

# icmi<sup>TM</sup> CONTACT CENTER EXPO

A DIGITAL EXPERIENCE

**SESSION 604:**

## **Continuous Improvement in Overdrive How to Turbocharge Your CSI Initiative**

Jeff Rumburg, Managing Partner, MetricNet, LLC

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SESSION 604:  
**Continuous Improvement in Overdrive  
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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

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Contact Center KPIs  
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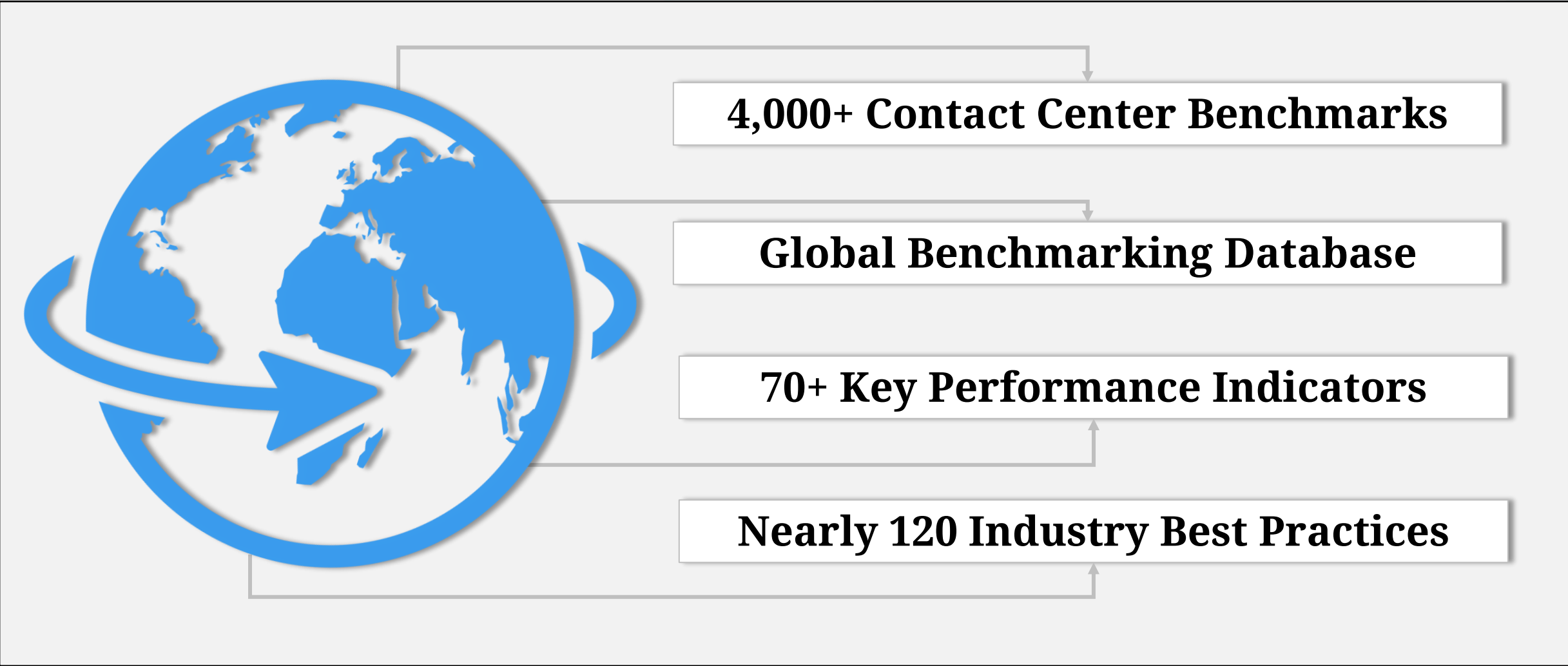
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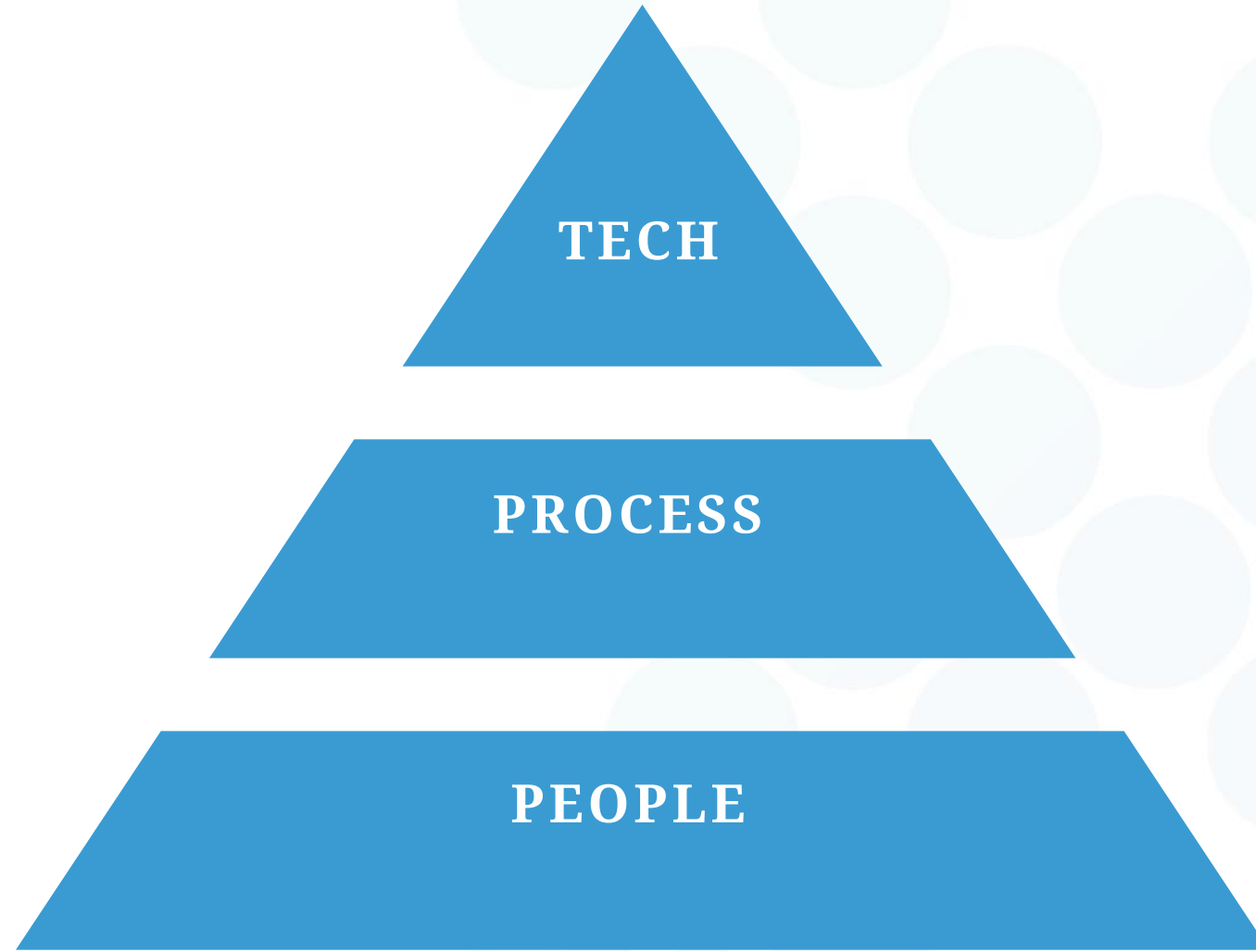
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# EMPIRICAL OBSERVATIONS FROM OUR GLOBAL DATABASE



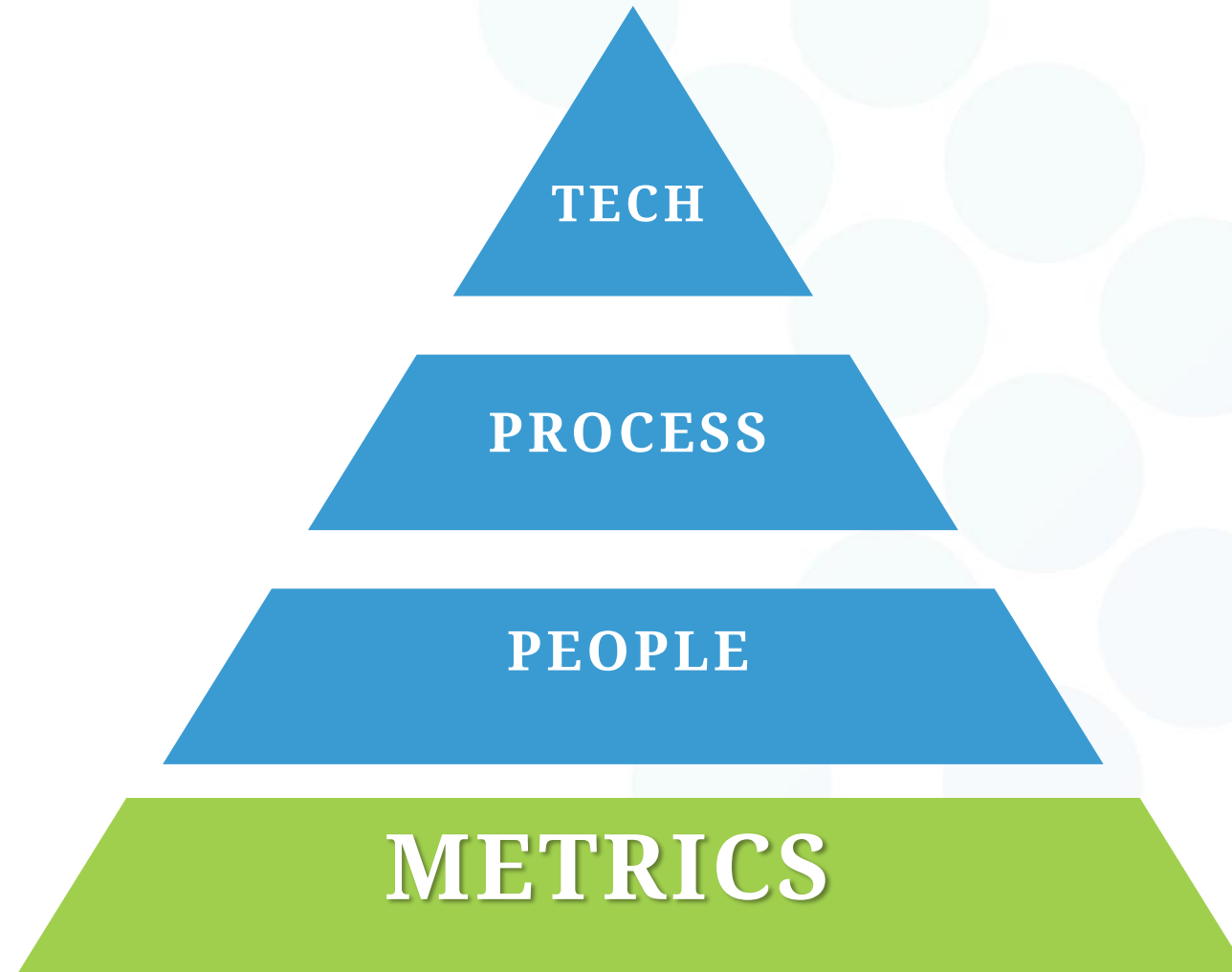
# THE TRADITIONAL PARADIGM FOR CONTACT CENTER



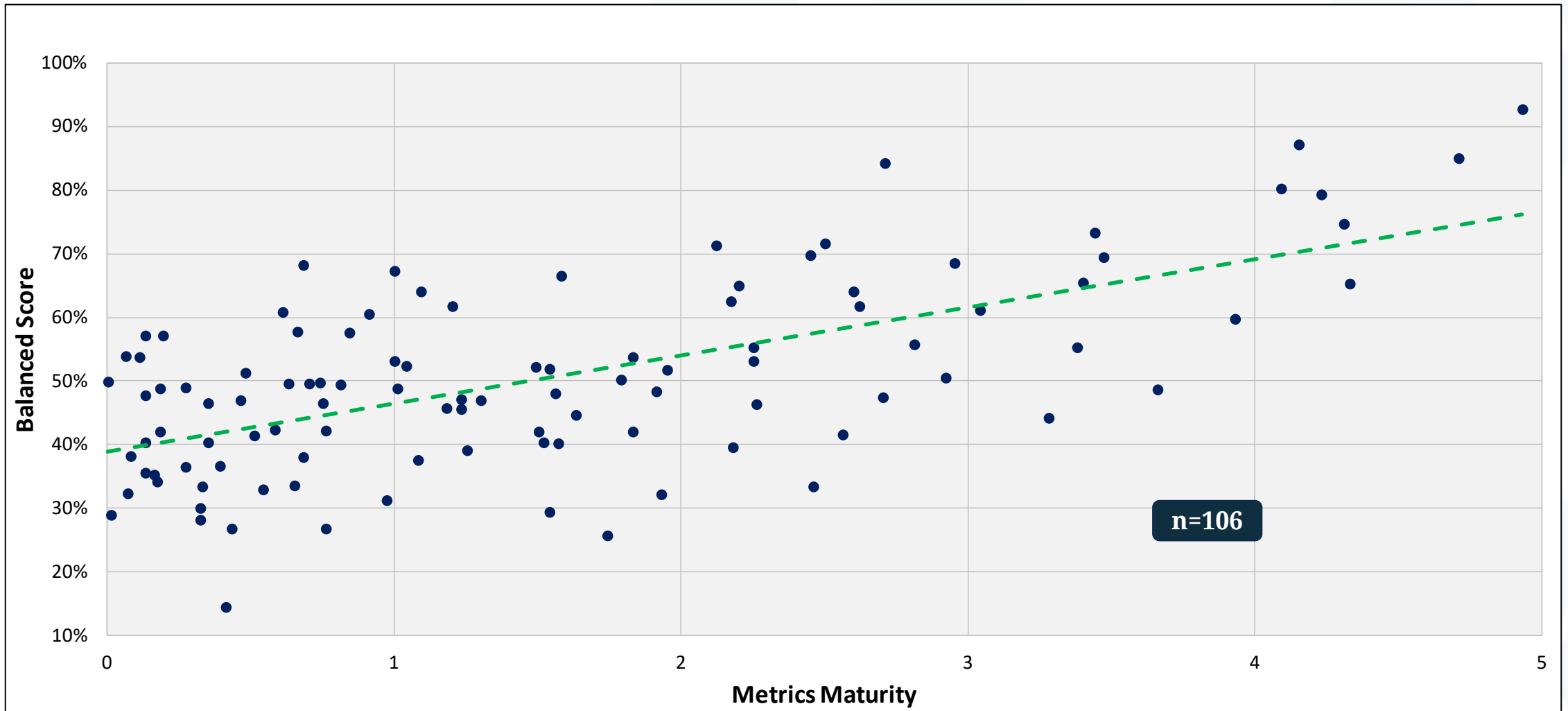
# WORLD-CLASS CONTACT CENTER DEFINED

- 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%**

# METRICS: AN EVEN MORE FUNDAMENTAL BUILDING BLOCK!



# THE EVIDENCE FOR METRICS AS A FOUNDATION

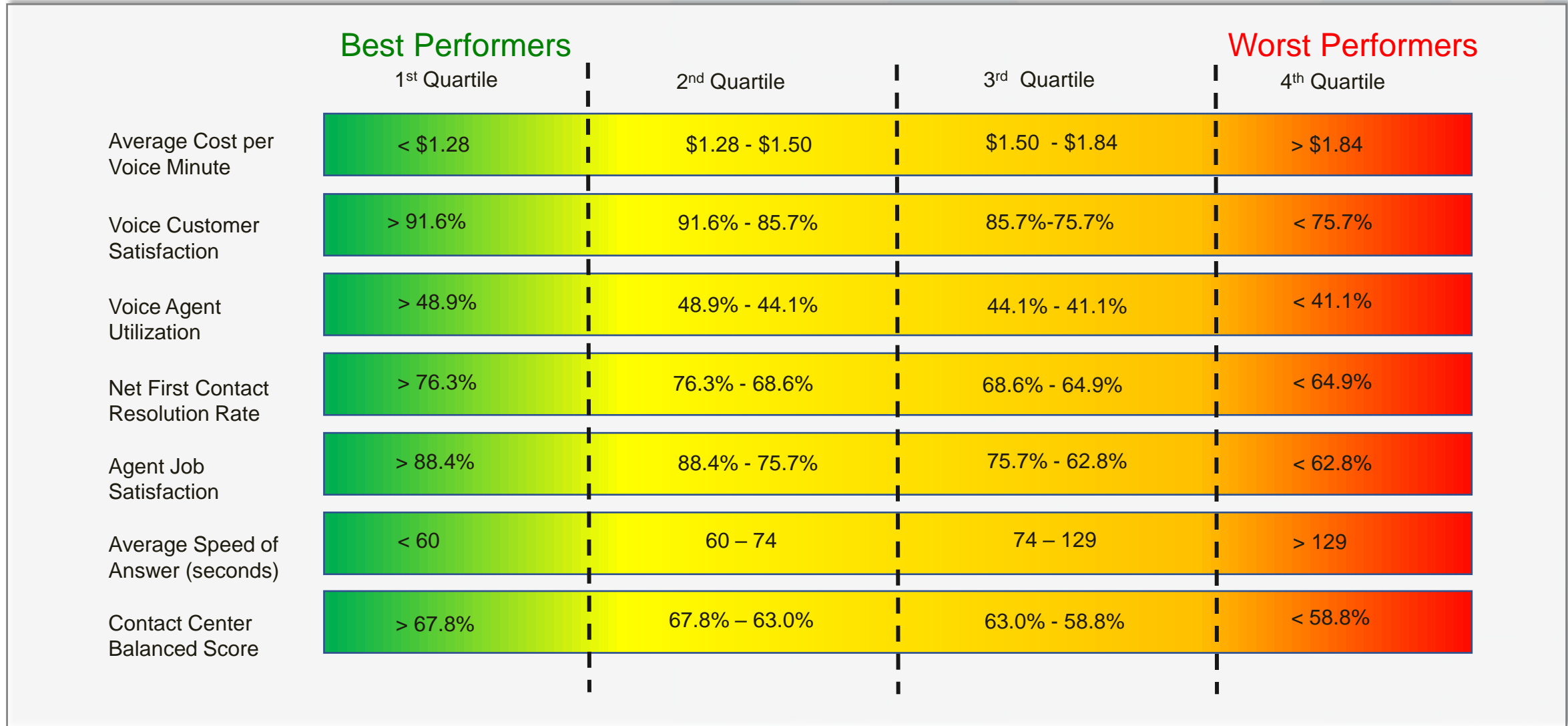


# TURBOCHARGE YOUR CSI INITIATIVES!





# INDUSTRY AVERAGES AND RANGES FOR CONTACT CENTER KPIS



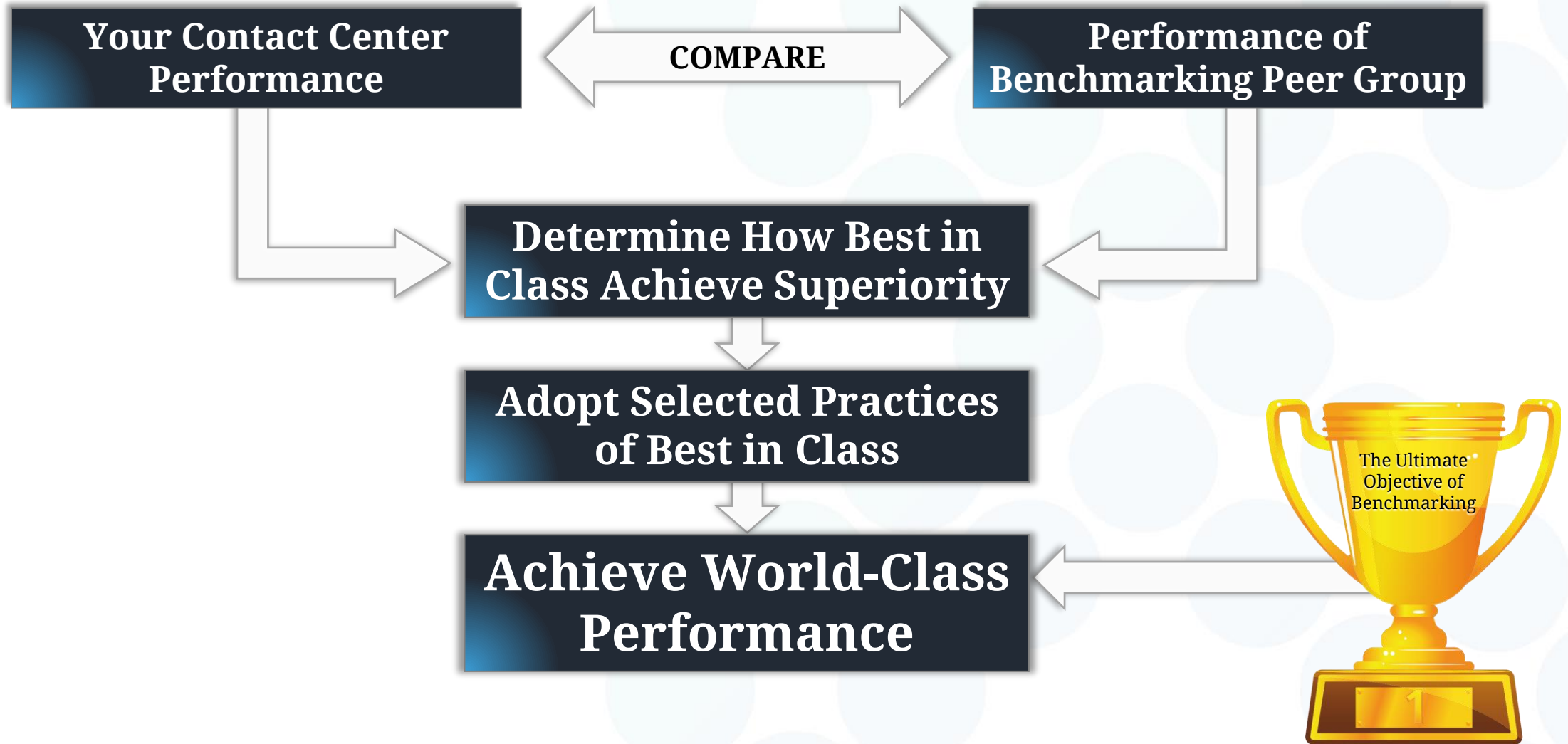
# THE ROLE OF BENCHMARKING

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

*Yet fewer than 20% of all contact centers engage in benchmarking!*

Contact Centers that Benchmark Annually have an average ROI of **330%**!

# BENCHMARKING DEFINED



# SOME COMMON INBOUND 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!!**

# INBOUND METRICS: WHICH ONES REALLY MATTER?

## COST

- Cost per Contact

## QUALITY

- Customer Satisfaction

## PRODUCTIVITY

- Agent Utilization

## CALL HANDLING

- First Contact Resolution Rate

## AGENT

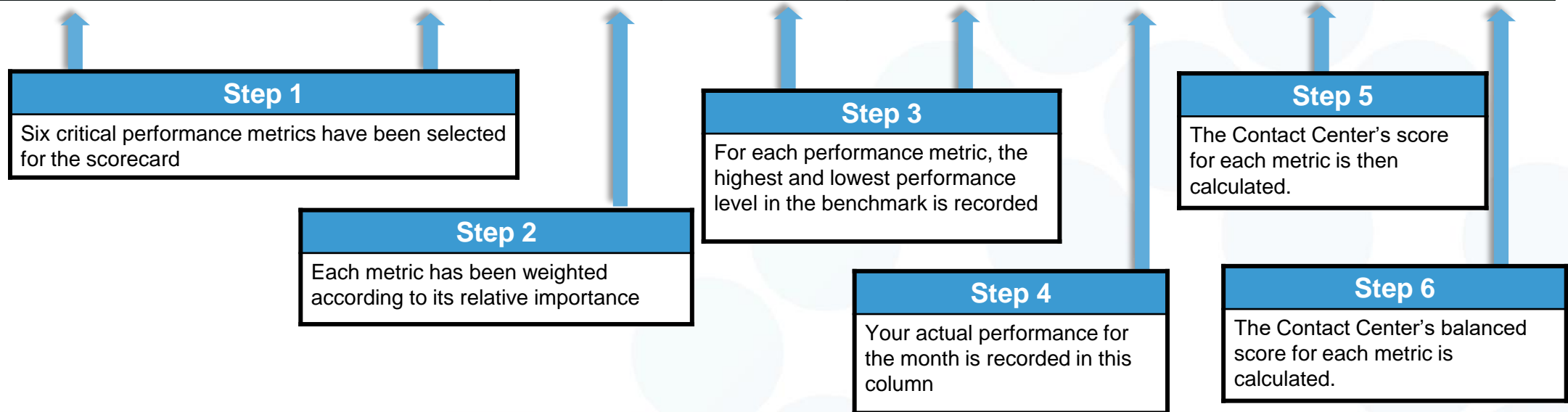
- Agent Job Satisfaction

## AGGREGATE

- Balanced Scorecard

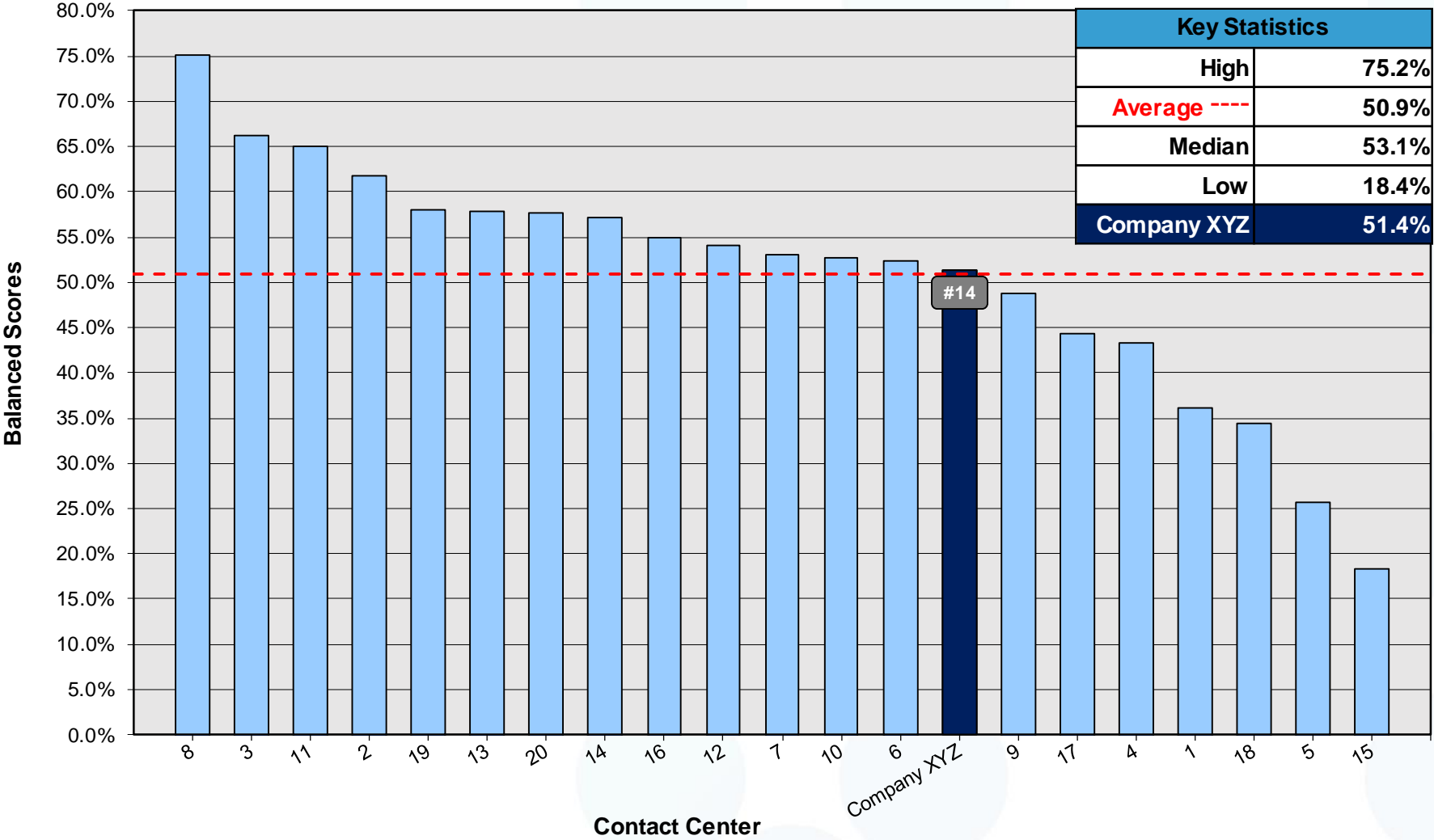
# AGGREGATE METRICS: THE BALANCED SCORECARD

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%
<b>Total</b>	<b>100%</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>51.4%</b>

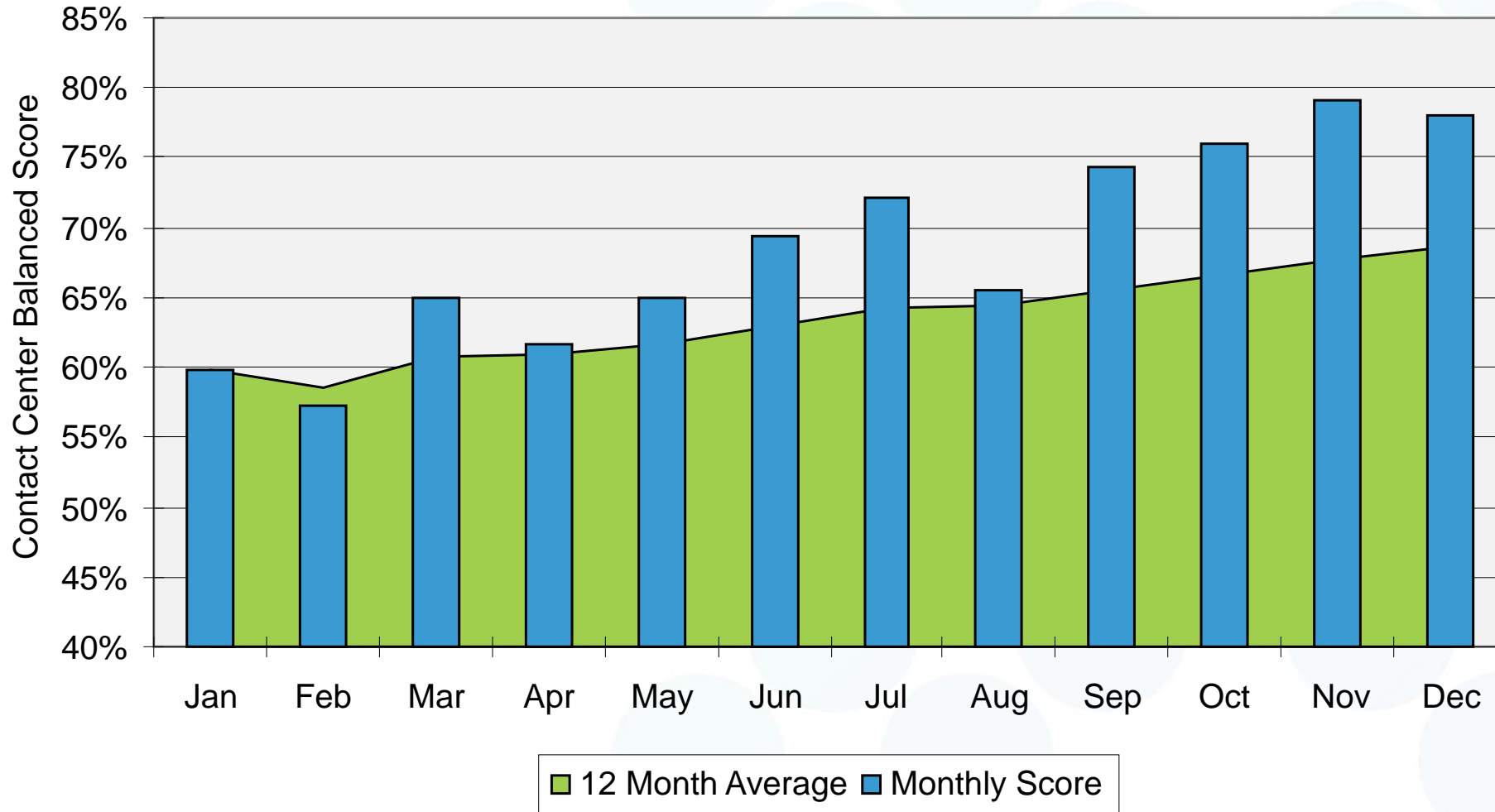


Sample Data Only

# BALANCED SCORECARD BENCHMARK

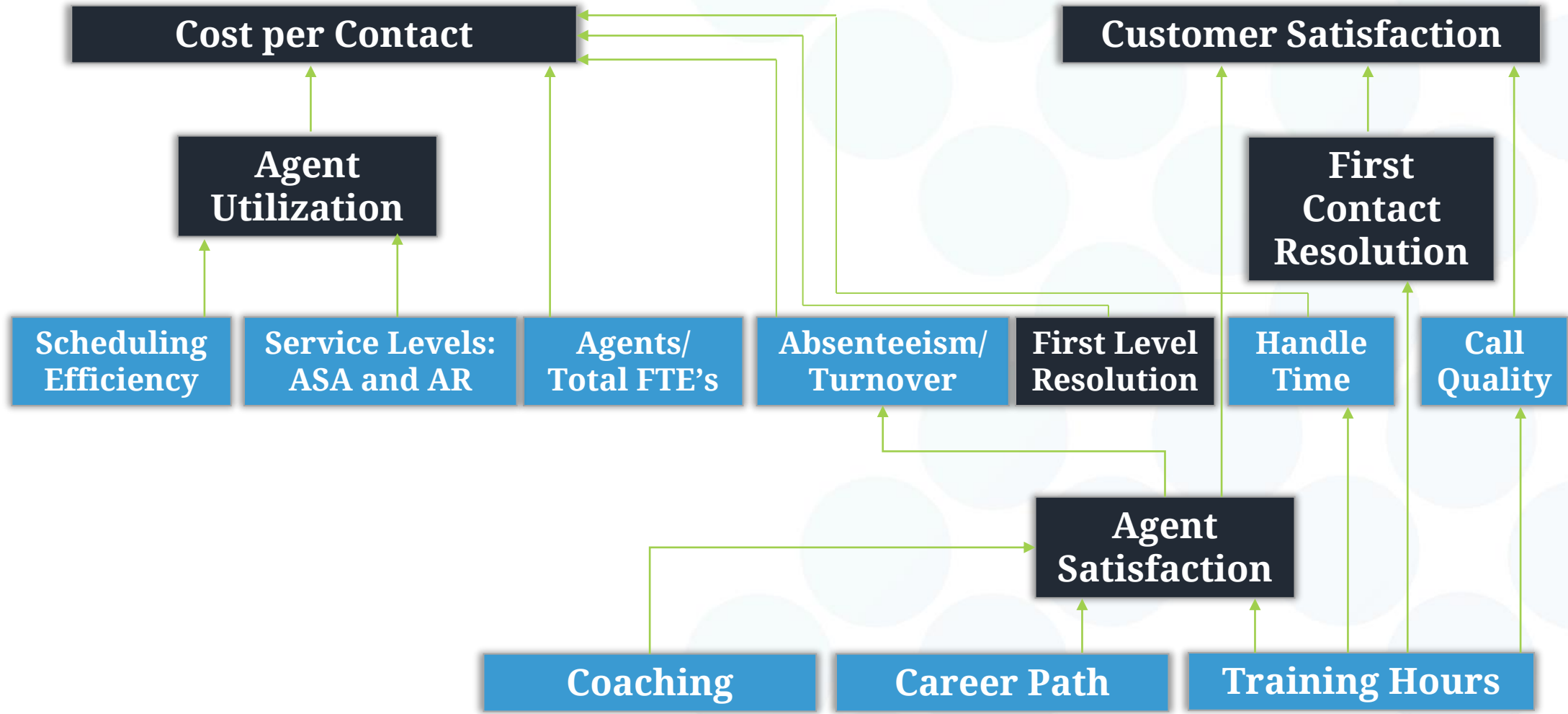


# OVERALL CONTACT CENTER SCORECARD TREND



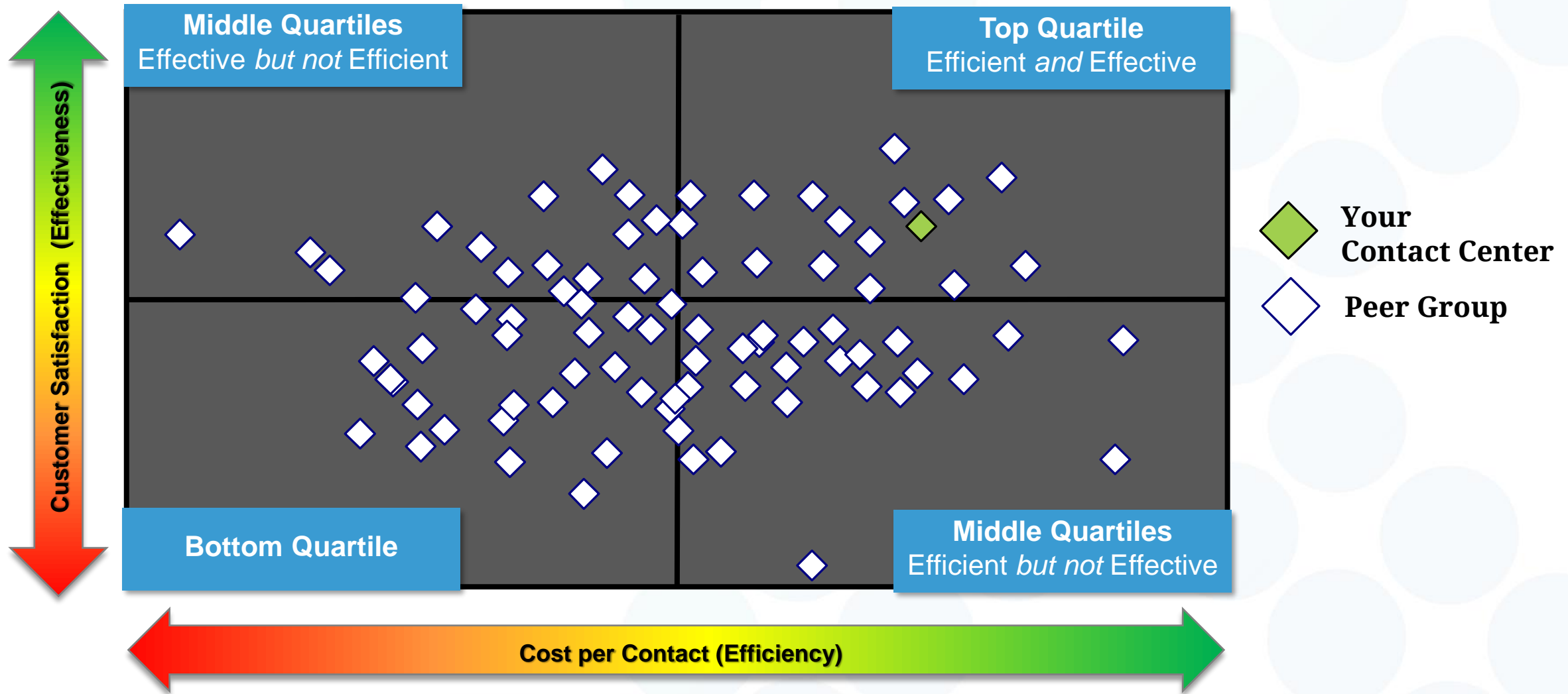


# SUMMARY OF INBOUND METRICS CAUSE-AND-EFFECT

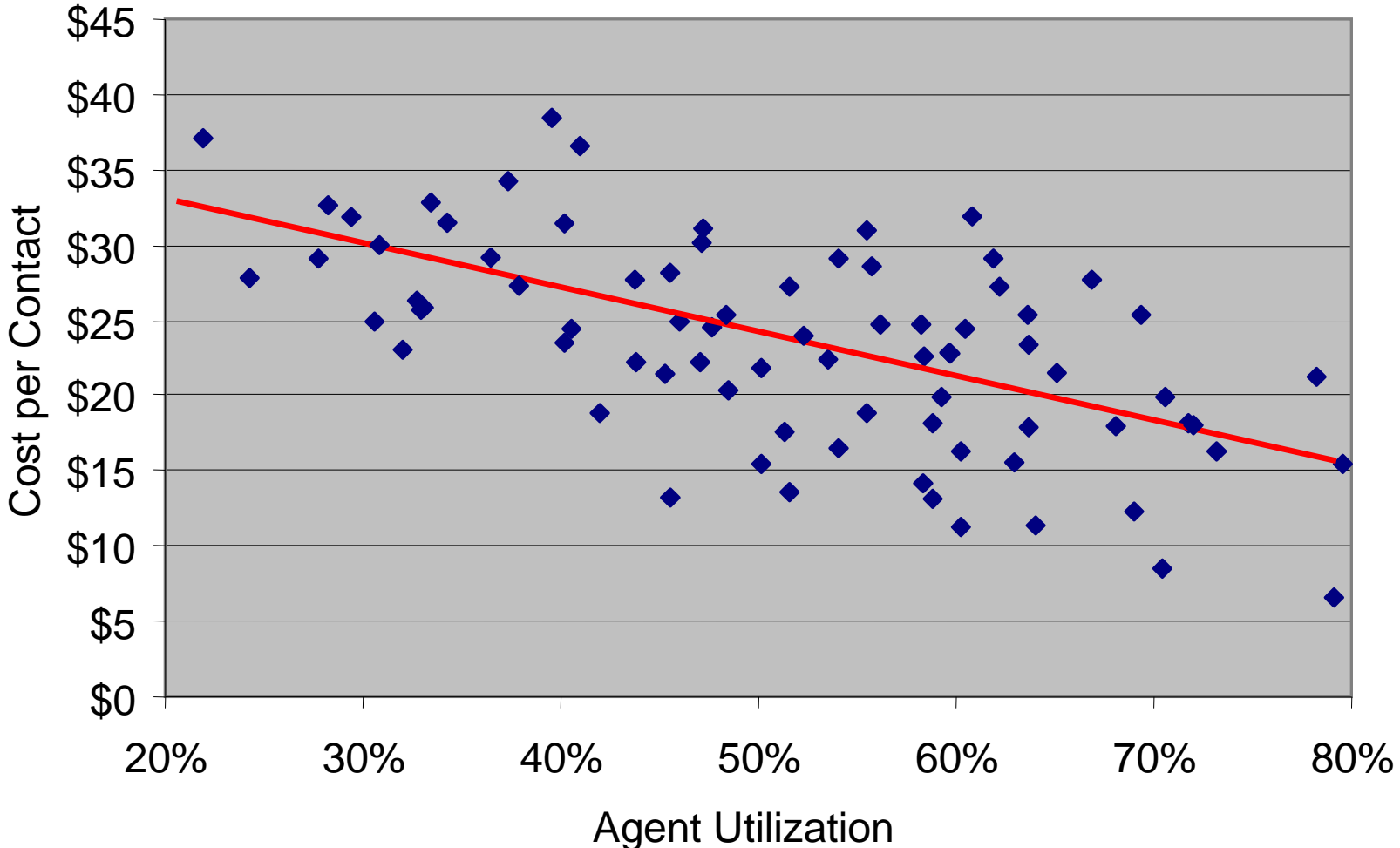


Sample Data Only

# FOUNDATION METRICS: COST VS. QUALITY

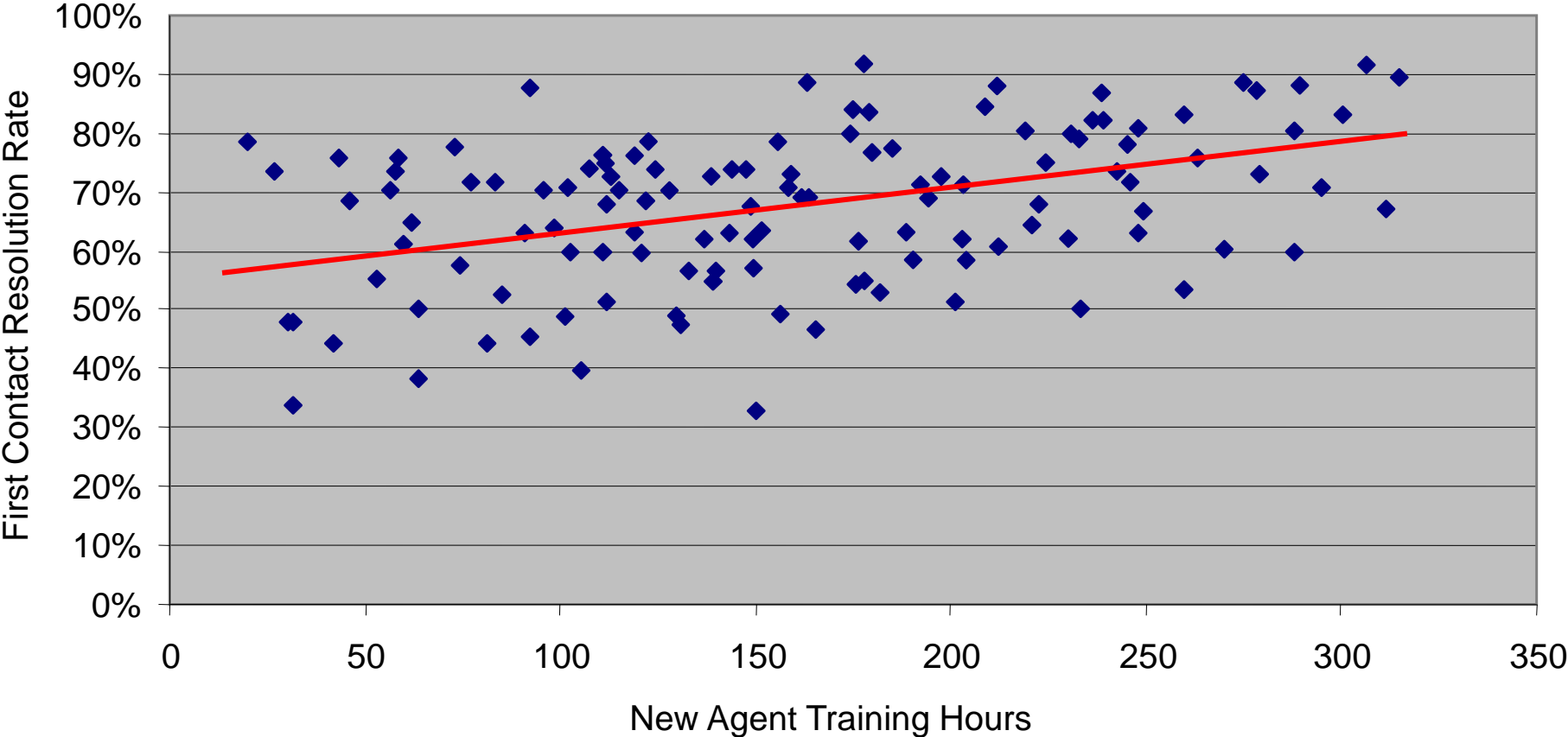


# AGENT UTILIZATION DRIVES COST PER CONTACT

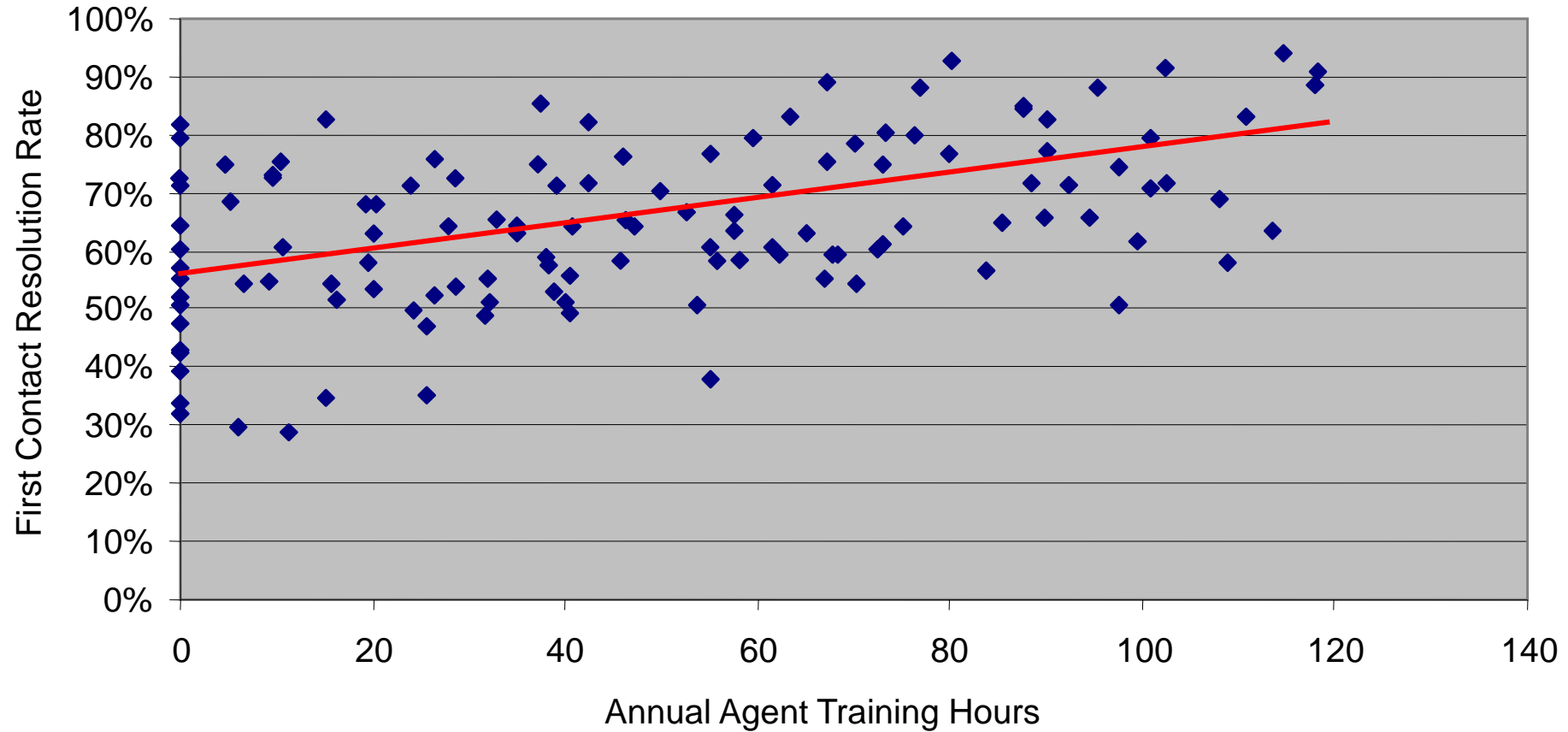




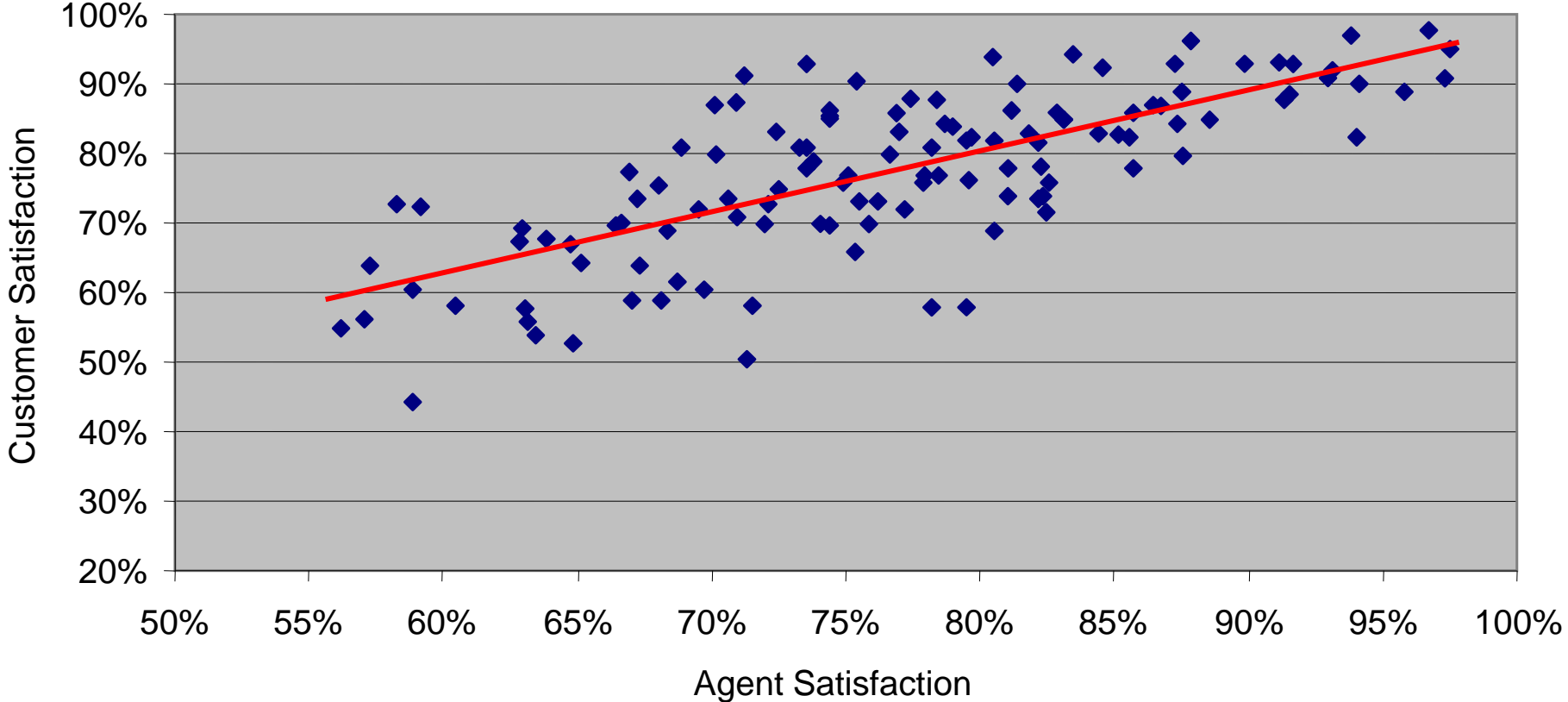
# NEW AGENT TRAINING HOURS VS. FIRST CONTACT RESOLUTION



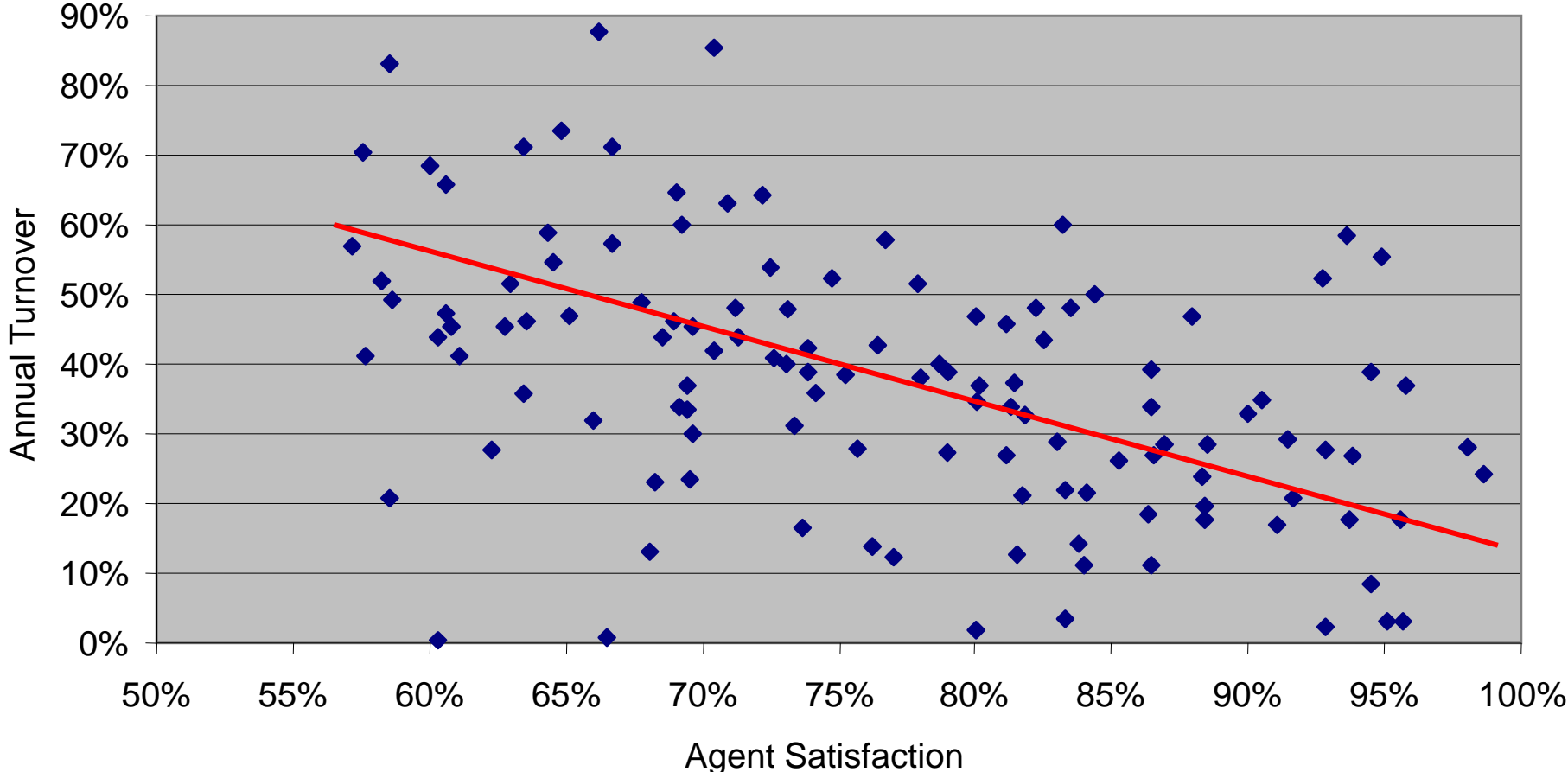
# ANNUAL AGENT TRAINING VS. FIRST CONTACT RESOLUTION



# AGENT SATISFACTION IMPACTS CUSTOMER SATISFACTION

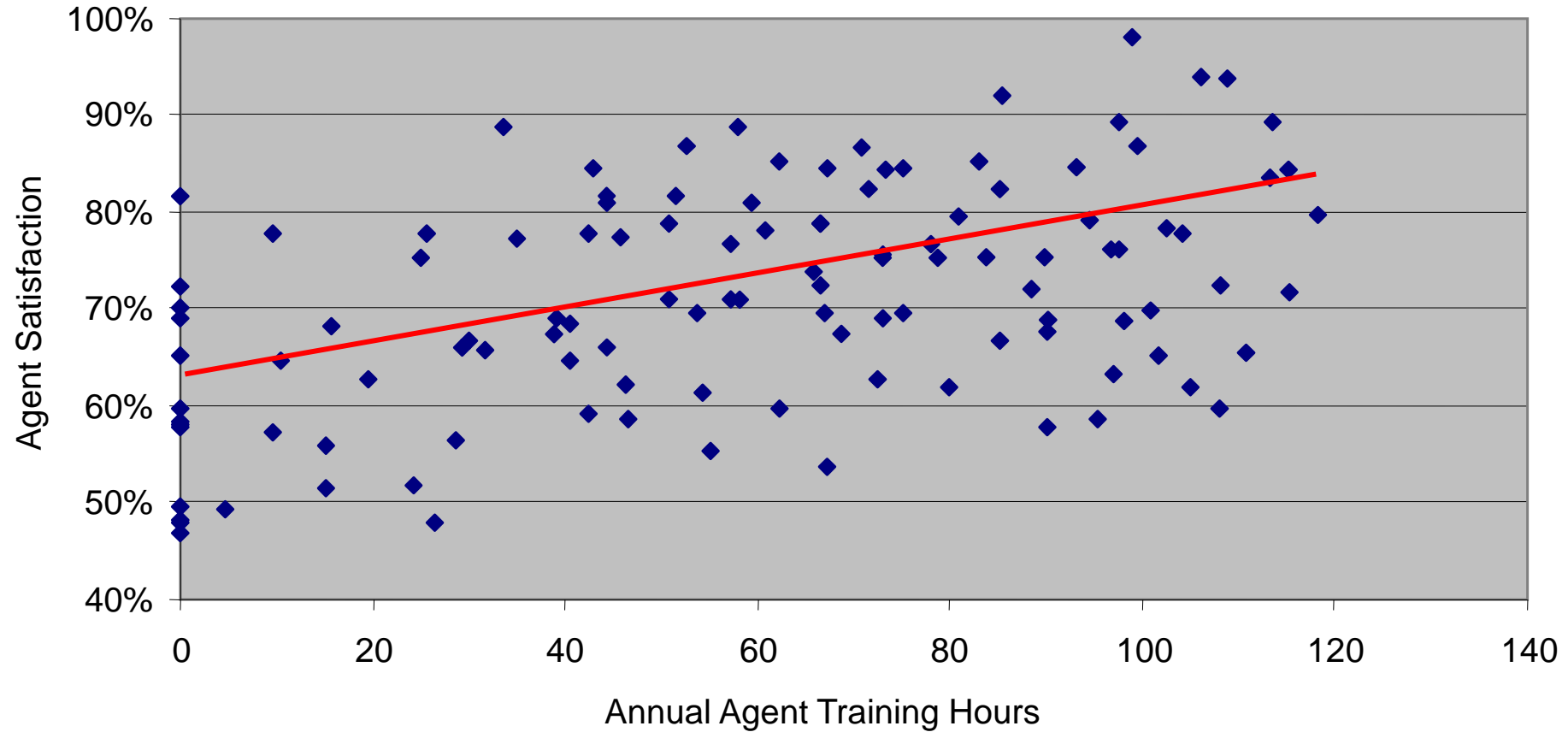


# AGENT SATISFACTION DRIVES AGENT TURNOVER

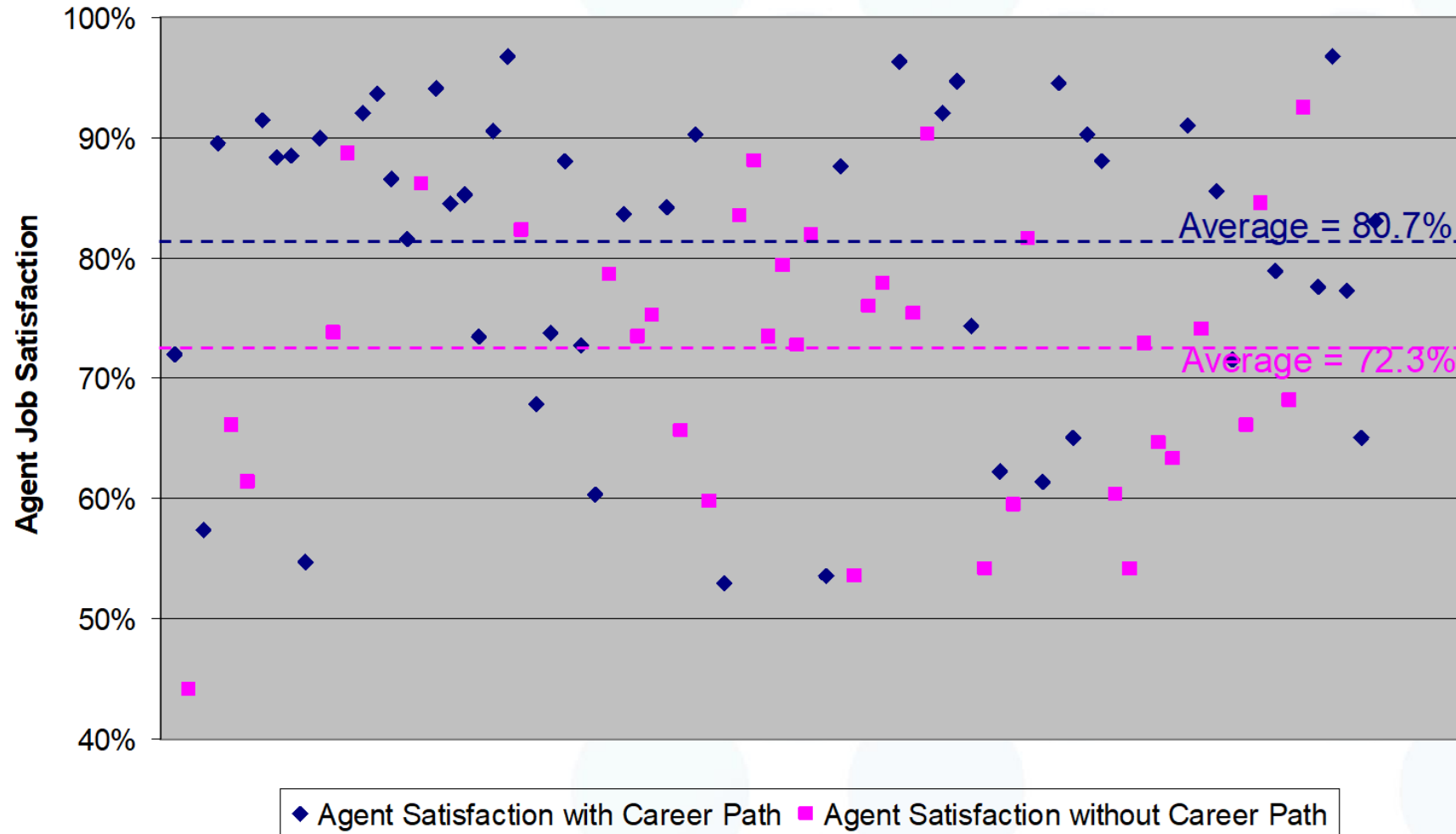




# TRAINING HOURS DRIVE AGENT SATISFACTION



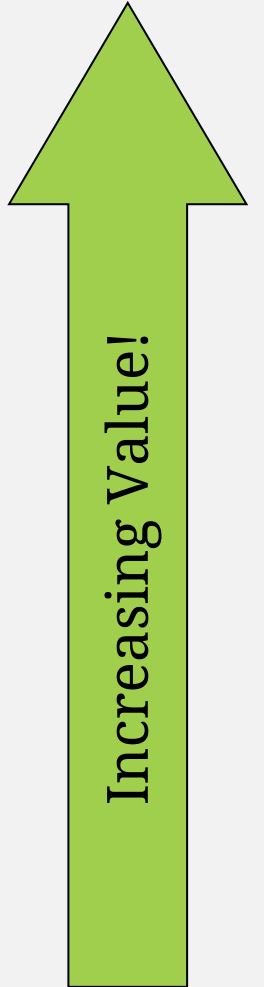
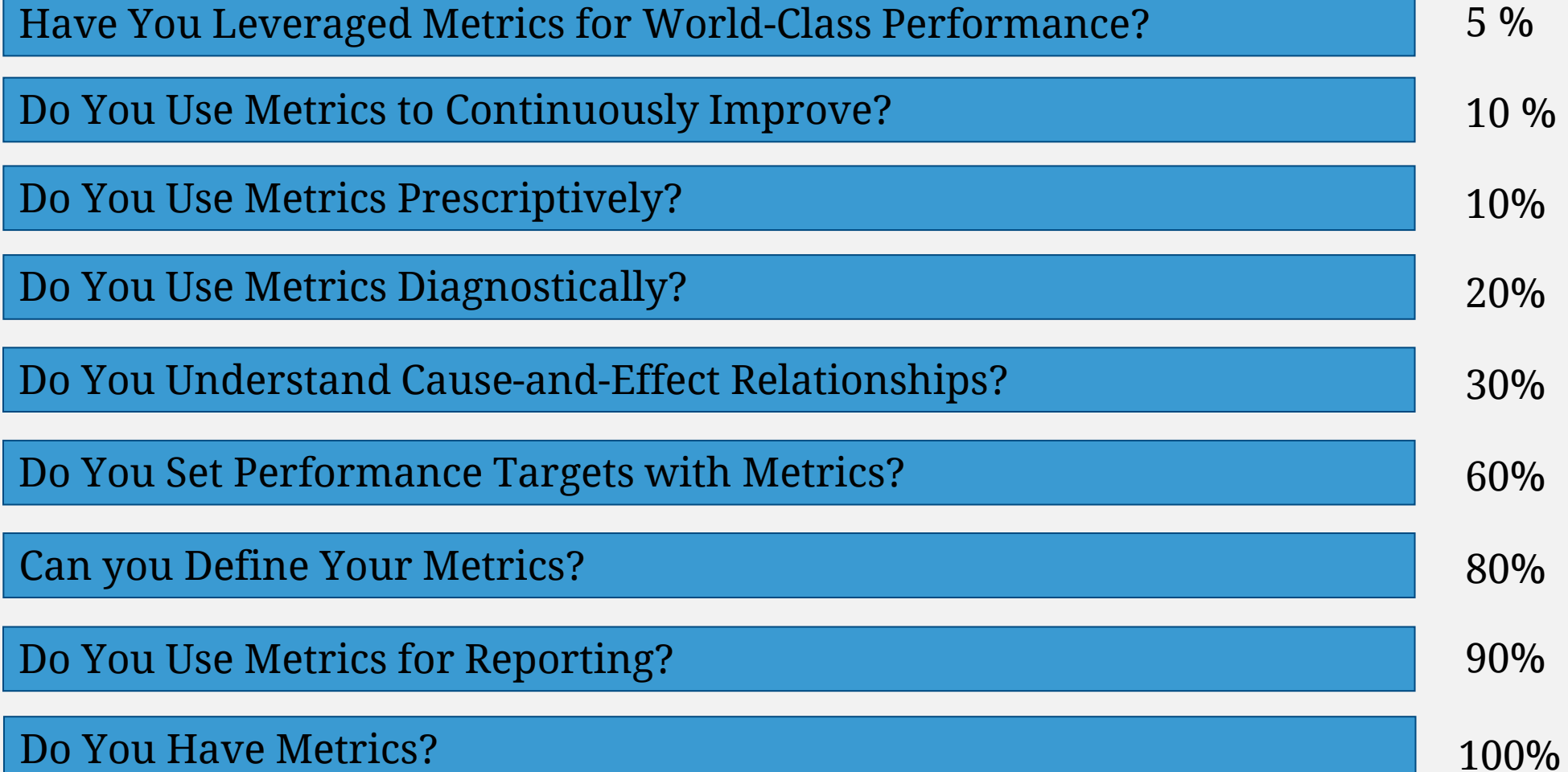
# THE IMPACT OF CAREER PATH ON AGENT JOB SATISFACTION



# CASE STUDY USING ACTUAL CONTACT CENTER BENCHMARKING DATA

Metric Type	Key Performance Indicator (KPI)	Company XYZ	Peer Group Statistics			
			Average	Min	Median	Max
Cost	Cost per Inbound Contact	\$6.89	\$4.60	\$2.75	\$4.61	\$6.89
	Cost per Minute of Inbound Handle Time	\$1.12	\$0.87	\$0.66	\$0.86	\$1.22
Productivity	Inbound Contacts per Agent per Month	858	1,008	746	974	1,398
	Agent Utilization	56.7%	63.1%	35.9%	63.9%	81.1%
Service Level	Average Speed of Answer (ASA) (seconds)	12	45	12	34	187
	% of Calls Answered in 60 Seconds	86.6%	72.1%	36.5%	71.3%	100.0%
	Call Abandonment Rate	2.9%	8.1%	1.4%	7.6%	25.2%
Quality	Call Quality	68.4%	79.9%	43.8%	75.8%	94.5%
	Customer Satisfaction	63.0%	79.0%	41.9%	75.5%	96.6%
Agent	Annual Agent Turnover	29.5%	31.7%	1.7%	26.4%	94.0%
	Daily Agent Absenteeism	5.5%	8.0%	4.4%	7.0%	12.2%
	New Agent Training Hours	36	79	20	69	241
	Annual Agent Training Hours	12	34	0	20	130
	Agent Job Satisfaction	71.0%	75.4%	33.8%	70.1%	94.5%
	Agents as a % of Total Headcount	77.9%	70.5%	57.1%	69.3%	88.4%
Contact Handling	Inbound Contact Handle Time (minutes)	6.34	5.59	1.39	4.79	9.96
	Net First Contact Resolution Rate	72.0%	84.5%	64.0%	75.5%	96.6%
	IVR Containment Rate	6.7%	22.0%	0.0%	18.9%	44.8%

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## PRODUCTIVITY

- Agent Utilization

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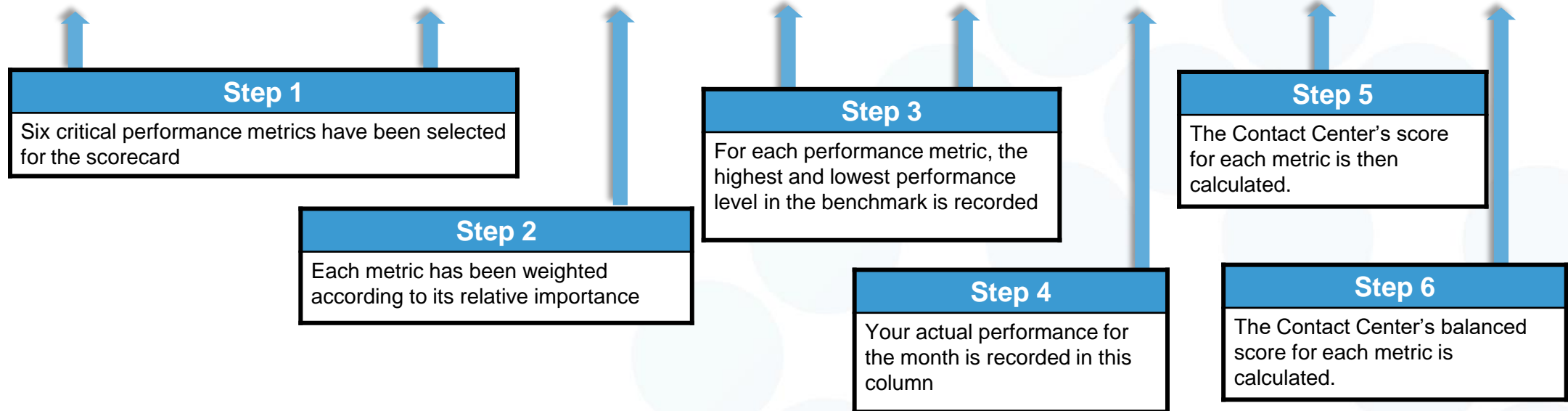
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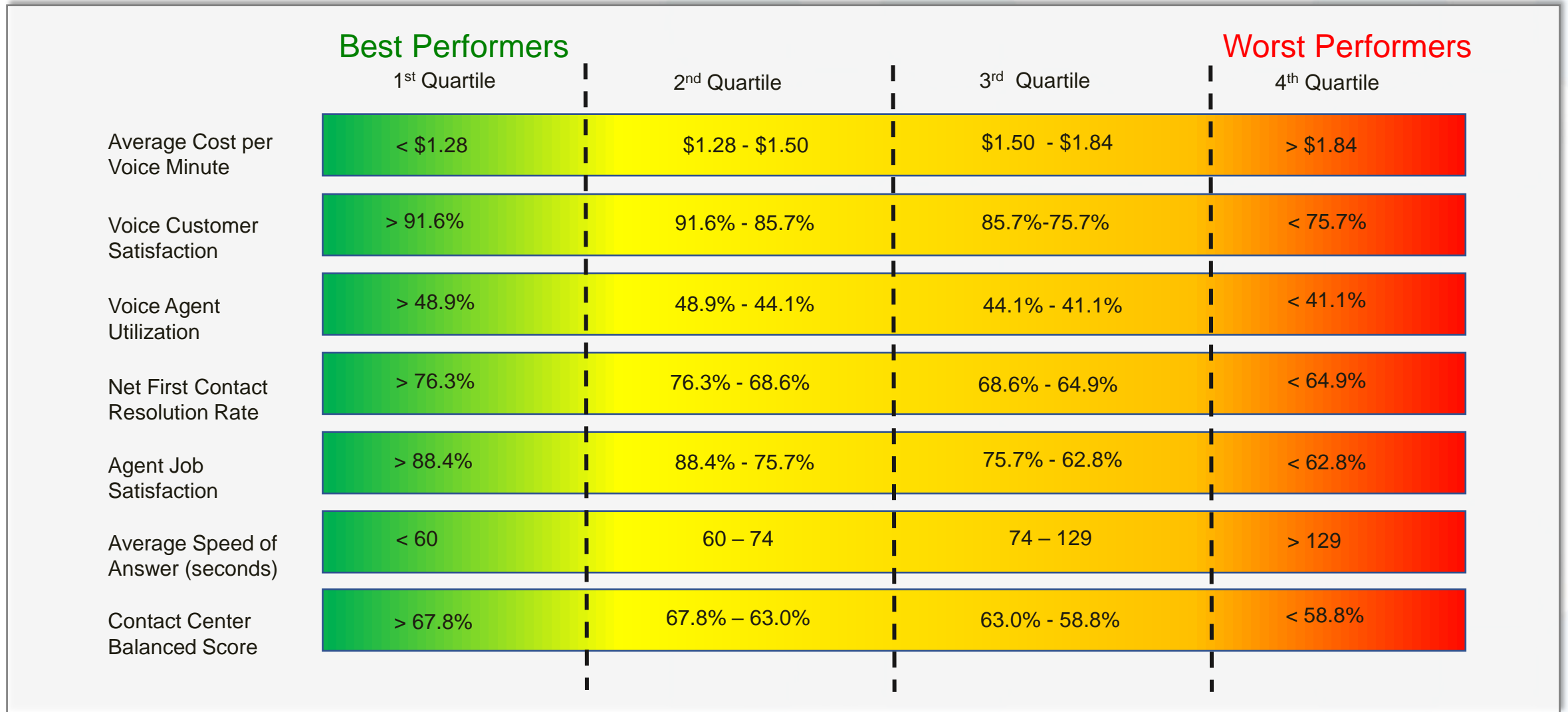
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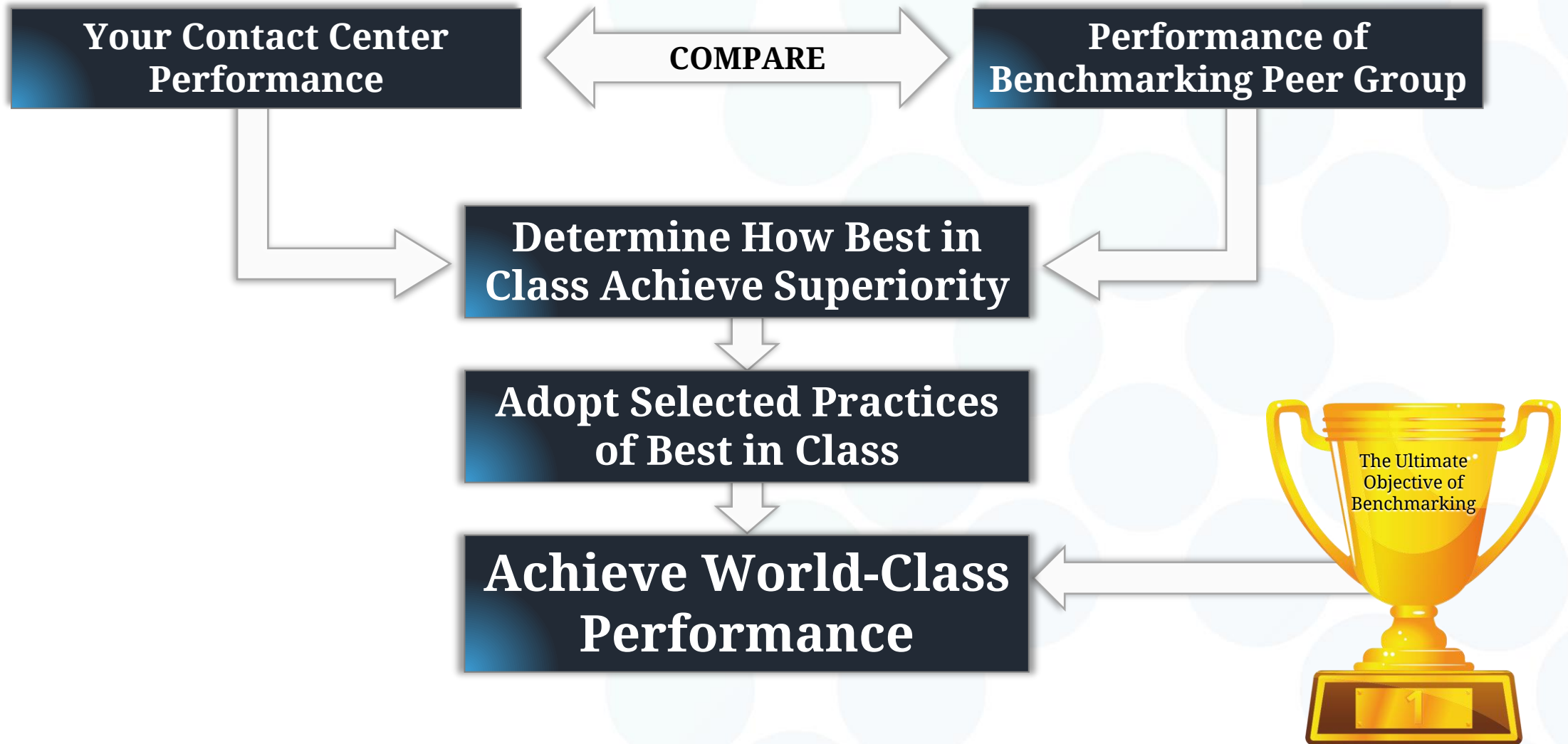
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# INDUSTRY AVERAGES AND RANGES FOR CONTACT CENTER KPIS



# BENCHMARKING DEFINED





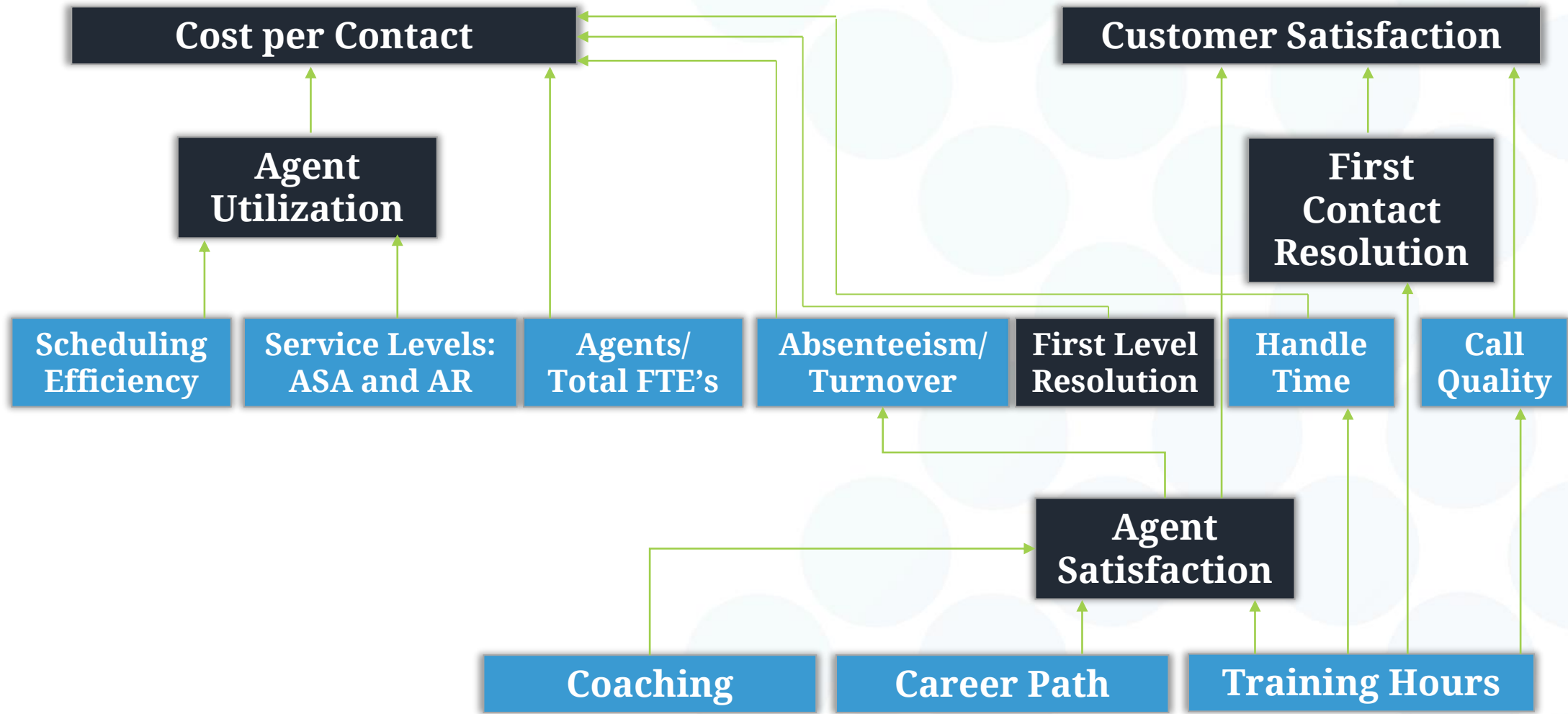
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# SUMMARY OF INBOUND METRICS CAUSE-AND-EFFECT




# DOWNLOAD EBOOKS OF KPI DEFINITIONS

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## 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
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# QUESTIONS?

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

These evaluations help shape future events!

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THANK YOU!

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Jeff Rumburg, Managing Partner, MetricNet, LLC



# QUESTIONS?



# 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

Managing Partner and CEO



**ANGELA IRIZARRY**

President and COO



**TIMOTHY COVER**

Executive Project Director

EXECUTIVE

TEAM

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