Session 303:

Visibility, Transparency, Accountability:
Leveraging Metrics for Transformational Change!

Jeff Rumburg, *Managing Partner,* MetricNet, LLC

MetricNet.com/ICMI23
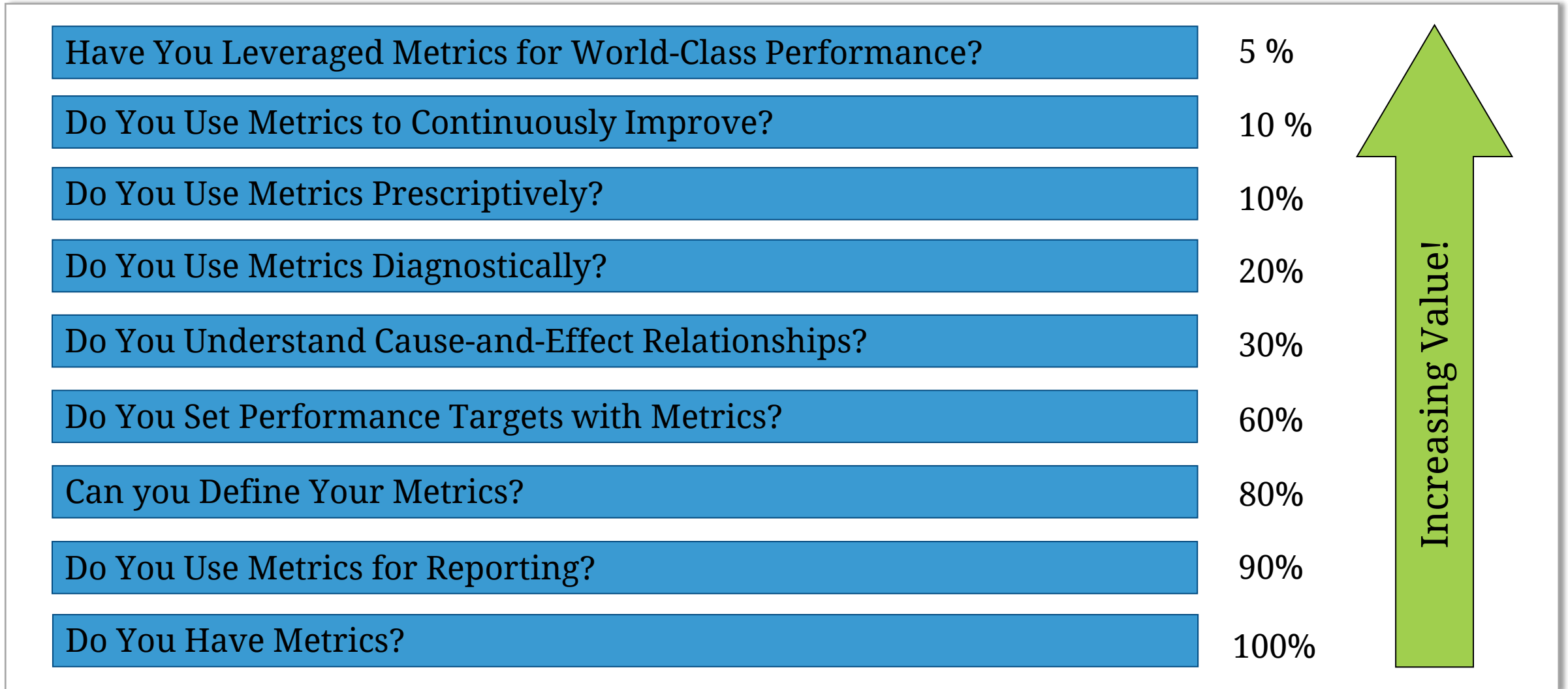
EMPIRICAL OBSERVATIONS FROM OUR GLOBAL DATABASE

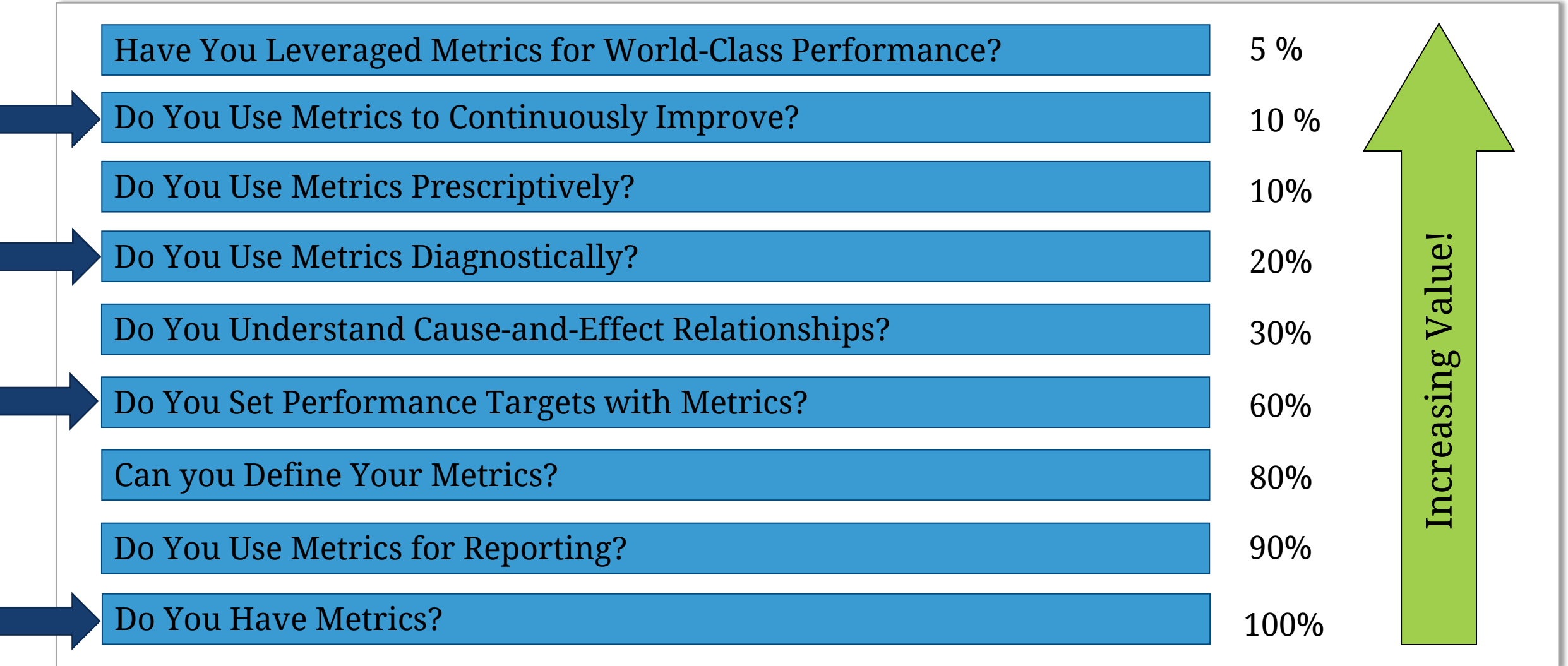4,000+ Contact Center Benchmarks

Global Benchmarking Database

70+ Key Performance Indicators

Nearly 120 Industry Best Practices

THE CONTACT CENTER METRICS HIERARCHY

Have You Leveraged Metrics 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%
Do You Understand Cause-and-Effect Relationships?	30%
Do You Set Performance Targets with Metrics?	60%
Can you Define Your Metrics?	80%
Do You Use Metrics for Reporting?	90%
Do You Have Metrics?	100%

Increasing Value!

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Increasing Value!

ICMI CONTACT CENTER EXPO A DIGITAL EXPERIENCE

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Increasing Value!

SOME COMMON INBOUND 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 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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REPORTING: A GOOD START

Cost per Contact

Customer Satisfaction

Agent Utilization

First Contact Resolution Rate

Agent Job Satisfaction

Average Speed of Answer

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DOWNLOAD EBOOKS OF KPI DEFINITIONS

MetricNet.com/category/ebooks

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PERFORMANCE TARGETS SHOULD BE TOP QUARTILE

	Best Performers 1st Quartile	2nd Quartile	3rd Quartile	Worst Performers 4th Quartile
Average Cost per Voice Minute	< $0.88	$.88 - $1.19	$1.19 - $1.71	> $1.71
Voice Customer Satisfaction	> 94.6%	94.6% - 85.7%	85.7% - 72.6%	< 72.6%
Voice Agent Utilization	> 65.9%	65.9% - 54.1%	54.1% - 41.1%	< 41.1%
Net First Contact Resolution Rate	> 86.3%	86.3% - 78.6%	78.6% - 64.9%	< 64.9%
Agent Job Satisfaction	> 88.4%	88.4% - 75.7%	75.7% - 62.8%	< 62.8%
Average Speed of Answer (seconds)	< 29	29 – 51	51 – 98	> 98
Contact Center Balanced Score	> 65.8%	65.8% - 51.2%	51.2% - 36.0%	< 36.0%

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ICMI CONTACT CENTER EXPO A DIGITAL EXPERIENCE
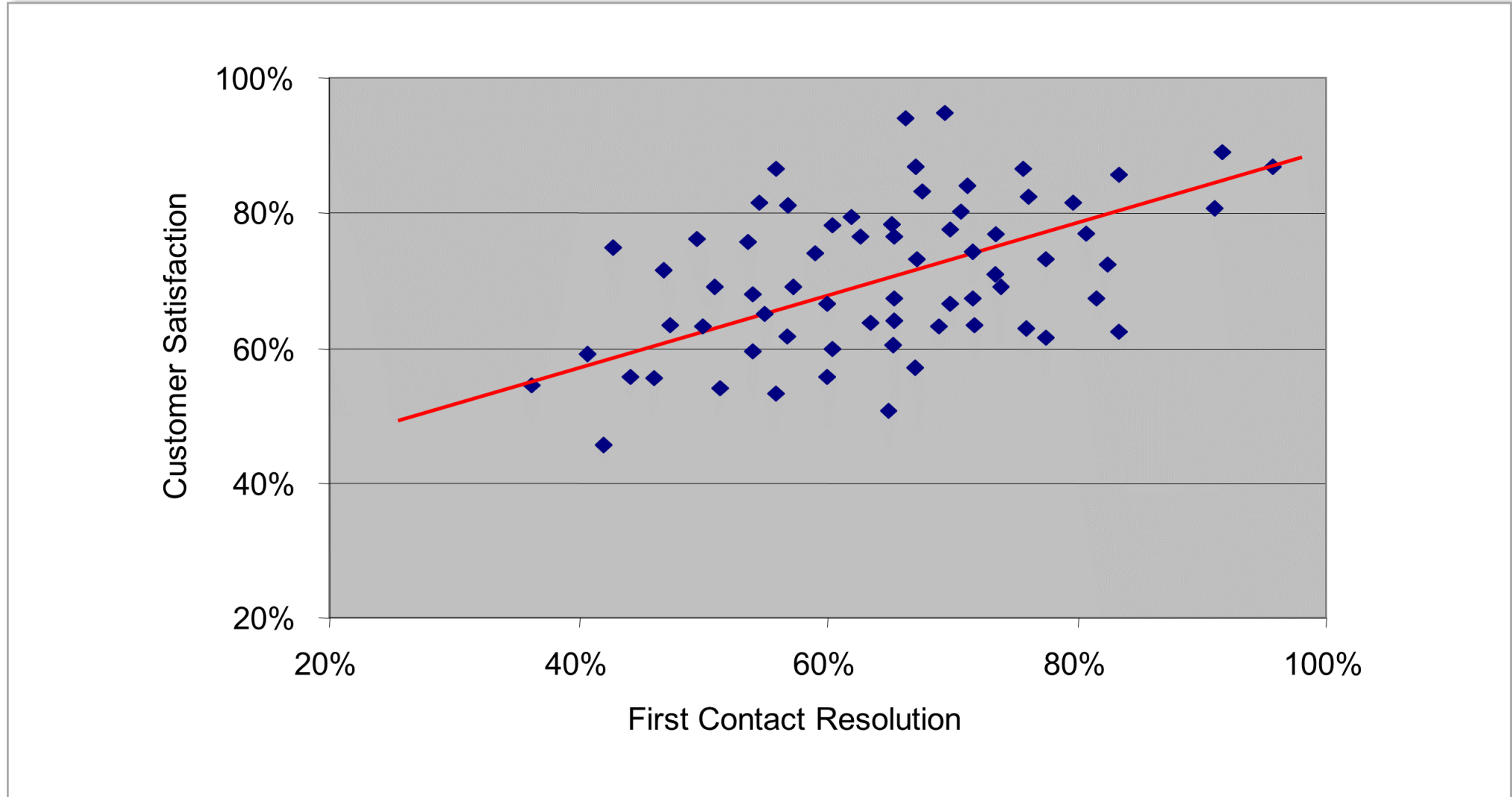
#ICMIexpo

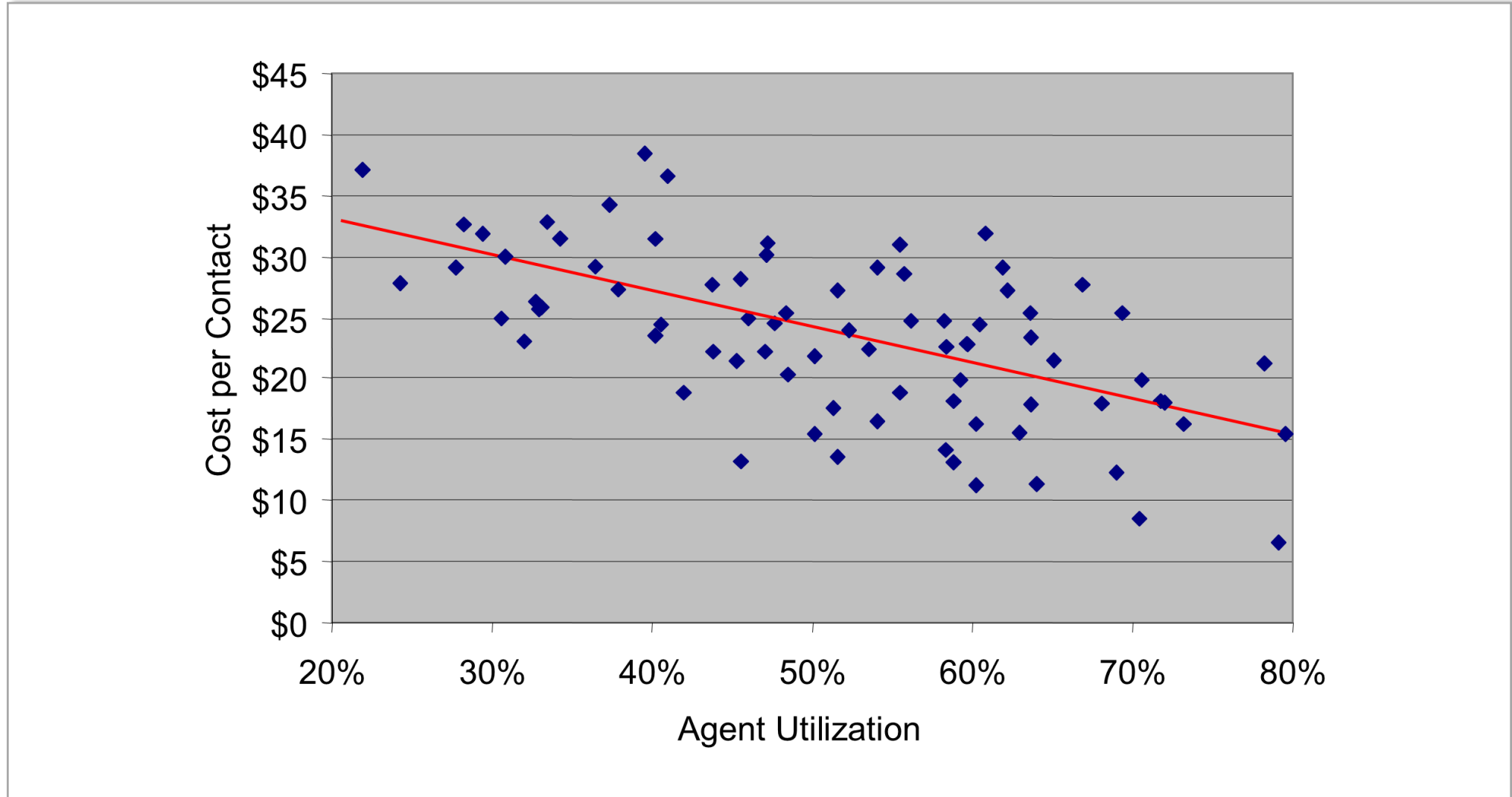# IMPORTANT CONTACT CENTER KPI CORRELATIONS
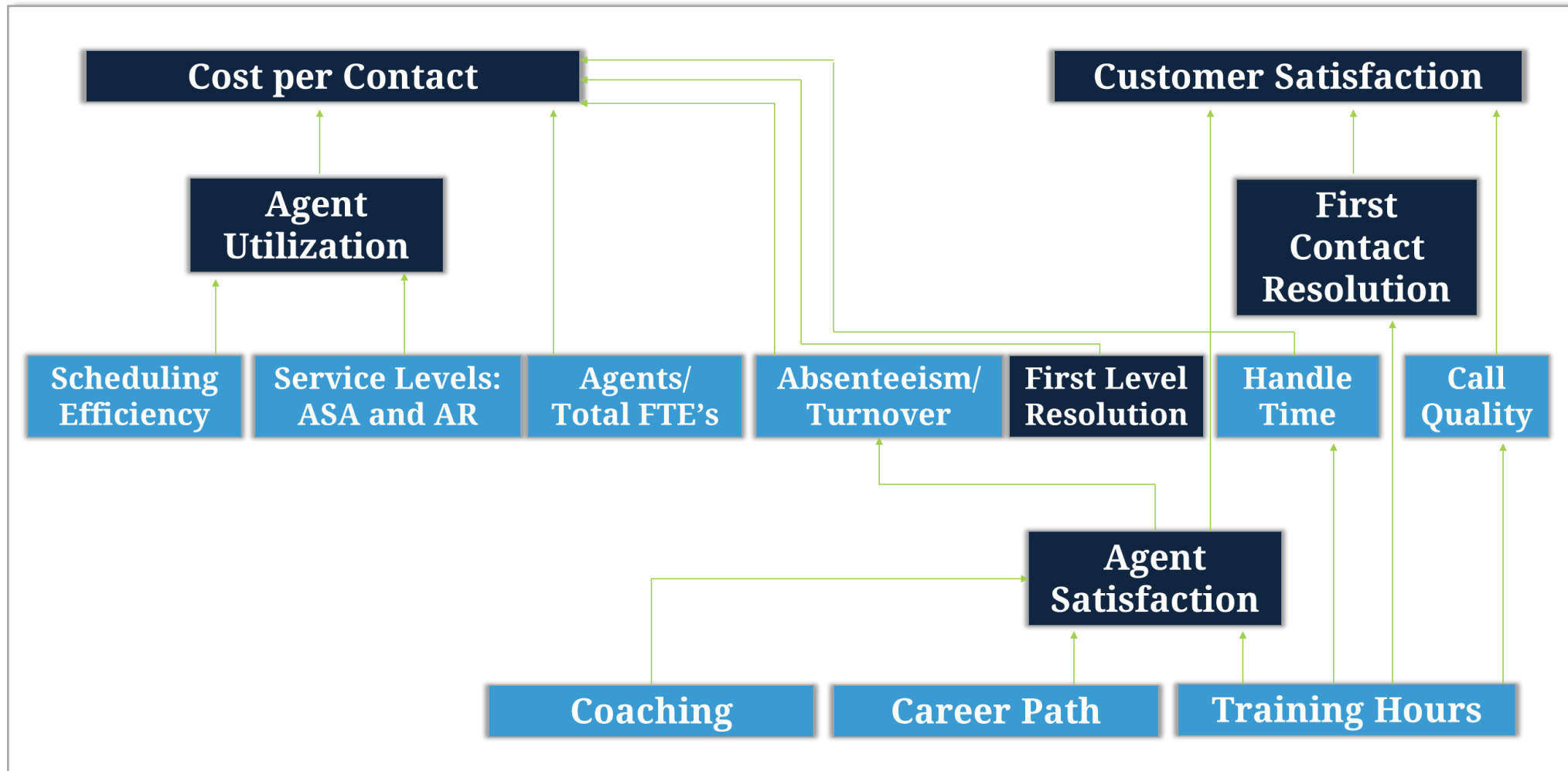
FIRST CONTACT RESOLUTION DRIVES CUSTOMER SATISFACTION

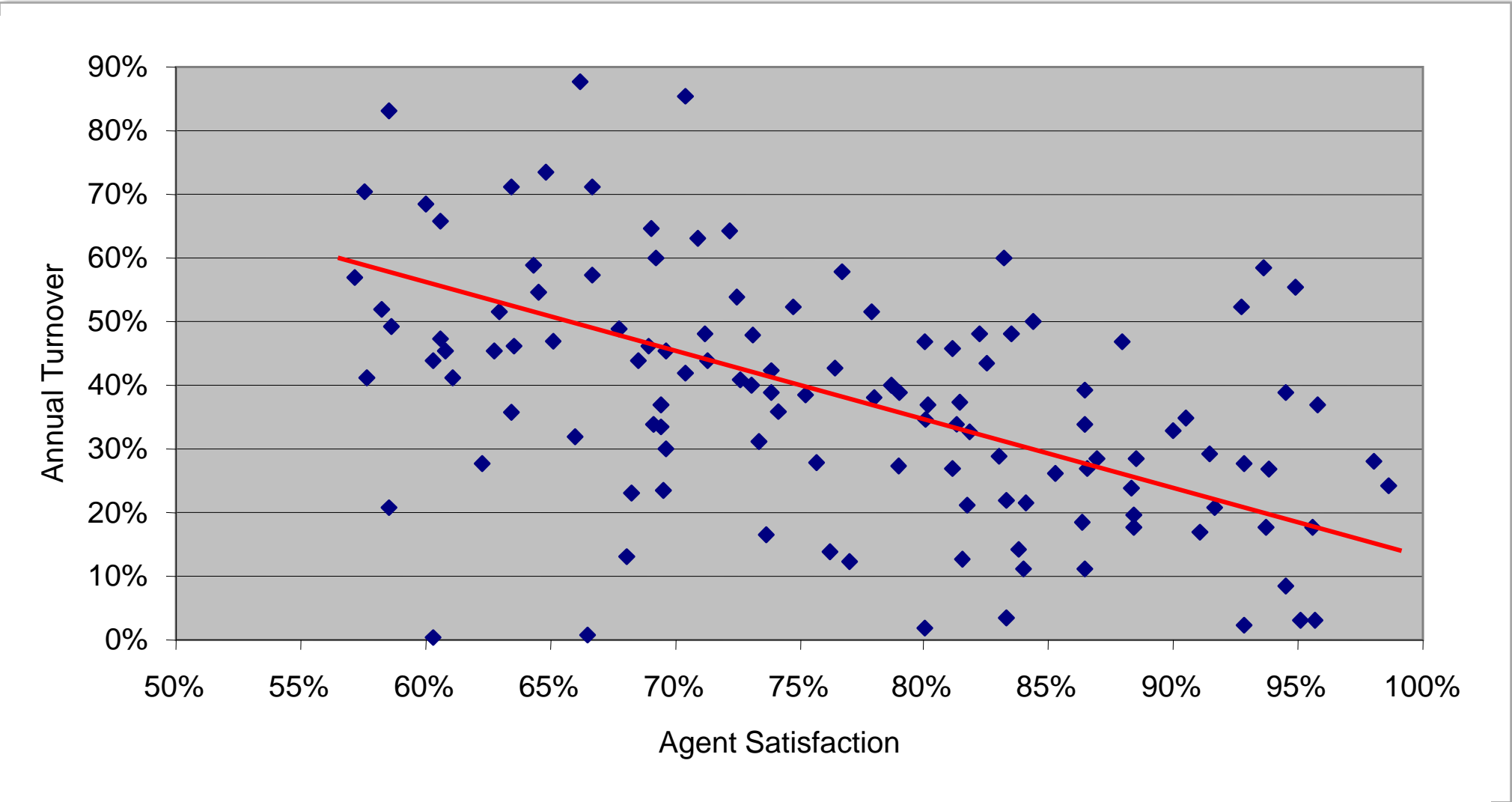# AGENT UTILIZATION DRIVES COST PER CONTACT

NEW AGENT TRAING HOURS VS. FIRST CONTACT RESOLUTION
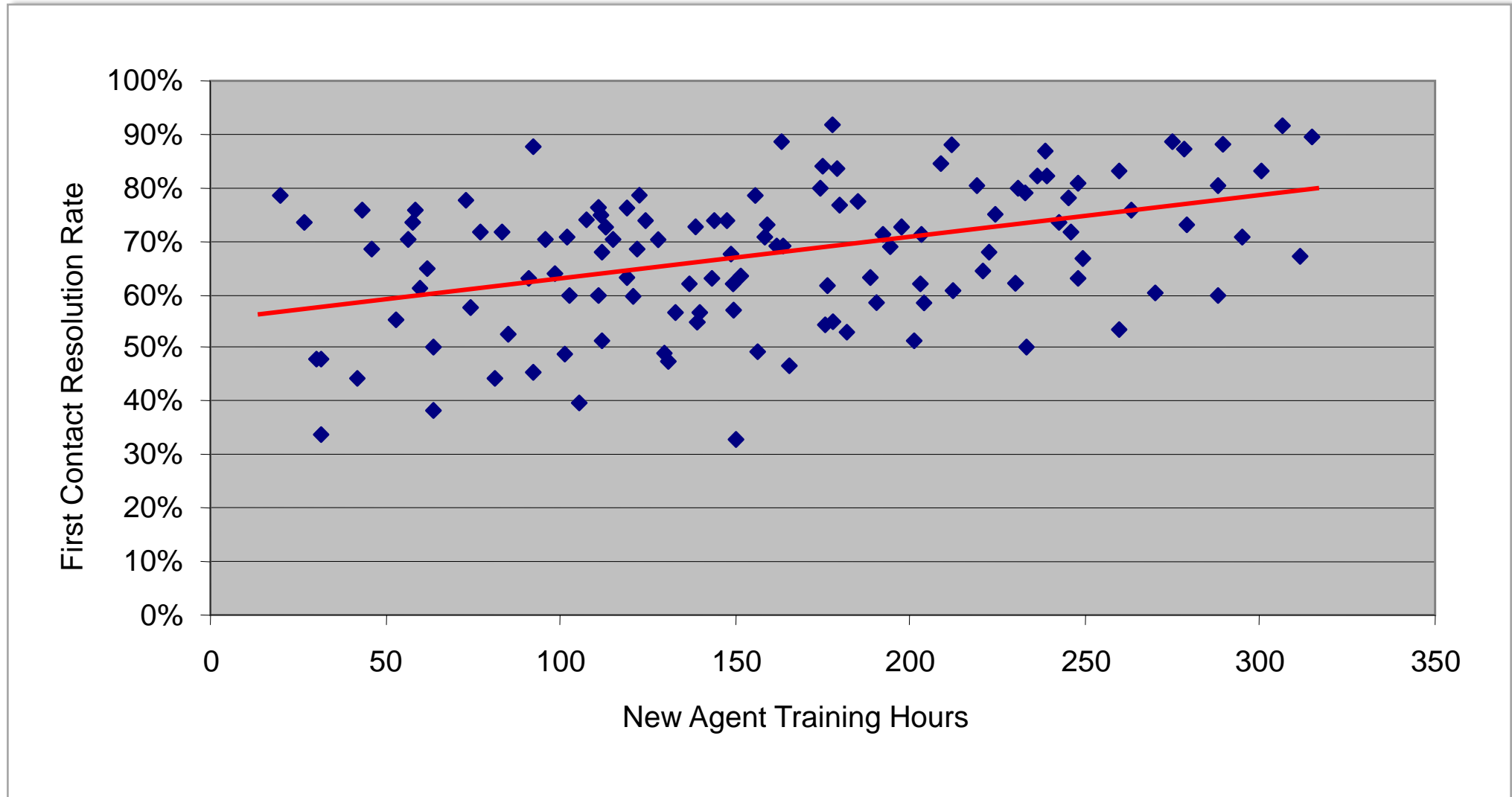
AGENT SATISFACTION IMPACTS CUSTOMER SATISFACTION

AGENT SATISFACTION DRIVES AGENT TURNOVER

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THE DRIVERS OF AGENT JOB SATISFACTION
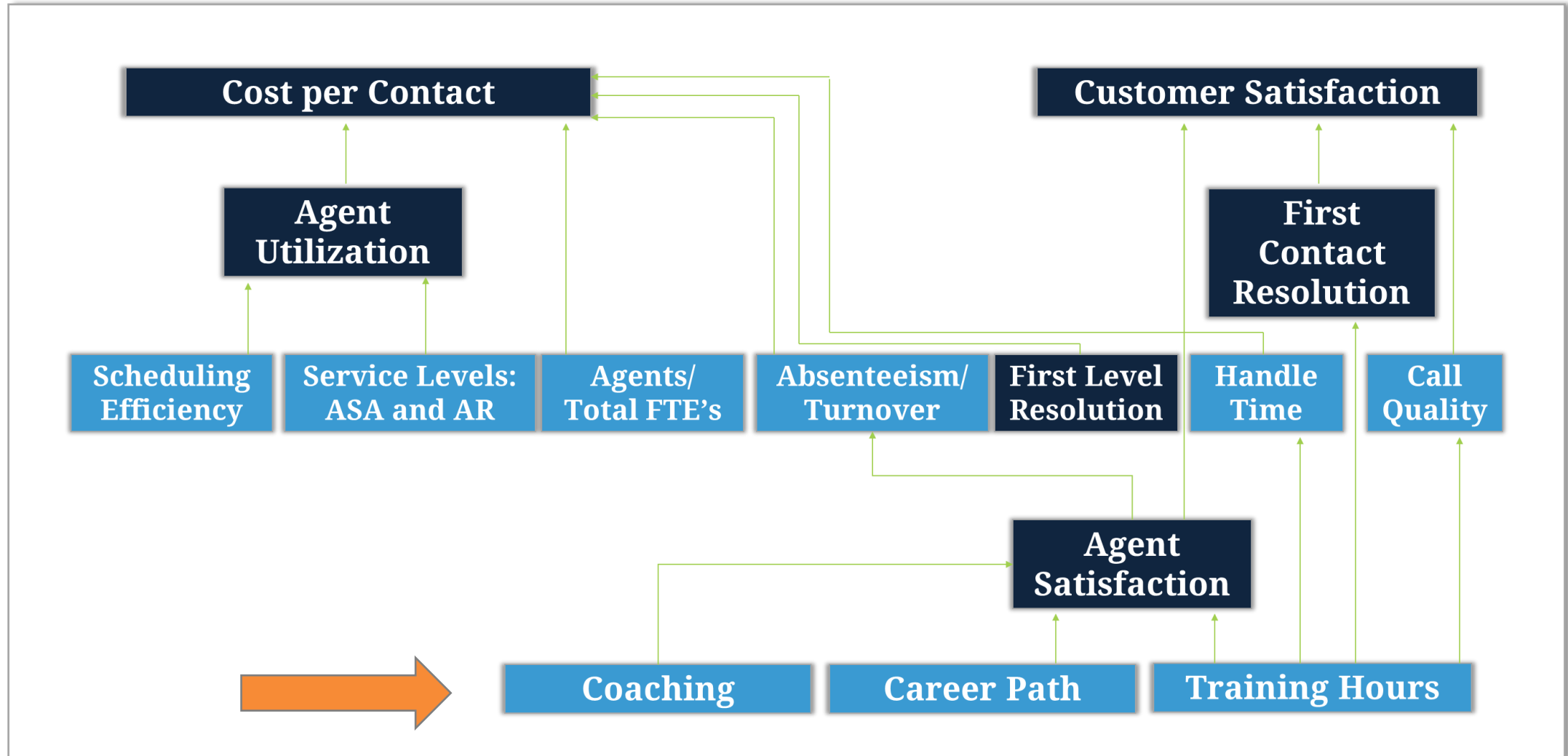
TRAINING HOURS DRIVE AGENT JOB SATISFACTION
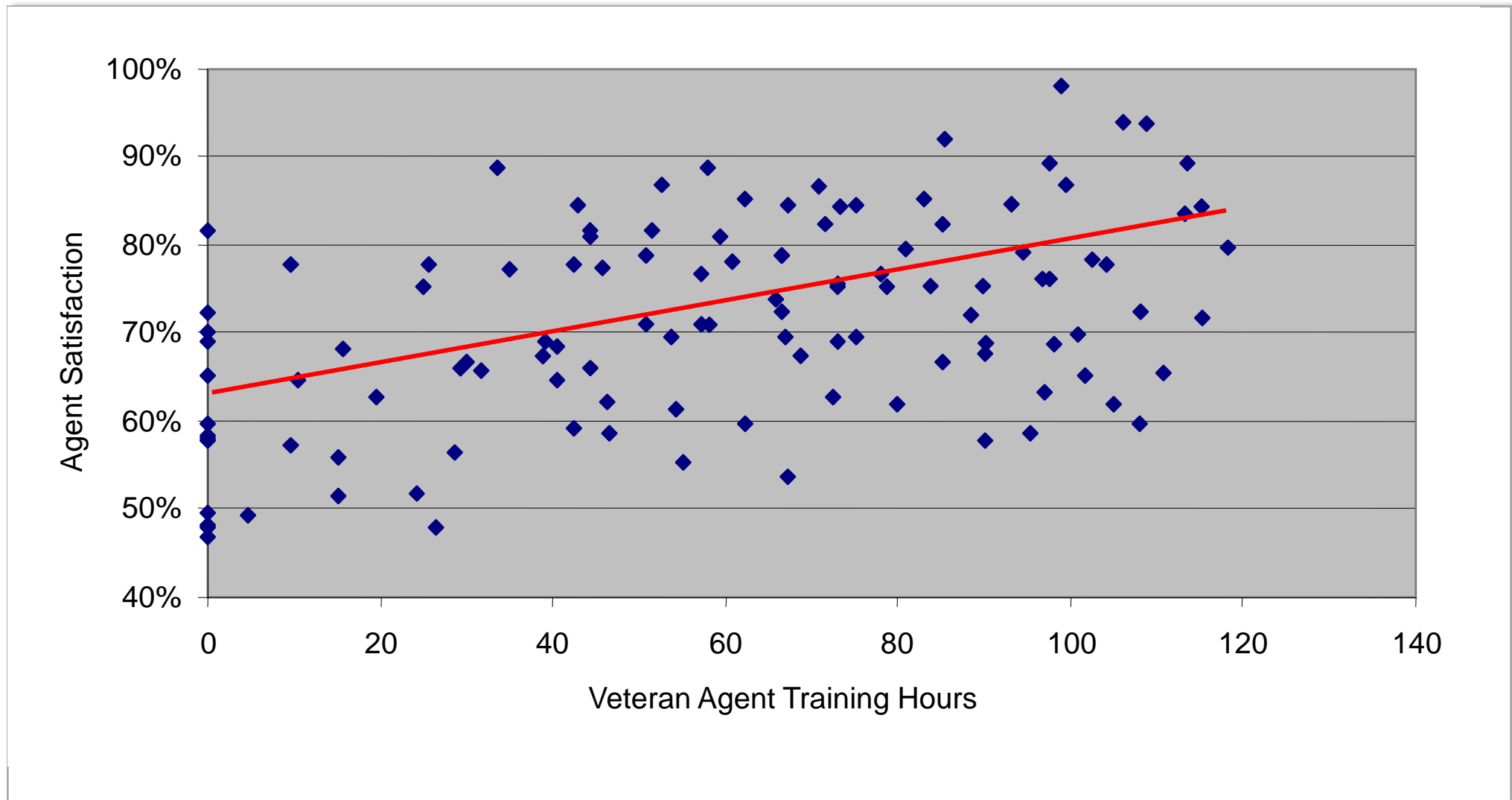
THE IMPACT OF CAREER PATH ON AGENT JOB SATISFACTION

THE CONTACT CENTER METRICS HIERARCHY

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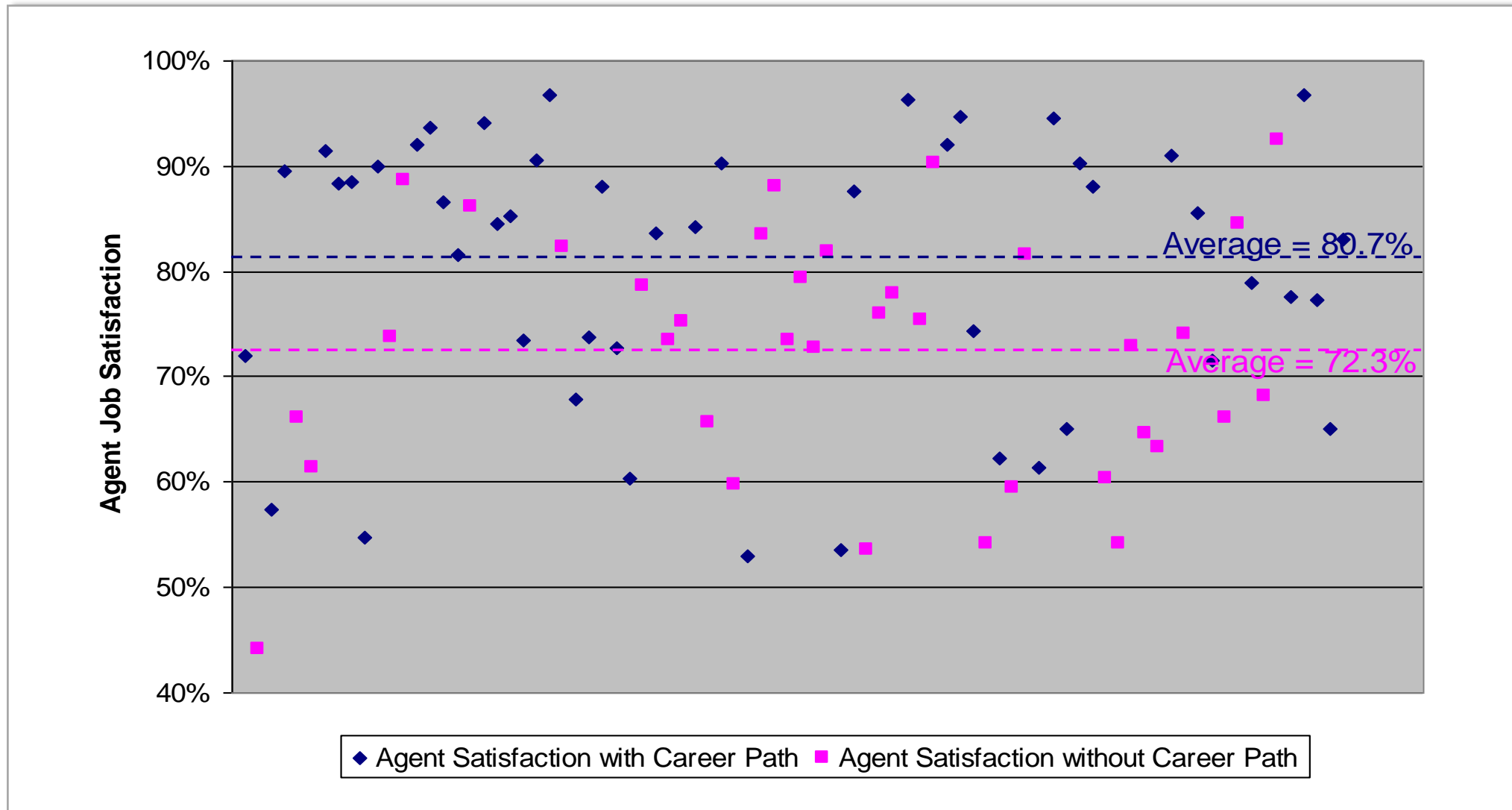
THE BENCHMARKING METHODOLOGY
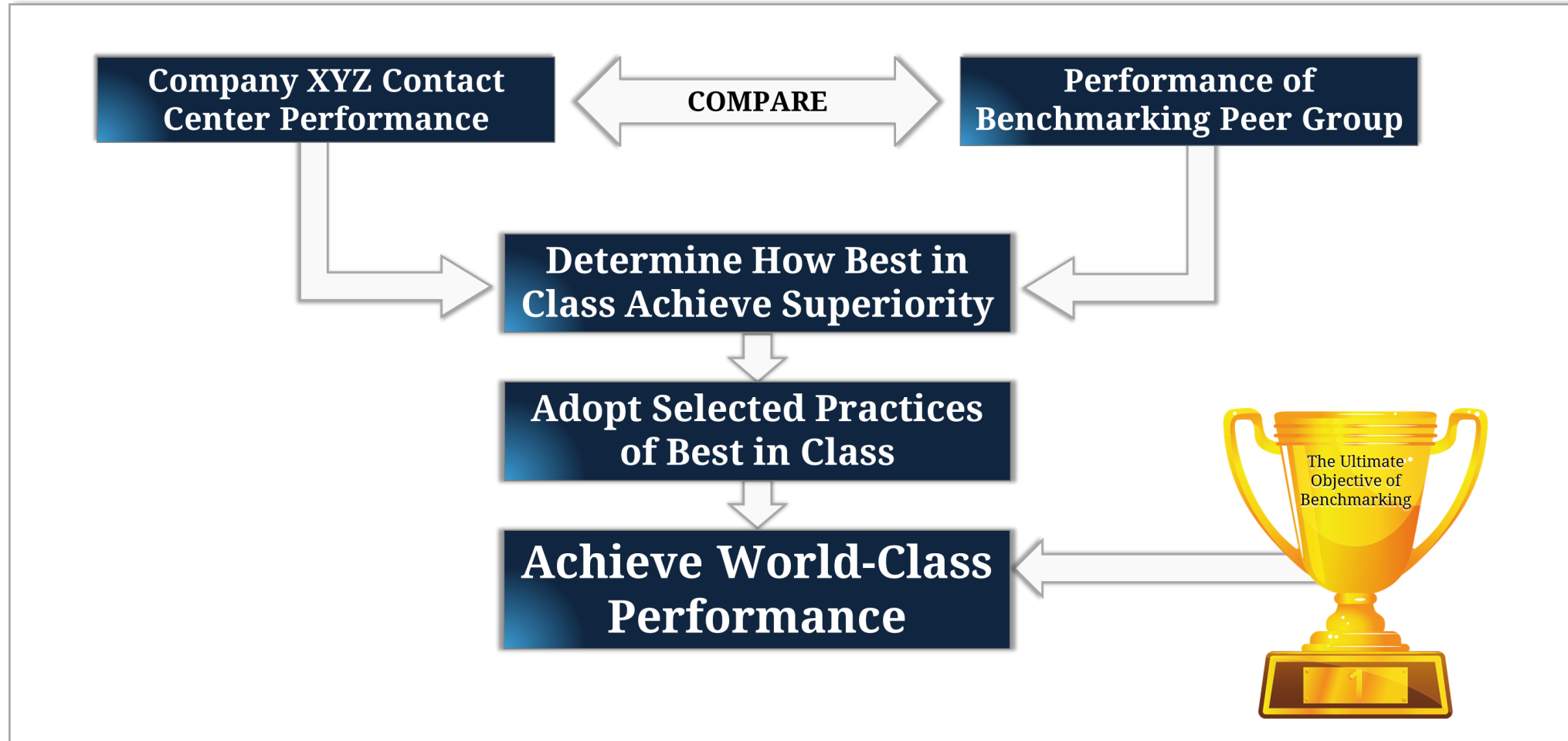
THE ROLE OF BENCHMARKING

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%**!

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

SAMPLE
DATA ONLY!
DATA IS NOT
ACCURATE

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%

BENCHMARKING DATA: CUSTOMER SATISFACTION

Key Statistics	
Customer Satisfaction	
High	97.9%
Average -----	78.5%
Median	77.6%
Low	65.2%
Company XYZ	87.6%

Chart axis — Y: Customer Satisfaction (60% to 100%); X: Contact Center

Contact Center order: 12, 9, 18, 14, Company XYZ, 20, 1, 23, 26, 22, 28, 8, 29, 13, 4, 30, 5, 19, 31, 2, 11, 3, 27, 10, 16, 17, 25, 15, 21, 7, 24, 6

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Increasing Value!

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Increasing Value!

THE CONTACT CENTER BALANCED SCORECARD

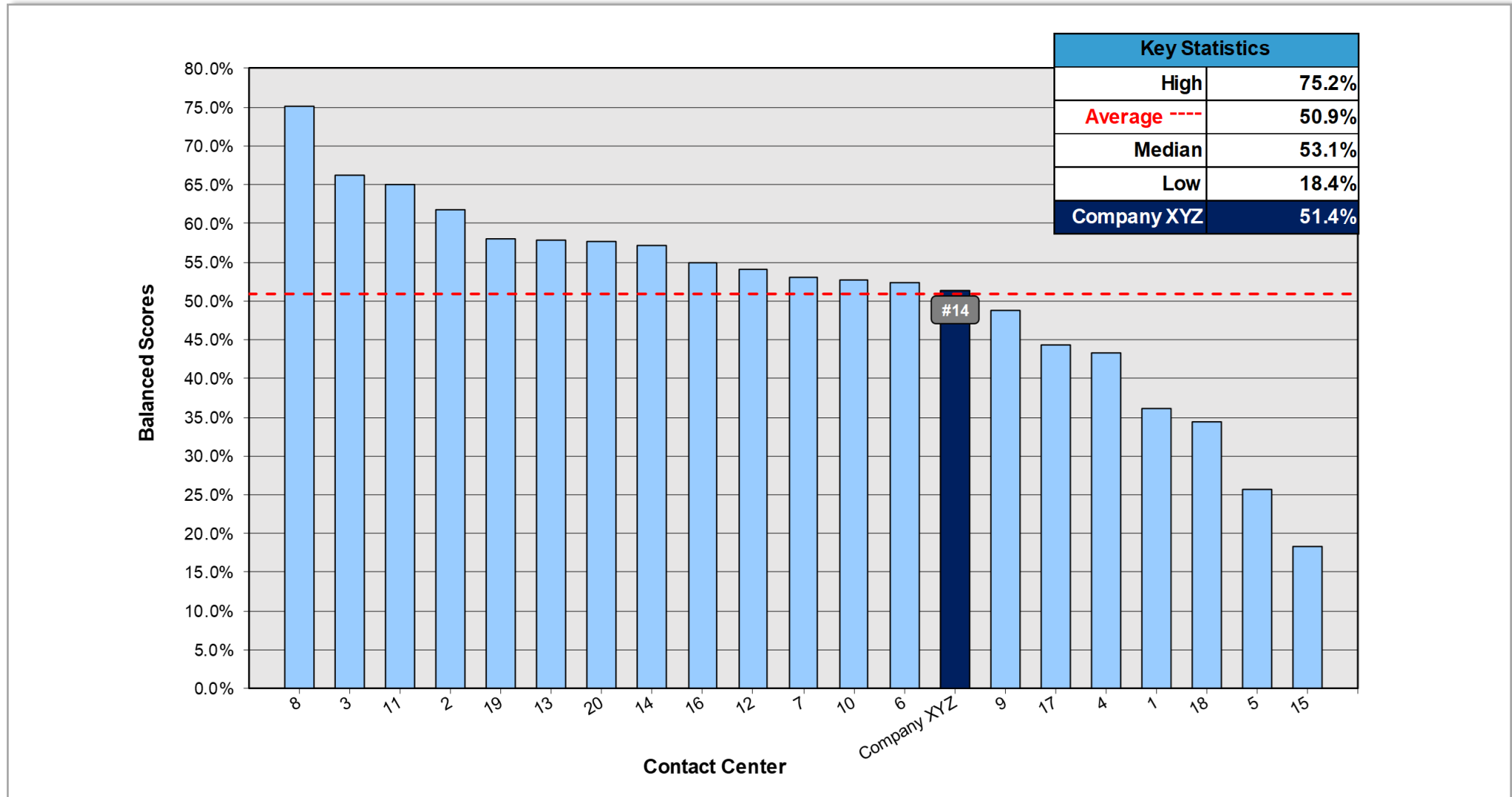| Key Performance Indicator (KPI)	KPI Weighting	Performance Range		Your Performance	Metric Score	Balanced Score
		Worst Case	Best Case			
Cost per Agent-Assisted Contact	25%	$13.53	$9.40	$11.13	58.0%	14.5%
Customer Satisfaction	25%	60.0%	98.0%	82.7%	59.7%	14.9%
Agent Utilization	15%	40.0%	70.0%	53.2%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

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 level in the benchmark is recorded

Step 4

Your actual performance for the month is recorded in this column

Step 5

The Contact Center's score for each metric is then calculated.

Step 6

The Contact Center's balanced score for each metric is calculated.

THE BALANCED SCORECARD BENCHMARK

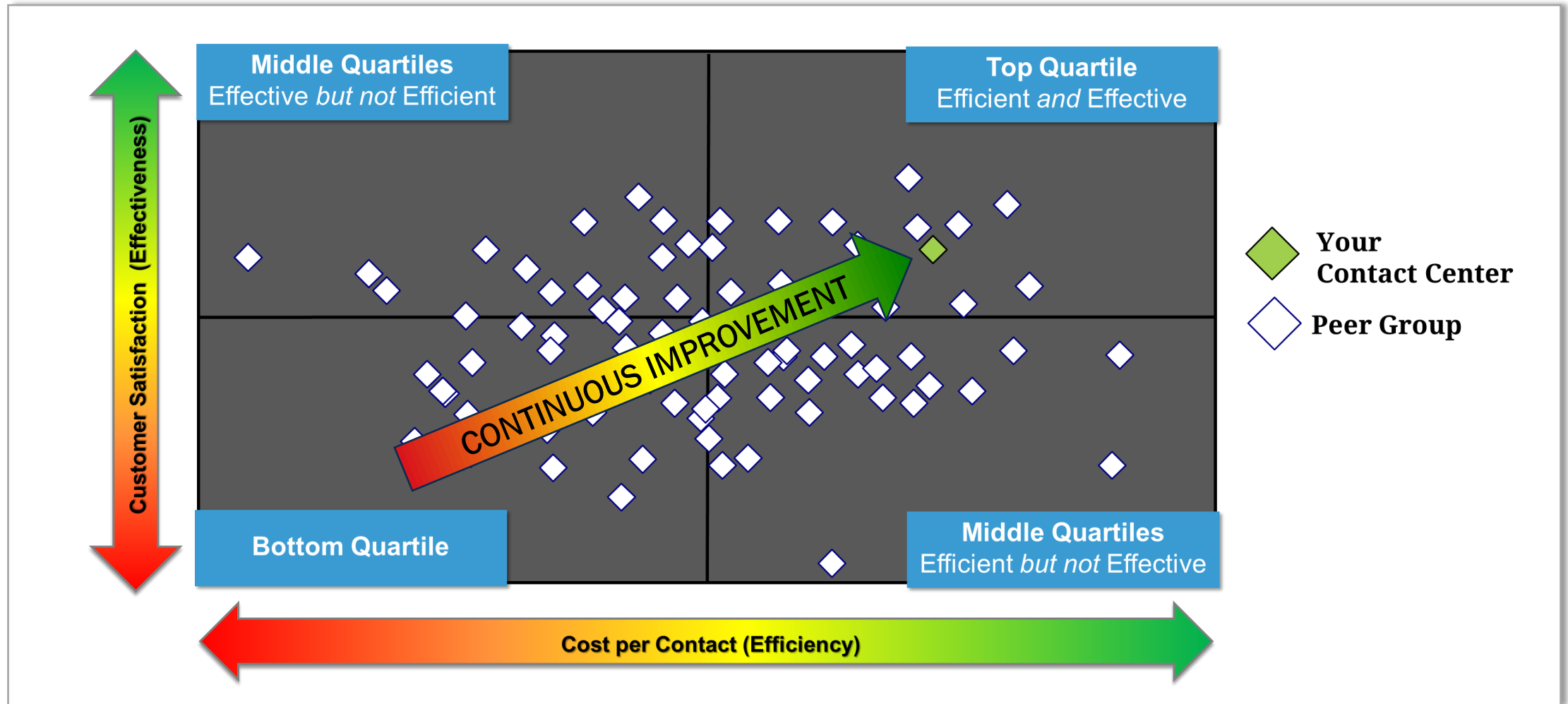| Key Statistics	
High	**75.2%**
Average ----	**50.9%**
Median	**53.1%**
Low	**18.4%**
Company XYZ	**51.4%**

CONTINUOUS IMPROVEMENT: THE BALANCED SCORECARD TREND
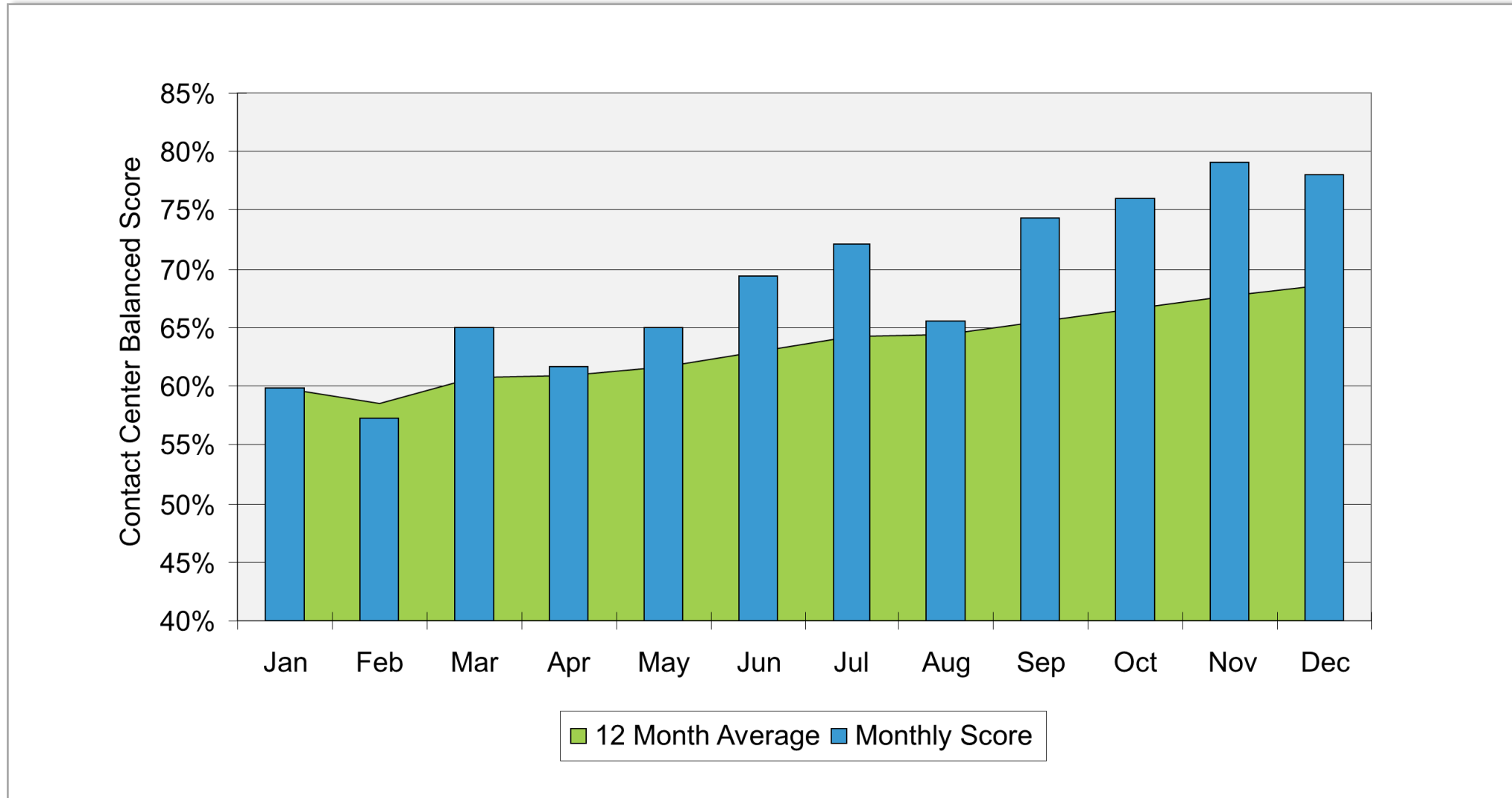
WHAT CONTINUOUS IMPROVEMENT LOOKS LIKE

THE AGENT SCORECARD

Agent Performance Metric	Metric Weighting	Performance Range		June Performance: Agent 22	Metric Score	Balanced Score
		Worst Case	Best Case			
Customer Satisfaction	25%	70.5%	98.4%	98.4%	100.0%	25.0%
Number of Contacts Handled per Month	25%	510	750	717	86.3%	21.6%
First Contact Resolution Rate	25%	63.6%	84.0%	80.6%	83.3%	20.8%
Schedule Adherence	25%	70.0%	99.0%	70.0%	0.0%	0.0%
Total	25%	N/A	N/A	N/A	N/A	67.4%

Step 1

Four 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 level in the benchmark is recorded

Step 4

The agent's performance for the month is recorded in this column

Step 5

A metric score is calculated: (Worst Case – Agent 22 Performance) / (Worst Case – Best Case)

Step 6

The agent's balanced score for each metric is calculated.

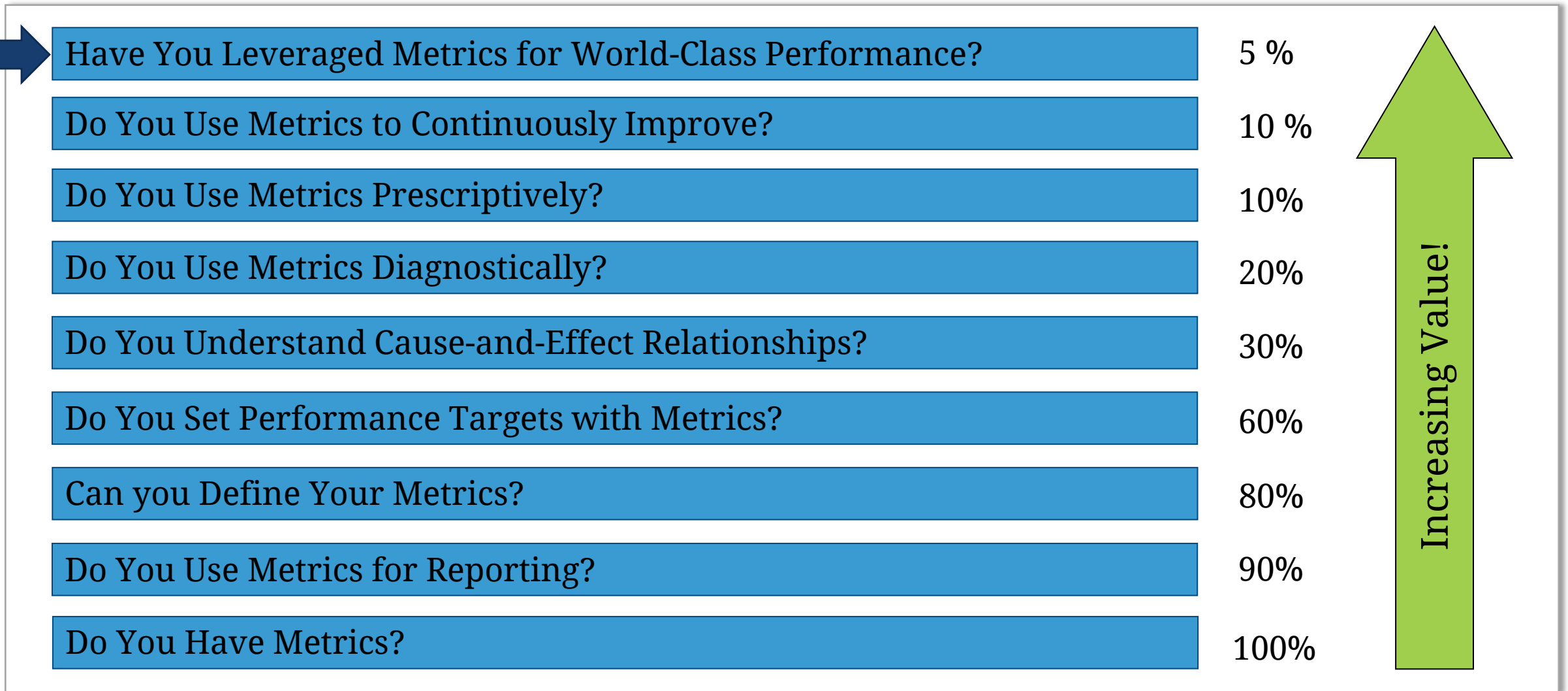# MONTHLY AGENT PERFORMANCE RANKINGS DRIVE ACCOUNTABILITY

Agent Number	Monthly Ranking	Monthly Scorecard Performance						Six-Month Average
		Jun	May	Apr	Mar	Feb	Jan	
18	1	92.8%	92.1%	90.3%	89.3%	84.6%	92.2%	90.2%
23	2	91.5%	88.5%	83.2%	94.0%	93.7%	90.8%	90.3%
21	3	91.0%	86.8%	85.2%	78.5%	80.5%	68.2%	81.7%
17	5	83.8%	84.4%	90.2%	86.5%	77.8%	63.9%	81.1%
12	6	82.0%	73.6%	81.9%	72.1%	84.8%	87.9%	80.4%
19	7	77.4%	66.6%	53.3%	56.3%	56.6%	39.0%	58.2%
22	8	67.4%	66.5%	70.1%	56.9%	40.9%	72.7%	62.4%
16	9	65.8%	47.4%	22.7%	38.4%	26.0%	73.0%	45.6%
20	10	63.1%	62.8%	54.5%	45.9%	41.7%	62.7%	55.1%
28	11	57.4%	42.1%	32.3%	71.6%	60.3%	54.2%	53.0%
31	13	48.3%	34.9%	61.0%	52.8%	48.7%	51.6%	49.6%
32	14	46.1%	66.7%	82.9%	82.1%	74.5%	62.3%	69.1%
25	15	41.7%	45.5%	19.3%	40.3%	32.4%	30.4%	34.9%
30	17	37.4%	28.4%	50.1%	48.1%	68.0%	49.8%	47.0%
26	18	36.0%	52.3%	57.1%	52.9%	66.4%	54.1%	53.1%
24	19	34.2%	21.4%	19.3%	65.7%	48.9%	44.4%	39.0%
29	20	31.9%	43.2%	33.1%	28.3%	29.7%	31.0%	32.9%
Monthly Average		61.6%	59.0%	58.0%	62.3%	59.7%	60.5%	60.2%

AGENT #22 PERFORMANCE TARGETS

Agent Performance Metric	Current Agent Performance	Agent Performance Target
Customer Satisfaction	98.4%	98.4%
Number of Contacts per Month	717	717
First Contact Resolution Rate	80.6%	80.6%
Schedule Adherence	70.0%	90.0%
Agent Balanced Score	**67.4%**	**84.6%**

THE CONTACT CENTER METRICS HIERARCHY

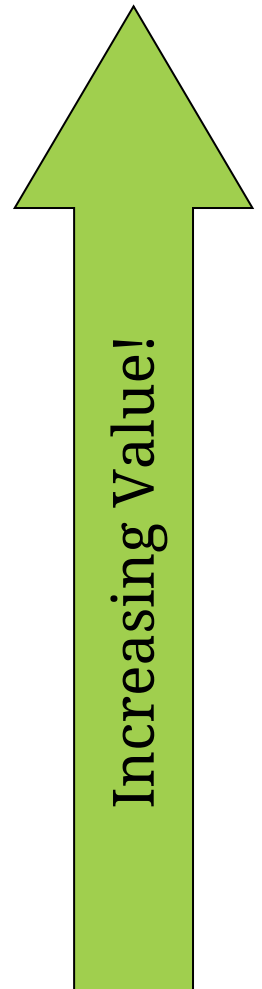|	
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Increasing Value!

THE WORLD-CLASS CONTACT CENTER DEFINED

➢ Top Quartile Quality (CSAT)

➢ Bottom Quartile Cost (low cost)

➢ Mature Industry Best Practices

➢ 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

VISIBILITY, TRANSPARENCY, ACCOUNTABILITY

Question	Percentage
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THANK YOU!

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MetricNet.com/ICMI23

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.

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MEET SOME OF OUR CLIENTS

THANK YOU!

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