

Bridging the Gap to

WORLD CLASS CUSTOMER SERVICE



**Contact Center Metrics
as a Competitive
Advantage**

ACCE – June 2010



Tim has honed his expertise by working closely with and advising some of the world's most recognized service organizations

The Coca-Cola Company



Prudential



Allstate

Gartner

SYKES



Lifetouch

Kodak

CINERGY



MITSUBISHI
MOTORS



Liberty
Mutual



Department of
Veterans Affairs



AIG



Liberty
Mutual



FARMERS



DELUXE

AMERIGROUP
CORPORATION

Cash America
Cash America International, Inc.

PREMERA | 
BLUE CROSS
An Independent Licensee of the Blue Cross Blue Shield Association

 **PRIME**
THERAPEUTICS

Talk Time

Adherence

Attitude

FCR

Sick

Bathroom Time

Hold Time

Recommendations

Wrap Time

Accuracy





**Metrics Prove You're Under Staffed...
In Advance**



Measurement Traps

1. Focused on Self
2. Looking Backwards
3. FAITH in Numbers
4. Gaming the Metrics
5. Sticking TOO Long

HBR Oct 2009

**Internal Measures
Not Connected
with the Customer
or Competition**

**Moving
Metrics**

**Why does the
customer care?**

**Into
Action**



Service Level/ASA

Is the door open when promised?

How much of my time are you willing to take?

Should I begin to look for an alternative?



Abandon/Answer Rate

I'm too busy right now

I don't have tolerance for wasting time

I have alternatives



**Too Much Time
Spent Analyzing
the Score**

**Moving
Metrics**



**More Time On the
Game Film and
Moving Players**

**Into
Action**

CAUTION

What is Planned?

What do I Have?

What is Down the Road?

**...Adjust Based on Future
NOT Past**

Svc Level

ASA

Abandon

Adherence



**Measures Put In
Place Because
Everyone Else
Does It**

**Moving
Metrics**

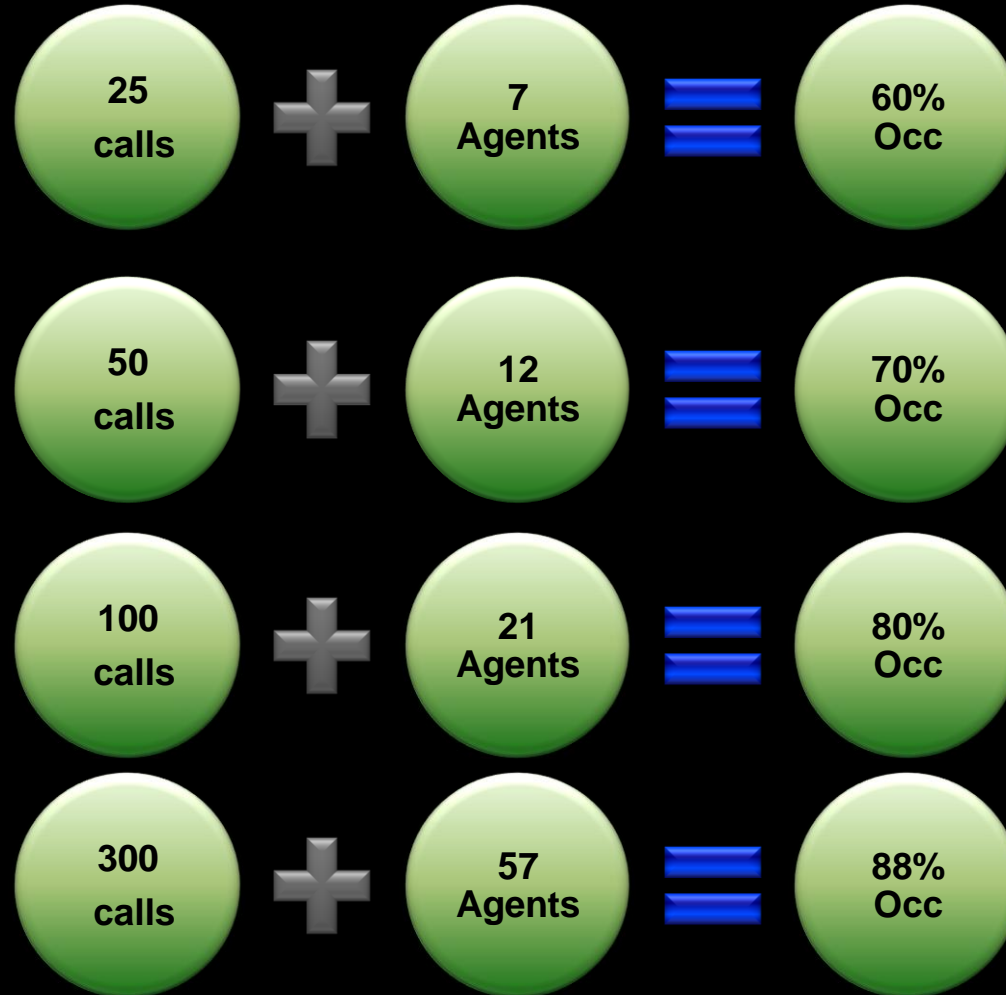


**Understand That
Size Makes Call
Centers Different**

**Into
Action**

80/20 SLO

- 250 Second Talk Time
- 50 Second ACW



Savings of
2 Agents

Savings of
7 Agents

Savings of
27 Agents



**Measures With
Holes That Lead
to Excuses**

**Moving
Metrics**



**“Wishful Thinking
and Denial”
...Beyond the 4
Walls**

**Into
Action**

GATEWAY - I Built This Company, I Can Save It – Fortune Magazine

Many of these changes hurt more than just morale. They hurt business. For example, one policy put a time limit on customer-service calls; **reps who spent more than 13 minutes talking to a customer didn't get their monthly bonuses**. As a result, workers began doing just about anything to get customers off the phone: **pretending the line wasn't working, hanging up, or often -- at great expense -- sending them new parts or computers**. Not surprisingly, Gateway's customer satisfaction rates, once the best in the industry, fell below average. What's more, many customers stopped recommending Gateway to their friends and families; Gateway's referral business -- once 50% of total sales -- fell to about 30%

Moving Into
Metrics Action

**Comparing Apples
to Watermelons
and the resulting
AVERAGE**

**Moving
Metrics**

**Give leaders the
tools to COACH
the solution**

**Into
Action**

**20
Minute
AHT**

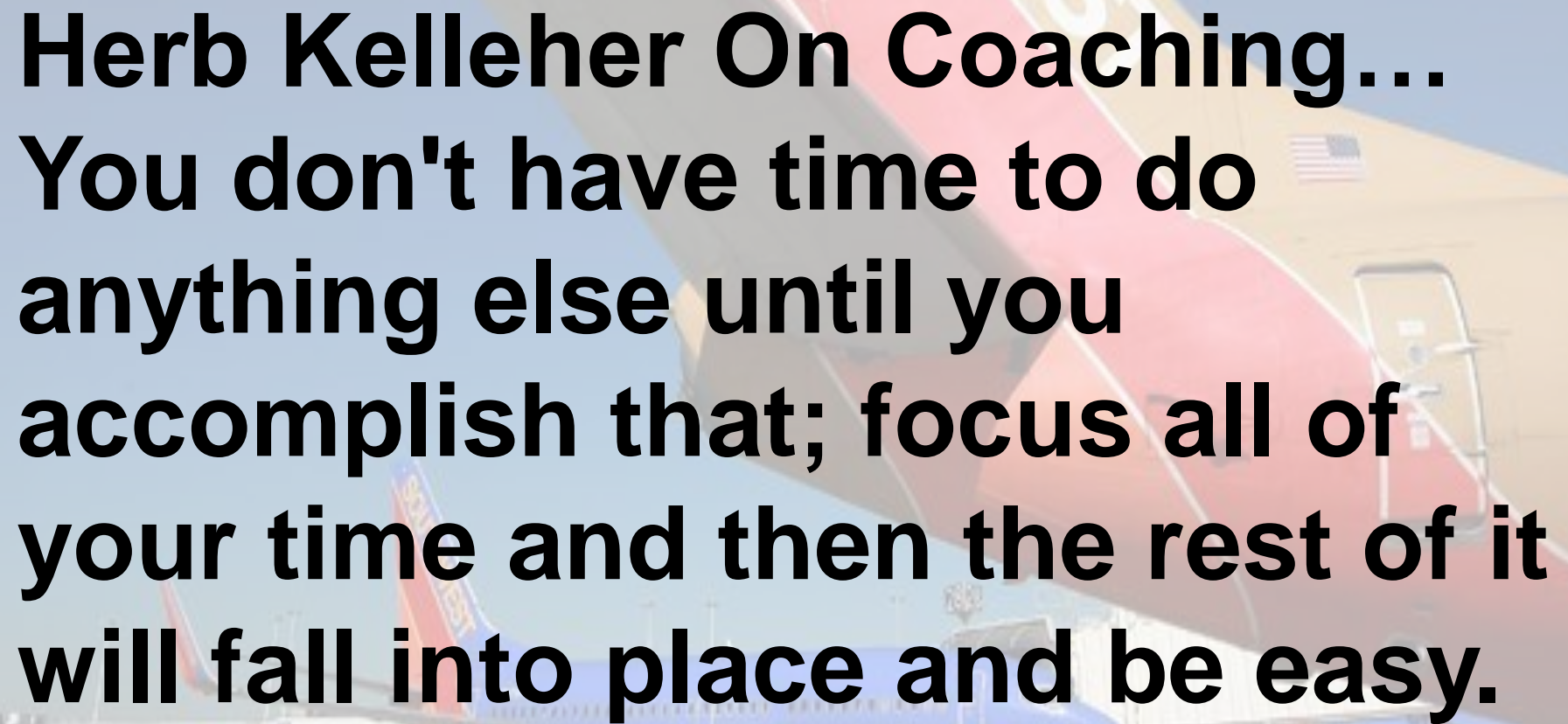
- 7 Hours of Phone Time
- Caught on 3 Long Calls a Day (5 mins)
- 30 Minutes of Other Non-Adherence Time per Day

79%

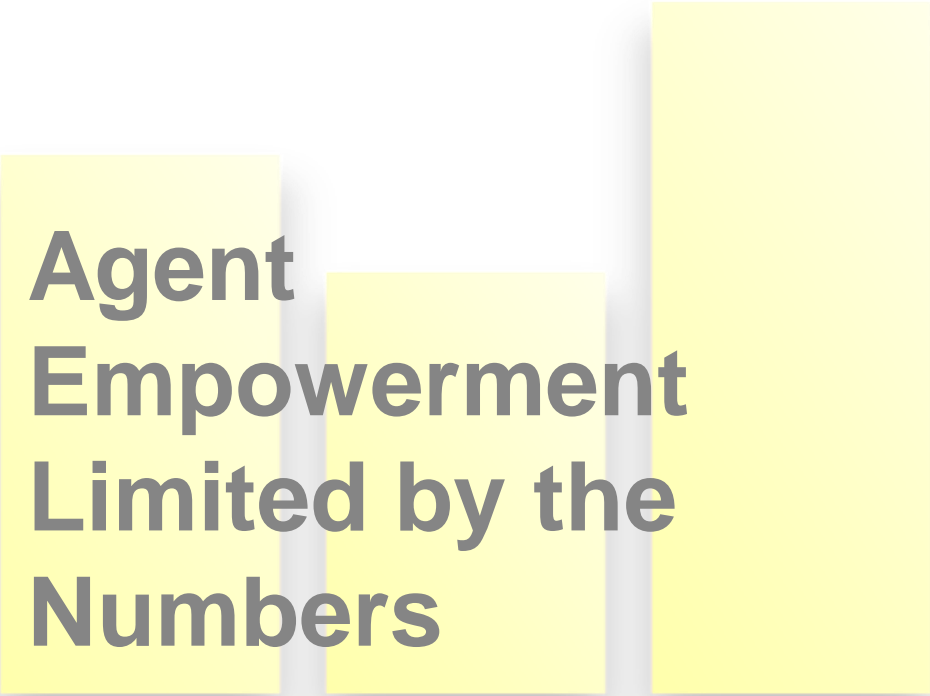
**5
Minute
AHT**

- 7 Hours of Phone Time
- Caught on 3 Long Calls a Day (20 mins)
- 30 Minutes of Other Non-Adherence Time per Day

89%

The background of the image shows a close-up of a Southwest Airlines aircraft tail with the word "SOUTHWEST" in white on a red and blue background. Below the tail, a tarmac scene is visible with other aircraft, ground service equipment, and a clear blue sky.

Herb Kelleher On Coaching...
You don't have time to do anything else until you accomplish that; focus all of your time and then the rest of it will fall into place and be easy.



**Agent
Empowerment
Limited by the
Numbers**

**Moving
Metrics**



**Outline the
Behaviors First,
Then the Drivers**

**Into
Action**





**Quality Monitoring
Becomes a
Numbers Game**

**Moving
Metrics**



**Connect Quality to
Improvement the
Entire Process**

**Into
Action**

Objectives

- Increase Customer Satisfaction
- Increase First Call Resolution
- Increase Employee Satisfaction
- Increase Call Quality

Metrics

- Agent Quality Results - Accuracy, Knowledge, Communication Skills
- Customer Satisfaction Results – Repeat Calls, Complaint Calls, Survey Results

Sources

- Quality Forms
- Voice and Screen Captures
- Surveys
- Management Review Sessions

Output

- Agent Trend Analysis
- Customer Trend Analysis
- Operational Opportunity Report
- First Contact Resolution Rates

Actions

- Agent Specific Coaching and Training
- Operational Process Improvements
- Communication Changes – Internal and External
- Systems Utilization Adjustments

Quality
Defined &
Continually
Improved

**Ongoing Internal
and External
Process Changes,
but Static Goals**

**Moving
Metrics**

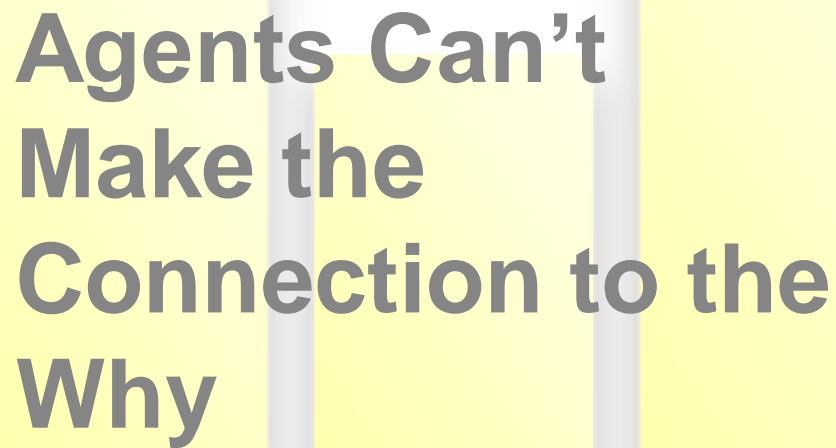
**Leaders That Can
Coach to the
Exceptions and
Change**

**Into
Action**

USAA - Positioning Supervisors for Success with a Call Center Curriculum (From CC Management Review)

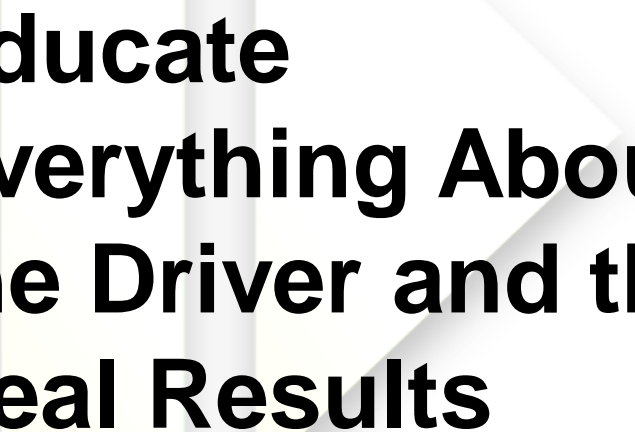
“Many times, supervisors are promoted from within; we select the best agent to be the next supervisor. They are the leaders of your customer service staff and the “voice” of your company – but have you equipped them with more than a Stephen Covey book? Invest in the future of your company by giving new and upcoming supervisors a thorough understanding of how to run an effective and efficient call center – from communication skills to Erlang C.”

Moving Into
Metrics Action

Three yellow sticky notes are arranged in a row. The first note on the left contains the text 'Agents Can't Make the Connection to the Why'. The middle and right notes are blank.

**Agents Can't
Make the
Connection to the
Why**

**Moving
Metrics**

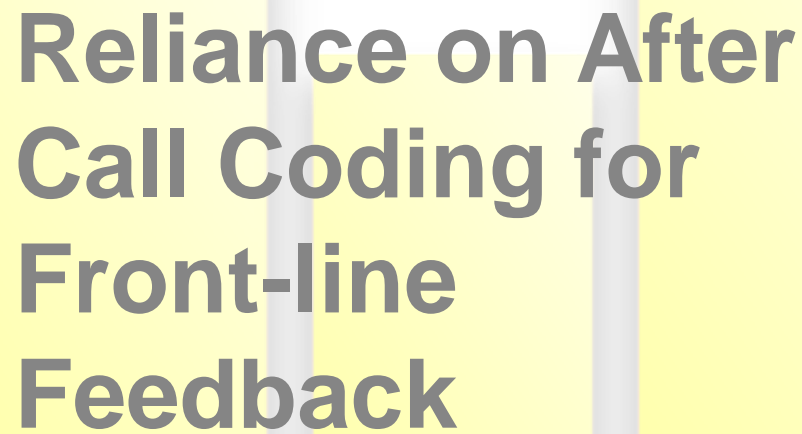
A white sticky note is placed on the right side of the image. It contains the text 'Educate Everything About the Driver and the Real Results'.

**Educate
Everything About
the Driver and the
Real Results**

**Into
Action**

Dumb happens.





**Reliance on After
Call Coding for
Front-line
Feedback**

**Moving
Metrics**



**Engage Them to
Help Fix the
Process – and
Reward Them**

**Into
Action**

**In a Year...The Average Call Center
Agent Talks To 10,000 Customers**



A close-up photograph of a dark-colored pen with a gold-colored tip, resting on a yellow notepad. The words "To Do:" are written in dark ink on the notepad, underlined twice. The pen is positioned diagonally across the frame, pointing towards the bottom right.

To Do:

Complete Session Survey

Email me to get slides and articles
timmm@cooneysolutionsgroup.com