

BUSTING MYTHS!

And the TRUE road to best in class...

CCMA National Contact Centre Conference 2013

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Improving customer service

No silver bullet, sorry..

- The quick fixes.
- Let's hit the road..

*“Magic doesn't just happen,
it comes from doing the
basic things right, again
and again”*

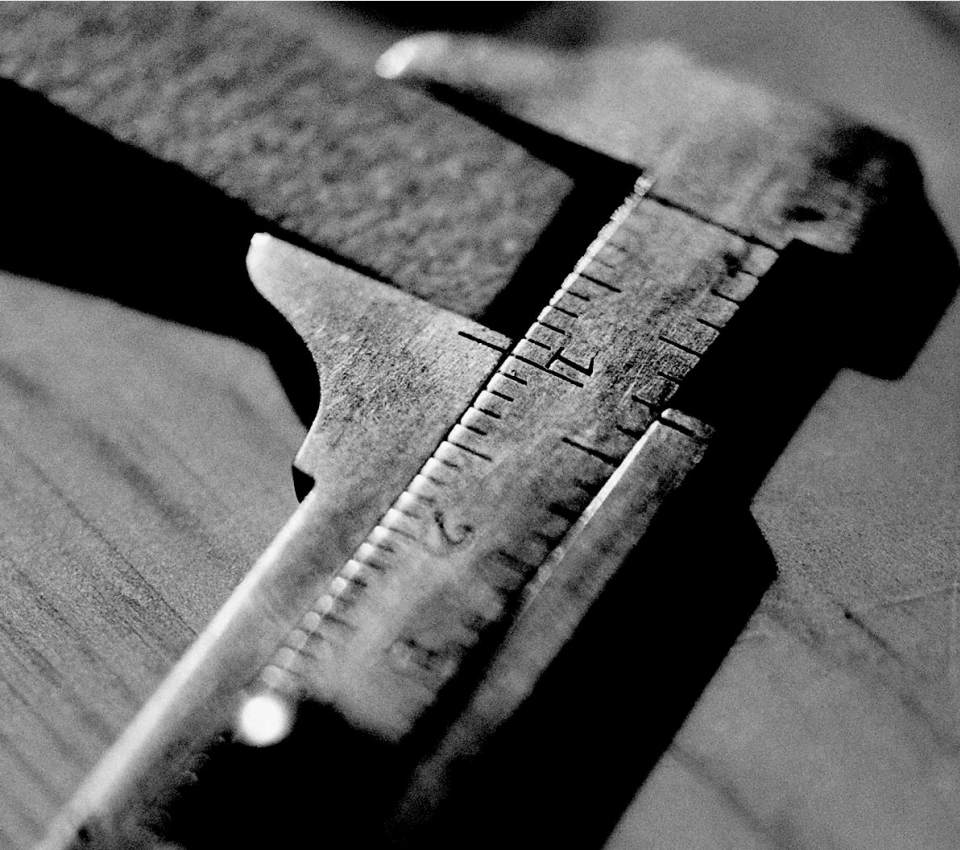


V.O.C.

**STAFF
ENGAGEMENT**

PERFORMANCE

1.PERFORMANCE



Efficiency

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

Quality

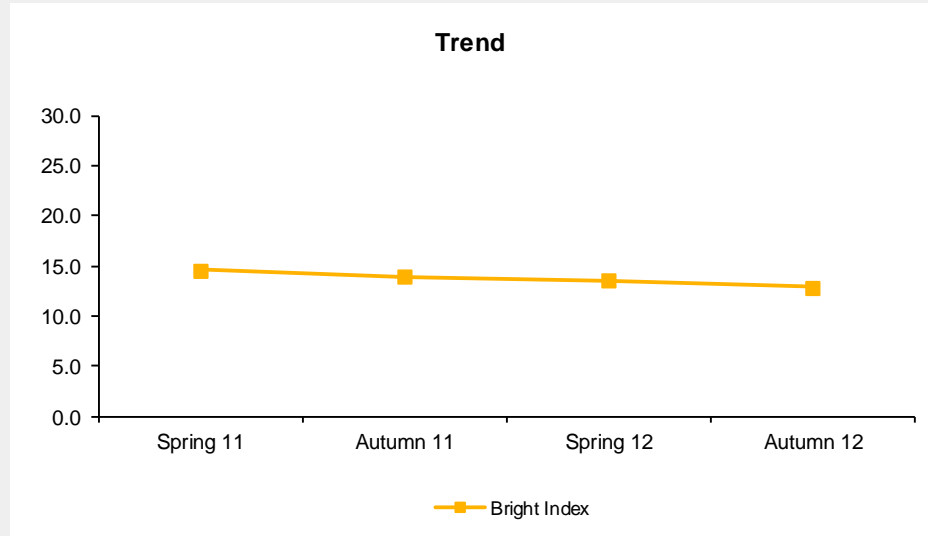
- Abandonment
- Hold time
- Training
- Employee engagement
- C-SAT

Resourcing

- Utilisation
- Attrition
- Ready time (call time and wait)
- Absence
- Agents per team leader

15 common metrics out of 50.

Advisors per team leader.



KPI shows how many agents the coaches manage.

▲ Highest: 36,3
▼ Lowest: 4,7

8-15 agents / team leader =

10 % higher ready time

5 % higher availability

5 % higher FCR

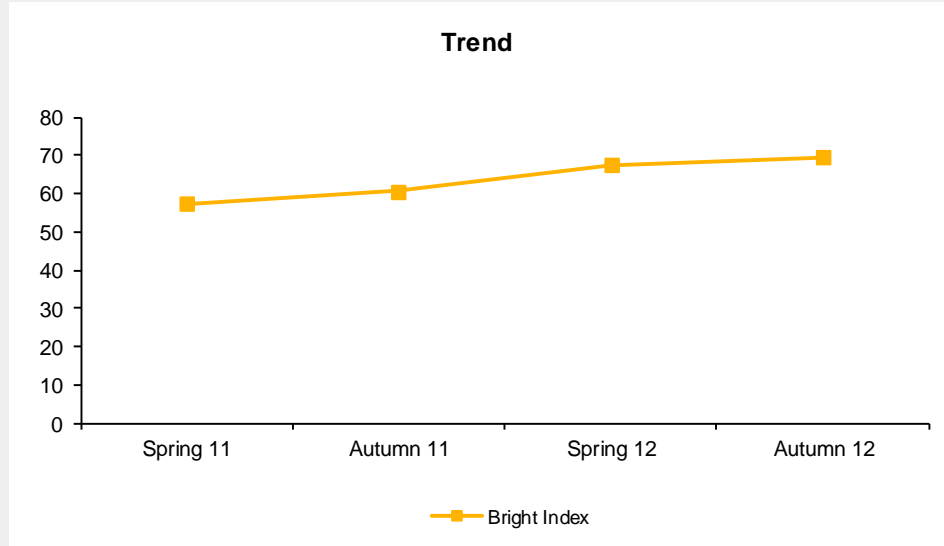
Lower absence

More satisfied agents

Higher competency

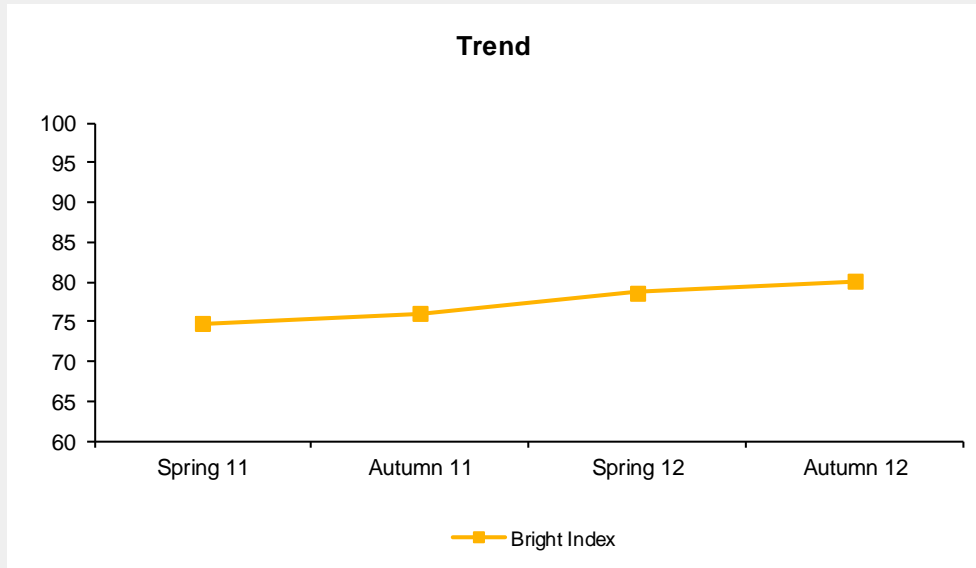
Higher CSAT

Service level: Calls handled within 20 seconds.



KPI shows the percentage of calls the participants answered within 20 seconds.

Service level: calls handled within < 120 seconds.



↑ Highest:	93%
↓ Lowest:	36%

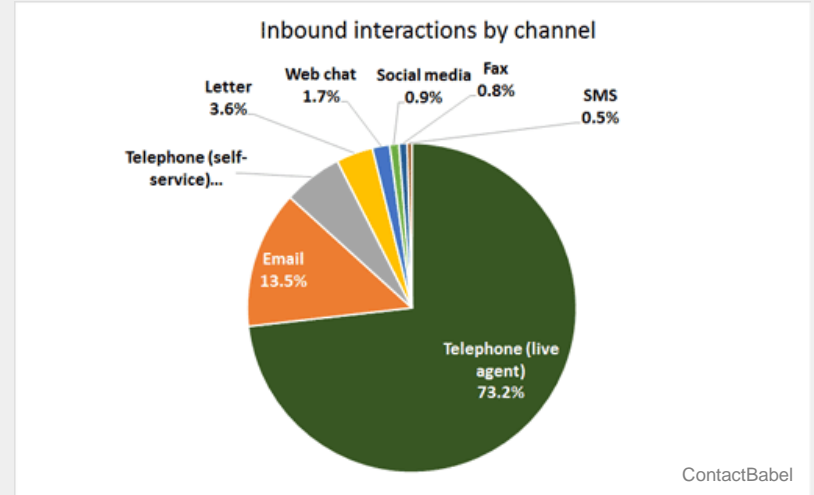
“CSAT by
MYTH BUSTED
20 secs”

KPI shows the percentage of calls the participants answered within 120 seconds.

What is the most sexy thing to focus on right now?

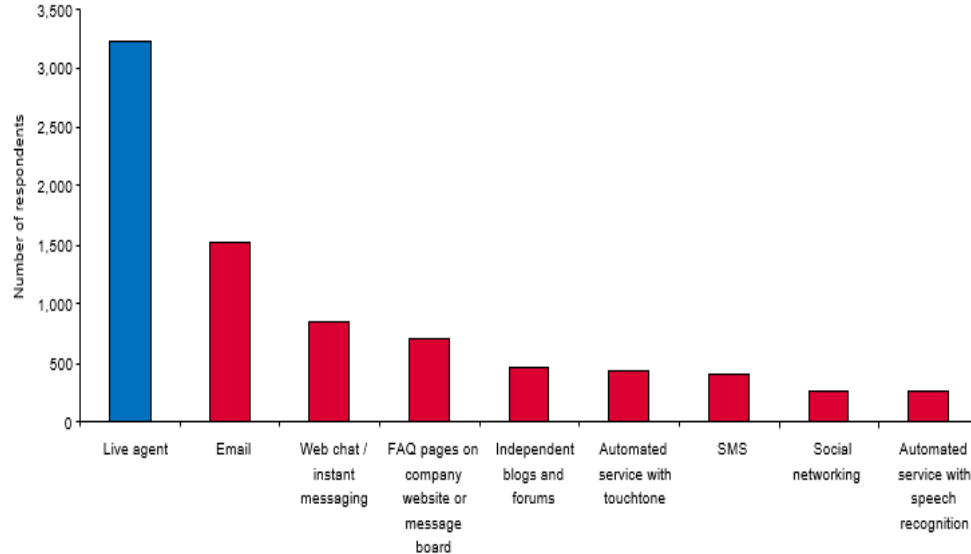


However...



An average UK contact centre annually receive around **200k emails** and **1M calls**, versus only a couple of hundred Social media contacts.

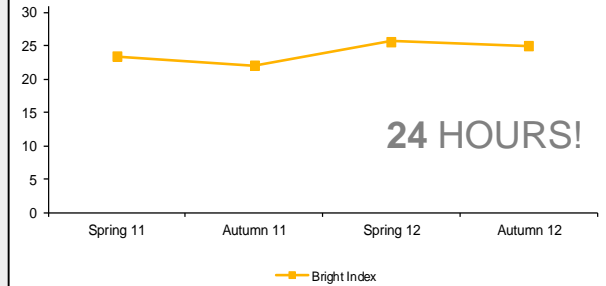
Resolving issues on the first attempt, by channel



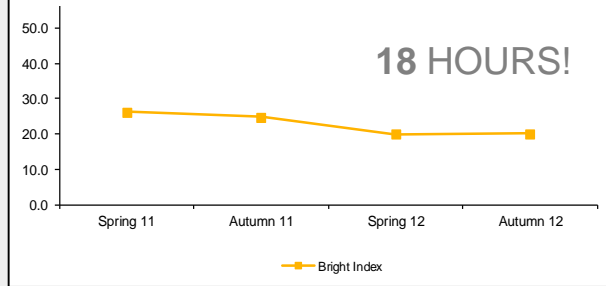
© OVUM

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

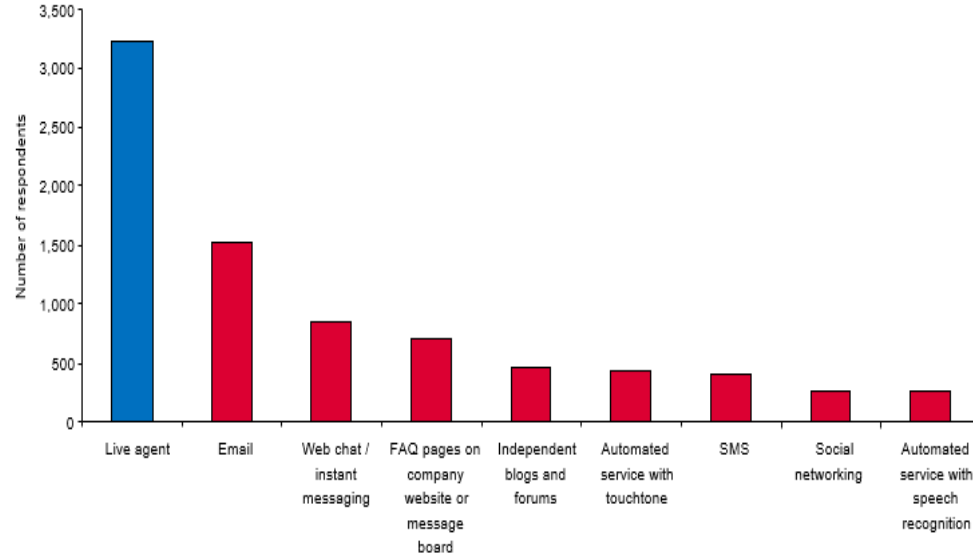
Target response time – email



Actual response time – email



Resolving issues on the first attempt, by channel



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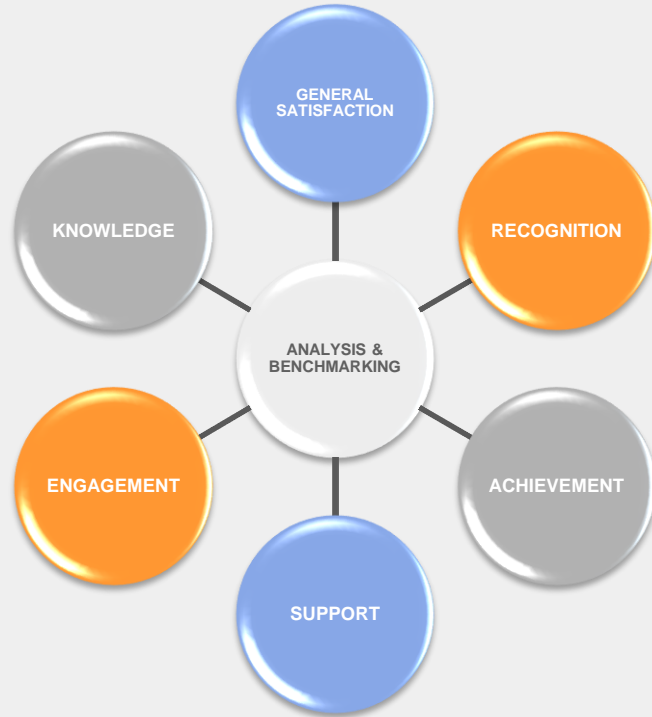
“Online chat and email are more effective than phone and email”
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2. EMPLOYEE ENGAGEMENT



Staff engagement \neq staff satisfaction but:
”POSITIVE, PROACTIVE INVOLVEMENT”
(Don Pepper)

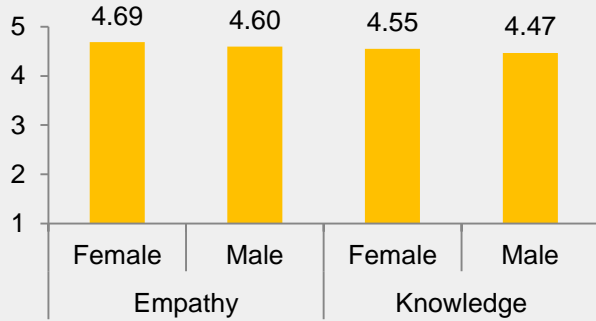
How to drive it.



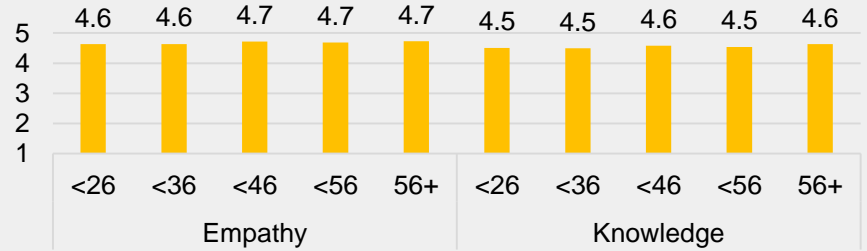
1. Achievement.
2. Recognition.
3. Development.

Other drivers..

Agent C-Sat v Gender



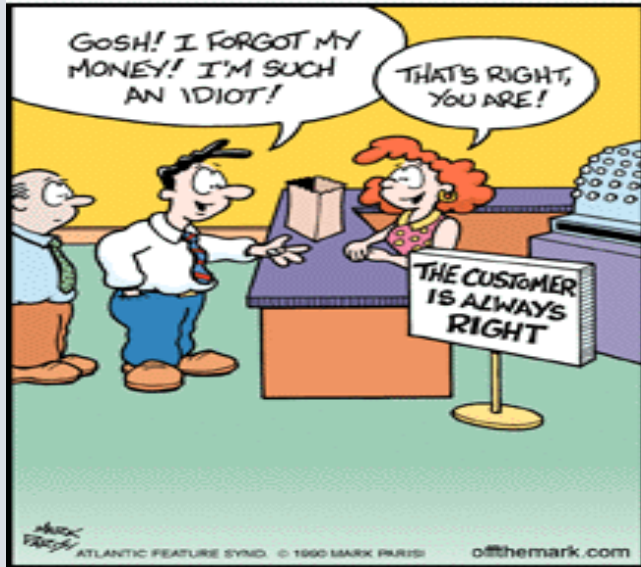
Agent C-SAT v Age



“CUSTOMER
EXPERIENCE
MYTH BUSTED
AND AGE”



3. VOICE OF CUSTOMER



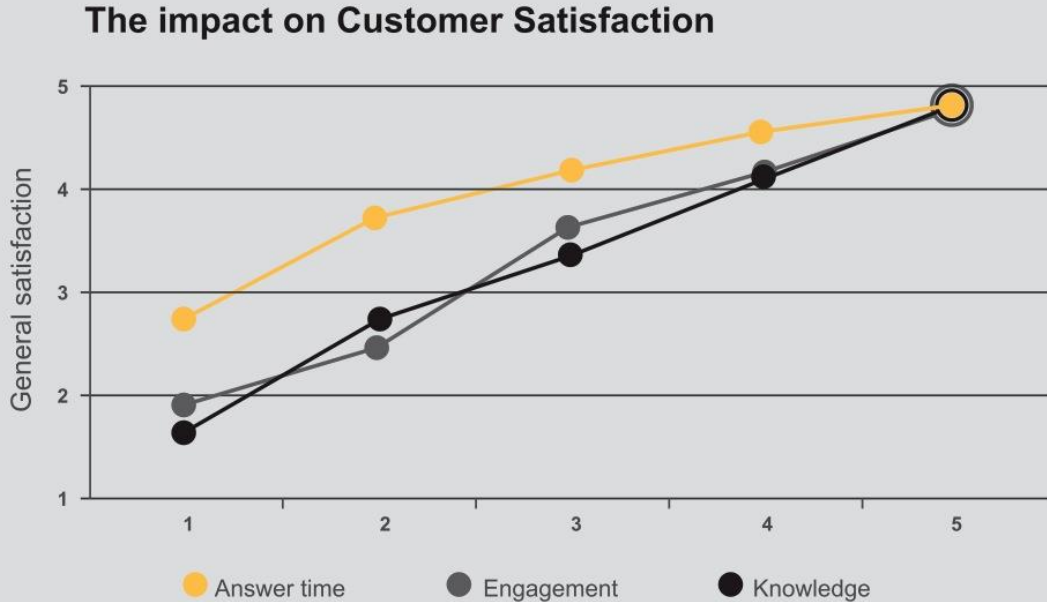
30% increased CSAT – As easy as ABC...

A: What drives it?

B: Who drives it?

C: Where should the feedback go?

A: What drives CSAT?



Measuring metrics in parallel with general satisfaction (or NPS), will tell you what affects satisfaction the most.

“Answer time and NPS”
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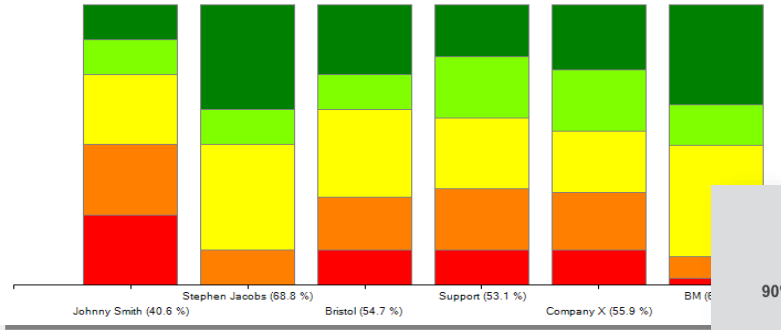
Get proactive!



The question
no one asks
but everyone
should..

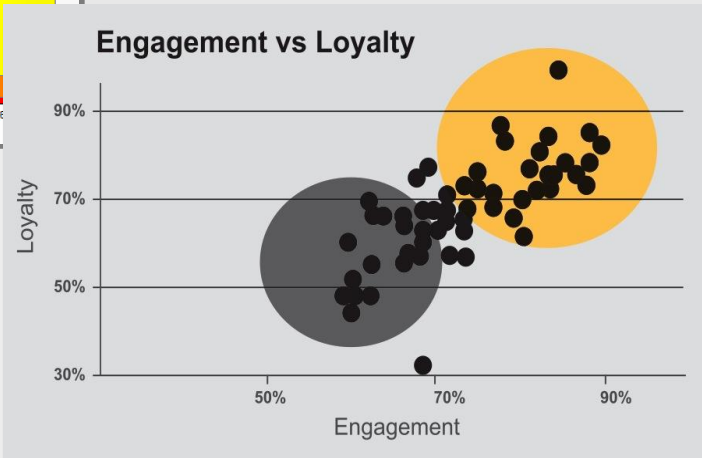
B: Who drives CSAT?

Total (General satisfaction)



- Create a self-correcting solution.
- Focus team leaders.

Engagement vs Loyalty



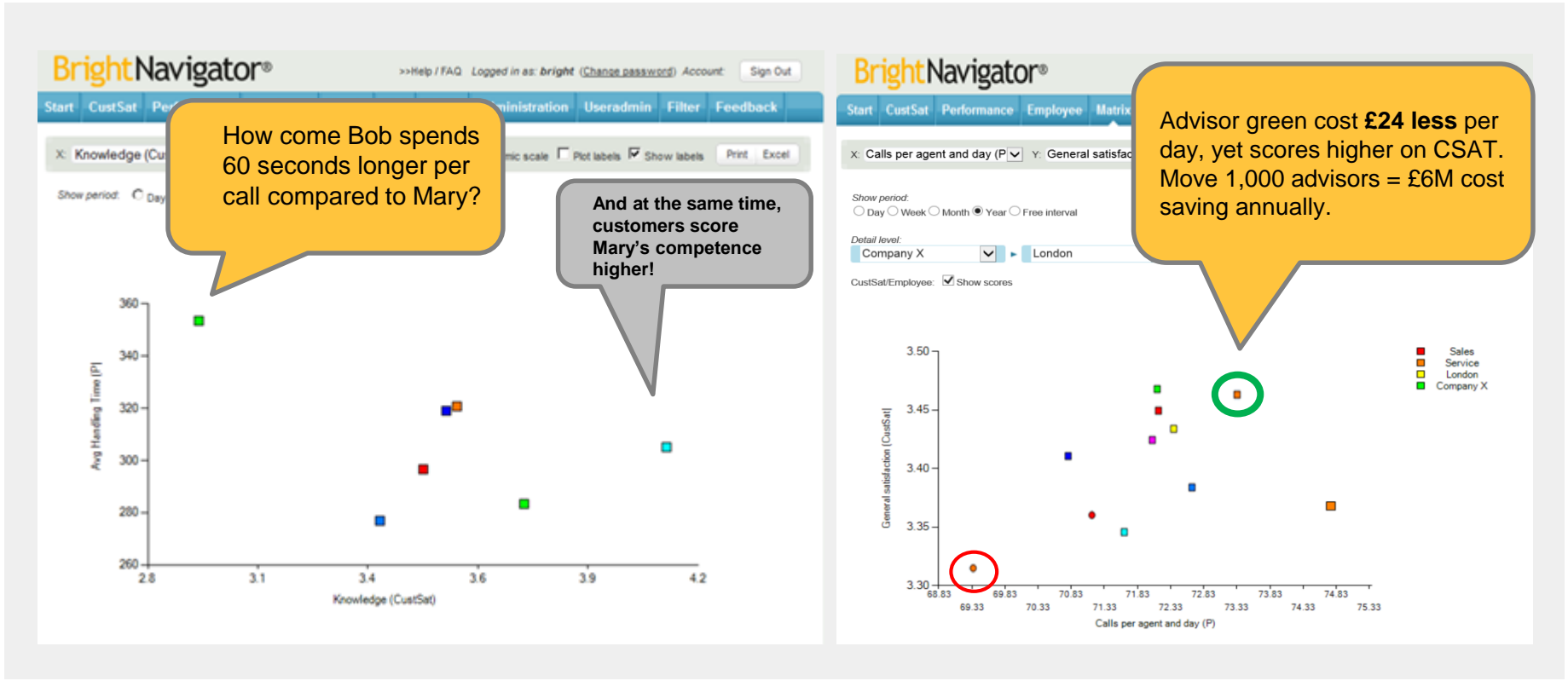
C: Where should the feedback go?

Are you sharing feedback with rest of organisation?

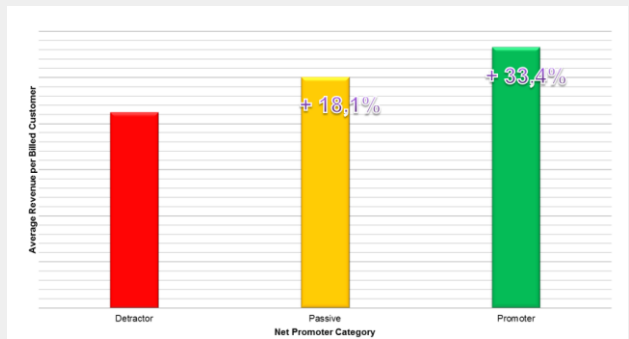
- Reduce number of contacts
- Raise CC status
- Increase CSAT



Voice of customer 2.0 – Mix with performance stats



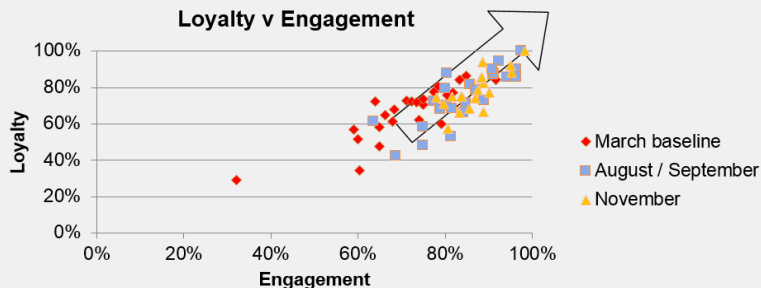
Proving R.O.I. for V.O.C. programmes



As proven by a Telecoms client of ours, “Promoters” spend **33%** more.

On average V.O.C. helps clients increase CSAT and NPS by **20-30%**.

For a client with 500k “Detractors” and an ARPU of £300, putting V.O.C. in place can mean a **£15M** revenue increase.



Which leads us to the “Holy Grail”..

“Customer service is nice
to have but it has never been
profitable bottom line”

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Finally..

Getting them all
wrong at the
same time..



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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!*

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Improving customer service