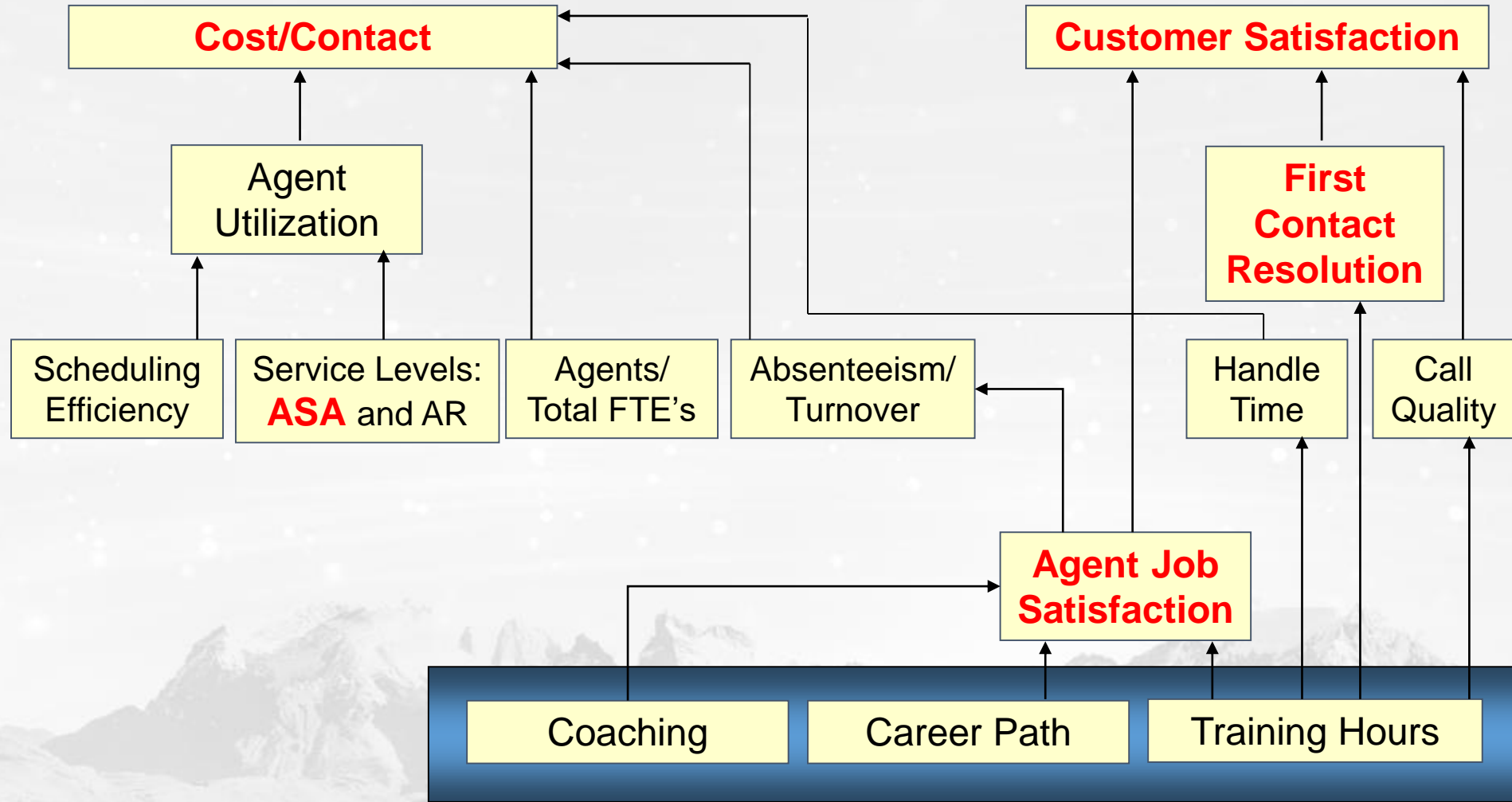
Agent Satisfaction Impacts Customer Satisfaction



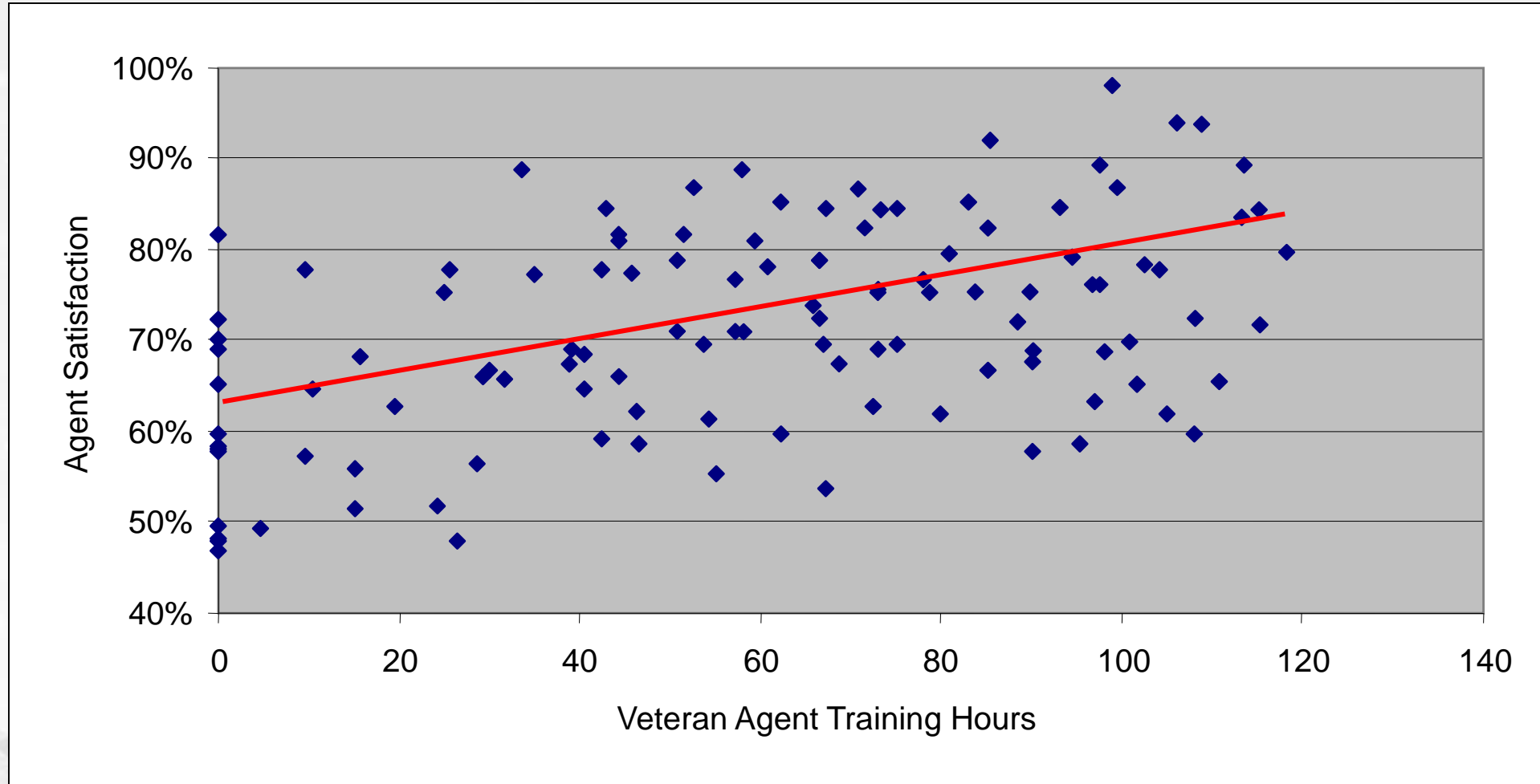
Agent Satisfaction Drives Agent Turnover



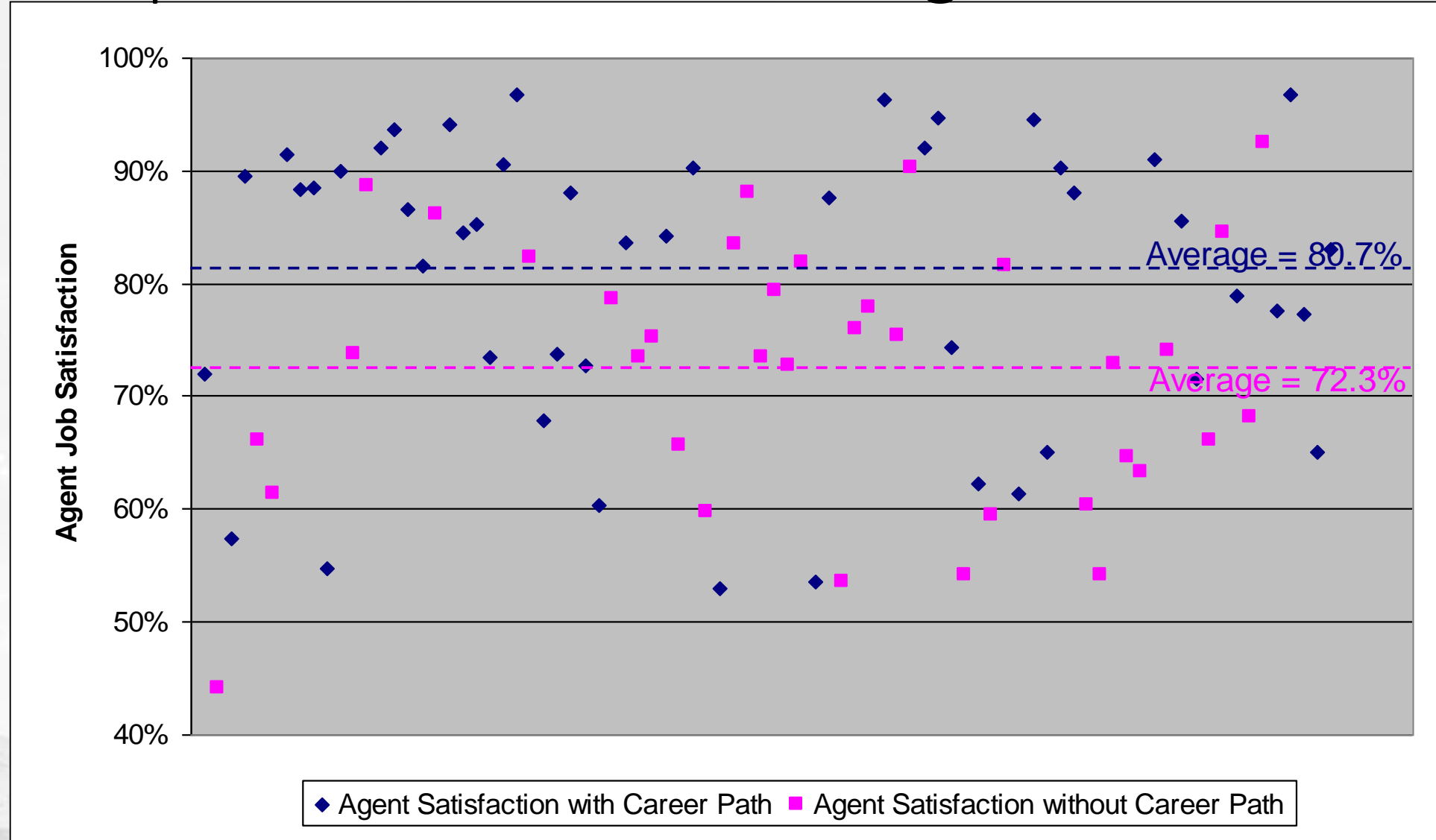
Managing Agent Morale and Job Satisfaction



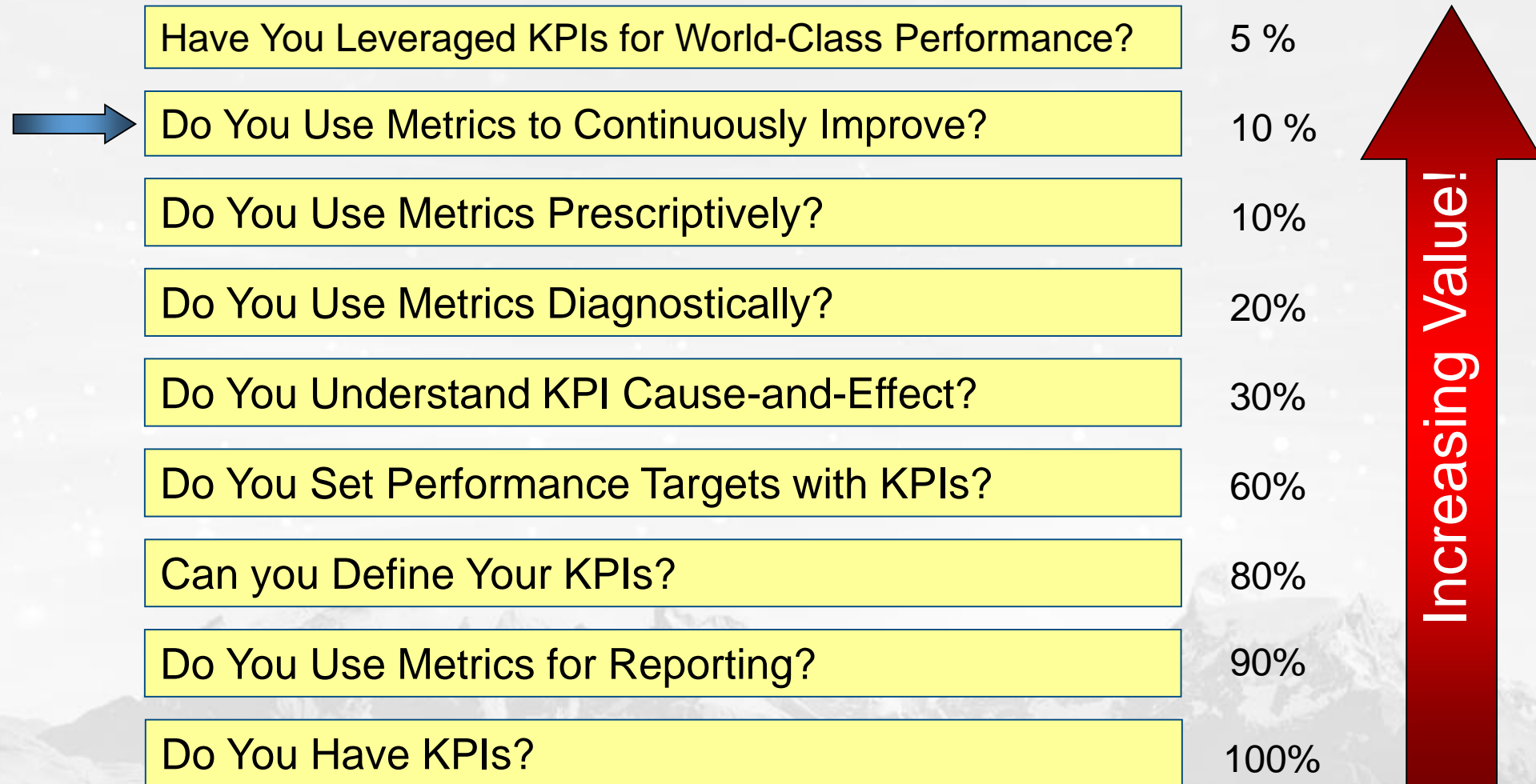
Training Hours Drive Agent Job Satisfaction



The Impact of Career Path on Agent Job Satisfaction



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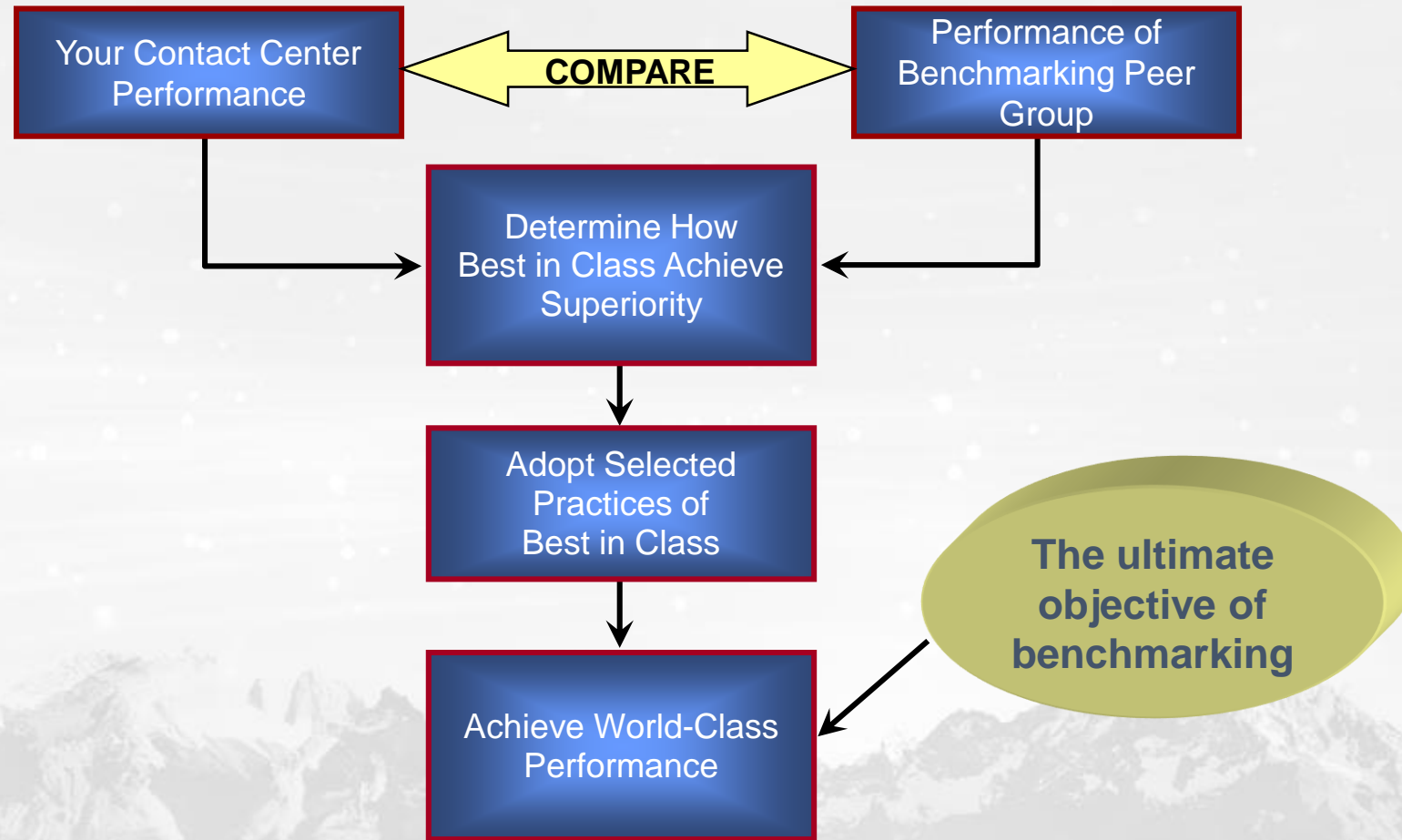


The Power of Benchmarking

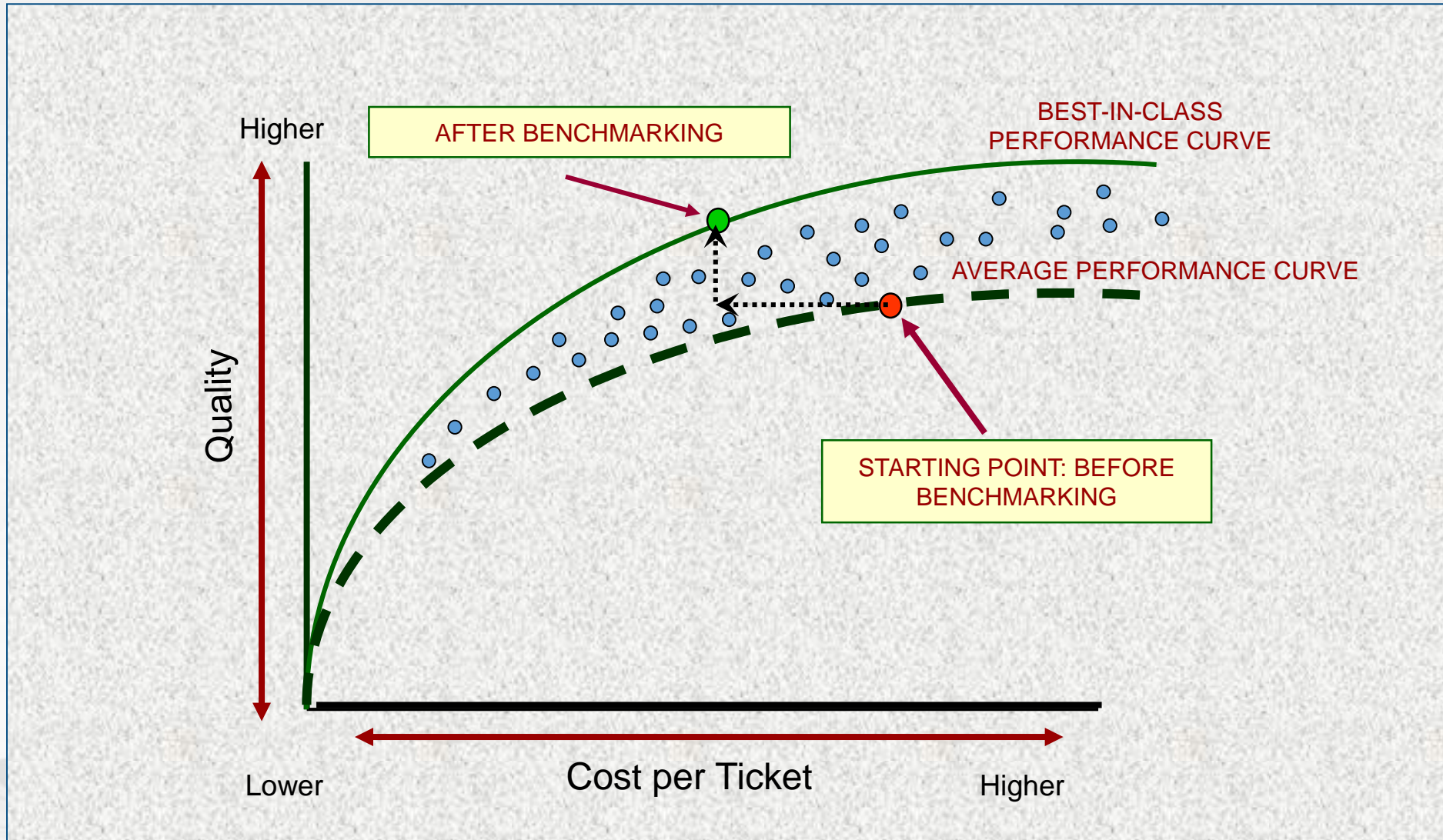
There is a 1:1 Correspondence
Between Benchmarking and
World-Class Performance.

*Yet fewer than 20% of all Contact
Centers engage in benchmarking!*

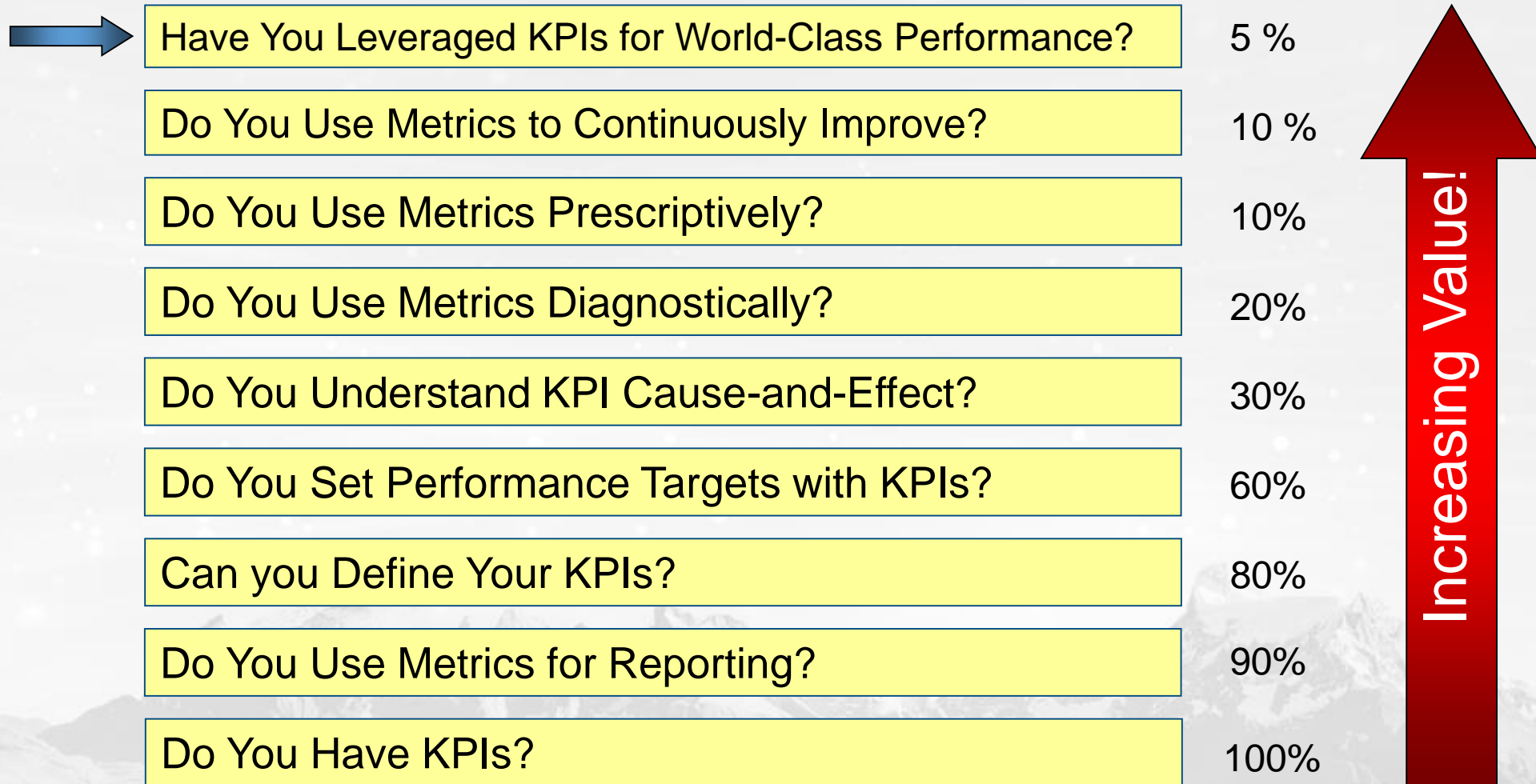
The Benchmarking Methodology



The Goal of Benchmarking



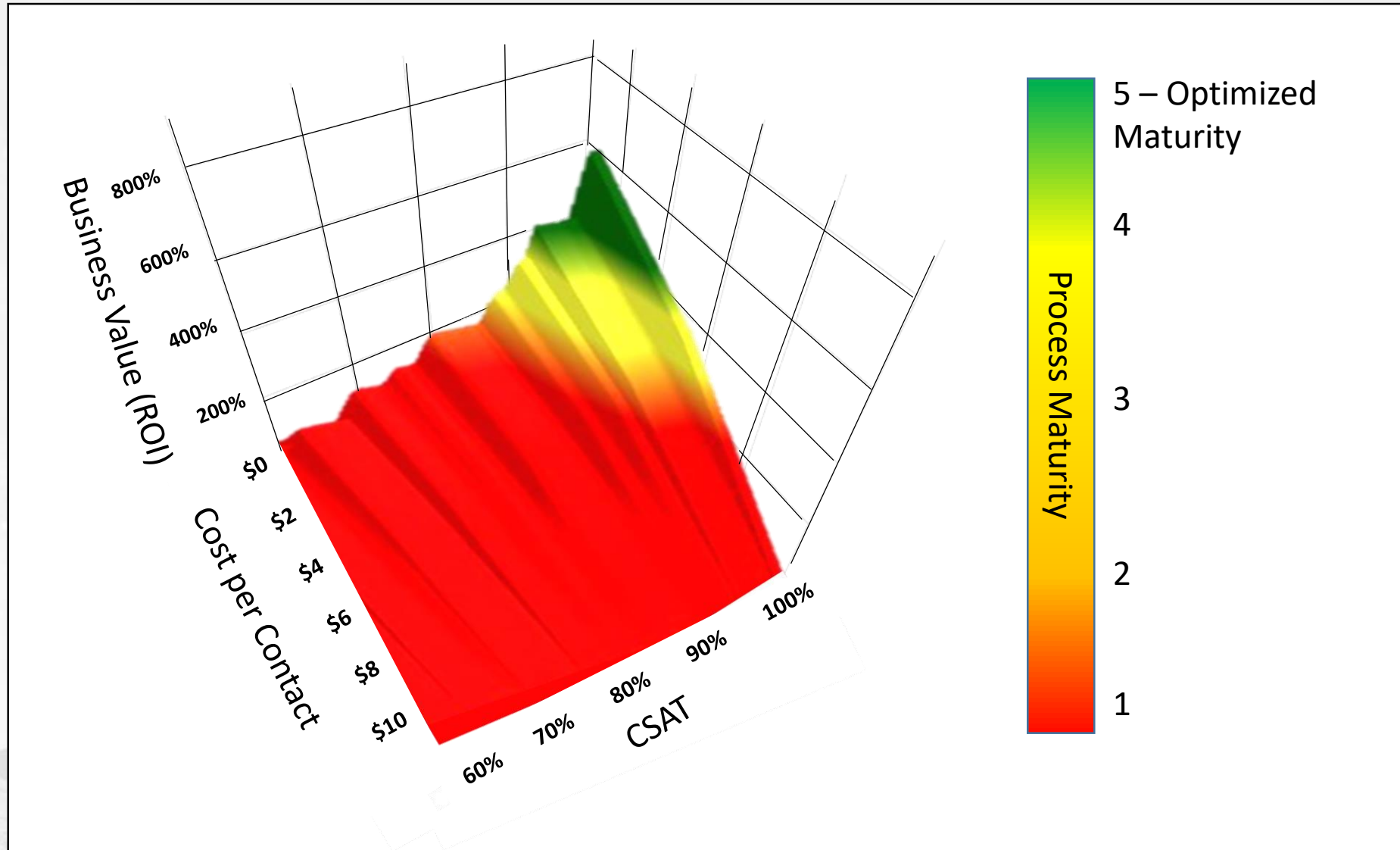
Turbocharge Your Metrics with Benchmarking!



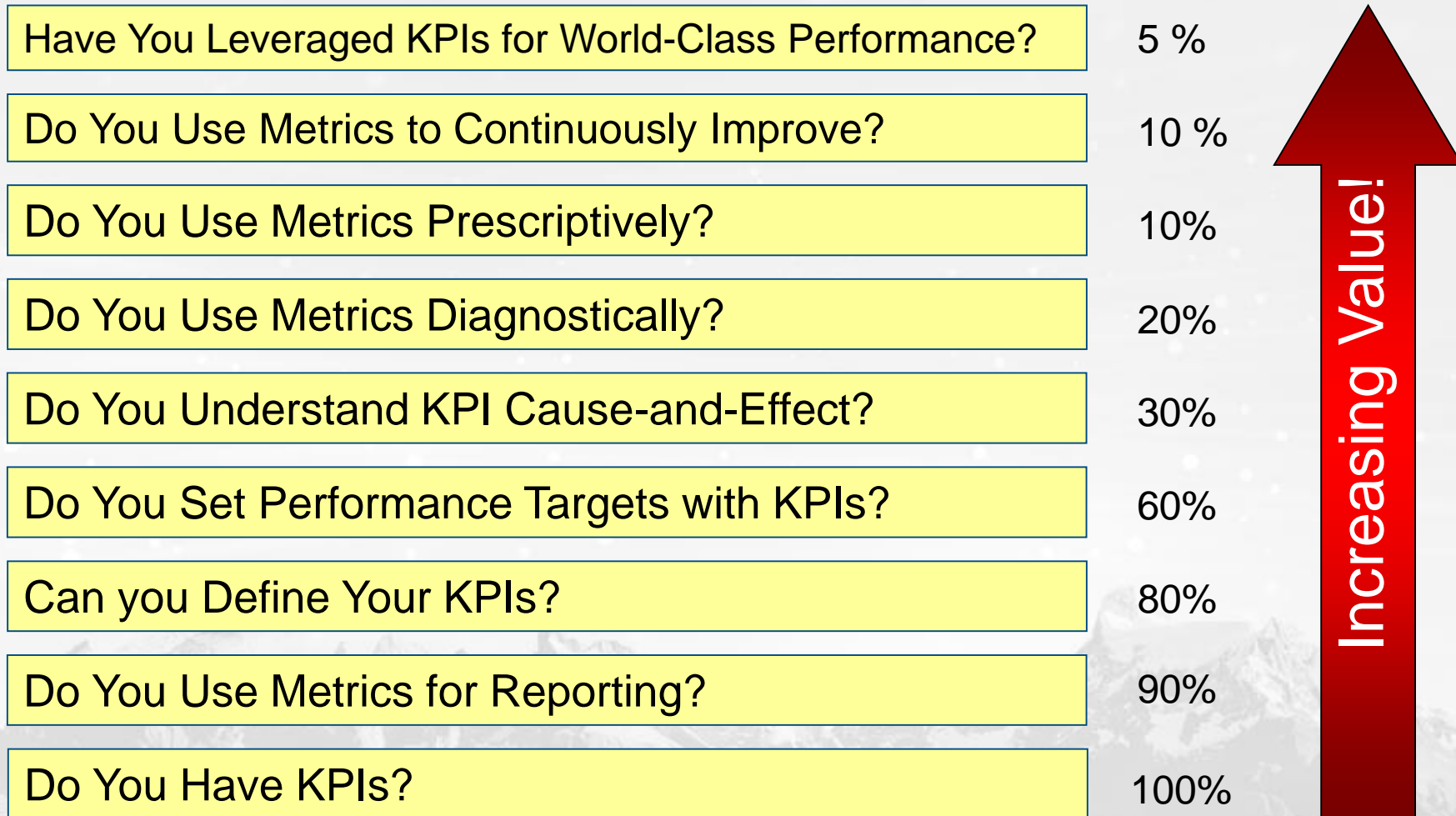
Characteristics of a World-Class Contact Center

- Contact center consistently exceeds customer expectations – regardless of the transaction type
 - Result is high levels of customer satisfaction
 - Call quality is consistently high
- Business value is managed at or above industry average levels
 - Cost per contact is below industry average levels
 - 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

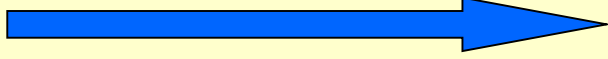
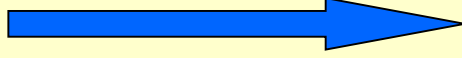
Characteristics of an Optimized Contact Center



Turbocharge Your Metrics with Benchmarking!



The Key to Leveraging Metrics is to Take Action!

- Benchmarking Typically Yields a 10X Return on Investment
- Near Term Goal  Improved Performance
- Ultimate Goal  World-Class Performance
- The Key to Getting Results is to Take Action!

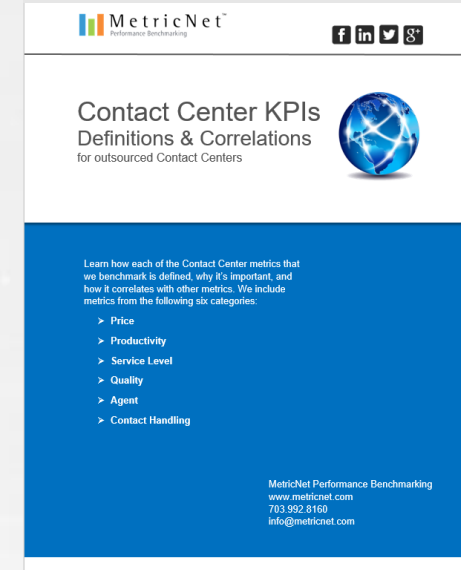
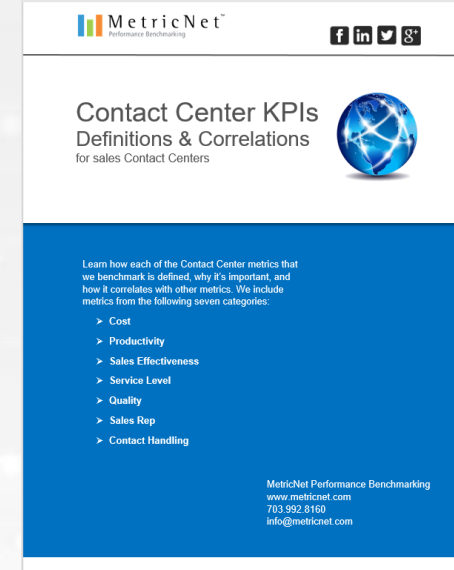
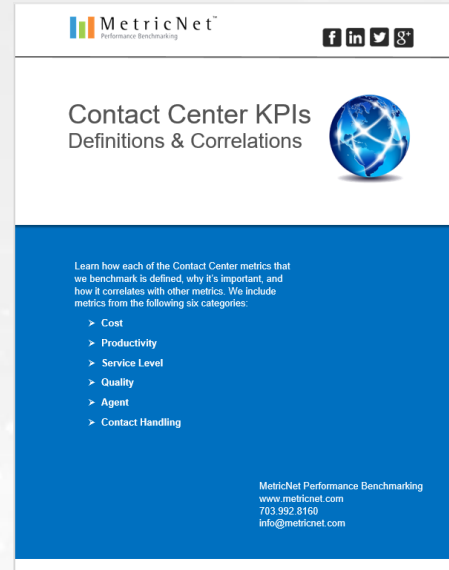
Just Do It!!

QUESTIONS?

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

These evaluations help shape future events!

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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

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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

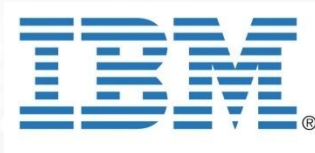
Satisfaction

- Customer Satisfaction
- Employee Satisfaction



Meet a Sampling of Our Clients

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





Thank You!