

Industry Knowledge Topic Objectives

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- Key contact center metrics, KPIs, and business challenges
- Interaction channels
- Business continuity in the contact center
- Different types of contact centers
- Core tenets of KCS
- Components of a contact center



Key contact center metrics, KPIs, and business challenges

Metrics - Average Speed of Answer (ASA)



Definition

- Time in queue waiting for an agent
- Sometimes tied to a service level such as “80% answered within 30 seconds”

Influenced by...

- Increase number of agents
- Reduce number of customer inquiries
- Reduce Average Handle Time



Key contact center metrics, KPIs, and business challenges

Metrics - Abandon Rate



Definition

- Percent of calls/chats that hung up/disconnected while waiting in the queue
- ***Caution:** Generally, lower is better, but not always

Influence by...

- Increase number of agents
- Reduce number of customer inquiries
- Reduce Average Handle Time
- In-queue announcements*
- Self-service experience*



Key contact center metrics, KPIs, and business challenges

Metrics - Average Handle Time (AHT)



Definition

- Time spent engaged with customer to resolve their query
- **Typical Calculation:** Average Handle Time = (Talk + Hold + Conference + After Call Work) / Total Calls
- Similar to phone, but no "Hold"
- Time spent responding to a customer's email
- **Typical Calculation:** (Assigned + In-Progress + On-hold) / Total Emails

Influence by...

- Coach for efficiency
- Improve Knowledge base
- Automate tasks
- Simplify handling process



Key contact center metrics, KPIs, and business challenges

Metrics - Customer Satisfaction (CSAT)



Definition

- Percentage of customers who are “Satisfied” with their service experience based on survey results
- **Calculation:** Will vary by client, be sure to ask how it is calculated

Influence by...

- Improve Knowledge base
- Improve First Call Resolution
- Coach for “soft skills”
- Coach for “tech skills”



Key contact center metrics, KPIs, and business challenges

Metrics - First Contact Resolution (FCR)



Definition

- Percent of customer inquiries resolved with only one live interaction with the customer
- Generally considered a measure of the quality and efficiency of service

Influence by...

- Improve Knowledge base
- Supplement Agent training
- Automate process steps



Key contact center metrics, KPIs, and business challenges

KPIs - Cost per Call / per Case/ per Interaction

Definition

- Total cost to run the service operations / Total number of calls
- Used to benchmark costs across centers or to calculate potential savings impact of reducing calls

Influence by...

- Reduce AHT
- Increase total interaction volume
- **Caution:** monitor for negative impact to FCR, which can drive up total cost



Key contact center metrics, KPIs, and business challenges

KPIs - Cost per Minute / Hour

Definition

- Total Operating Costs / Total Minutes of All Calls or Interactions
- Used to benchmark productivity across centers or to calculate potential savings impact from reducing the Average Handle Time

Influenced by...

- Reduce agent pay rate
- Increase productivity / utilization



Key contact center metrics, KPIs, and business challenges

KPIs - Productivity / Utilization



Definition

- A measure of how much agent time is spent on “productive” tasks
- Total Productive Agent Time / Total “on the clock” Agent Time
- “Productive” time usually includes talk, hold, conference, after call work
- Inclusion of other time such as time spent on mandatory training, paid breaks, ready for a call, will vary. Ask your client for the specifics of their calculations.
- Offline work such as email correspondence or complaint handling may be measured based on volume throughput (cases per agent per hour)

Influence by...

- Improve volume forecasting
- Improve scheduling
- Improve real time adherence



Key contact center metrics, KPIs, and business challenges

KPIs - Cross-sell / Up-sell



Definition

- Total revenue generated from selling products or services to a customer during a service interaction
- Percentage of interactions which included a sale of products or services
- **Examples:** An extended service warranty, a RAM upgrade, a subscription plan upgrade

Influenced by...

- Improve Knowledge base
- Automate Up-sell Offers
- Train / Coach Agents
- Change agent scorecard
- Change agent incentives



Key contact center metrics, KPIs, and business challenges

Business Challenges

- Service Quality and Consistency
- Employee Recruiting / Retention
- Cost Management (Billing Management for Outsourced Centers)
- Forecasting / Planning
- Business Continuity / Uptime / Recovery
- Technology Management
- Adapting to Business Changes, Customer Expectations

