Contact Centre Trends & Raising the game

Where are we at present and how do we raise the game for the entire industry?
How are we doing in three key areas...
C-SAT scores over the last 4 years.

Average CSAT scores (scale 1-5) over the last four years.
"All is connected ... no one thing can change by itself."
— Paul Hawken

“Change is hard because people overestimate the value of what they have and underestimate what they may gain by giving that up”
— Belasco & Stayer

Creating self-correcting organisations.

“Slowness to change usually means fear of the new”
— Philip Crosby

“If you do what you’ve always done, you’ll get what you’ve always got”
— Henry Ford
V.O.C: a powerful first building block for your self-correcting organisation.

Build a real-time solution enabling you to not just measure C-SAT, but drive it!
THE BASICS: Who drives CSAT and why?

Make it accountable

J. Smith | Team | Dept. | Division | Company | Benchmark
THE BASICS: Who drives CSAT and why?

Focus where it matters the most

Make it accountable
THE BASICS: What drives CSAT and why?

Measuring metrics in parallel with general satisfaction (or NPS), will tell you what affects satisfaction the most.
Set up instant **alerts** for retention teams triggered by low scores.

Define **trigger words** that will forward an email automatically to logistics, web department, legal, product development etc.

Do **text mining** and for example list “Top 10 customer gripes right now”.

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**V.O.C 2.0**: Create a real-time information hub
V.O.C. 2.0: Top gripes

Top negative customer comments

Resolution
- Broken processes
- Lack of knowledge
- Service quality
- Third party agreements
- Broken promises
- No empowerment

Timeliness
- Transfers
- Queue length and info
- Hold lengths

Systems
- Personal details wrong
- Customer history wrong
V.O.C. 2.0: Mix with performance stats

Teams with £1 lower cost per call, yet scores higher on CSAT.

Move 500 advisors in red to green = £12M cost saving annually!

Cost per advisor 40k / 270 days = £148 / 90 calls and 60 calls.
EMPLOYEE ENGAGEMENT

Staff engagement ≠ staff satisfaction but:
"POSITIVE, PROACTIVE INVOLVEMENT"
(Don Pepper)
Do we make it easy for our staff to help customers?

Bright Employee Index results for 2013 - 2014

- Support & Processes
- General satisfaction
- Engagement
- Performance
- Recognition
- Knowledge

Percentage of agents that said “the technology in place hinders me helping the customer”

62% UK Benchmark
Other drivers..

Agent C-SAT v Age

<table>
<thead>
<tr>
<th></th>
<th>&lt;26</th>
<th>&lt;36</th>
<th>&lt;46</th>
<th>&lt;56</th>
<th>56+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empathy</td>
<td>4.6</td>
<td>4.6</td>
<td>4.7</td>
<td>4.7</td>
<td>4.7</td>
</tr>
<tr>
<td>Knowledge</td>
<td>4.5</td>
<td>4.5</td>
<td>4.6</td>
<td>4.5</td>
<td>4.6</td>
</tr>
</tbody>
</table>
Other drivers..

Agent C-Sat v Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Empathy</th>
<th>Knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>4.69</td>
<td>4.55</td>
</tr>
<tr>
<td>Male</td>
<td>4.60</td>
<td>4.47</td>
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</table>
Drive engagement through team leaders

These team leaders score much higher on "Recognition" by advisors AND (thus) customers find their advisors much more engaged.
Benchmarking performance

**Efficiency**
- Cost per contact
- Contacts per agent/day
- Self service
- Sales
- FCR

**Quality**
- Abandonment
- Hold time
- Training
- Employee engagement
- C-SAT

**Resourcing**
- Utilisation
- Attrition
- Ready time (call time and wait)
- Absence
- Agents per team leader
## Q&D Return on investment

<table>
<thead>
<tr>
<th>Metric (per advisor)</th>
<th>Bright Index (cross sector avg)</th>
<th>Top performers</th>
<th>Diff.</th>
<th>WORTH (500 seat centre)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual cost</td>
<td>£38,000</td>
<td>£23,000*</td>
<td>- £15,000</td>
<td>£7.5M</td>
</tr>
<tr>
<td>Calls per day</td>
<td>45</td>
<td>93</td>
<td>+ 48</td>
<td>£9.5M</td>
</tr>
<tr>
<td>Absence per annum</td>
<td>6 days</td>
<td>0.2 days</td>
<td>6 days</td>
<td>£420k</td>
</tr>
<tr>
<td>Avg. talk time per day</td>
<td>180 mins</td>
<td>294 mins</td>
<td>+ 114 mins</td>
<td>£4.5M</td>
</tr>
<tr>
<td>Attrition per annum</td>
<td>17%</td>
<td>1.3%</td>
<td>16%</td>
<td>£400k</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>£15-20M</strong></td>
</tr>
</tbody>
</table>

*excludes offshore (£6,900).
Don’t settle for best of a bad bunch.
Advisors per Team leader

Definition: Number of advisors divided by number of team leader FTEs

Trend:

- Highest: 22
- Lowest: 3

8-15 advisors / team leader =
- 10% higher ready time
- 5% higher availability
- 5% higher FCR
- Lower absence
- More satisfied advisors
- Higher competency

www.brightindex.co.uk
Speed to answer, within 20 seconds

Highest: 98.00%
Lowest: 25.00%

<table>
<thead>
<tr>
<th>Sector</th>
<th>Lowest</th>
<th>Highest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>55.0%</td>
<td>89.4%</td>
</tr>
<tr>
<td>Retail</td>
<td>53.0%</td>
<td>98.0%</td>
</tr>
<tr>
<td>Telecoms</td>
<td>47.0%</td>
<td>86.7%</td>
</tr>
</tbody>
</table>
Speed to answer, within 120 seconds

CSAT breaking point for speed of answer.

“the average wait time is now..”
DO start monitoring Social media, however..

Excluding communities / FAQ
Resolving issues on the first attempt, by channel

Target response time – email

Actual response time – email

Respondents from US, UK, France, Germany, Brazil, Russia, India, China

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Utilisation, Autumn 2014

Definition: Breakdown of an average workday for a Telephony FTE, based on one day (450 minutes)
Perceived competence v. AHT

Why does Bob spend 60 seconds longer per call compared to Mary?

And at the same time, customers score Mary’s competence higher!
How do I think we’re going to significantly raise the game for the industry?
Mats Rennstam
mats@brightindex.co.uk

Further reading:
www.brightindex.co.uk/Research
- You CAN prove the value of customer service!
- Best Practice for Customer Satisfaction Surveying
- Bright warns good customer service may be too good!
- Five steps to achieving a 30% C-Sat increase
- Proving contact centres’ contribution to the business
- Is self-service for you?
- Focus on what matters, and where the money is!

www.brightindex.co.uk
www.goldstandard.cc