

ICMITM CONTACT CENTER EXPO

Session 303:

Mastering Metrics *The Contact Center Metrics Hierarchy*

Jeff Rumburg, *Managing Partner*, MetricNet, LLC

Session 303:

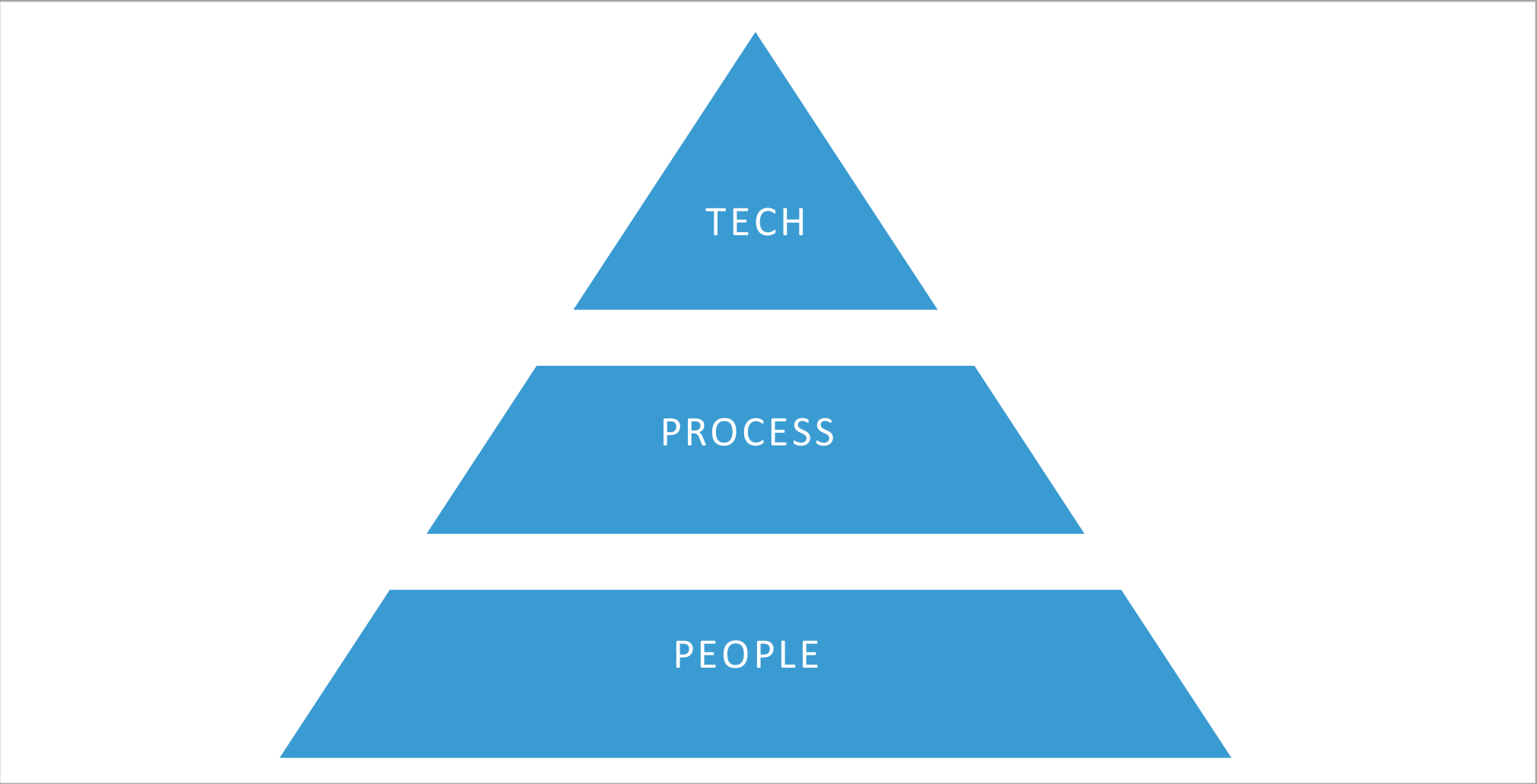
Mastering Metrics

The Contact Center Metrics Hierarchy

Jeff Rumburg, *Managing Partner*, MetricNet, LLC

MetricNet.com/ICMI22

THE TRADITIONAL PARADIGM FOR CONTACT CENTER EXCELLENCE



EMPIRICAL OBSERVATIONS FROM OUR GLOBAL DATABASE



4,000+ Contact Center Benchmarks

Global Benchmarking Database

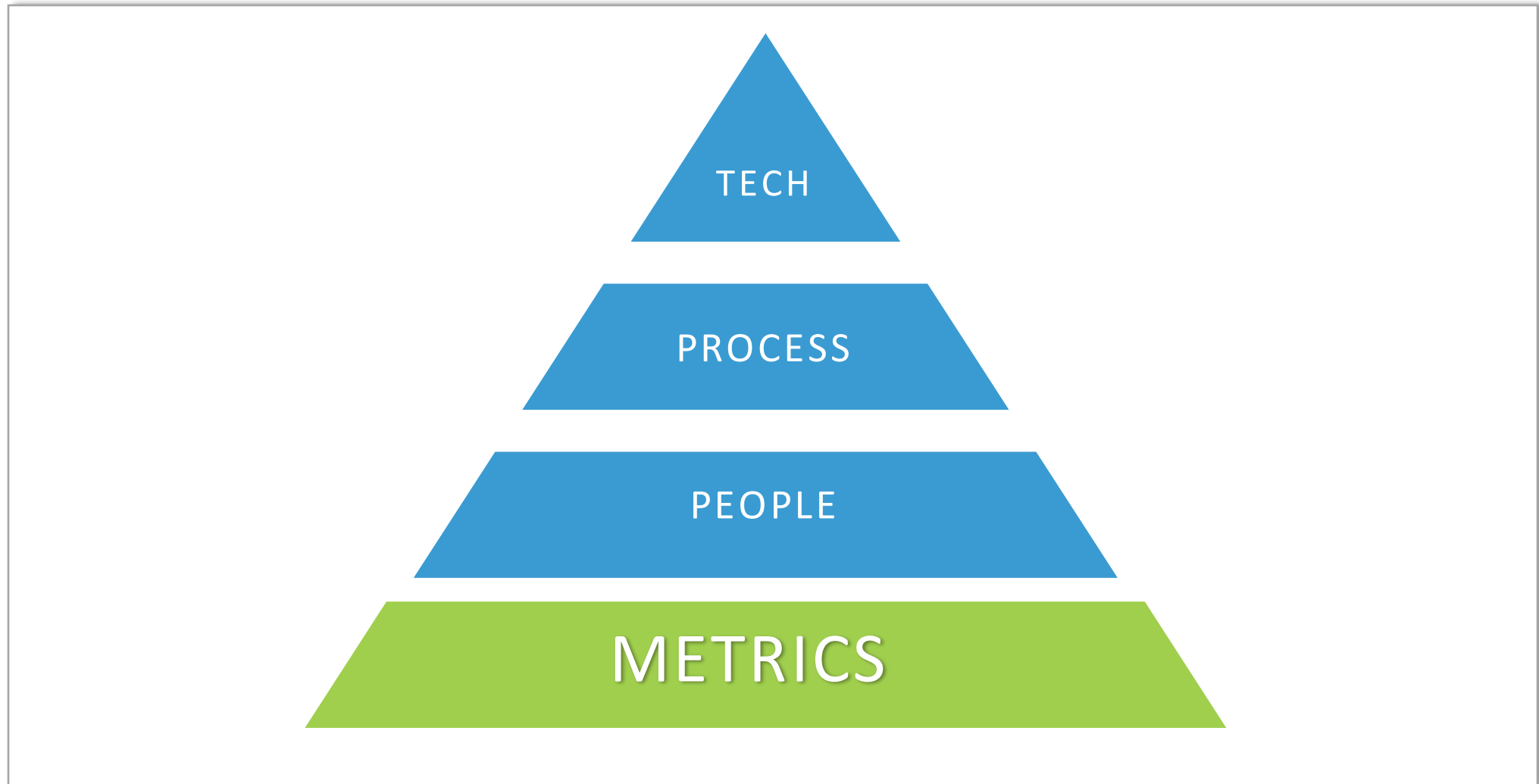
70+ Key Performance Indicators

Nearly 120 Industry Best Practices

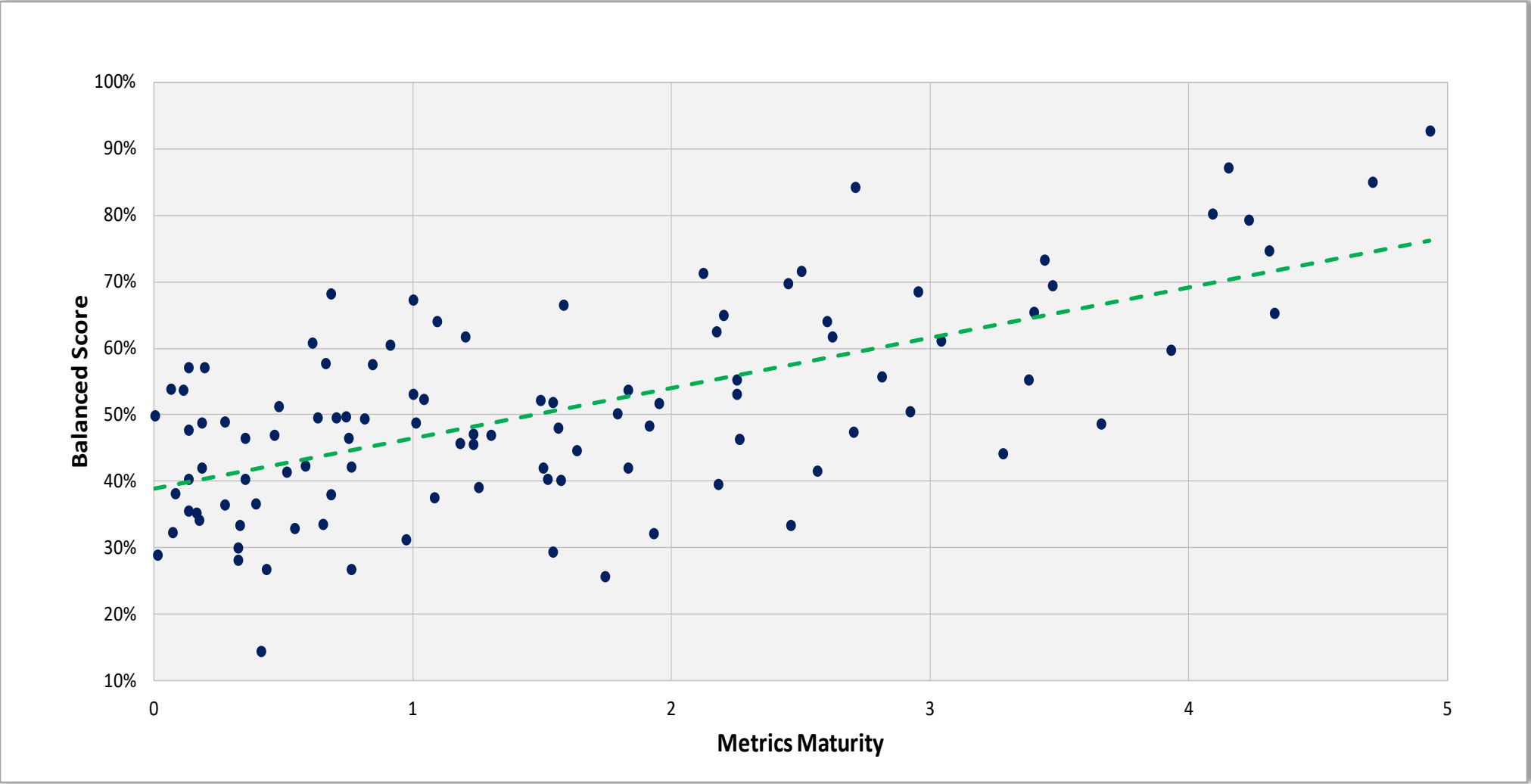
THE WORLD-CLASS CONTACT CENTER DEFINED

- 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
- 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: A FOUNDATIONAL DISCIPLINE!



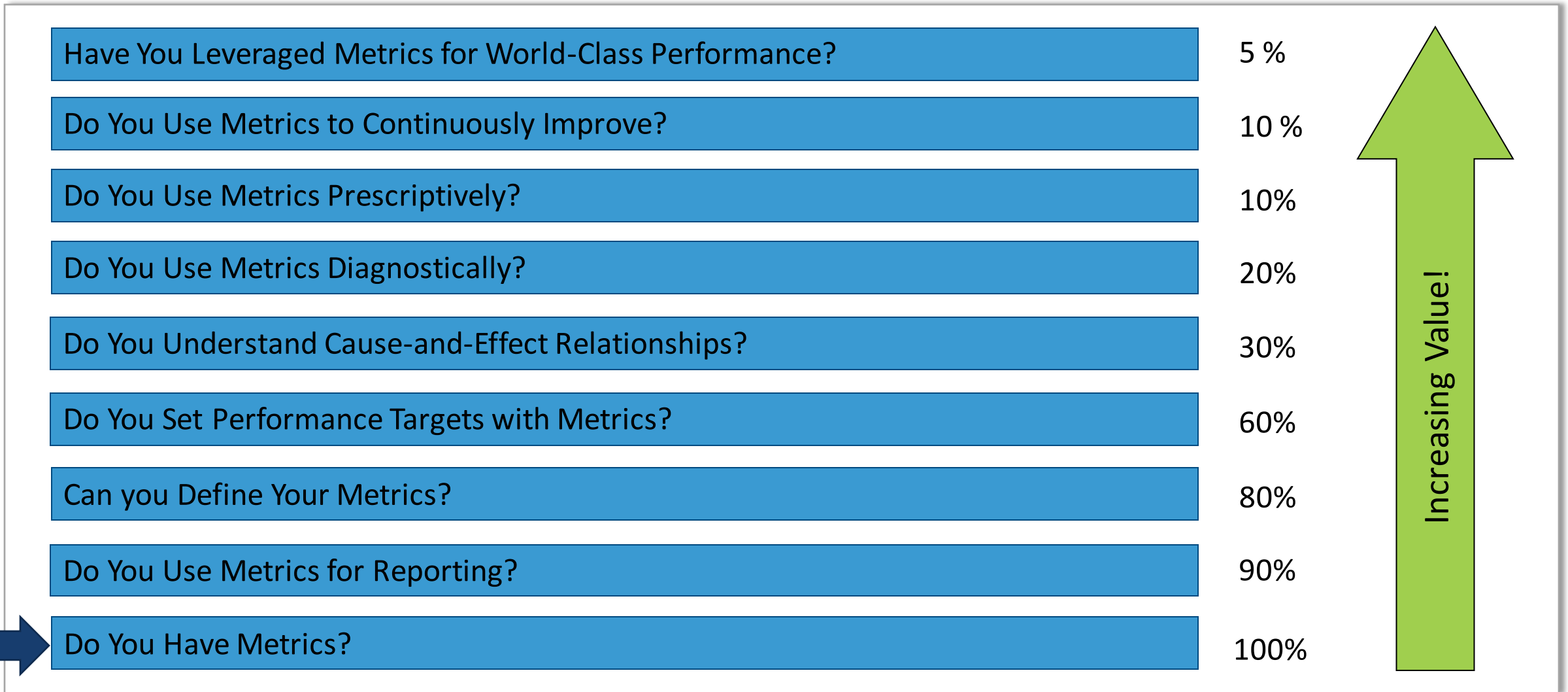
THE EVIDENCE FOR METRICS AS A FOUNDATION BLOCK



THE CONTACT CENTER METRICS HIERARCHY



THE CONTACT CENTER METRICS HIERARCHY



SOME COMMON INBOUND CONTACT CENTER METRICS

Cost

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

Agent

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

Quality

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

Service Level

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

Productivity

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

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

COST

- Cost per Contact

QUALITY

- Customer Satisfaction

PRODUCTIVITY

- Agent Utilization

CALL HANDLING

- First Contact Resolution Rate

AGENT

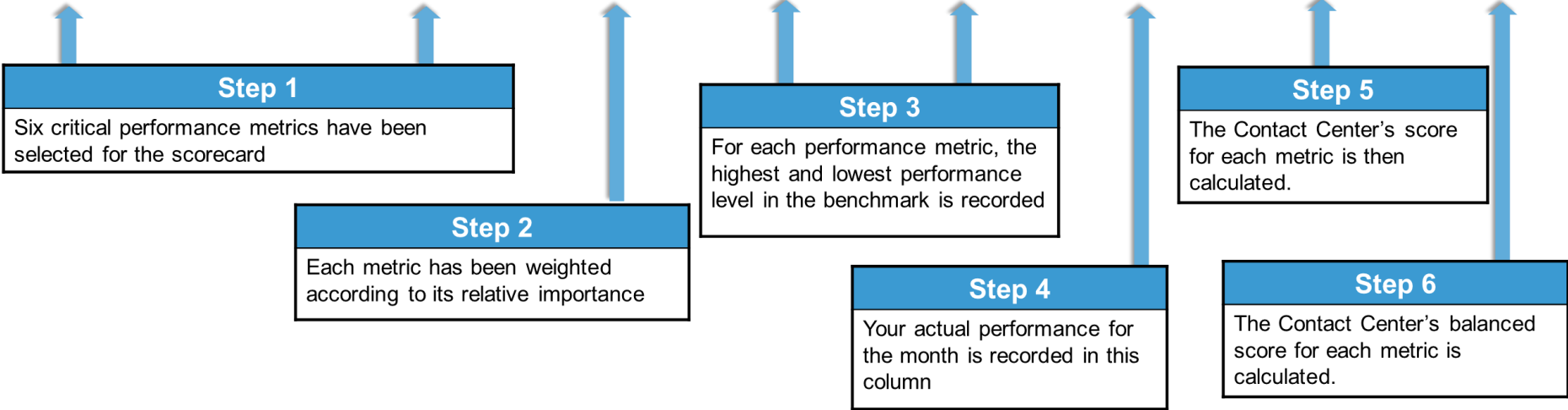
- Agent Job Satisfaction

AGGREGATE

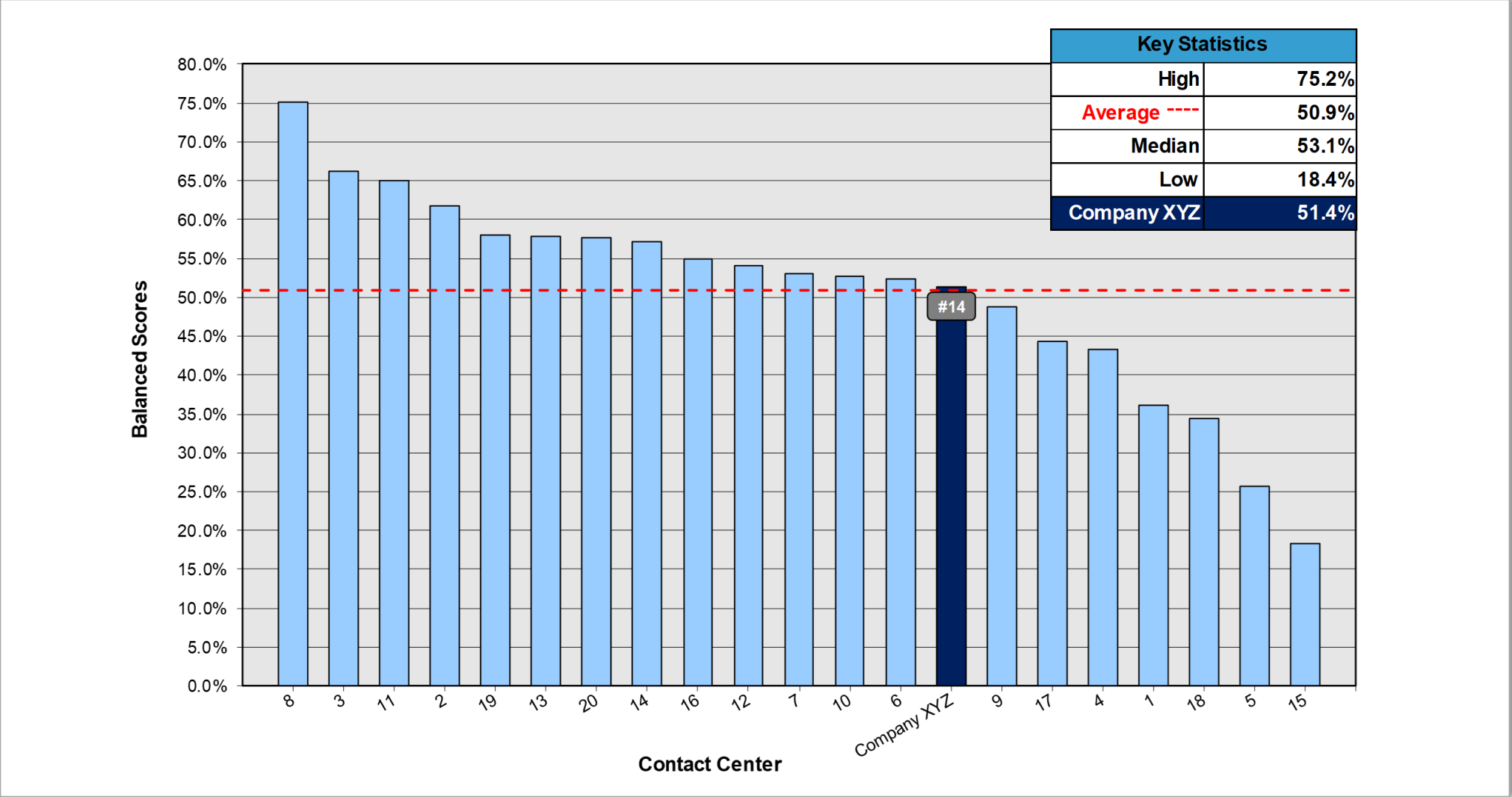
- Balanced Scorecard

THE CONTACT CENTER BALANCED SCORECARD

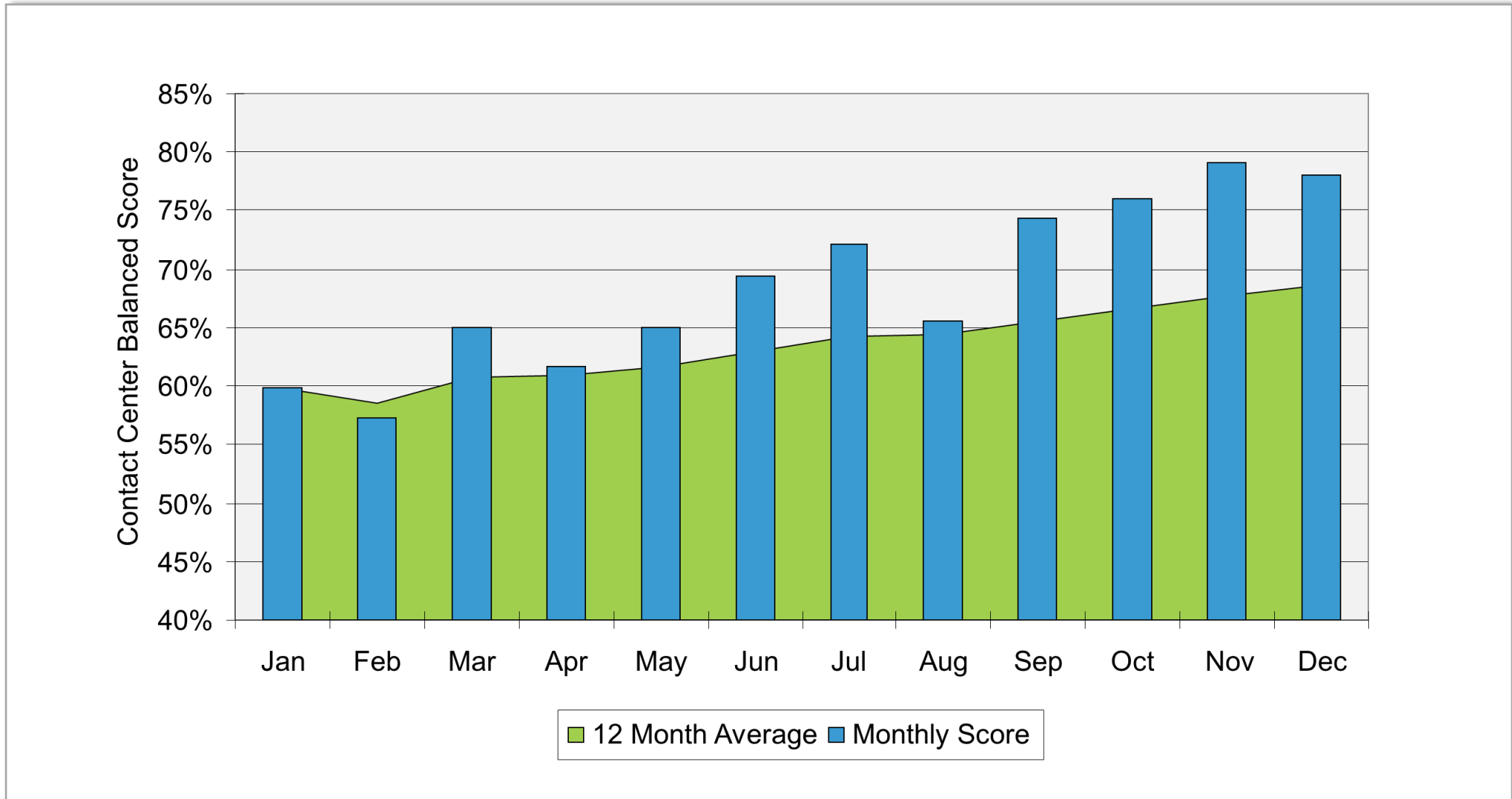
Key Performance Indicator (KPI)	KPI Weighting	Performance Range		Your Performance	Metric Score	Balanced Score
		Worst Case	Best Case			
Cost per Agent-Assisted Contact	25%	\$13.53	\$9.40	\$11.13	58.0%	14.5%
Customer Satisfaction	25%	60.0%	98.0%	82.7%	59.7%	14.9%
Agent Utilization	15%	40.0%	70.0%	53.2%	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%



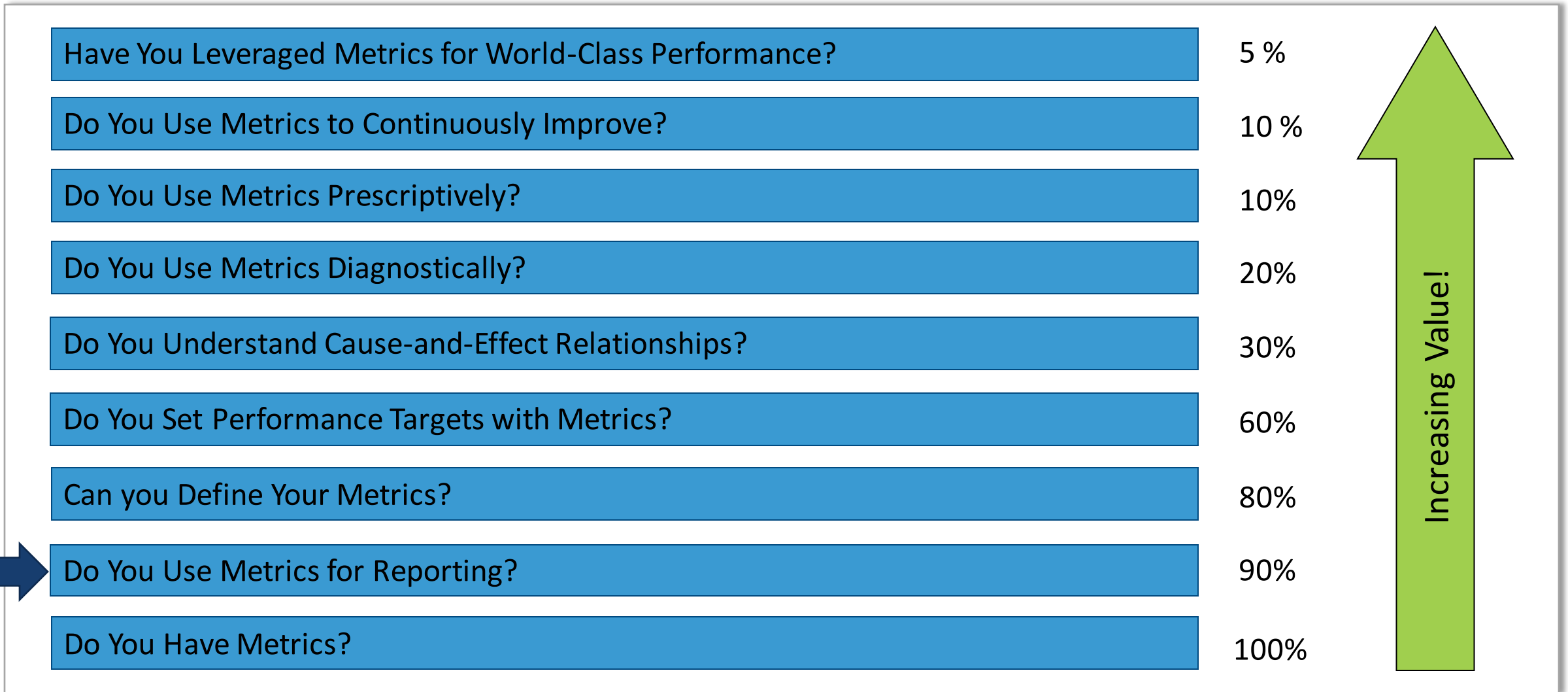
THE BALANCED SCORECARD BENCHMARK



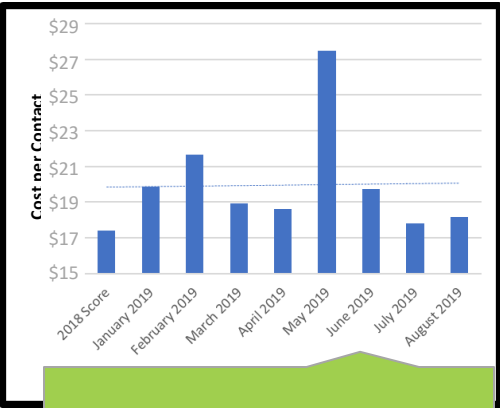
CONTINUOUS IMPROVEMENT: THE BALANCED SCORECARD TREND



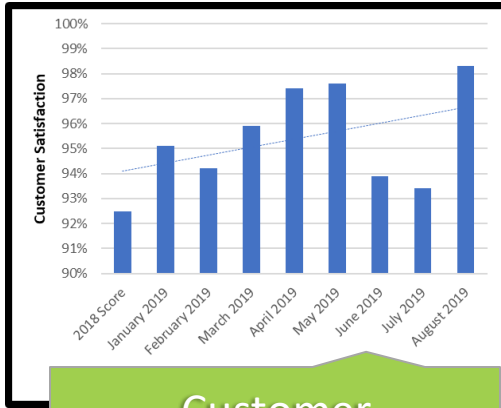
THE CONTACT CENTER METRICS HIERARCHY



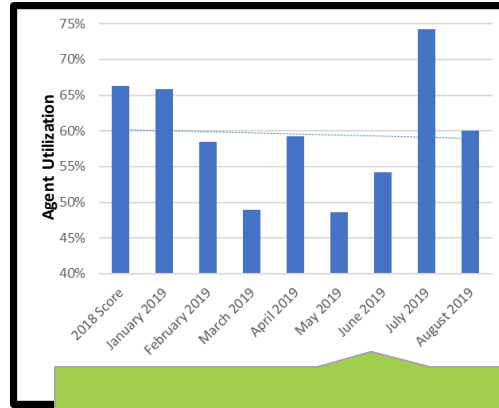
REPORTING: A GOOD START



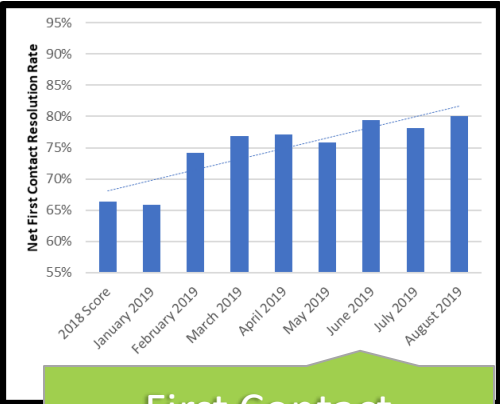
Cost per Contact



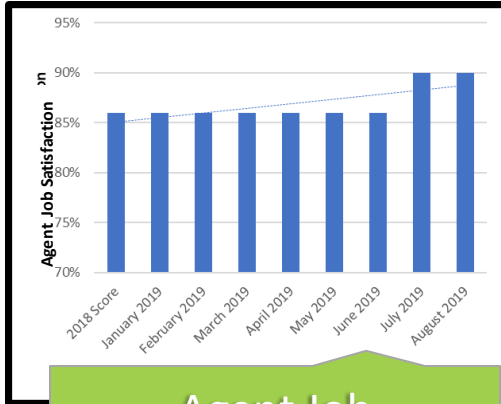
Customer Satisfaction



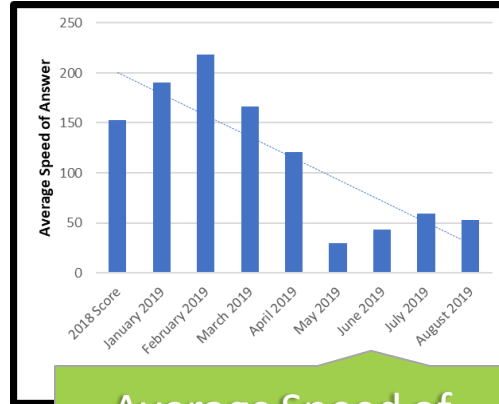
Agent Utilization



First Contact Resolution Rate

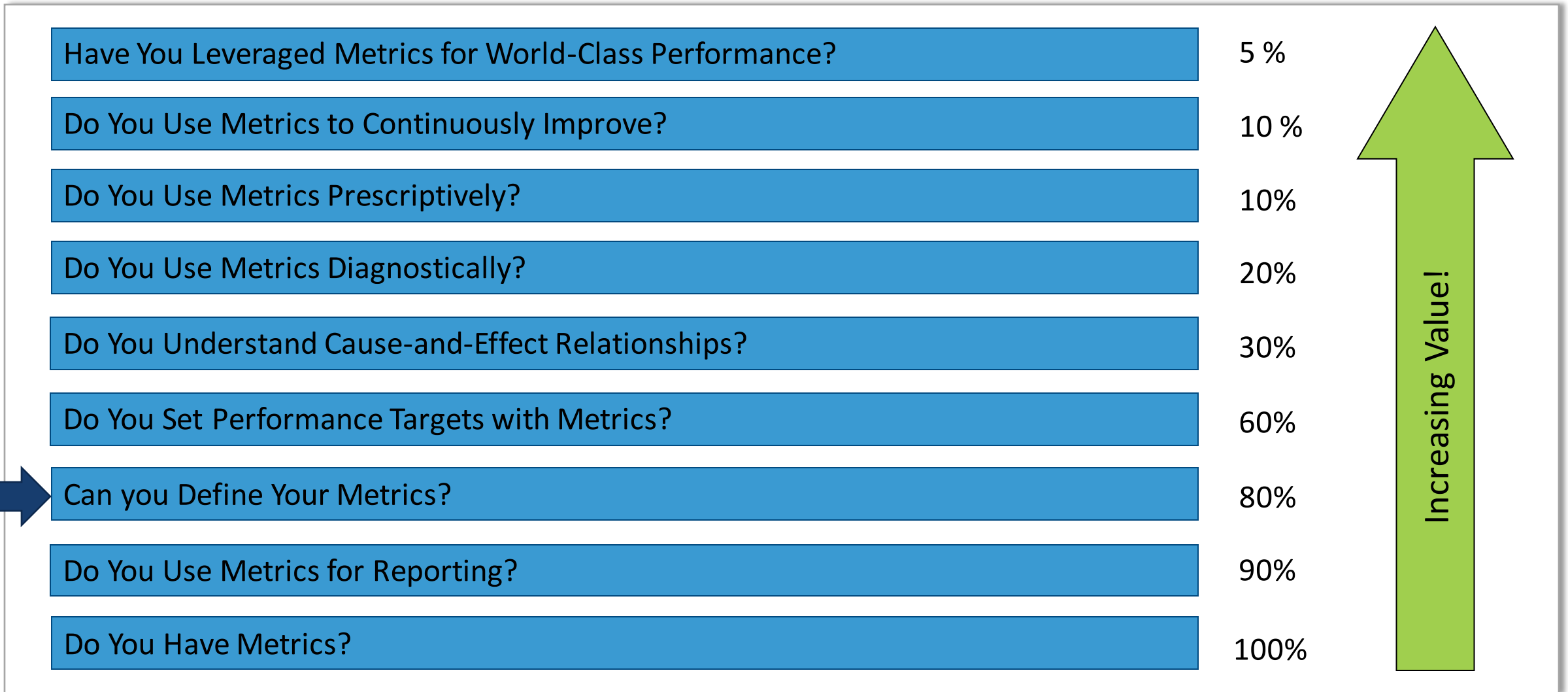


Agent Job Satisfaction



Average Speed of Answer

THE CONTACT CENTER METRICS HIERARCHY



DOWNLOAD EBOOKS OF KPI DEFINITIONS

MetricNet™
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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
- > Productivity
- > Sales Effectiveness
- > Service Level
- > Quality
- > Sales Rep
- > Contact Handling

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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 Definitions & Correlations

for outsourced Contact Centers

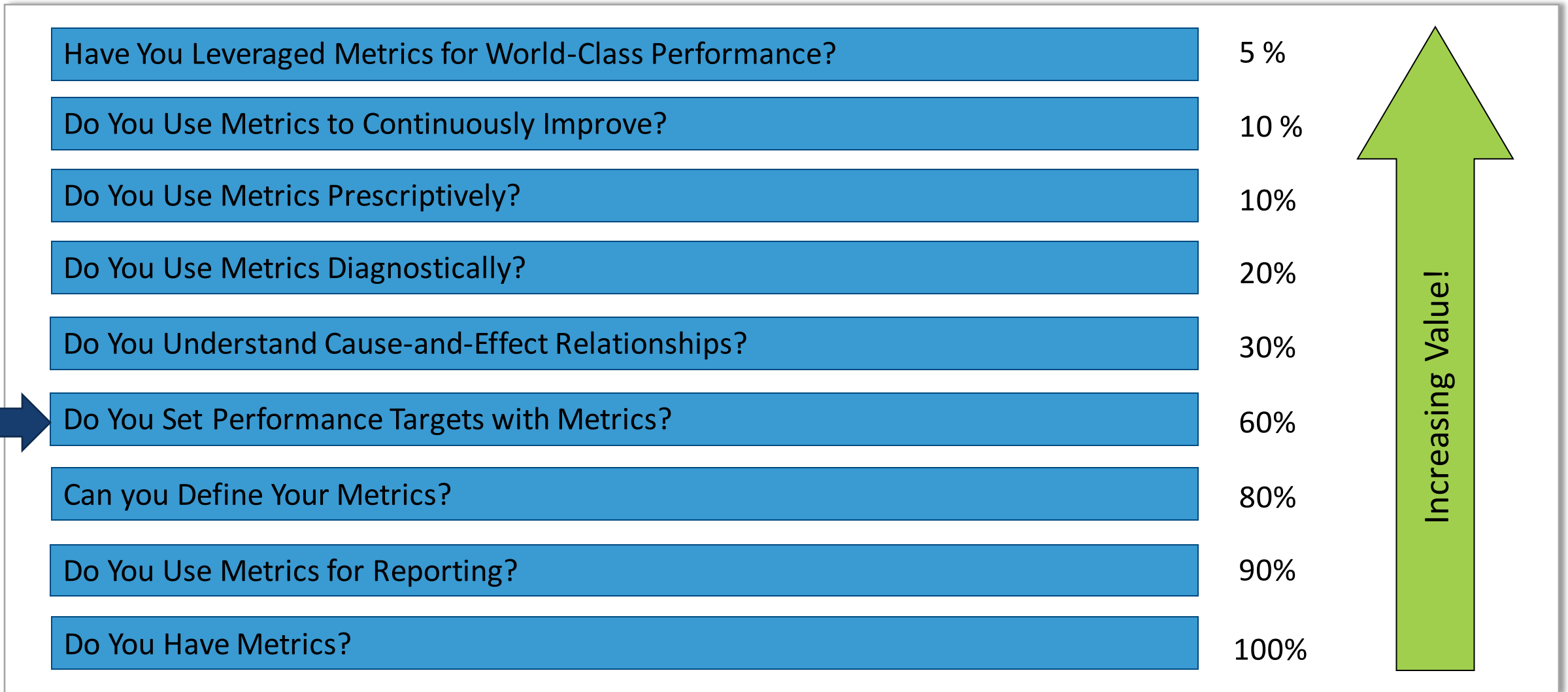
Learn how each of the Contact Center metrics that we benchmark is defined, why it's important, and how it correlates with other metrics. We include metrics from the following six categories:

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

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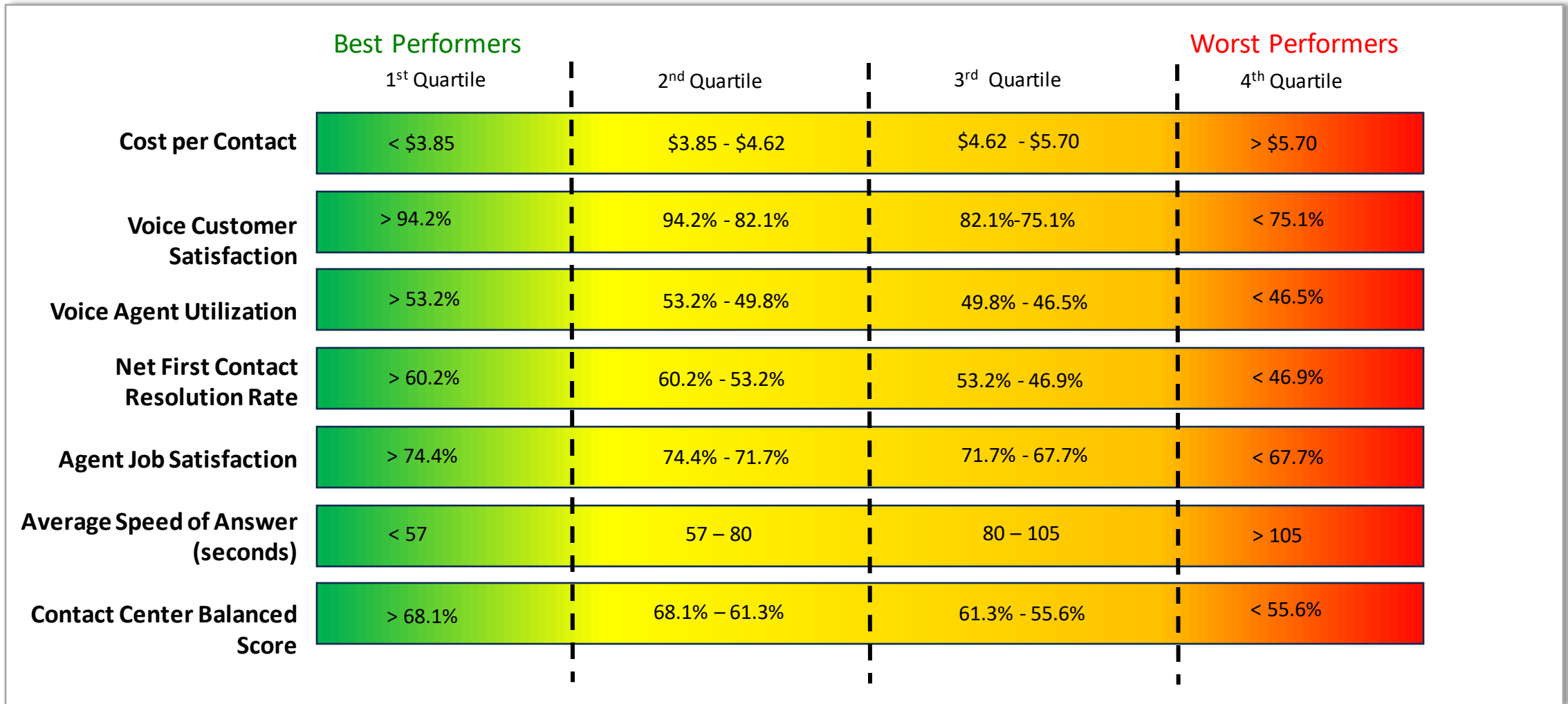
THE CONTACT CENTER METRICS HIERARCHY



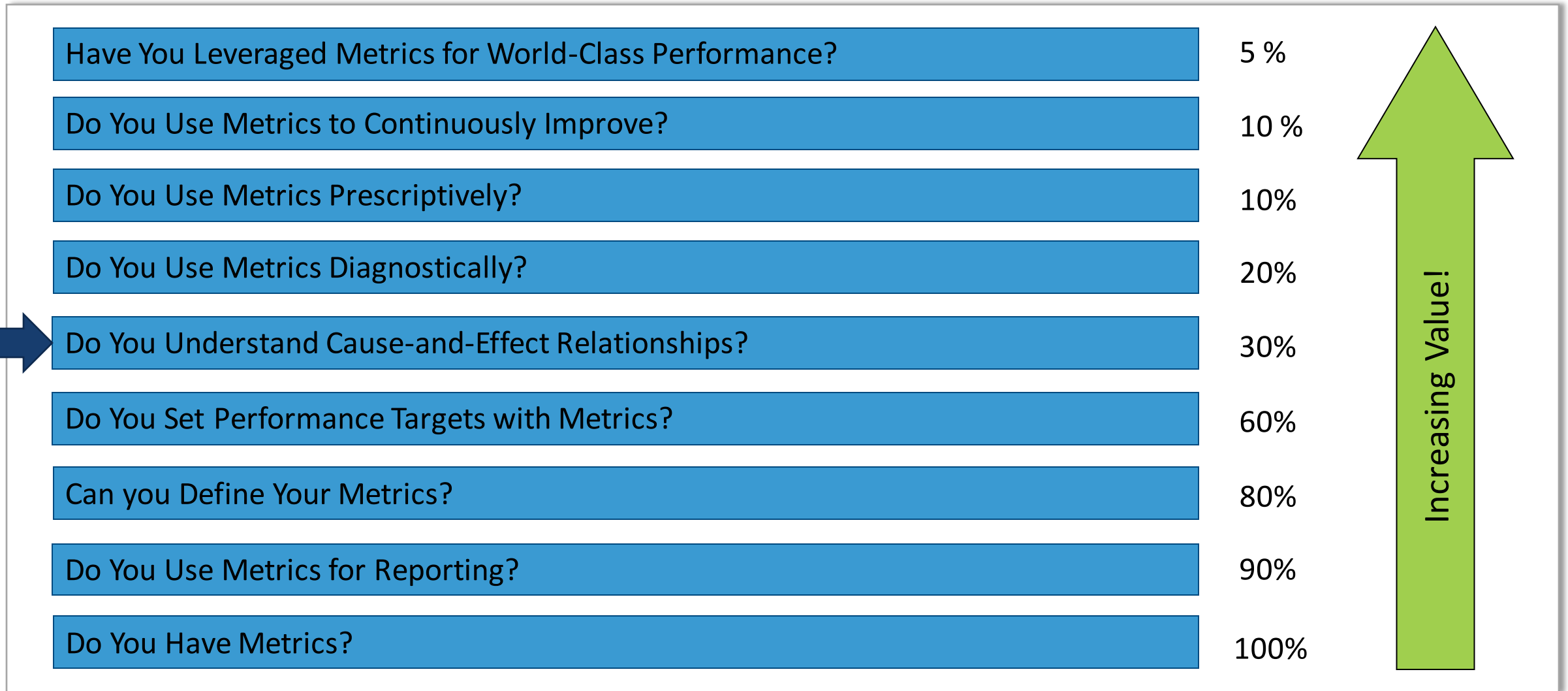
CONTACT CENTER PERFORMANCE TARGETS

Performance Metric	Current Company XYZ Performance	Target Performance
Cost per Inbound Contact	\$6.44	\$5.85
Customer Satisfaction	94.7%	94.2%
Agent Utilization	58.6%	63.2%
Net First Contact Resolution Rate	92.5%	90.2%
Agent Job Satisfaction	84.5%	88.4%
Average Speed of Answer (seconds)	229	27
Balanced Score	64.7%	79.6%

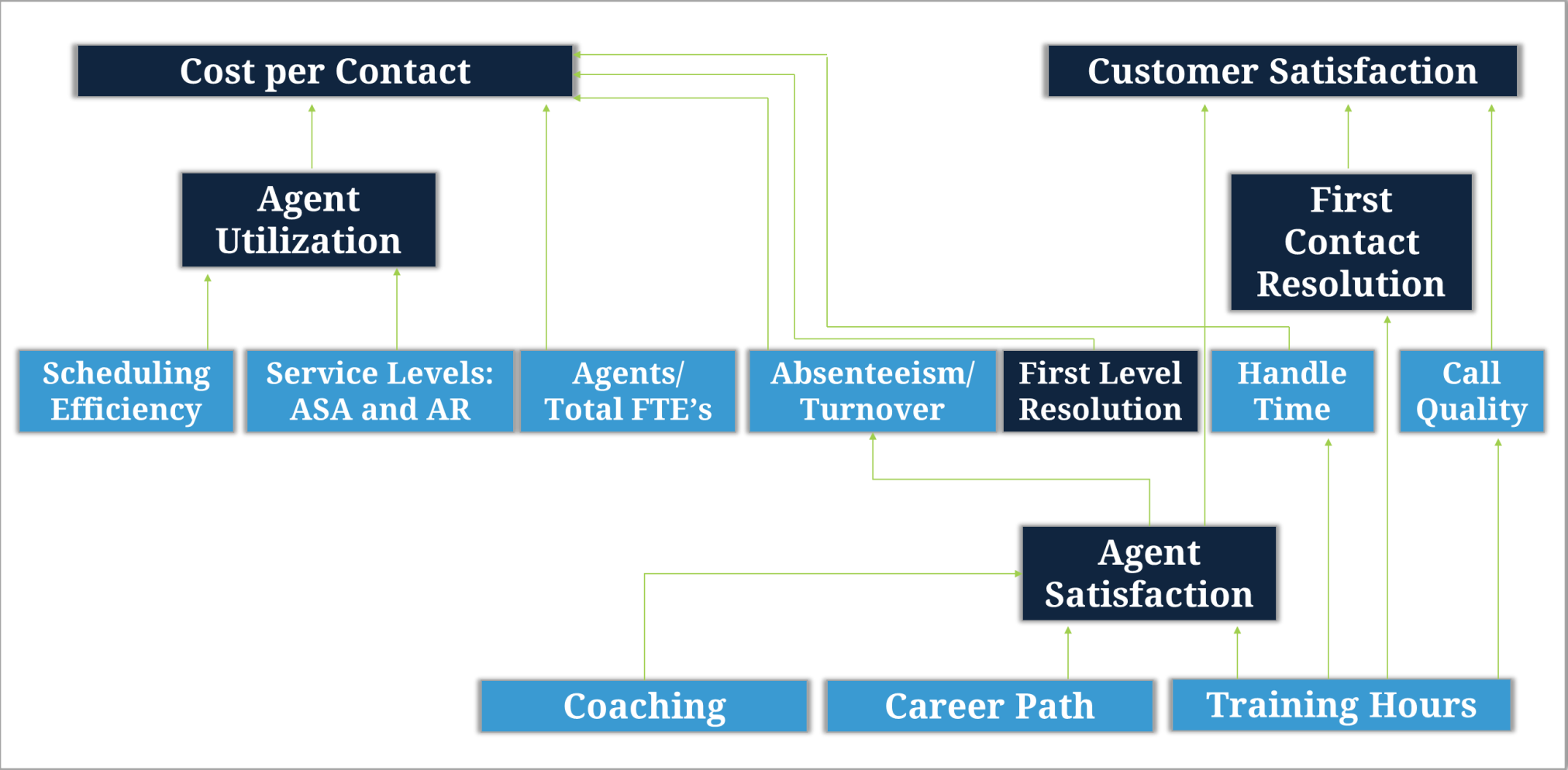
INDUSTRY AVERAGES AND RANGES FOR CONTACT CENTER KPIS



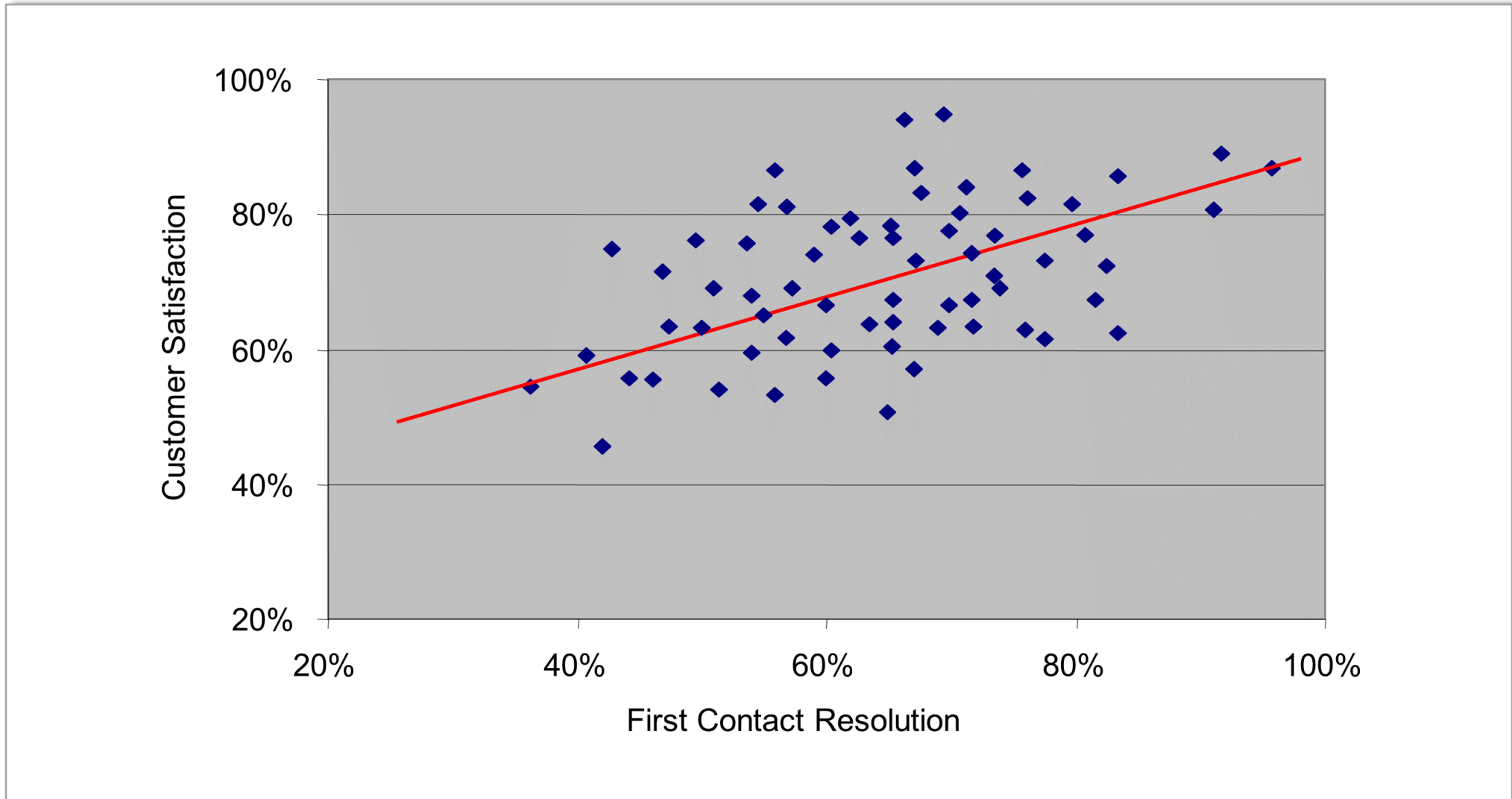
THE CONTACT CENTER METRICS HIERARCHY



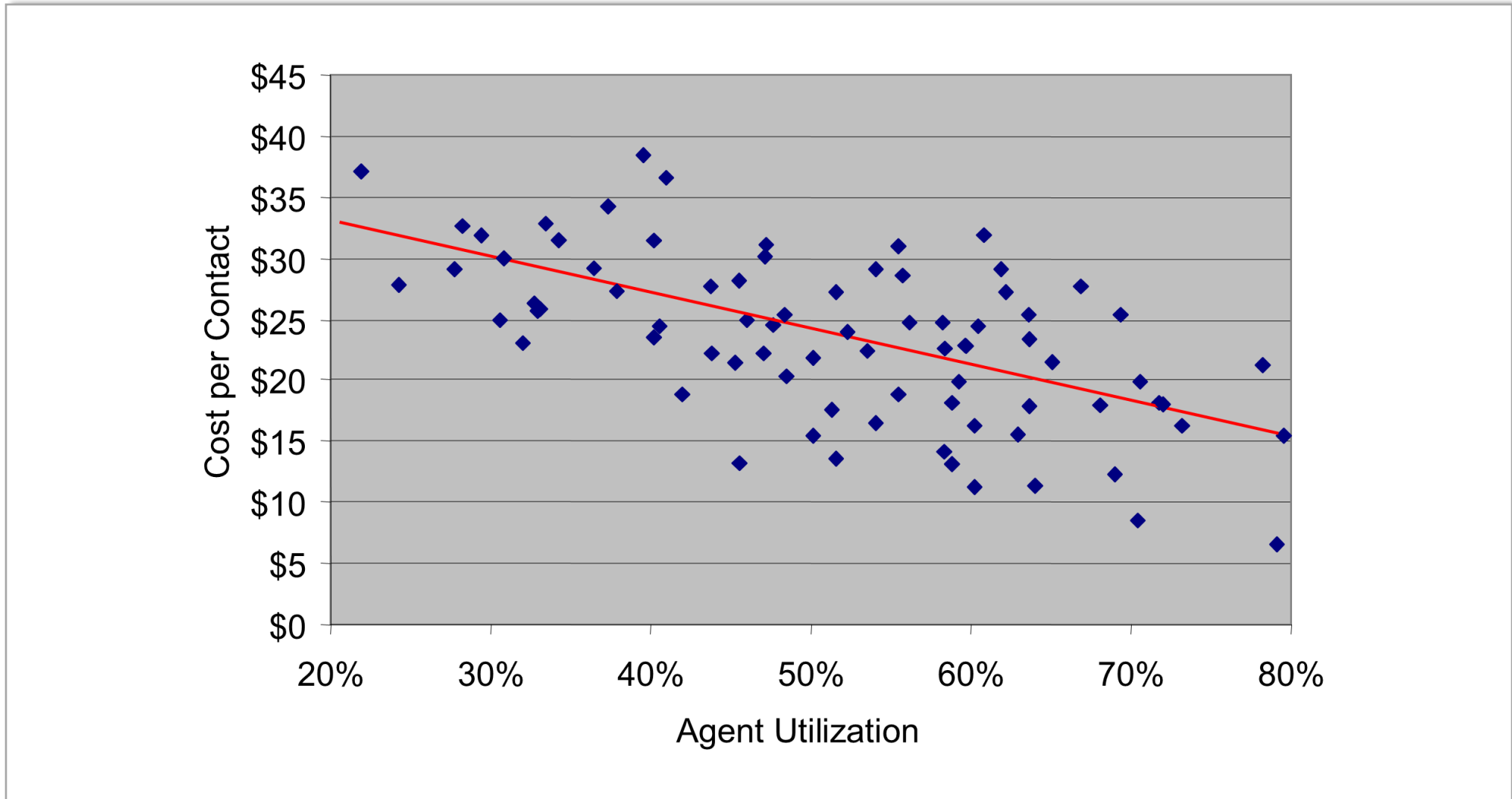
IMPORTANT CONTACT CENTER KPI CORRELATIONS



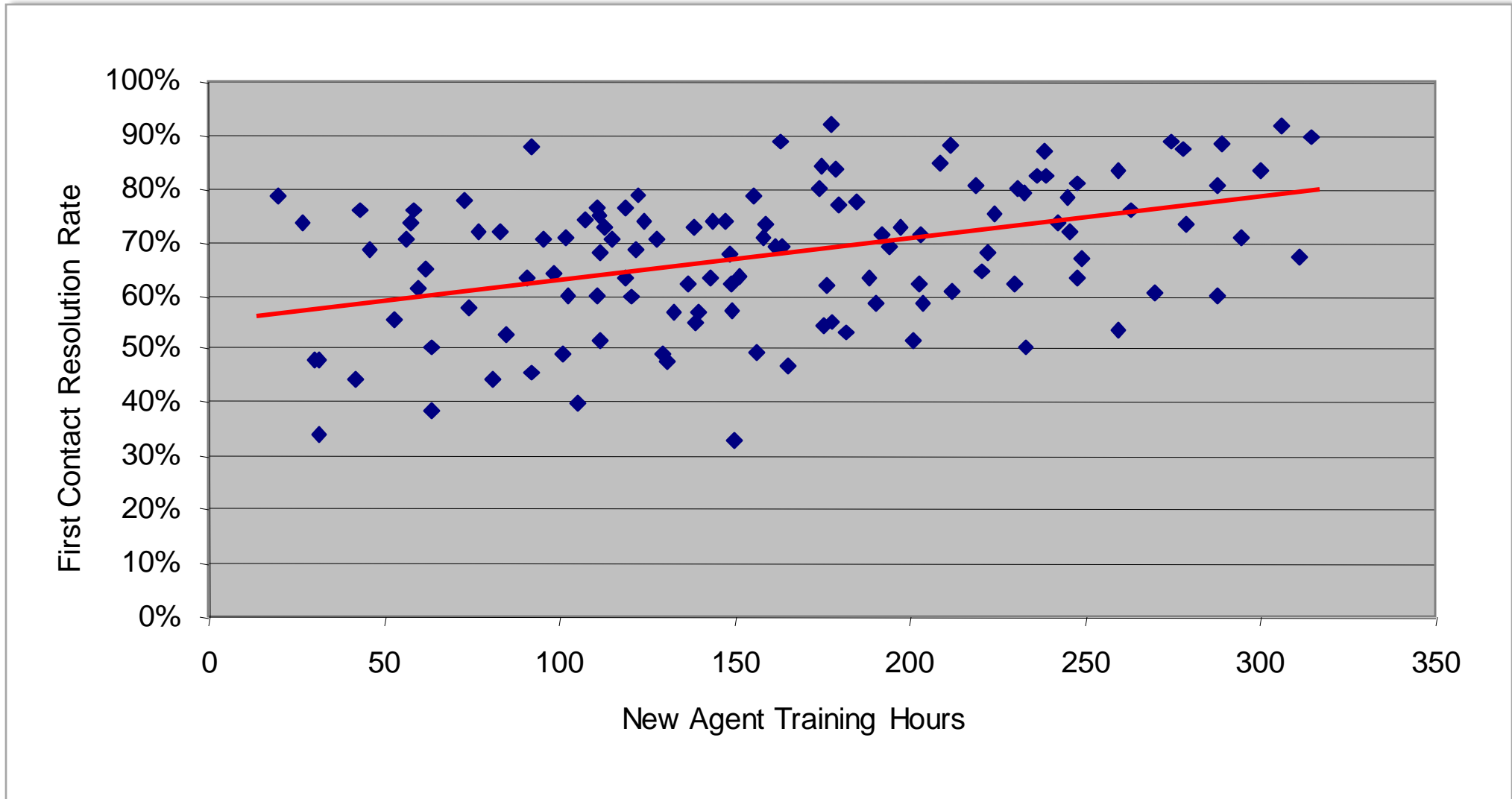
FIRST CONTACT RESOLUTION DRIVES CUSTOMER SATISFACTION



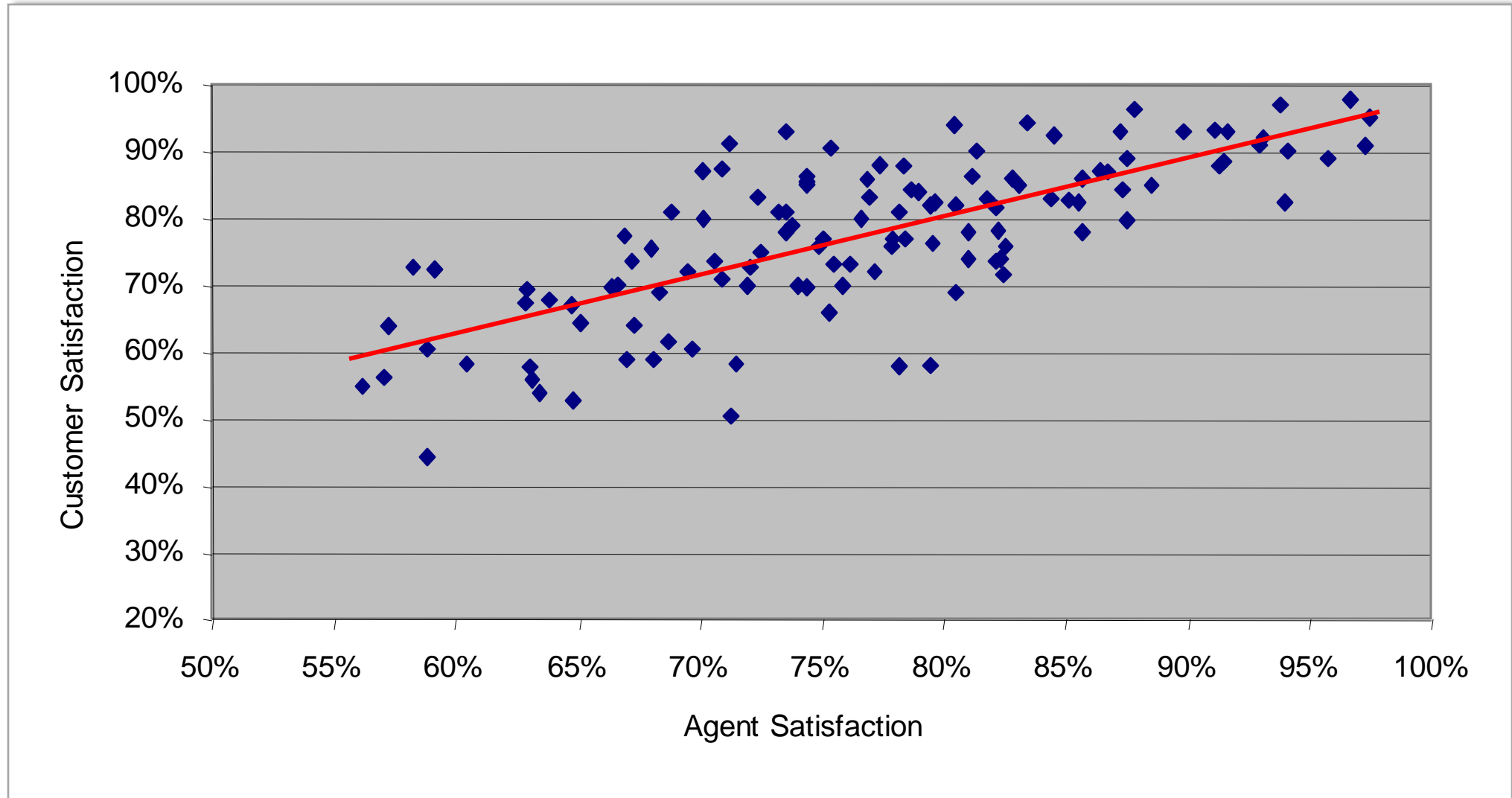
AGENT UTILIZATION DRIVES COST PER CONTACT



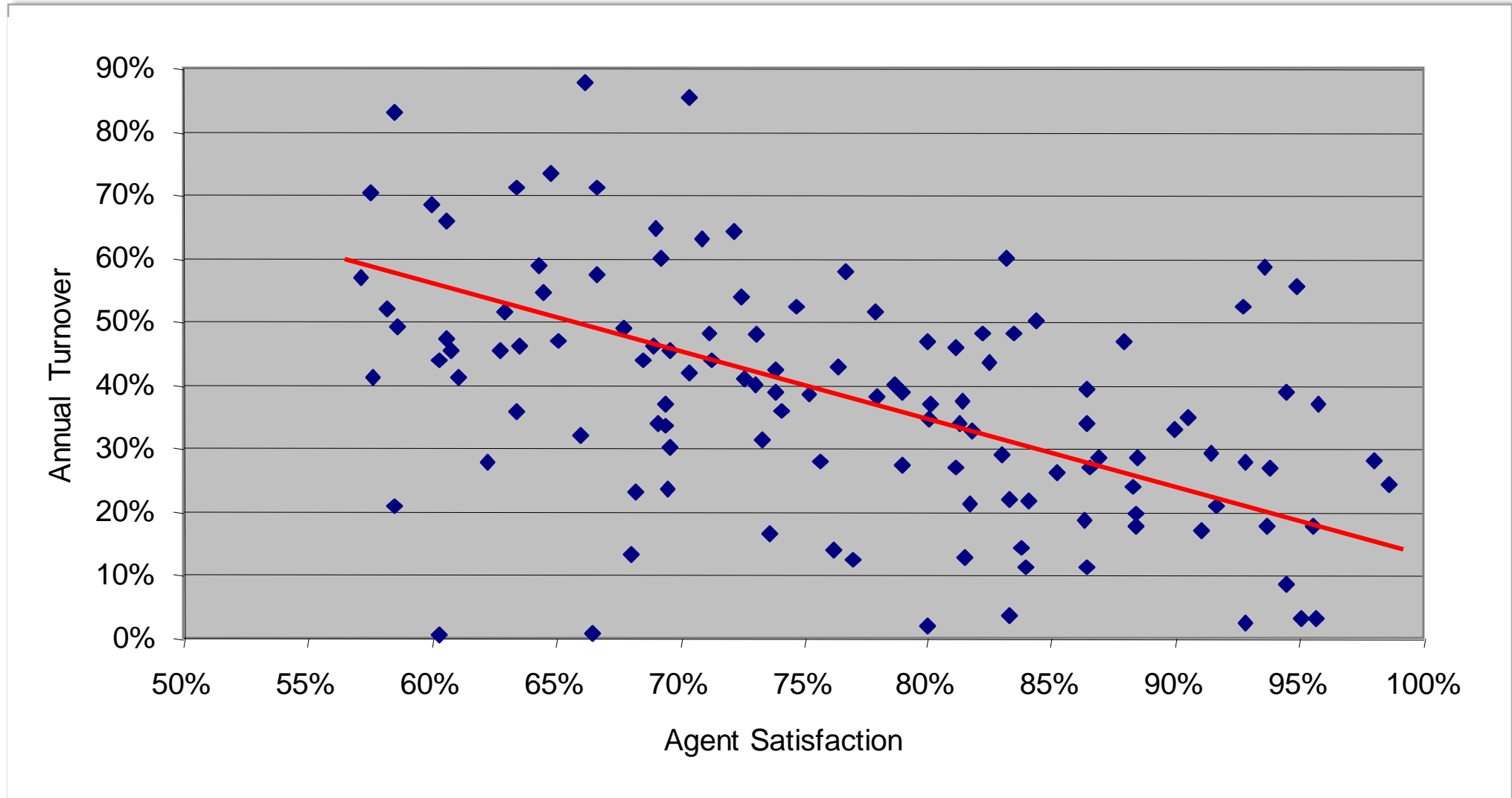
NEW AGENT TRAINING HOURS VS. FIRST CONTACT RESOLUTION



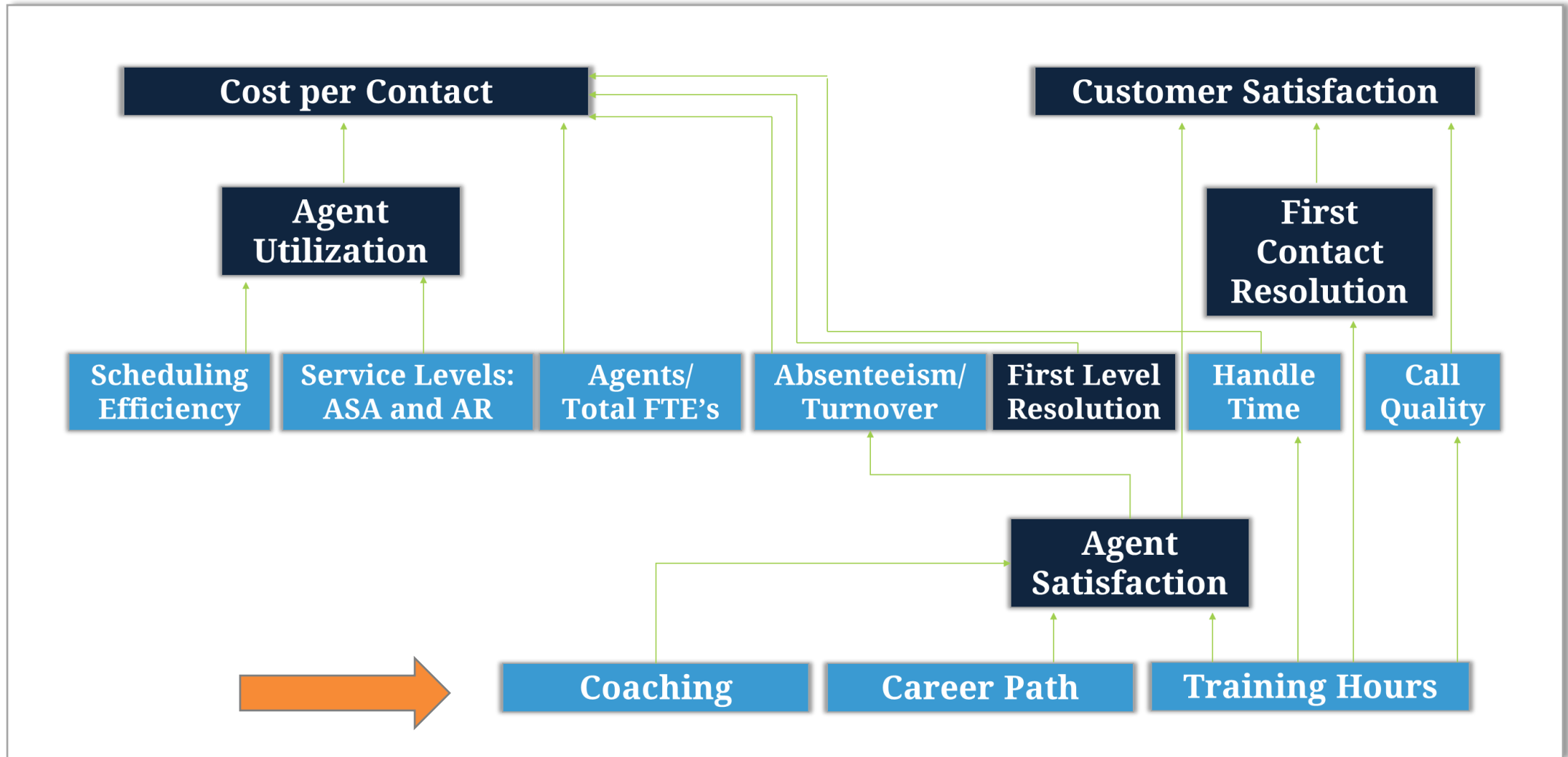
AGENT SATISFACTION IMPACTS CUSTOMER SATISFACTION



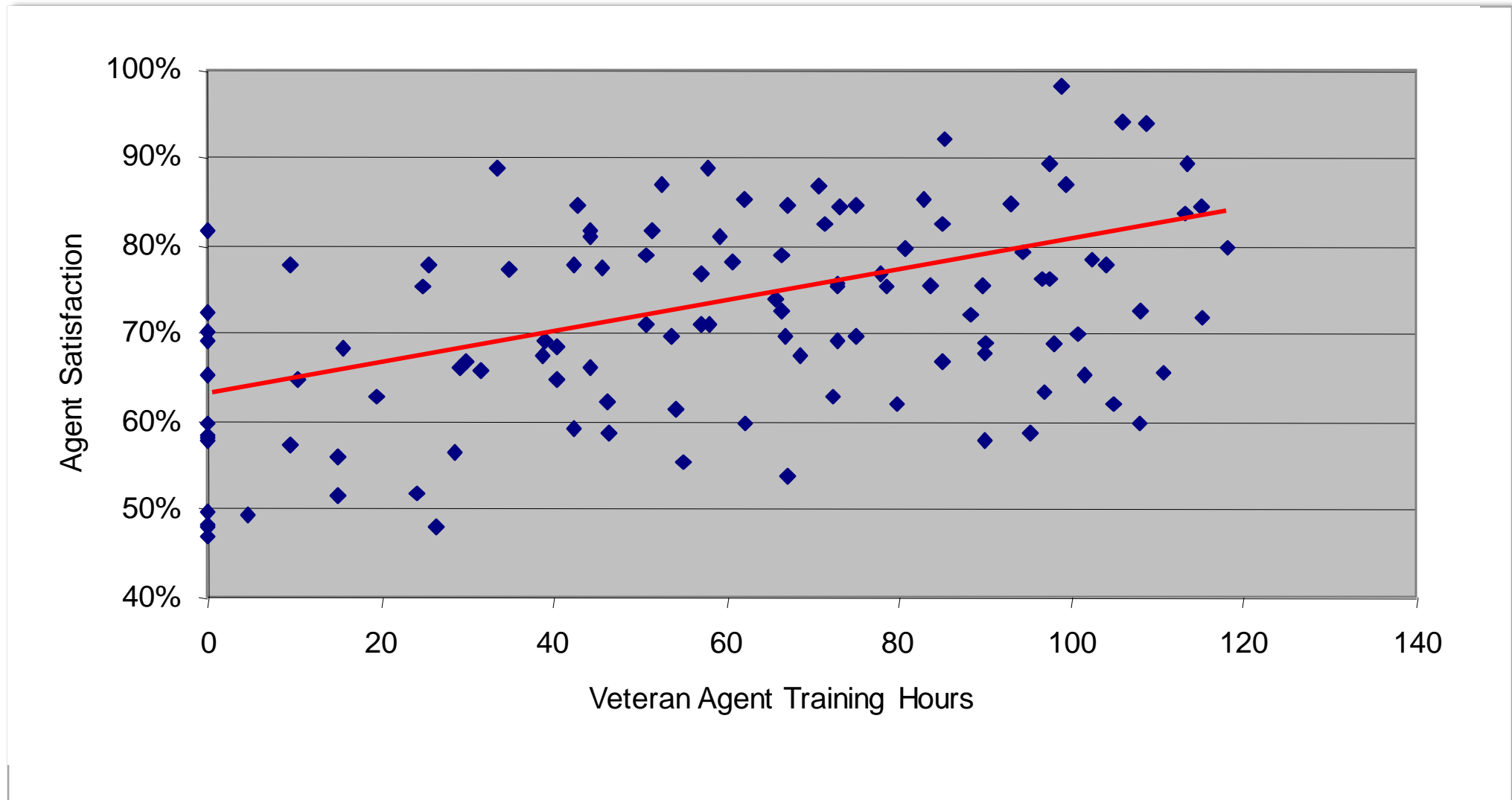
AGENT SATISFACTION DRIVES AGENT TURNOVER



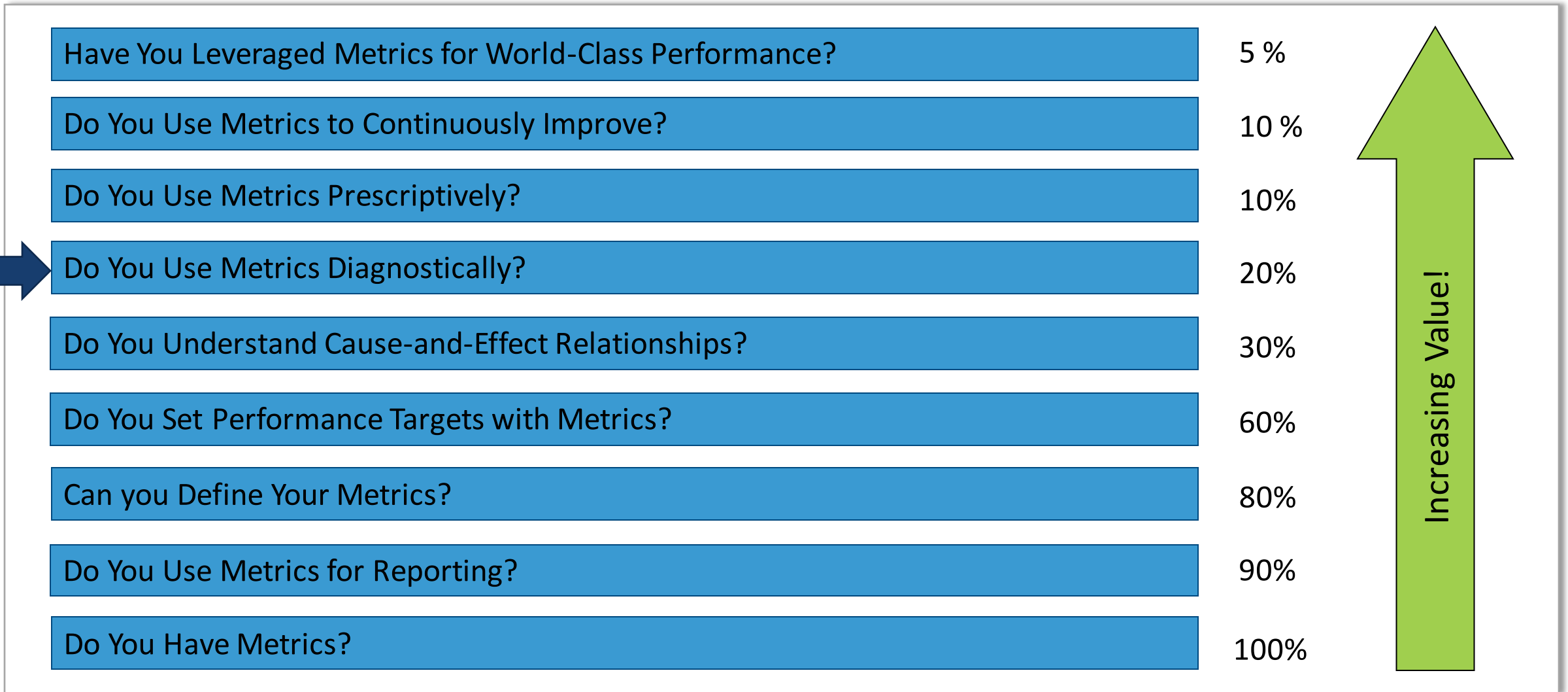
THE DRIVERS OF AGENT JOB SATISFACTION



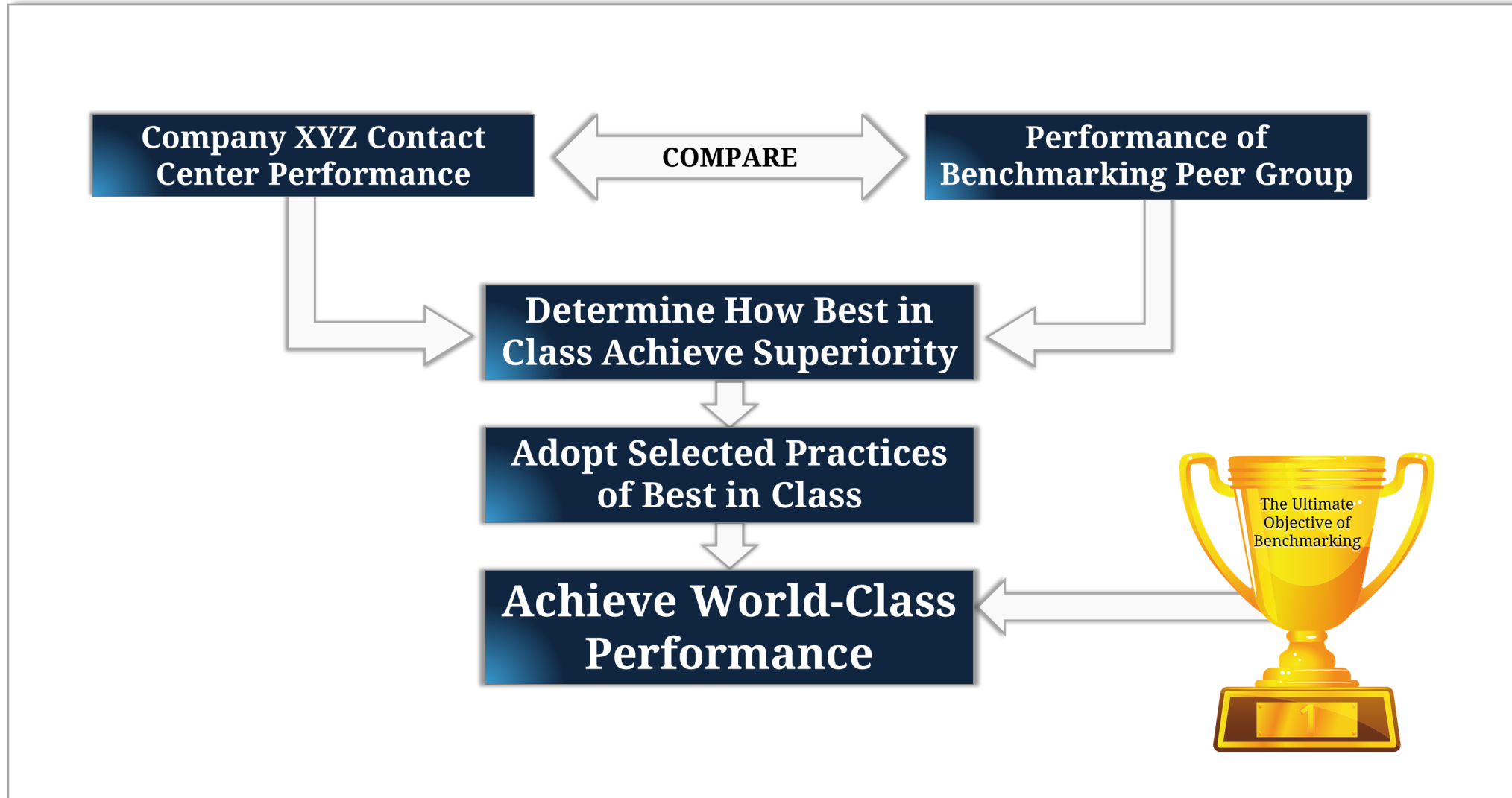
TRAINING HOURS DRIVE AGENT JOB SATISFACTION



THE CONTACT CENTER METRICS HIERARCHY



THE BENCHMARKING METHODOLOGY



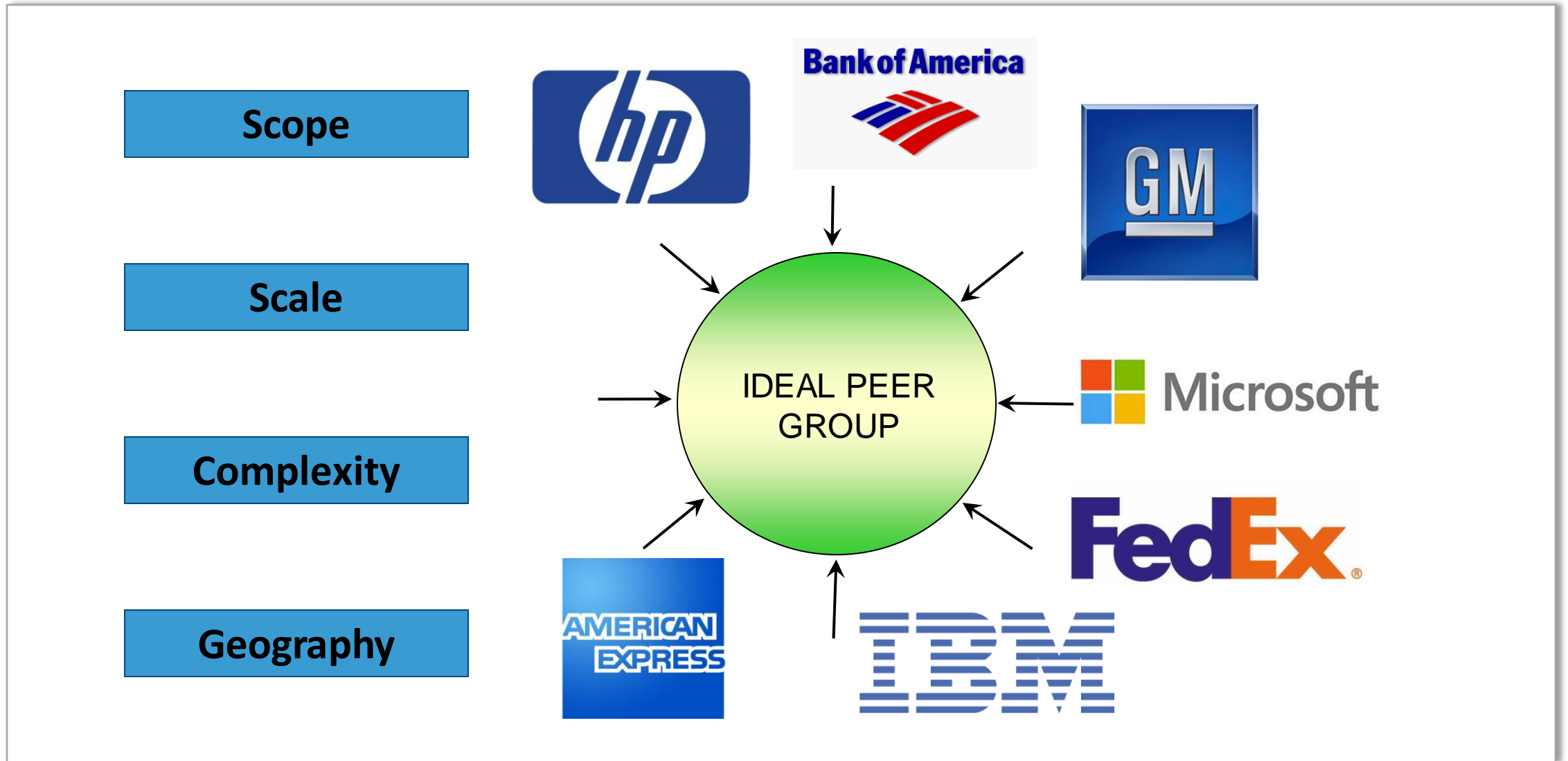
THE ROLE OF BENCHMARKING

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%**!

A NOTE ON VALID BENCHMARKING COMPARISONS



BENCHMARKING KPI PERFORMANCE SUMMARY

**SAMPLE
DATA ONLY!
DATA IS NOT
ACCURATE**

Metric Type	Key Performance Indicator (KPI)	Company XYZ	Peer Group Statistics			
			Average	Min	Median	Max
Cost	Cost per Inbound Contact	\$12.23	\$9.97	\$6.86	\$9.58	\$15.99
	Cost per Minute of Inbound Handle Time	\$1.66	\$1.39	\$0.95	\$1.41	\$1.95
Productivity	Inbound Contacts per Agent per Month	641	680	434	685	880
	Outbound Contacts per Agent per Month	29	69	24	69	155
	Agent Utilization	49.6%	51.2%	37.7%	50.2%	64.0%
	Agents as a % of Total Headcount	75.5%	76.8%	68.4%	75.7%	87.3%
Service Level	Average Speed of Answer (seconds)	62	57	6	41	151
	% of Calls Answered in 30 Seconds	59.8%	58.0%	13.4%	58.2%	92.2%
	Call Abandonment Rate	6.9%	8.4%	0.7%	6.2%	25.6%
Quality	Call Quality	85.4%	84.8%	71.5%	84.8%	95.3%
	Net First Contact Resolution Rate	71.2%	66.8%	55.9%	66.5%	78.9%
	Customer Satisfaction	83.3%	77.4%	67.9%	77.3%	91.3%
Agent	Annual Agent Turnover	32.6%	40.6%	26.7%	38.2%	69.6%
	Daily Agent Absenteeism	6.2%	11.1%	4.6%	10.9%	19.1%
	Agent Occupancy	80.8%	74.6%	55.1%	76.1%	88.7%
	Schedule Adherence	89.5%	86.0%	77.0%	86.3%	96.1%
	New Agent Training Hours	120	214	120	202	332
	Annual Agent Training Hours	64	42	0	47	90
	Agent Tenure (months)	43.3	30.4	9.5	31.3	43.3
	Agent Job Satisfaction	84.2%	75.4%	61.8%	75.5%	85.1%
Contact Handling	Inbound Contact Handle Time (minutes)	7.35	7.07	5.59	7.03	8.54
	Outbound Contact Handle Time (minutes)	3.20	2.97	2.21	3.05	3.52
	Outbound Contacts as a % of Total Contacts	4.3%	9.3%	3.6%	9.5%	18.6%
	IVR Containment Rate	18.7%	28.3%	0.0%	25.4%	60.5%

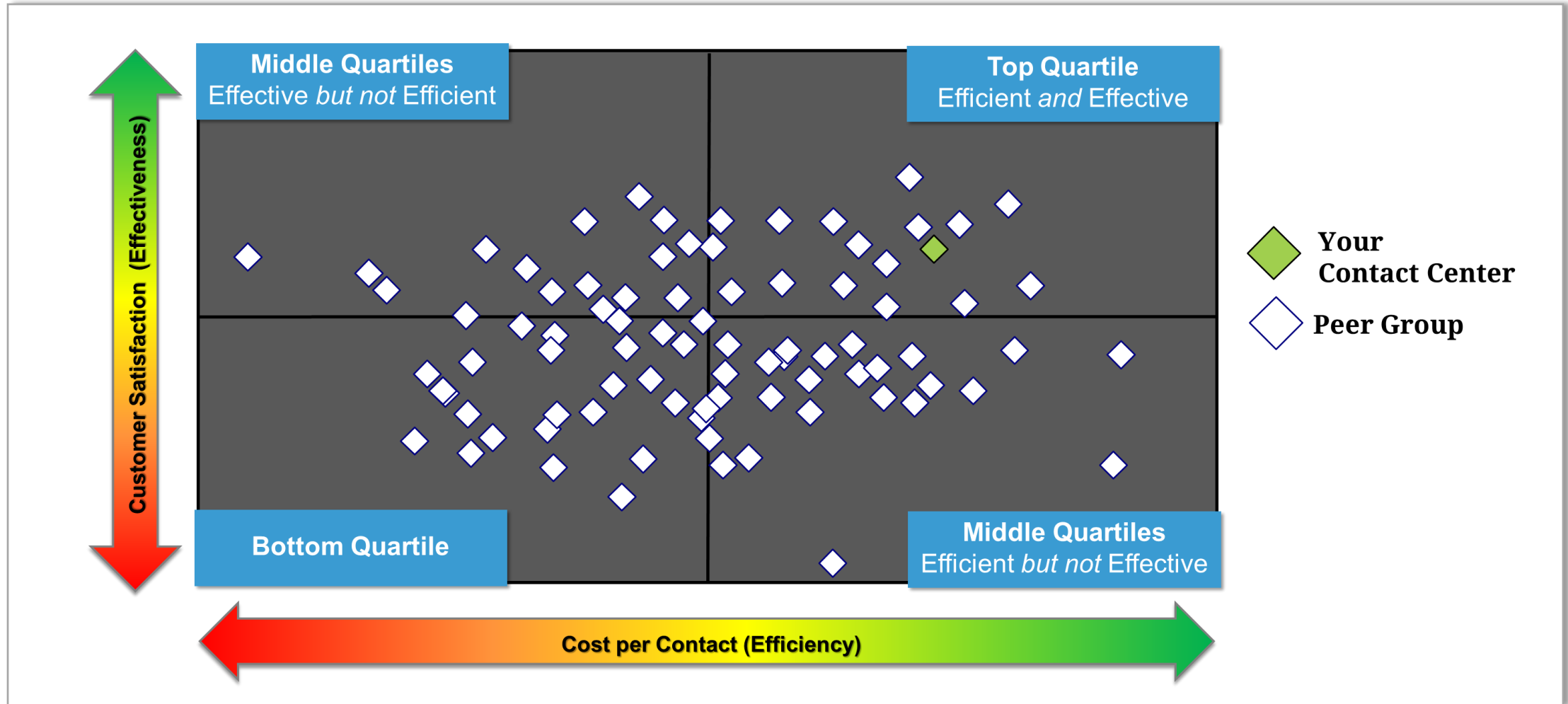
QUARTILE RANKINGS – SERVICE LEVEL AND QUALITY METRICS

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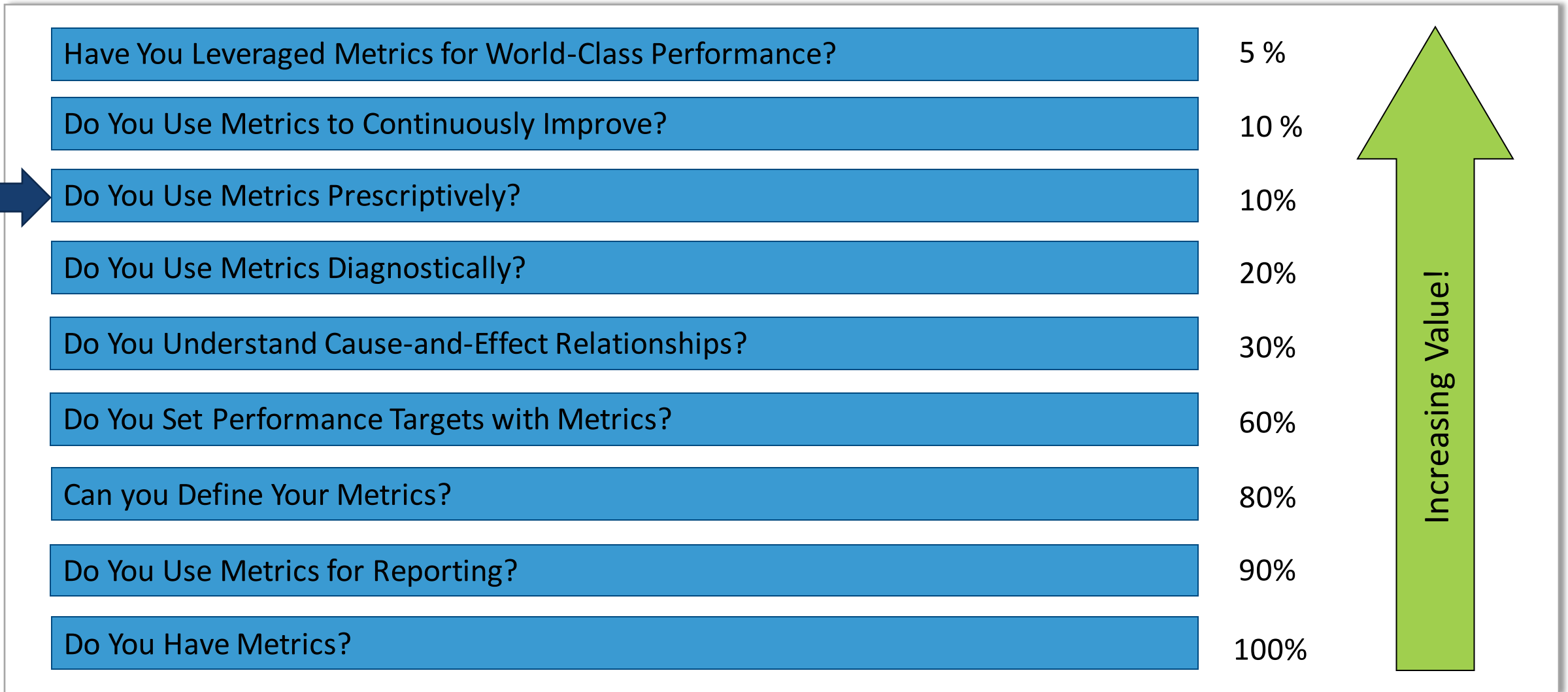
Service Level Metric	Quartile				Company XYZ Performance
	1 (Top)	2	3	4 (Bottom)	
Average Speed of Answer (seconds)	6 25	25 41	41 74	74 151	62
% of Calls Answered in 30 Seconds	92.2% 79.2%	79.2% 58.2%	58.2% 41.7%	41.7% 13.4%	59.8%
Call Abandonment Rate	0.7% 2.7%	2.7% 6.2%	6.2% 13.2%	13.2% 25.6%	6.9%

Quality Metric	Quartile				Company XYZ Performance
	1 (Top)	2	3	4 (Bottom)	
Call Quality	95.3% 87.5%	87.5% 84.8%	84.8% 81.8%	81.8% 71.5%	85.4%
Net First Contact Resolution Rate	78.9% 70.4%	70.4% 66.5%	66.5% 63.2%	63.2% 55.9%	71.2%
Customer Satisfaction	91.3% 80.3%	80.3% 77.3%	77.3% 73.6%	73.6% 67.9%	83.3%

COST VS. QUALITY – THE FOUNDATION METRICS



THE CONTACT CENTER METRICS HIERARCHY

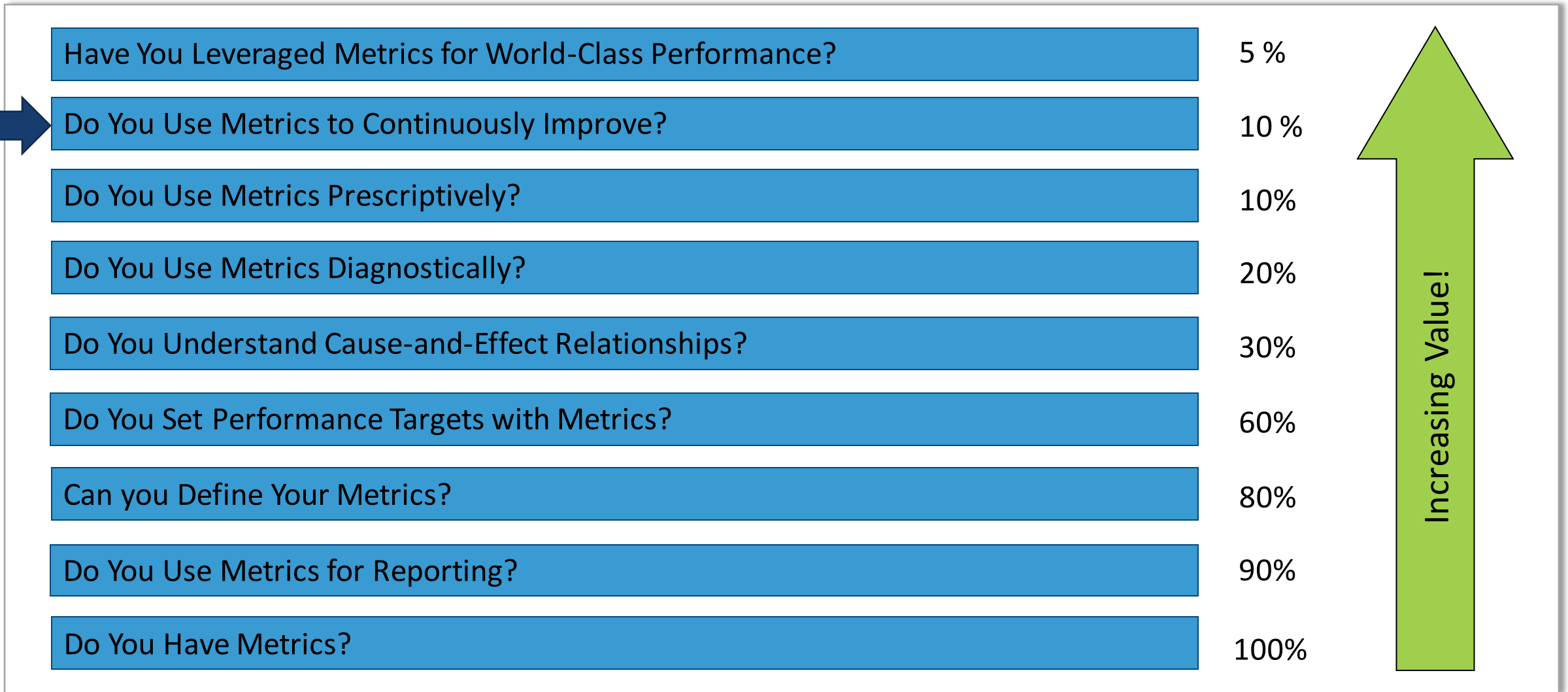


CASE STUDY USING ACTUAL BENCHMARKING DATA

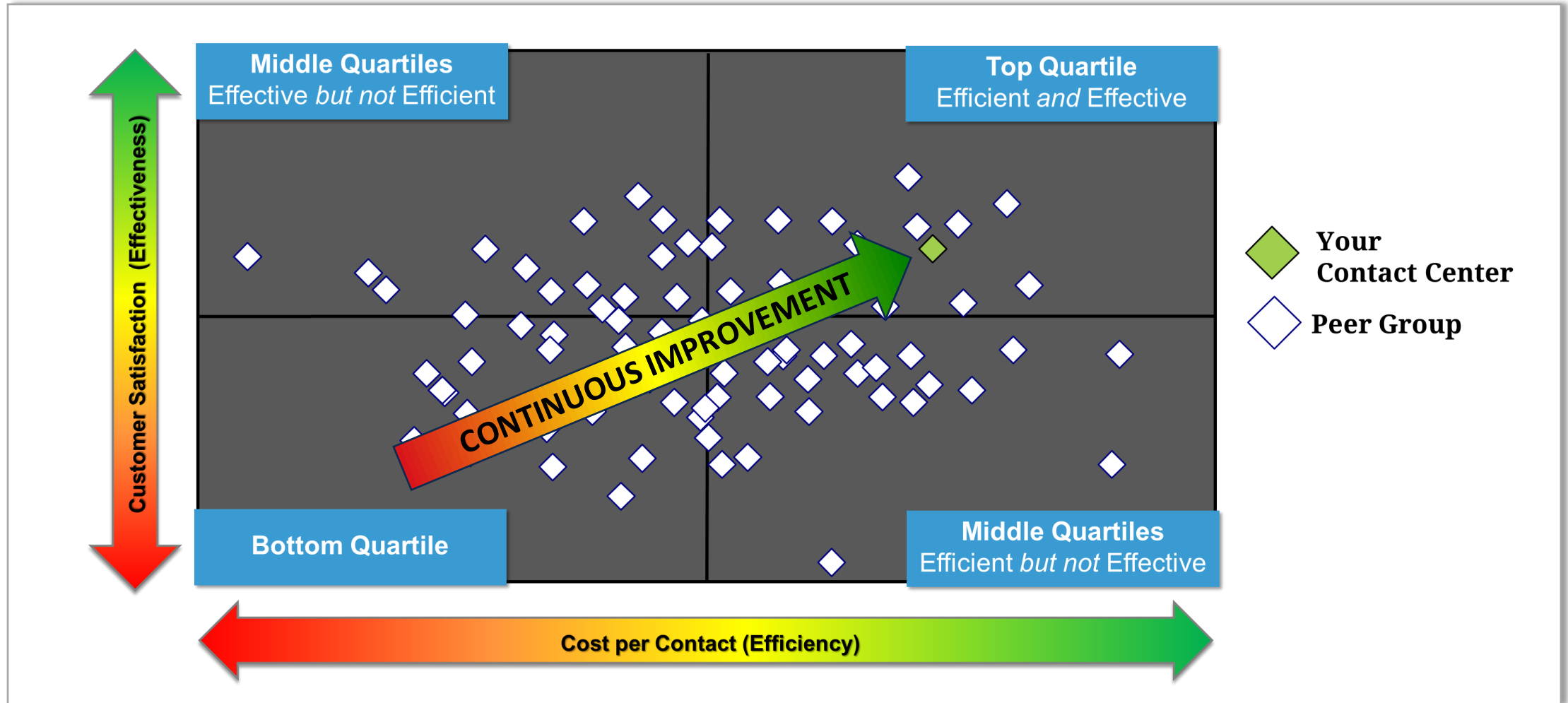
Sample Data Only! Not Intended for Benchmarking Purposes!

Metric Type	Metric	Your Score	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 (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	4.785	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%

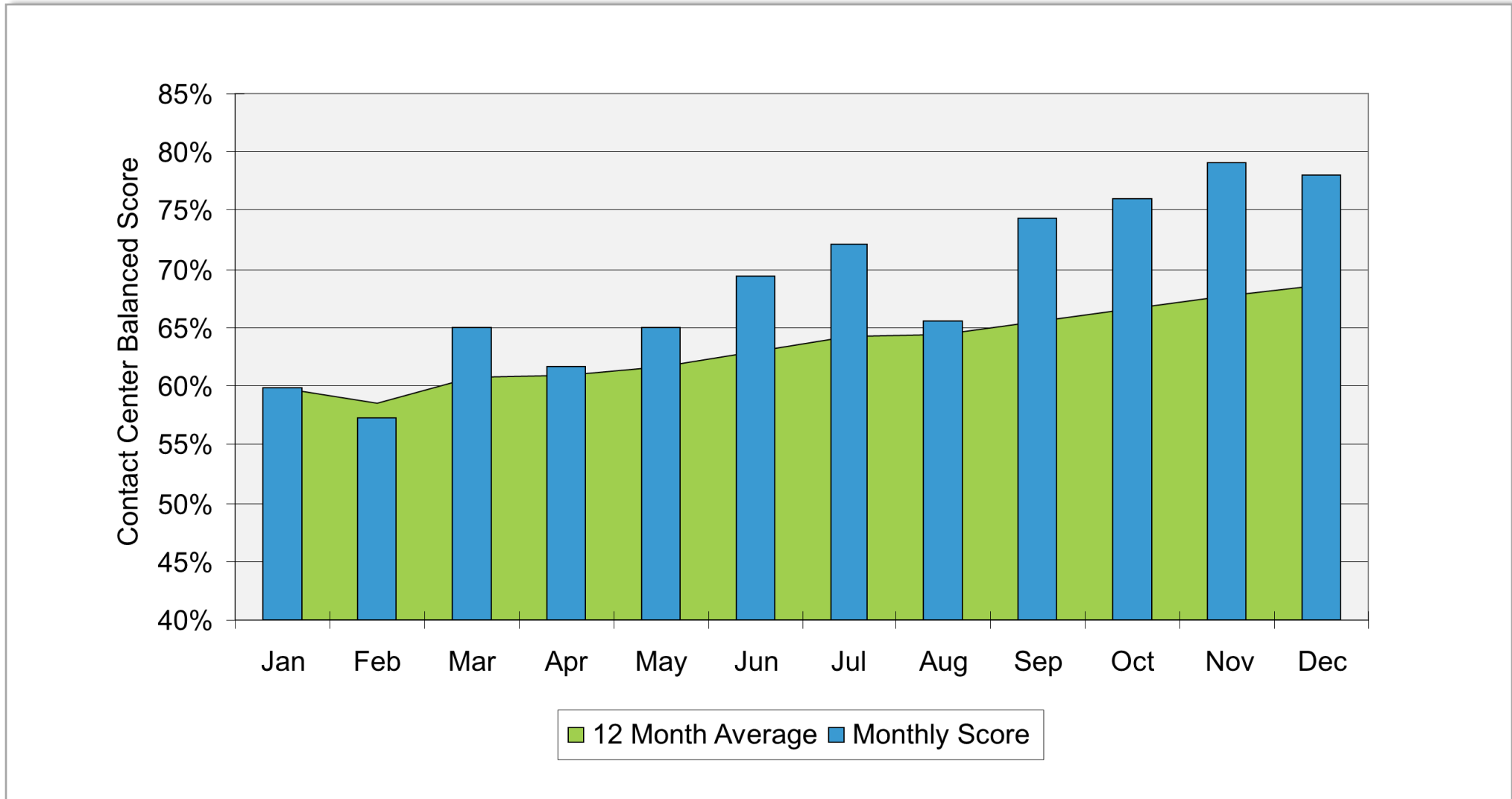
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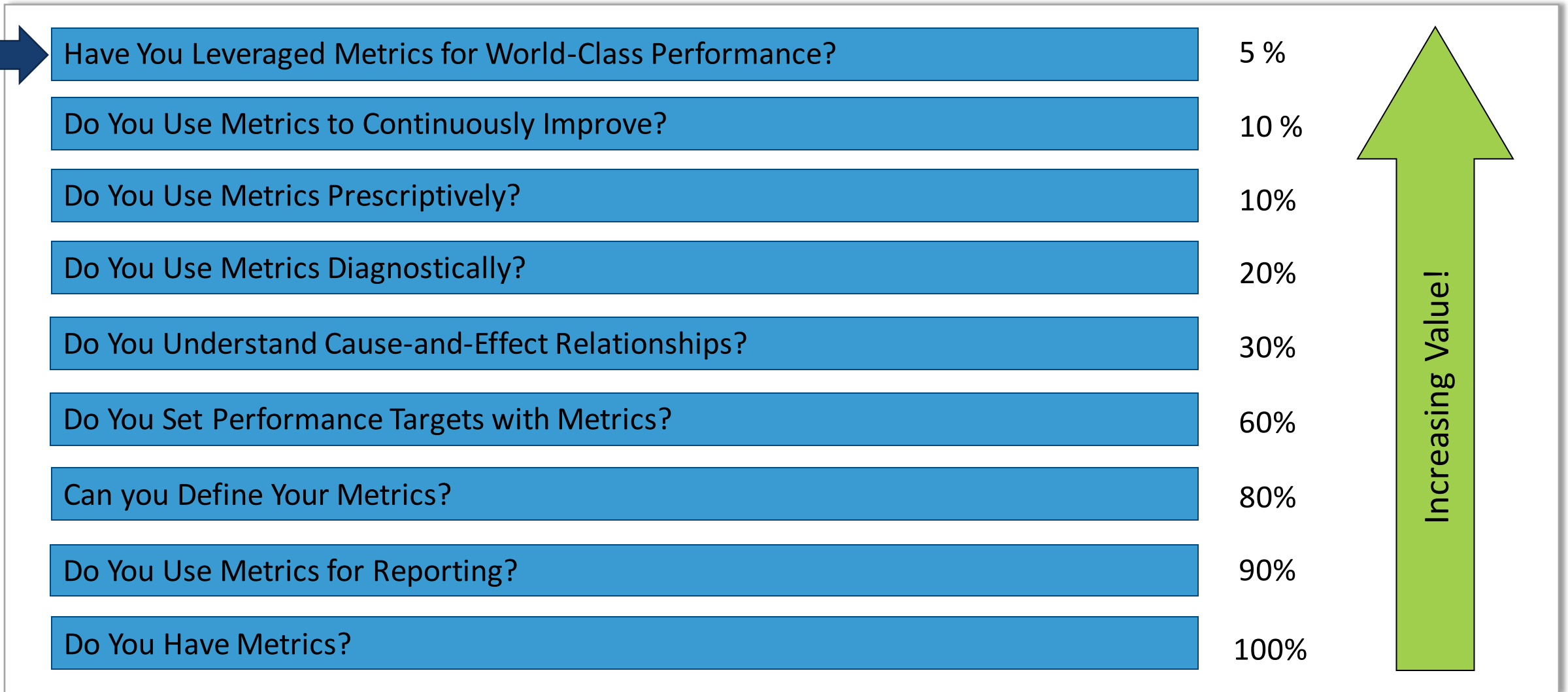
WHAT CONTINUOUS IMPROVEMENT LOOKS LIKE



CONTINUOUS IMPROVEMENT: THE BALANCED SCORECARD TREND



THE CONTACT CENTER METRICS HIERARCHY



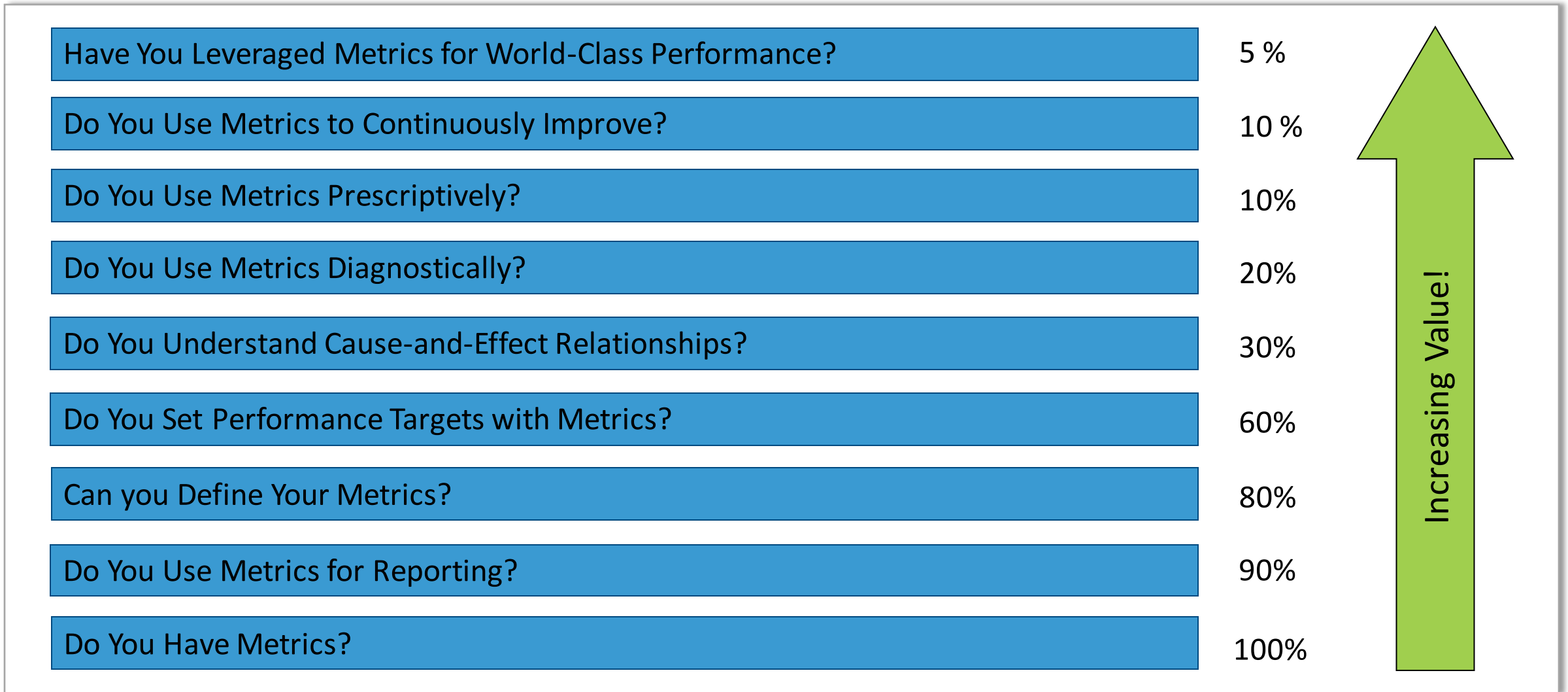
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- Business value is managed at or above industry average levels
 - Cost per contact is below industry average levels – bottom quartile Cost per Contact
 - Revenue generated is above industry average levels
- Contact Center follows industry best practices
 - 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%**

THE REWARDS OF WORLD-CLASS PERFORMANCE

- 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

9 SUCCESS FACTORS FOR CONTACT CENTER PERFORMANCE METRICS



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THANK YOU!

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QUESTIONS ?

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THANK YOU!

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Session 303:

Mastering Metrics *The Contact Center Metrics Hierarchy*

Jeff Rumburg, *Managing Partner*, MetricNet, LLC

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

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MEET SOME OF OUR CLIENTS



THANK
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