

icmiTM CONTACT CENTER EXPO

SESSION 202:



Leveraging Contact Center Metrics to Drive Transformational Culture Change

Jeff Rumburg, Managing Partner, MetricNet, LLC


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Contact Center KPIs Definitions & Correlations




Learn how each of the Contact Center metrics that we benchmark is defined, why it's important, and how it correlates with other metrics. We include metrics from the following six categories:

- > Cost
- > Productivity
- > Service Level
- > Quality
- > Agent
- > Contact Handling

MetricNet Performance Benchmarking
www.metricnet.com
703.992.8160
info@metricnet.com





Contact Center KPIs Definitions & Correlations for sales Contact Centers




Learn how each of the Contact Center metrics that we benchmark is defined, why it's important, and how it correlates with other metrics. We include metrics from the following seven categories:

- > Cost
- > Productivity
- > Sales Effectiveness
- > Service Level
- > Quality
- > Sales Rep
- > Contact Handling

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Contact Center KPIs Definitions & Correlations for outsourced Contact Centers



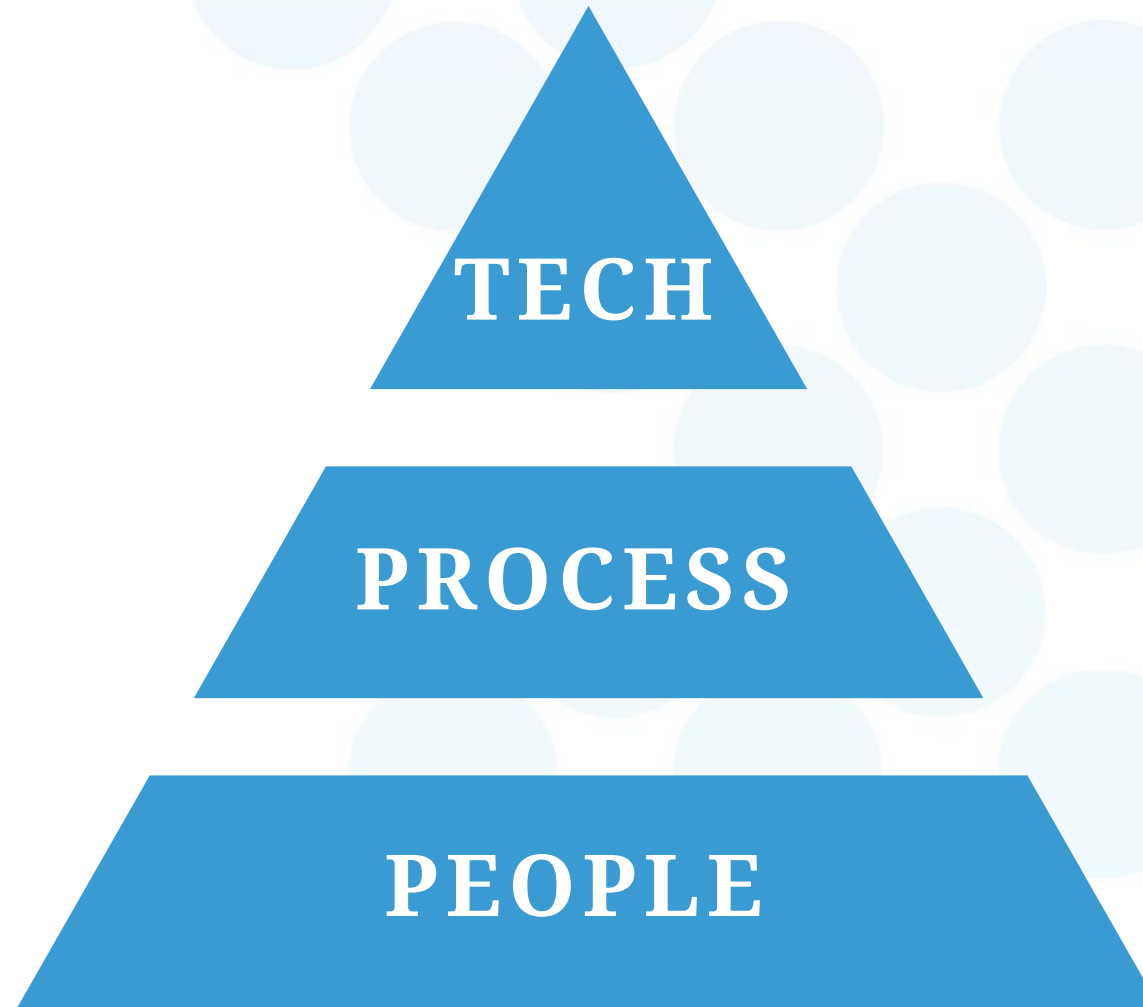
Learn how each of the Contact Center metrics that we benchmark is defined, why it's important, and how it correlates with other metrics. We include metrics from the following six categories:

- > Price
- > Productivity
- > Service Level
- > Quality
- > Agent
- > Contact Handling

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<https://www.metricnet.com/icmiexpo21/>

Traditional Paradigm For Customer Care



Empirical Observations from Our Global Database



- Global Database
- More Than 4,000 Contact Center Benchmarks
 - 70+ Key Performance Indicators
- Nearly 120 Industry Best Practices
- 30 Years of Contact Center Benchmarking Data

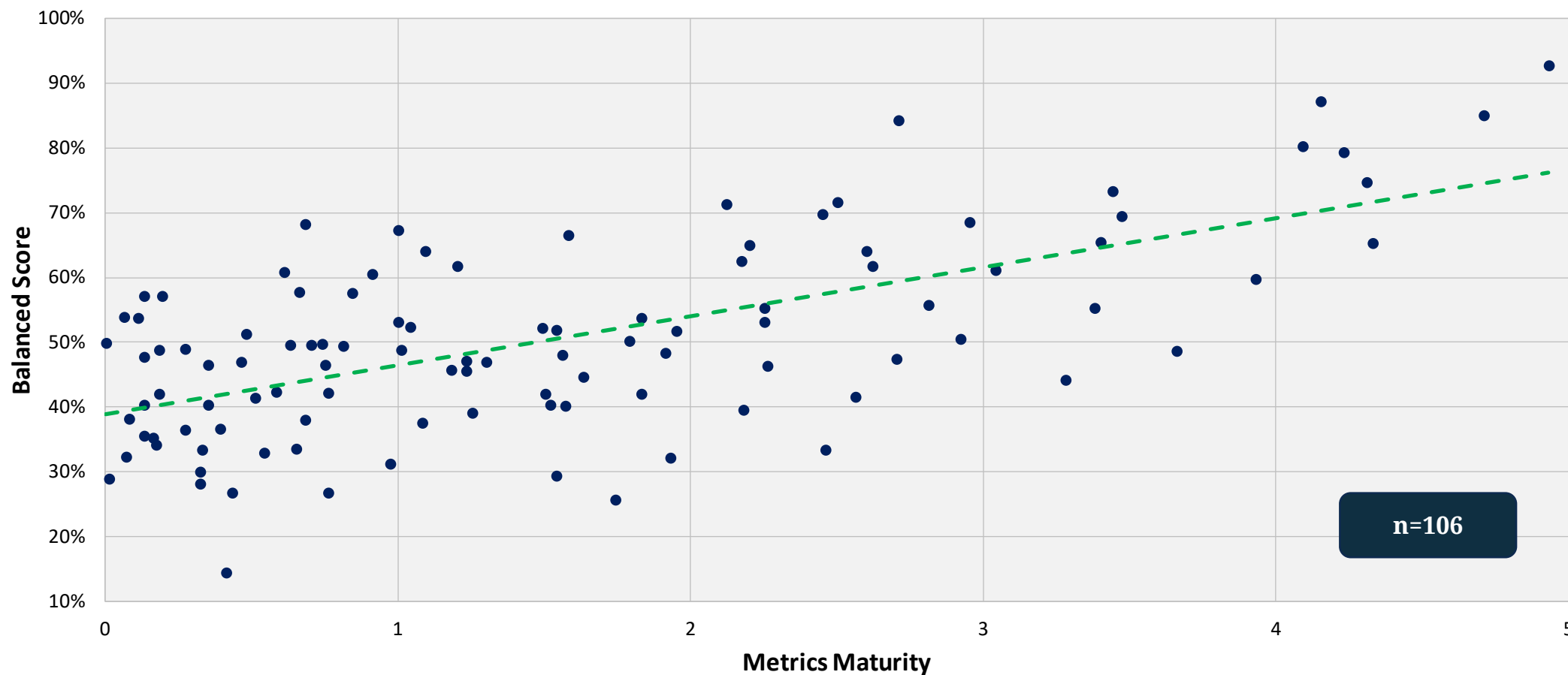
Characteristics of a World-Class Contact Center

- 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

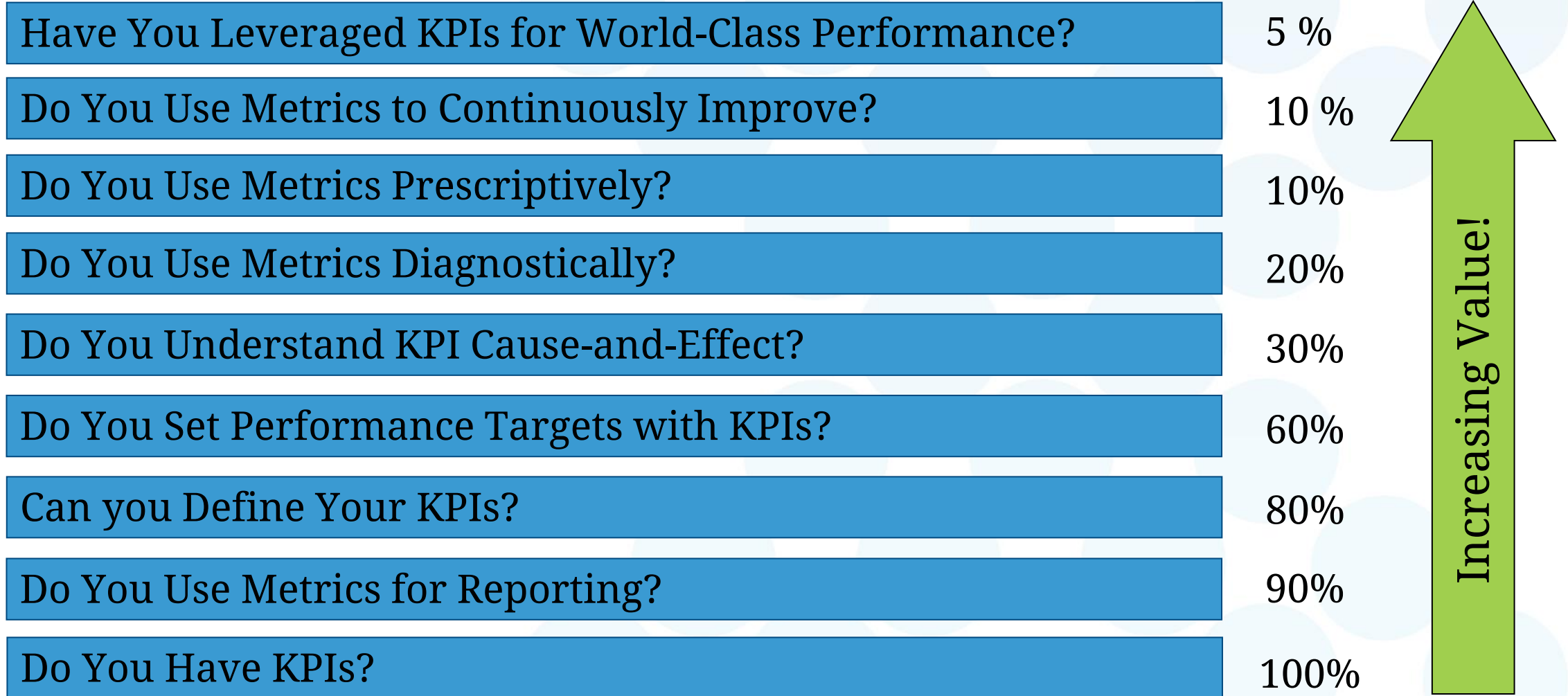
Metrics: An Even More Fundamental Building Block!



The Evidence For Metrics As A Foundation



The Metrics Hierarchy



The Most Common Contact Center Metrics

Cost

- Cost per Contact
- Cost per Minute of Handle Time
- First Level Resolution Rate

Quality

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

Productivity

- Inbound Contacts per Agent per Month
- Agent Utilization
- Agents as a % of Total Headcount

Agent

- Annual Agent Turnover
- Daily Agent Absenteeism
- Schedule Adherence
- New Agent Training Hours
- Annual Agent Training Hours
- Agent Tenure
- Agent Job Satisfaction

Service Level

- Average Speed of Answer (ASA)
- X% of Calls Answered in Y seconds
- Call Abandonment Rate

Call Handling

- Inbound Contact Handle Time
- User Self-Service Completion Rate

And there are hundreds more!!

The 80/20 Rule for Inbound Contact Center Metrics

Accessibility

- % Answered in 30 Seconds

Quality

- First Contact Resolution

Efficiency

- Schedule Adherence

Cost

- Cost per Contact

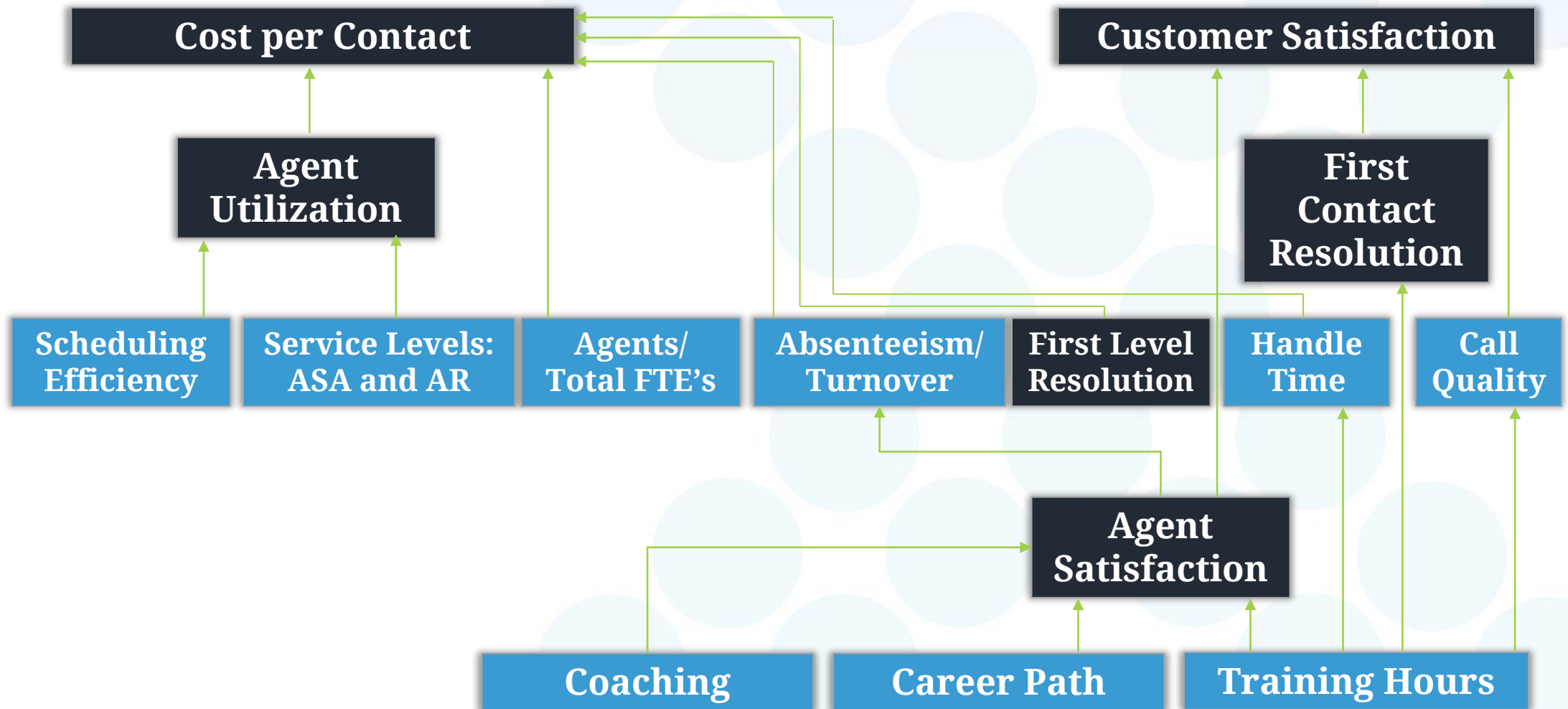
Strategy

- Customer Satisfaction
- Employee Satisfaction

Aggregate

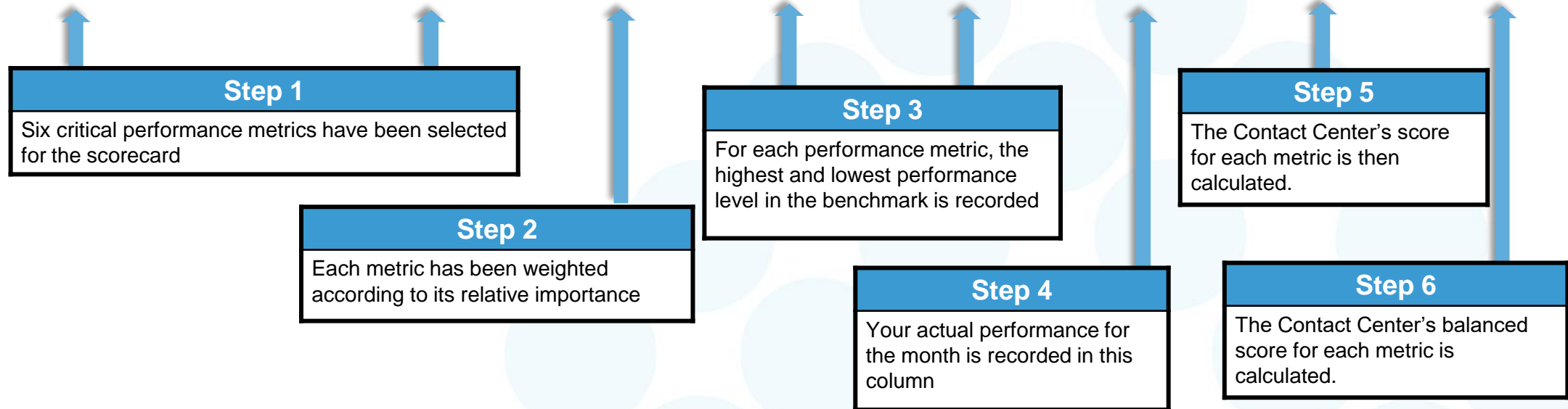
- Balanced Scorecard

KPI Cause-and-Effect

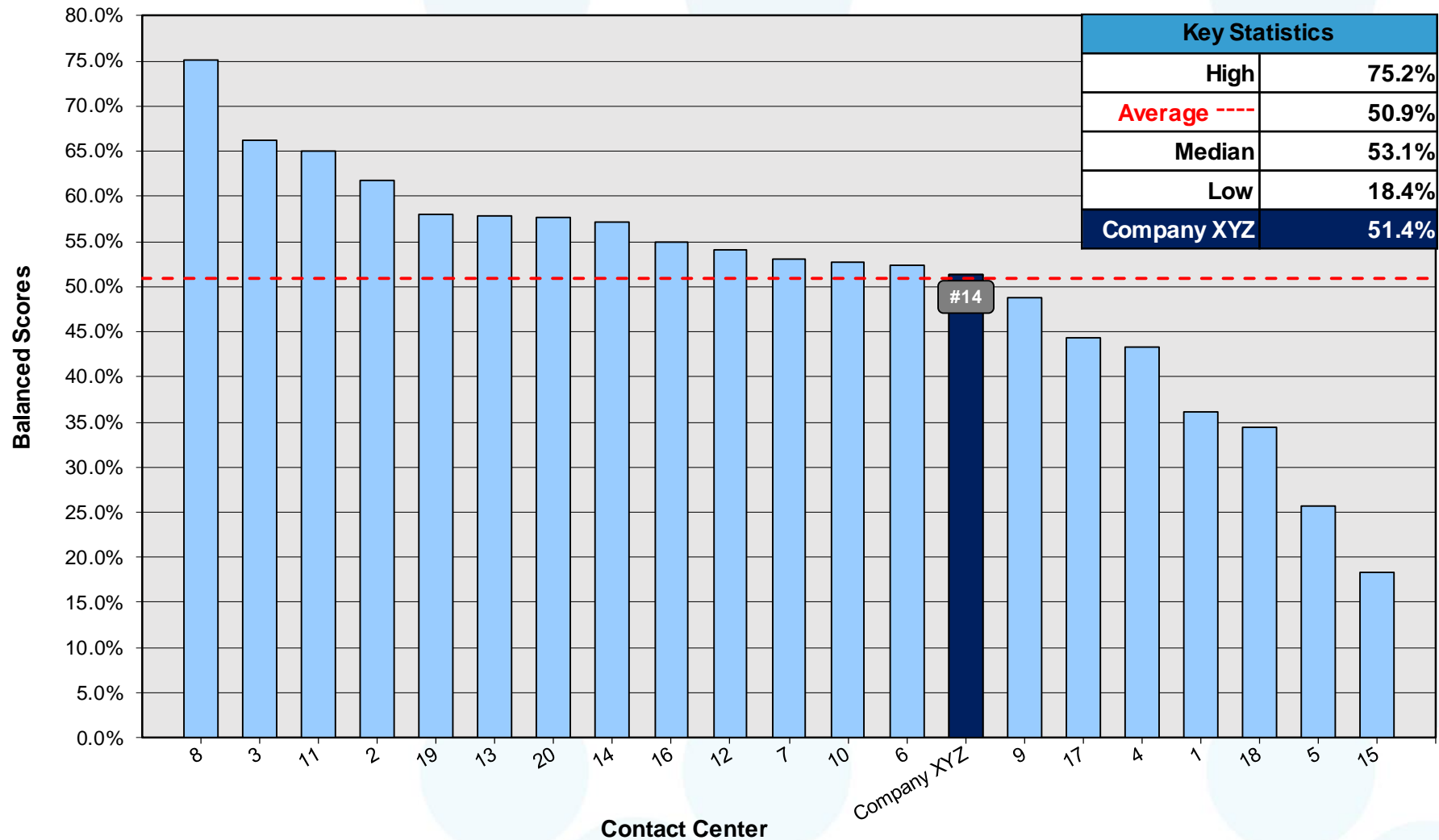


Aggregate Metric: Balanced Scorecard

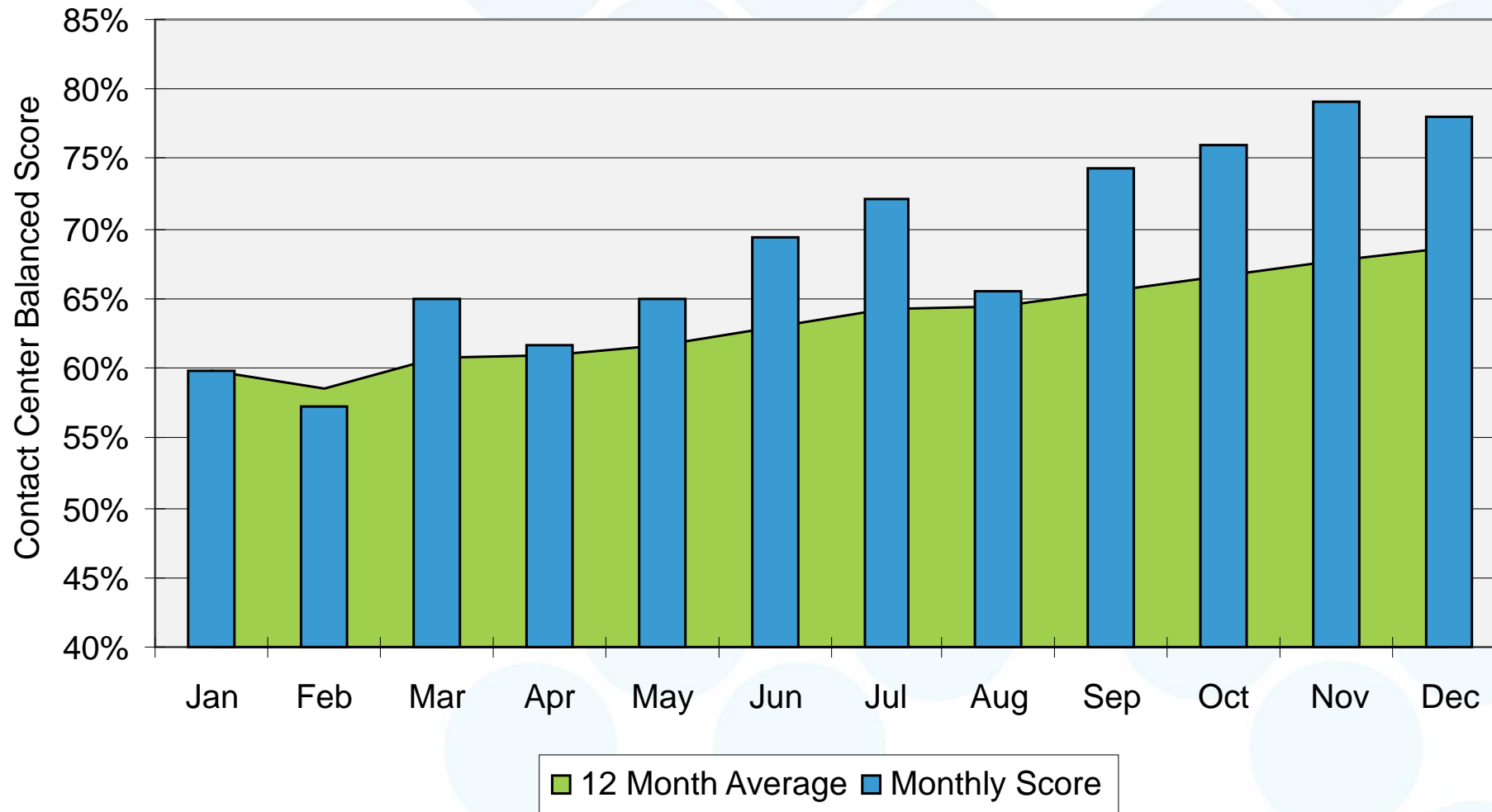
Key Performance Indicator (KPI)	KPI Weighting	Performance Range		Your Performance	Metric Score	Balanced Score
		Worst Case	Best Case			
Cost per Agent-Assisted Contact	25%	\$13.53	\$9.40	\$11.13	58.0%	14.5%
Customer Satisfaction	25%	60.0%	98.0%	82.7%	59.7%	14.9%
Agent Utilization	15%	40.0%	70.0%	53.2%	44.1%	6.6%
Net First Contact Resolution Rate	15%	60.0%	95.0%	72.5%	35.7%	5.4%
Agent Job Satisfaction	10%	50.0%	90.0%	90.0%	100.0%	10.0%
Average Speed of Answer (seconds)	10%	90	20	91	0.0%	0.0%
Total	100%	N/A	N/A	N/A	N/A	51.4%




Balanced Scorecard Summary



The Scorecard Can Be Updated Monthly



Performance Targets Should Be Established

 KPI	Your Current Performance	Performance Goal (Top Quartile)	Performance Gap
Cost per Agent-Assisted Contact	\$11.13*	\$9.88	12.7%
Customer Satisfaction	82.7%	95.5%	13.4%
Contacts per Agent per Month	524	591	11.3%
Net First Contact Resolution Rate	72.5%	78.8%	8.0%
Agent Job Satisfaction	90.0%	82.0%	Goal achieved!
Average Speed of Answer (seconds)	91	22	313.6%
Balanced Score	51.4%	67.5%	23.8%

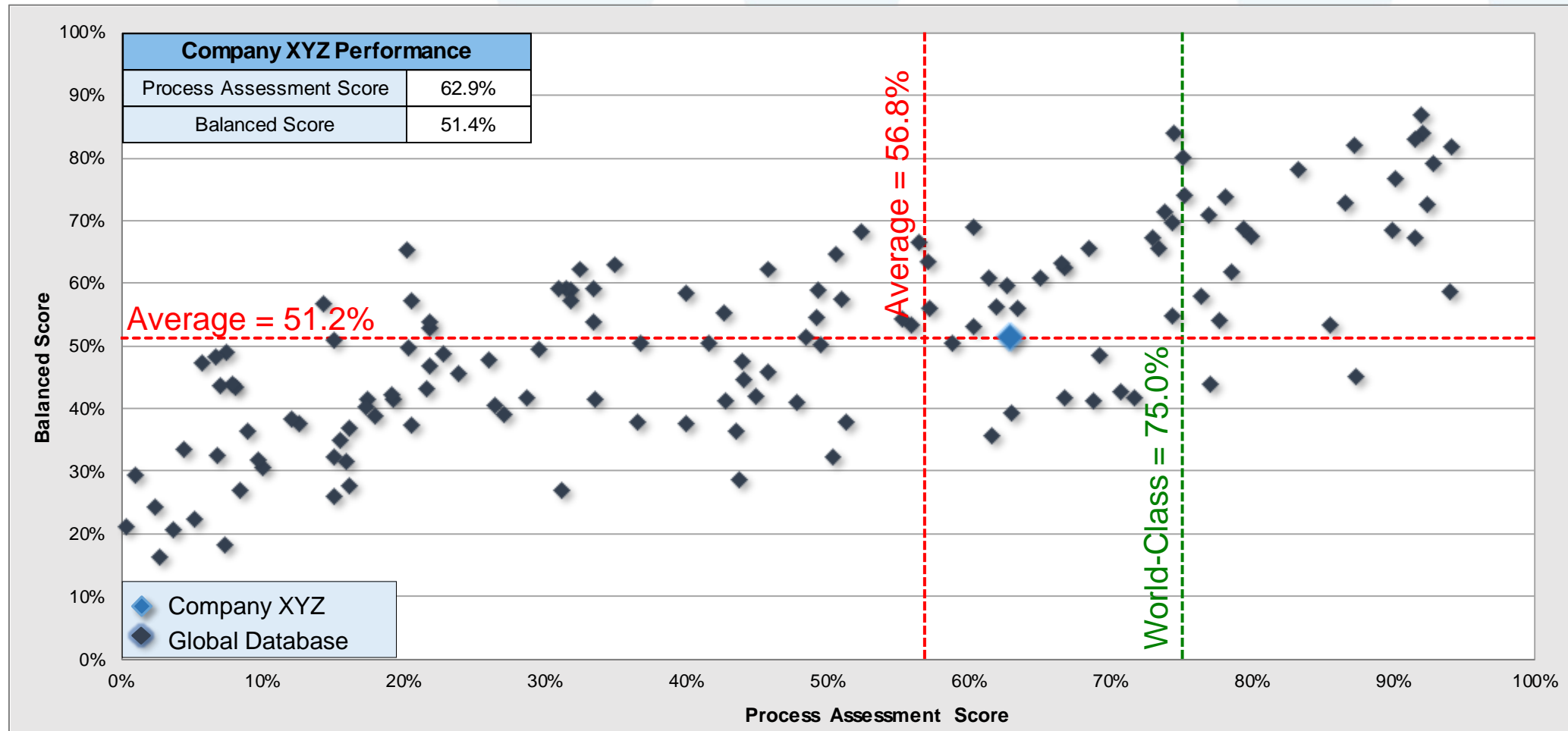
*Based on MetricNet's estimate of your fully loaded operating expenses.

Achieving the performance targets recommended above will increase the Company XYZ Contact Center Balanced Score from 51.4% to 67.5% and put Company XYZ in the 2nd place on the Balanced Scorecard.

Industry Averages and Ranges for Contact Center KPIs

	Best Performers		Worst Performers	
	1 st Quartile	2 nd Quartile	3 rd Quartile	4 th 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%

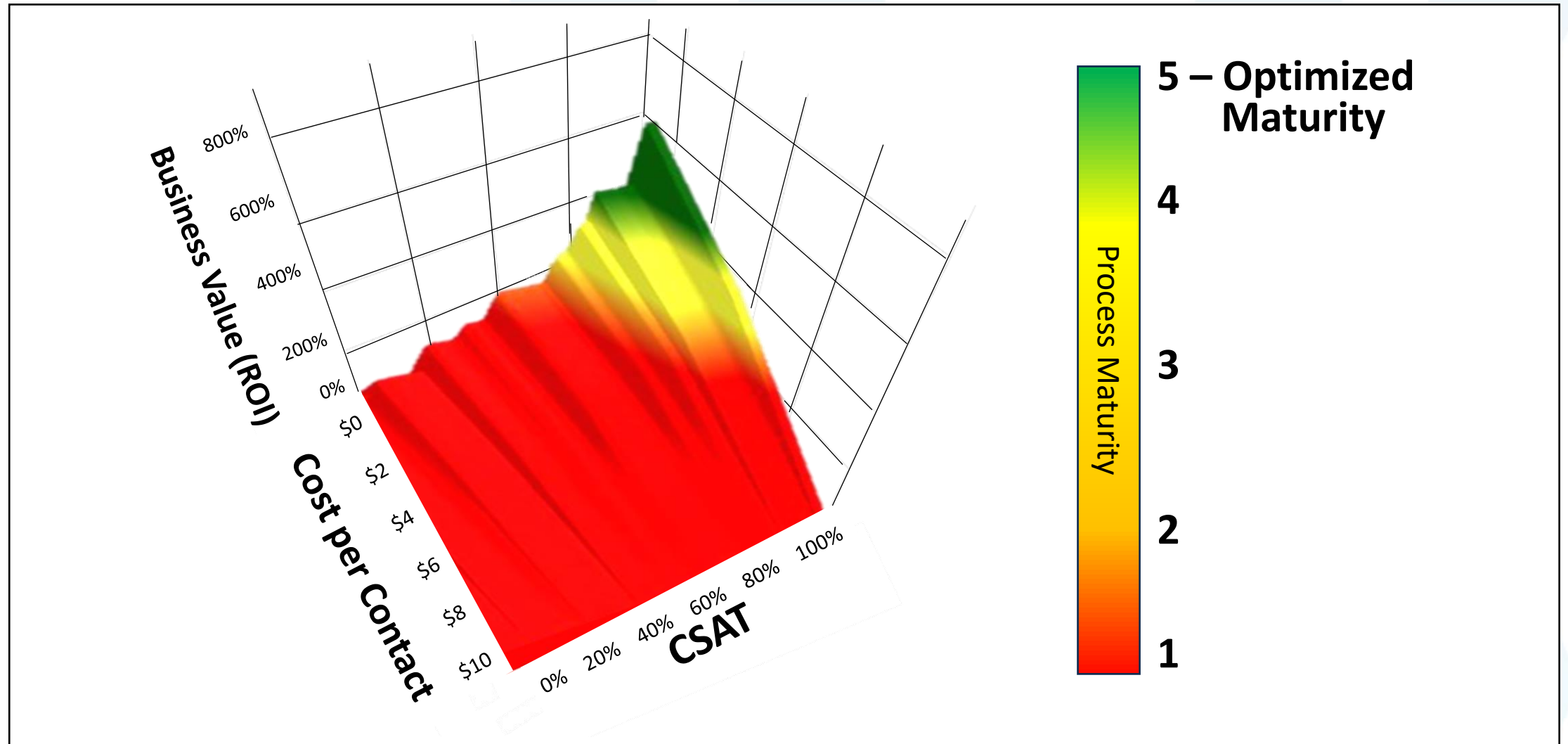
Process Maturity vs. Scorecard Performance



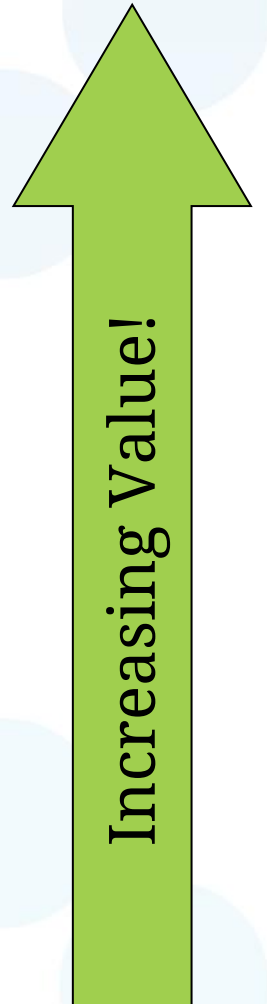
Creating Economic Value In Customer Care

- 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

Characteristics of an Optimized Contact Center



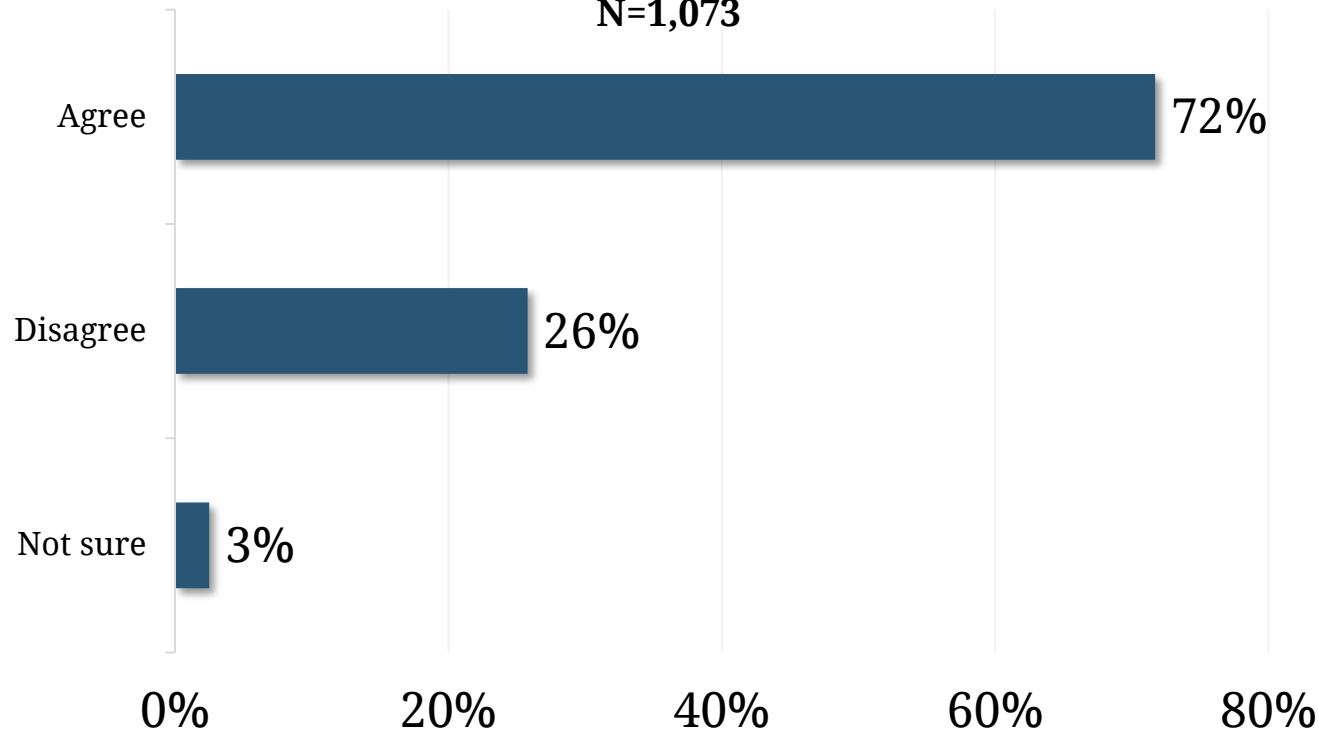
The Metrics Hierarchy



Exceptional Experiences Have Real Value

Do you agree or disagree with this statement? I go out of my way to purchase from brands that have an exceptional customer experience.

N=1,073



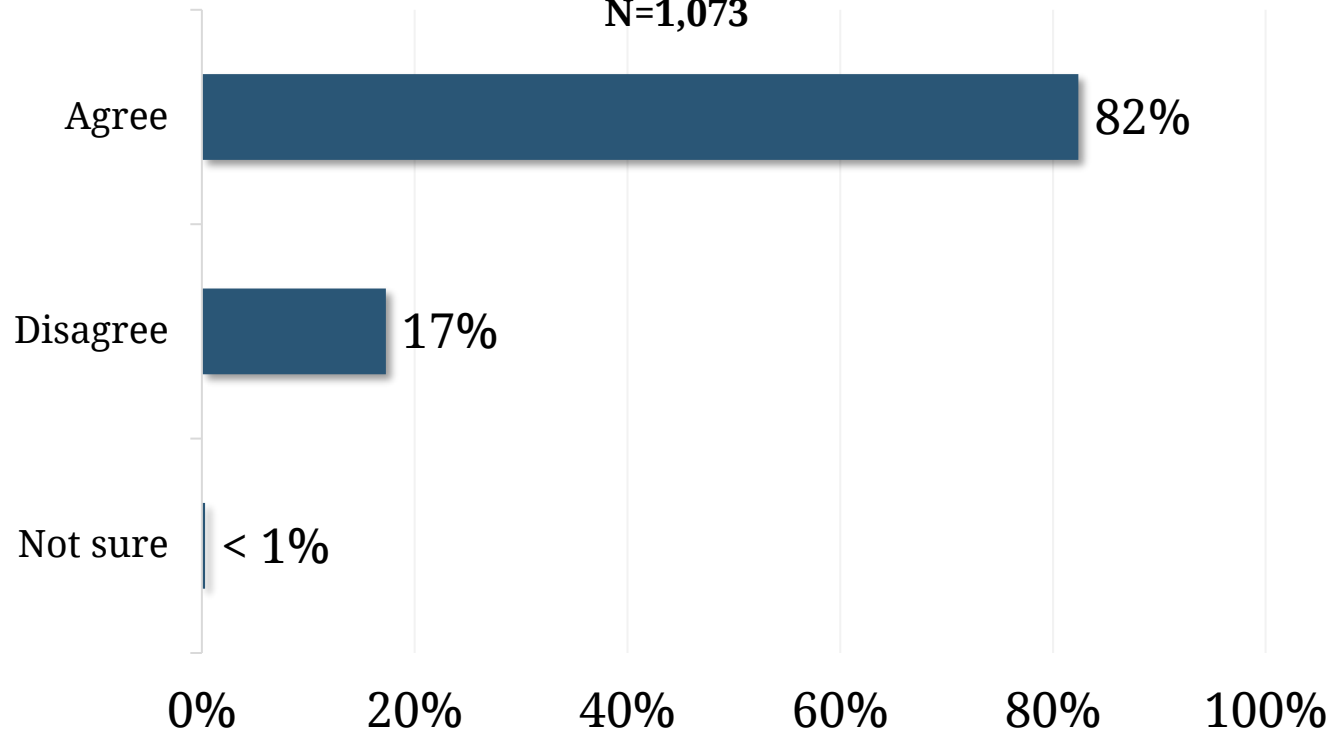
Do you agree or disagree with this statement? I go out of my way to purchase from brands that have an exceptional customer experience.

Answer	Count	Percent
Agree	769	71.7%
Disagree	277	25.8%
Not sure	27	2.5%

Service Significantly Influences Loyalty

Do you agree or disagree with this statement? I am loyal to a particular brand or company based on the level of service I receive.

N=1,073



Do you agree or disagree with this statement? I am loyal to a particular brand or company based on the level of service I receive.

Answer	Count	Percent
Agree	884	82.4%
Disagree	186	17.3%
Not sure	3	0.3%

QUESTIONS?

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THANK YOU!

ABOUT METRICNET

COMPETITIVE DIFFERENTIATORS

MetricNet offers a portfolio of competitive differentiators including those listed below.

CREDIBILITY AND EXPERIENCE

MetricNet has conducted benchmarks and assessments for more than half of the Global 2000.

BENCHMARKING DATABASE

MetricNet has the largest database of process and performance indicators in the industry.

OBJECTIVITY

MetricNet's clients receive objective recommendations that are free from any vendor bias.



JEFF RUMBURG

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ANGELA IRIZARRY

President and COO



TIMOTHY COVER

Executive Project Director



EXECUTIVE TEAM

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MEET SOME OF OUR CLIENTS

