

Contact Centre Trends & Raising the game

Where are we at present and how do we
raise the game for the entire industry?



@MRennstam

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Improving customer service

**How are we doing in
three key areas...**

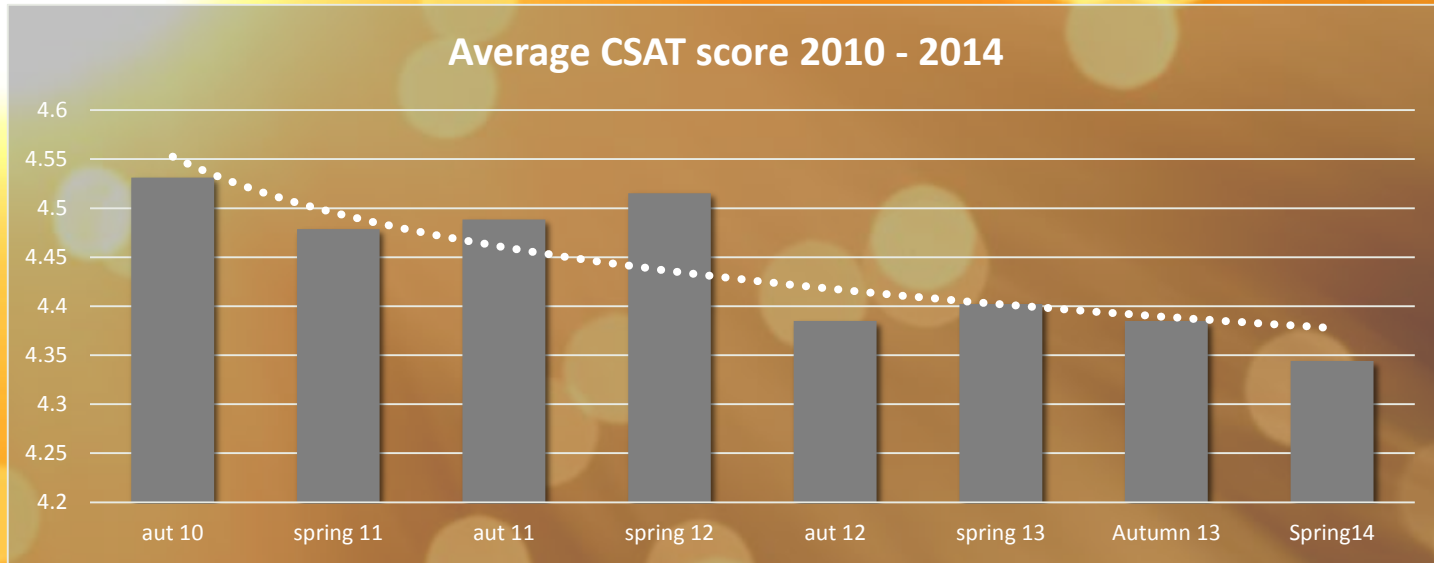
A high-angle photograph of a winding asphalt road in a desert canyon. The road has double yellow lines and a white edge line. The landscape is rocky and arid, with sparse vegetation. A bright light source is visible in the upper center, creating a lens flare effect. Three text overlays are present: 'V.O.C.' at the top, 'STAFF ENGAGEMENT' in the middle, and 'PERFORMANCE' at the bottom.

V.O.C.

**STAFF
ENGAGEMENT**

PERFORMANCE

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*

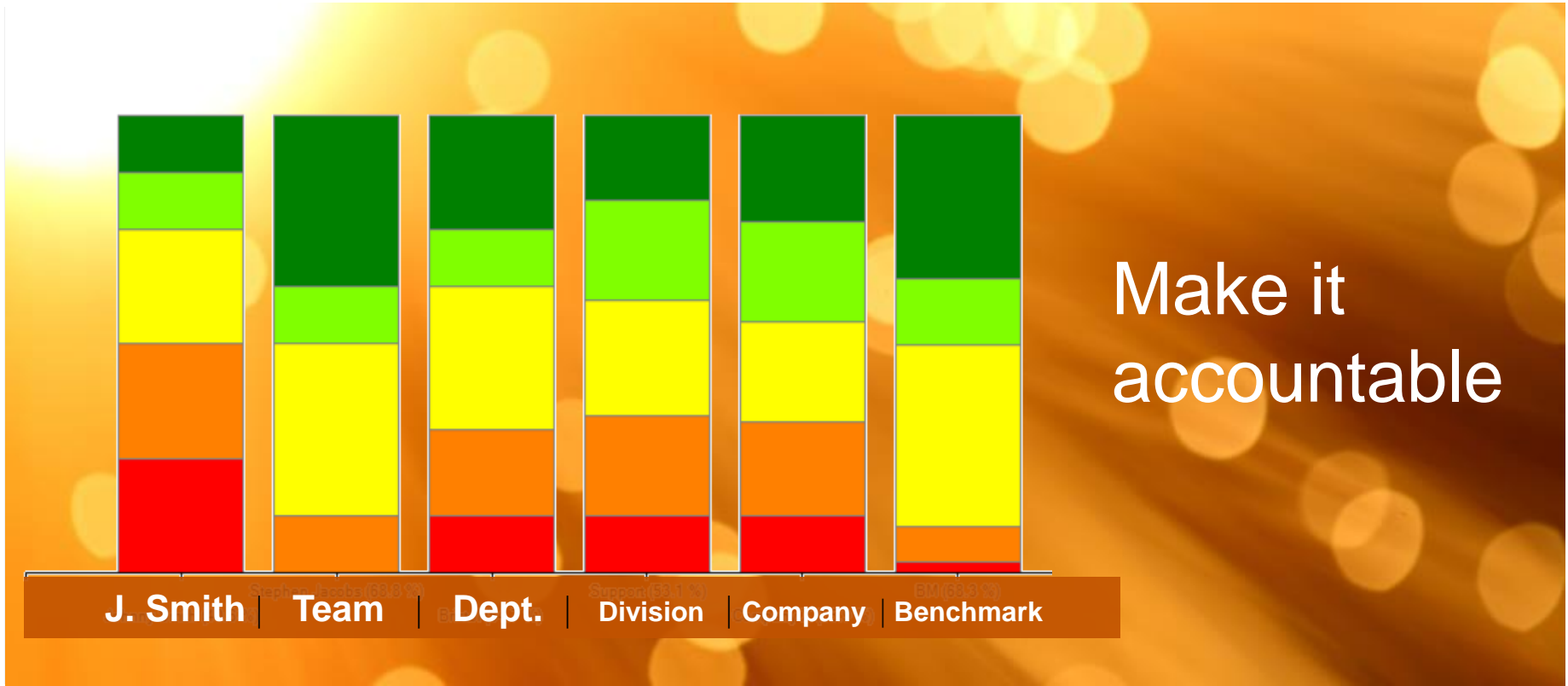
"If you do what you've always done, you'll get what you've always got"
— *Henry Ford*

V.O.C: a powerful first building block for your self-correcting organisation.

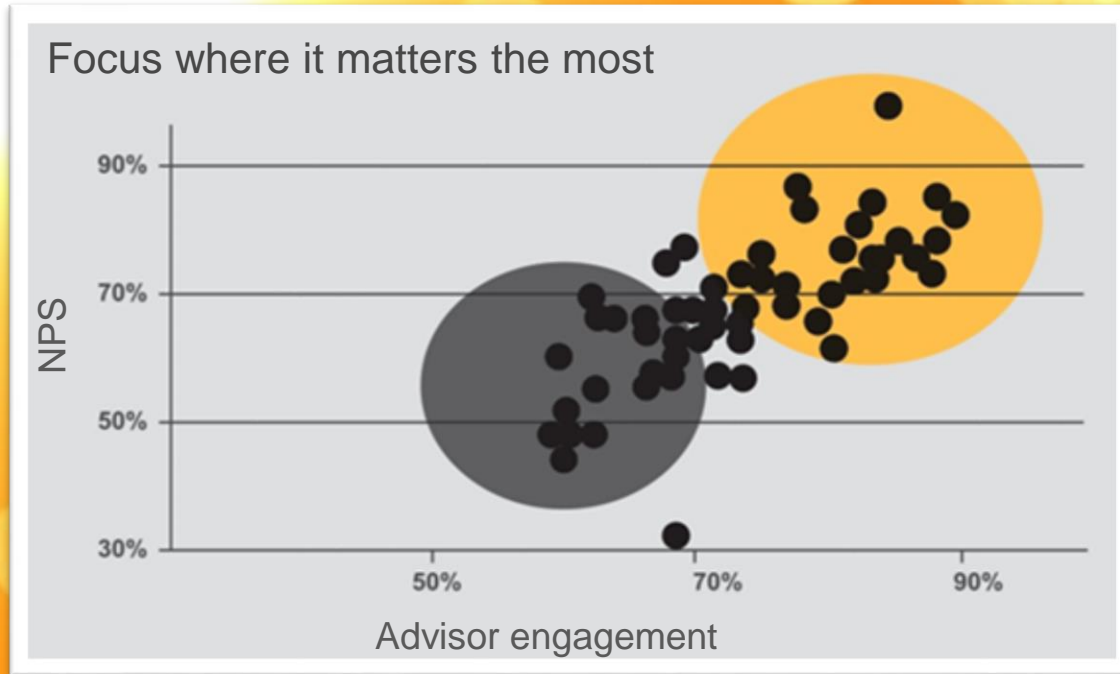


Build a real-time solution enabling you to not just measure C-SAT, but drive it!

THE BASICS : Who drives CSAT and why?

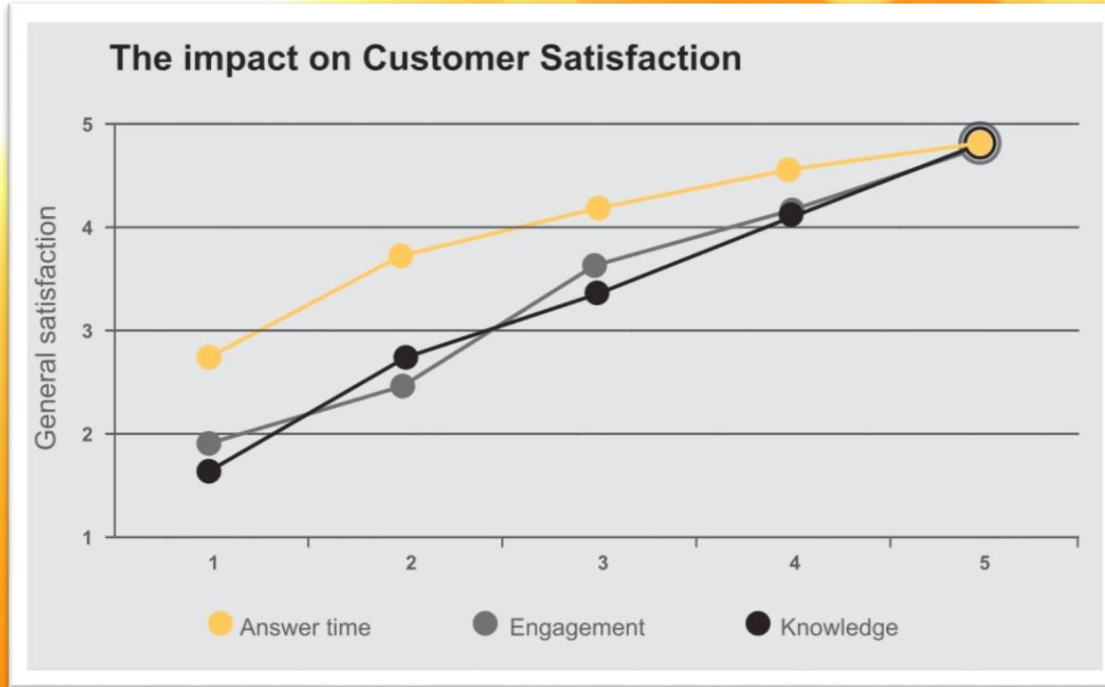


THE BASICS : Who drives CSAT and why?



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.

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

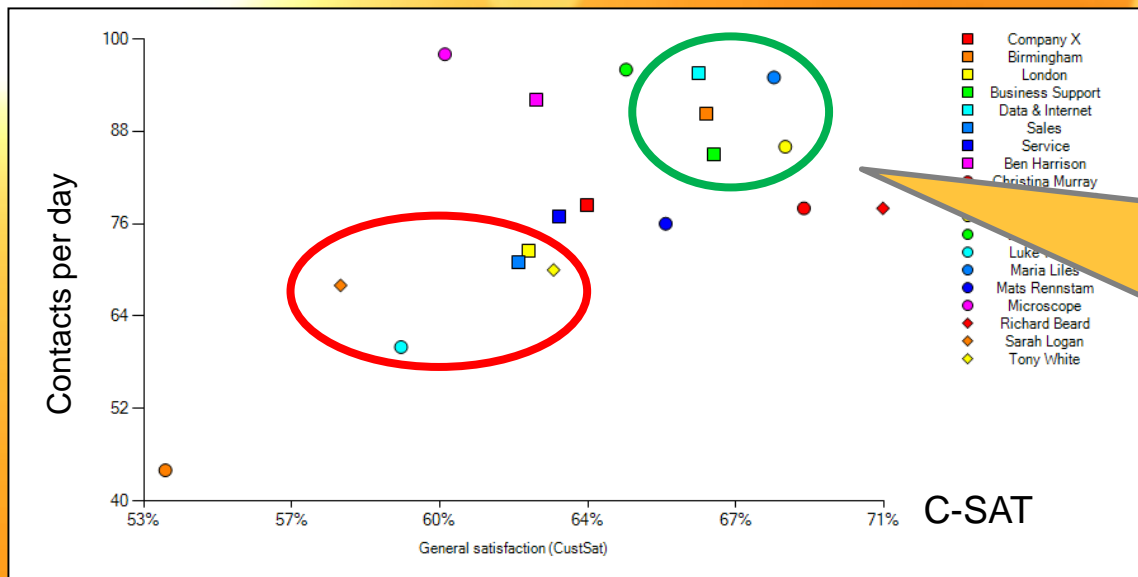
Set up instant **alerts** for retention teams triggered by low scores.

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".



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!**

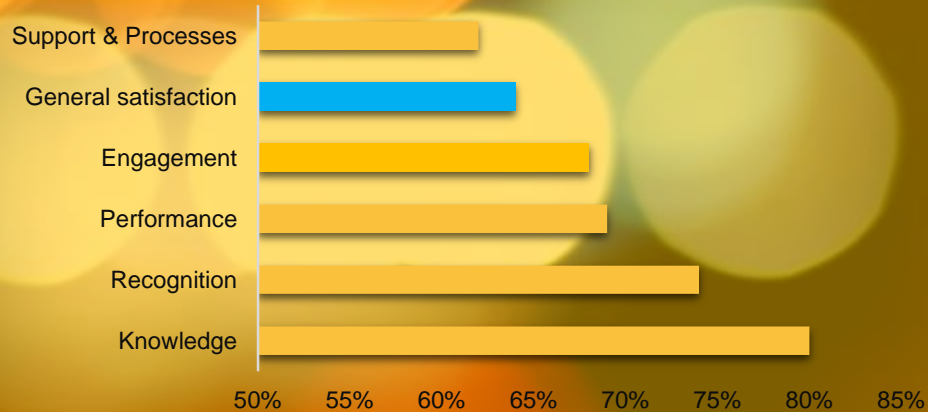
EMPLOYEE ENGAGEMENT



Staff engagement \neq 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

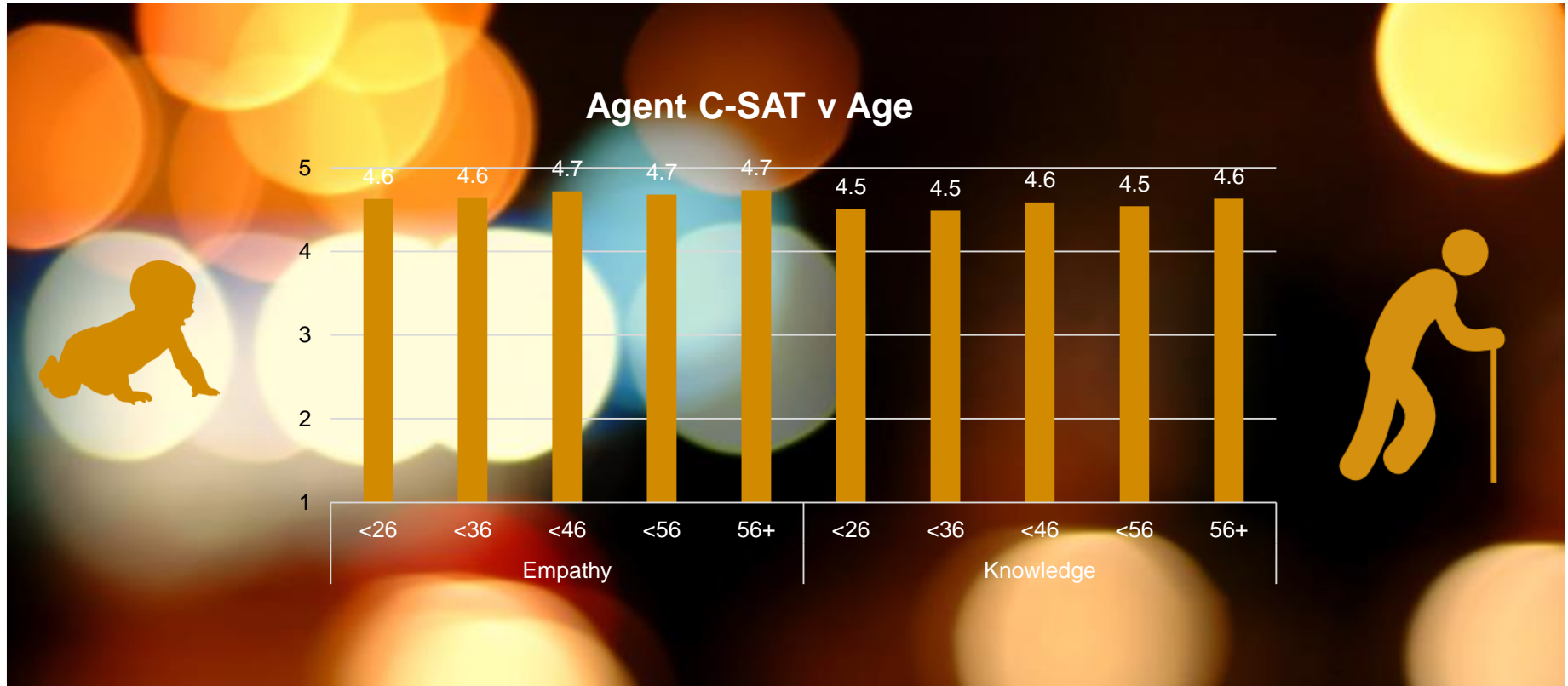


Percentage of agents that said “the technology in place hinders me helping the customer”

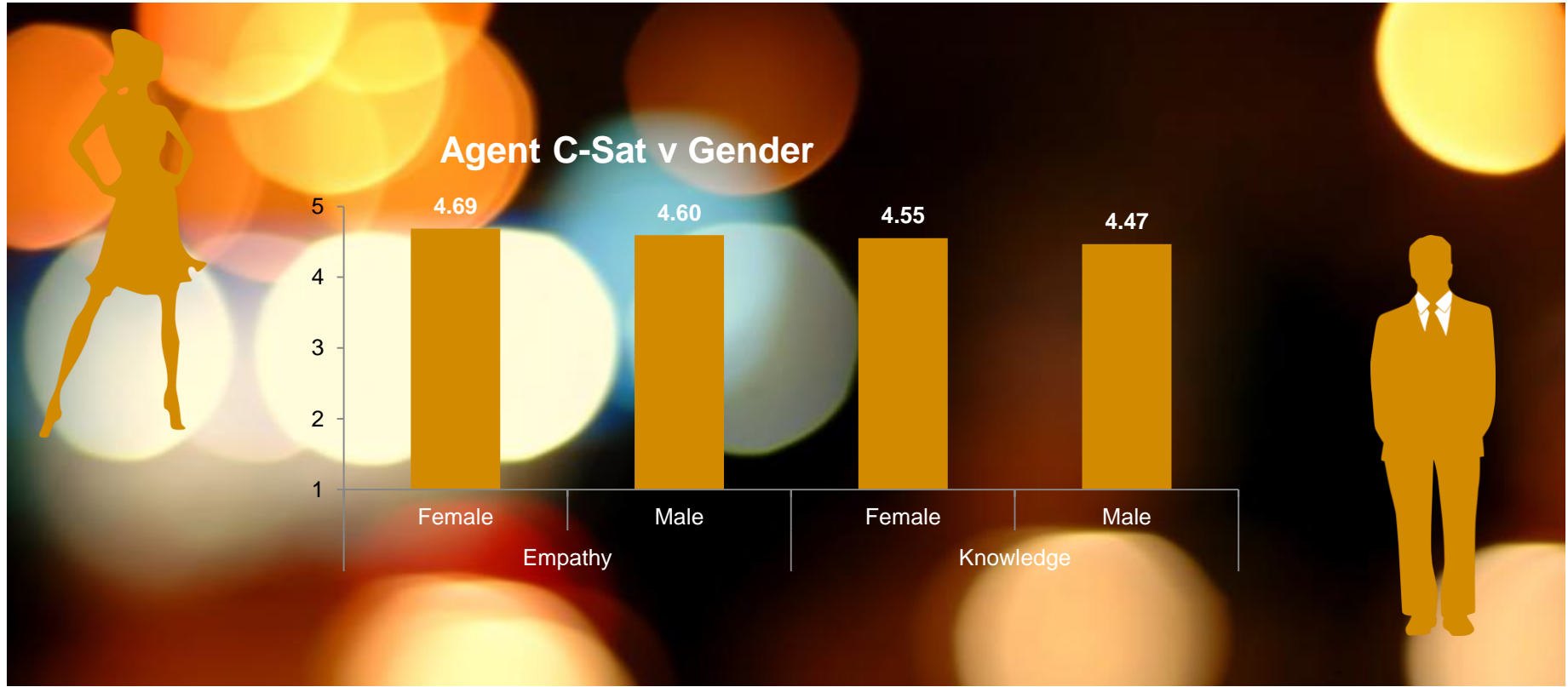
62%

UK Benchmark

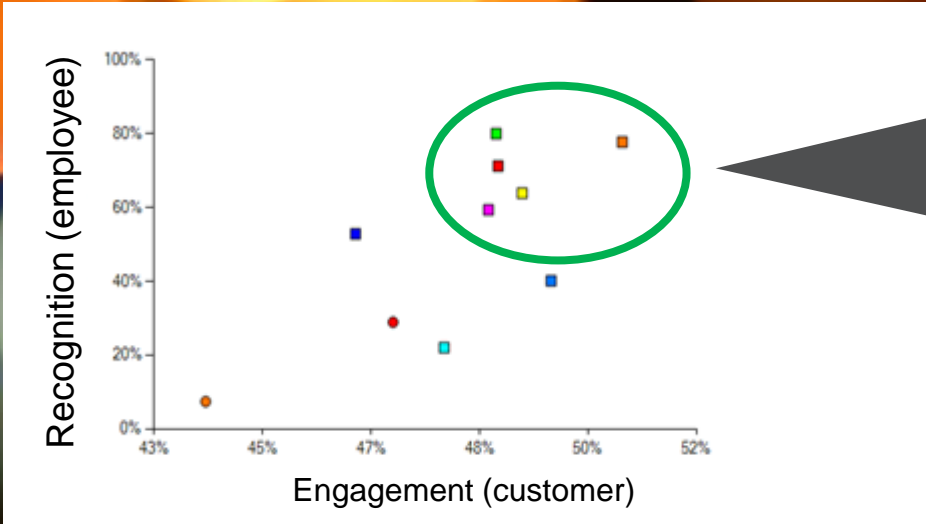
Other drivers..



Other drivers..



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

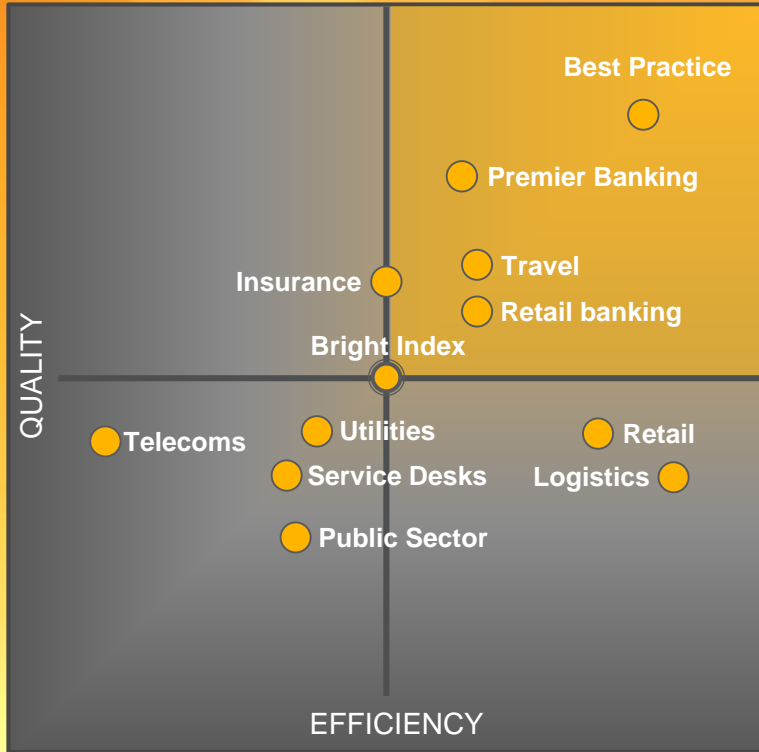
Resourcing

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

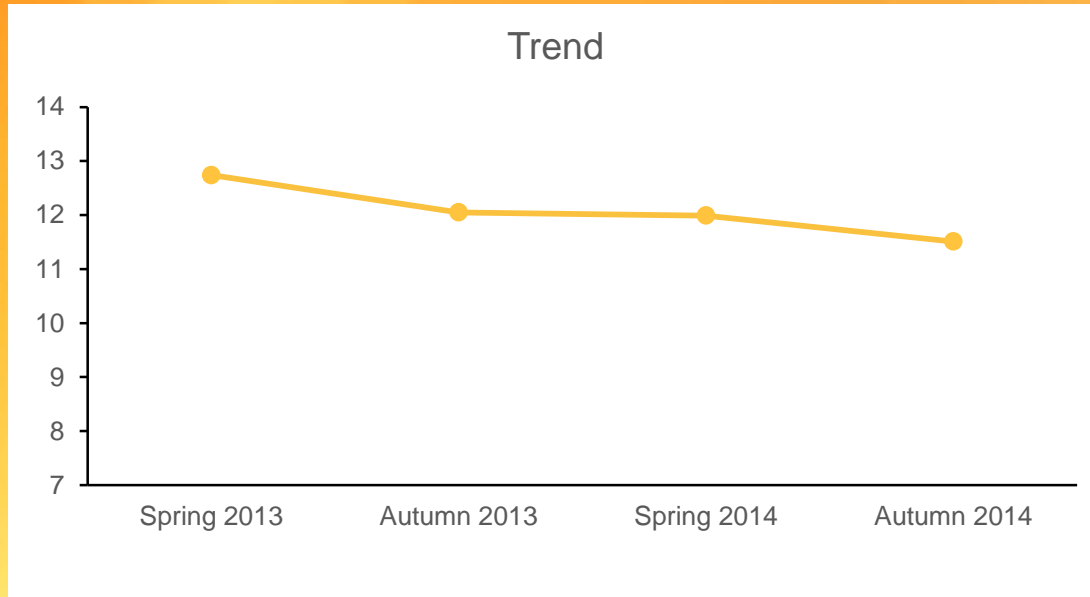
Q&D Return on investment

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

Don't settle for best of a bad bunch.



Advisors per Team leader



↑ Highest: 22
↓ Lowest: 3

8-15 advisors / team leader =

10% higher ready time

5% higher availability

5% higher FCR

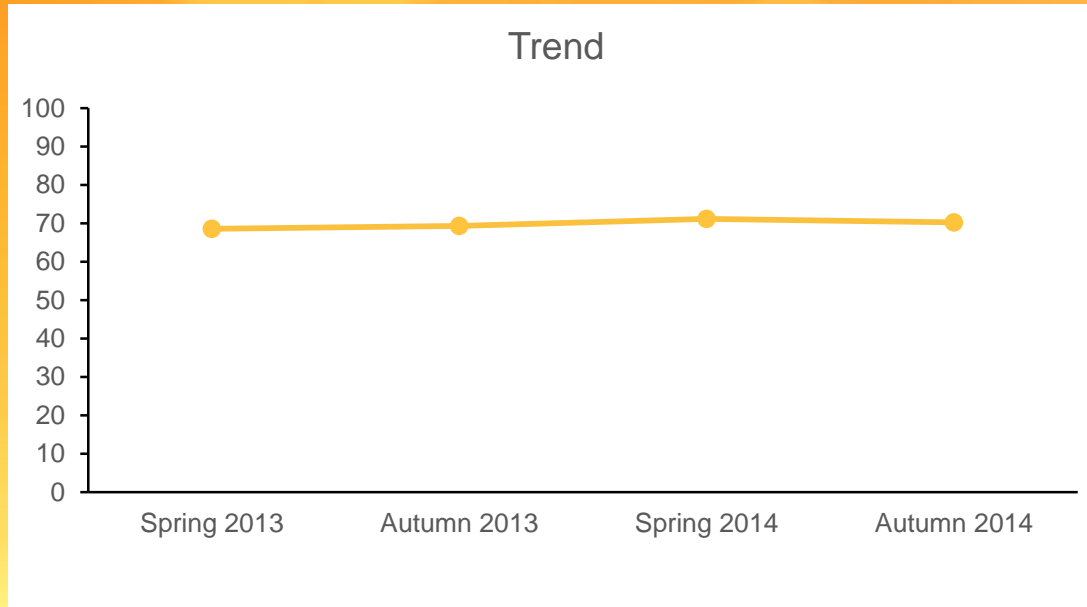
Lower absence

More satisfied advisors

Higher competency

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

Speed to answer, within 20 seconds

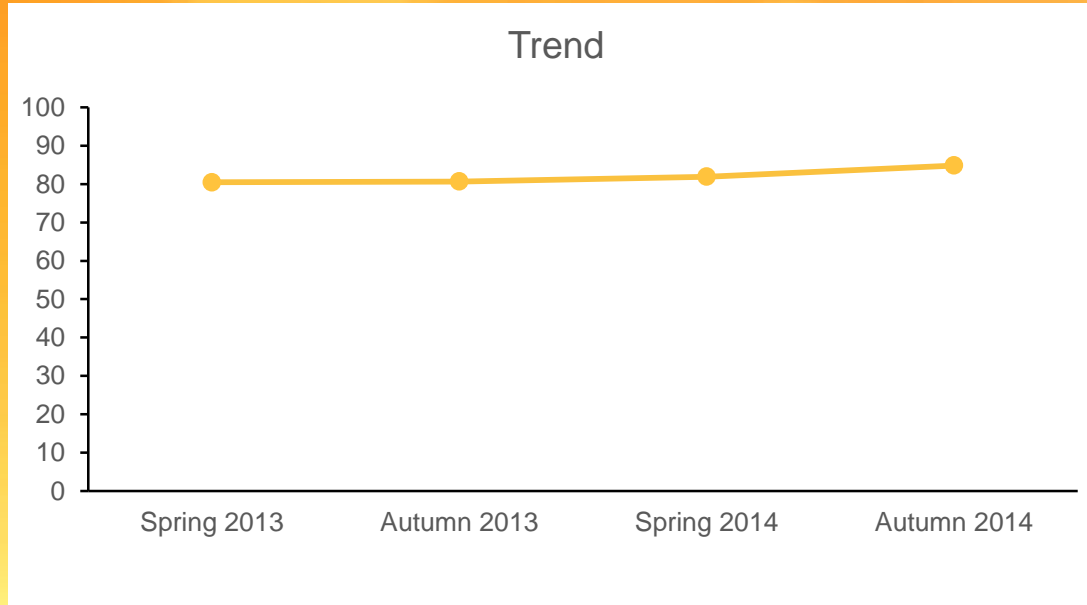


Highest: 98.00%

Lowest: 25.00%

Sector	Lowest	Highest
Finance	55.0%	89.4%
Retail	53.0%	98.0%
Telecoms	47.0%	86.7%

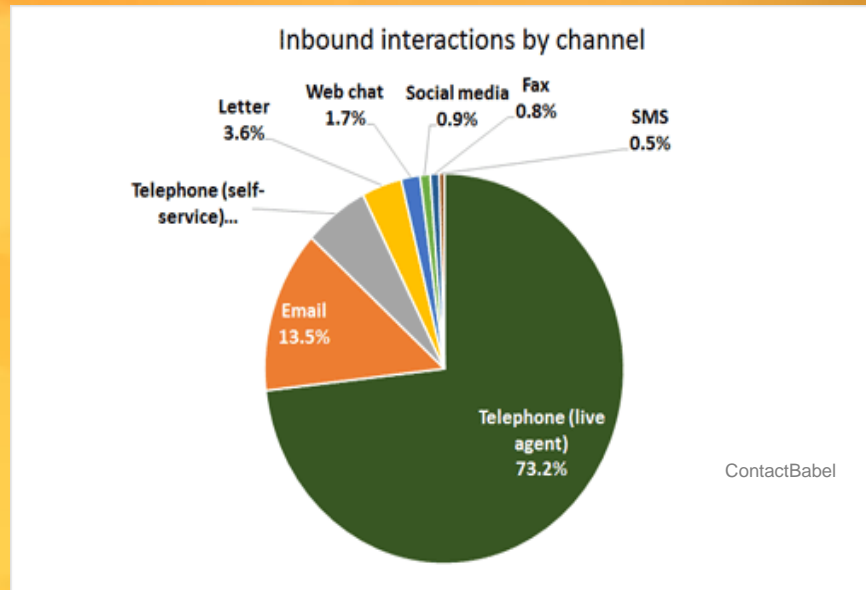
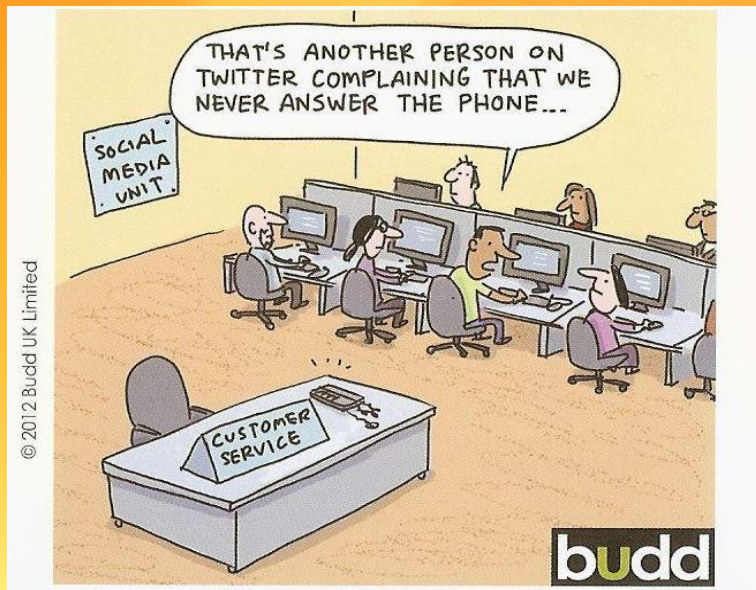
Speed to answer, within 120 seconds



CSAT breaking point for speed of answer.

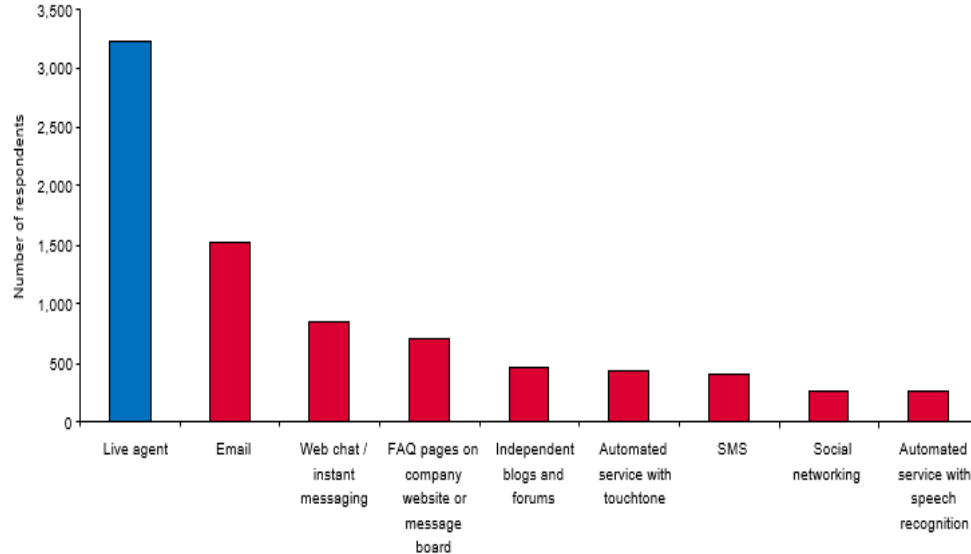
“the average wait time is now..”

DO start monitoring Social media, however..



Excluding communities / FAQ

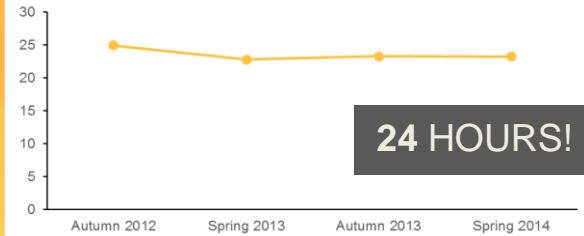
Resolving issues on the first attempt, by channel



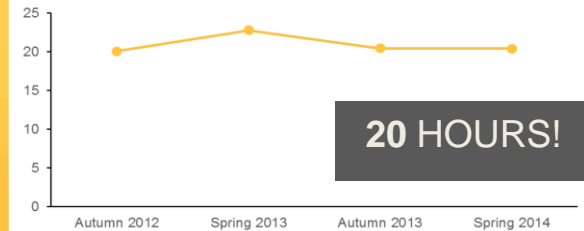
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Respondents from US, UK, France, Germany, Brazil, Russia, India, China

Target response time – email

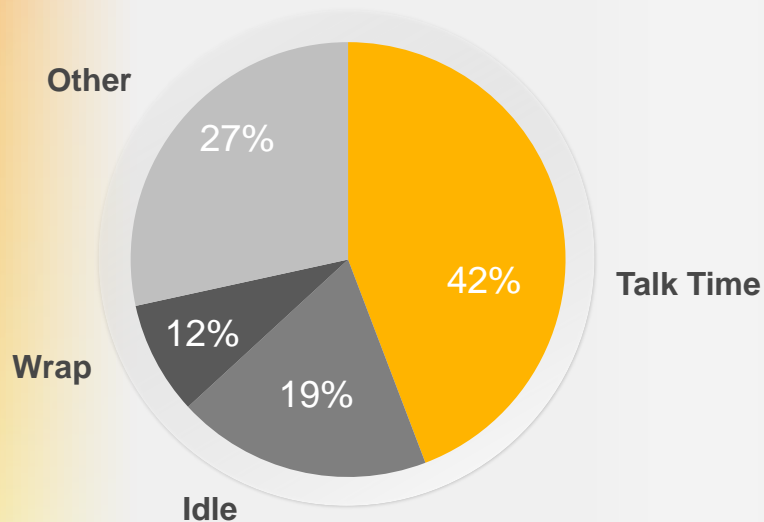


Actual response time – email

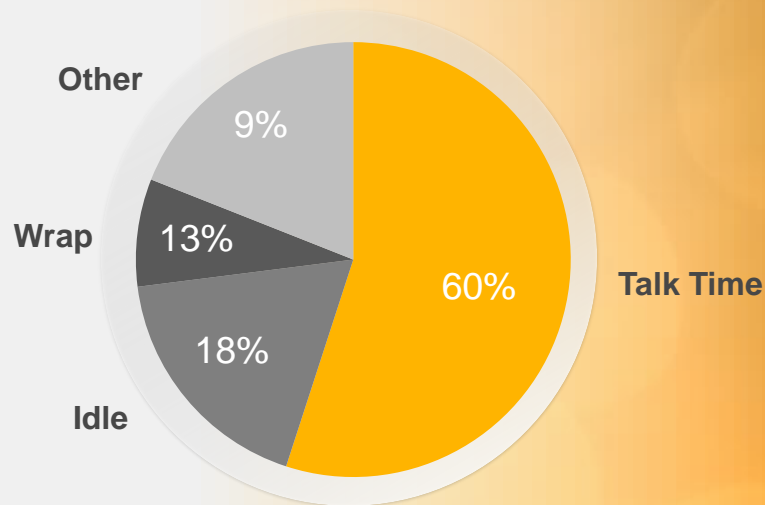


Utilisation, Autumn 2014

Bright Index

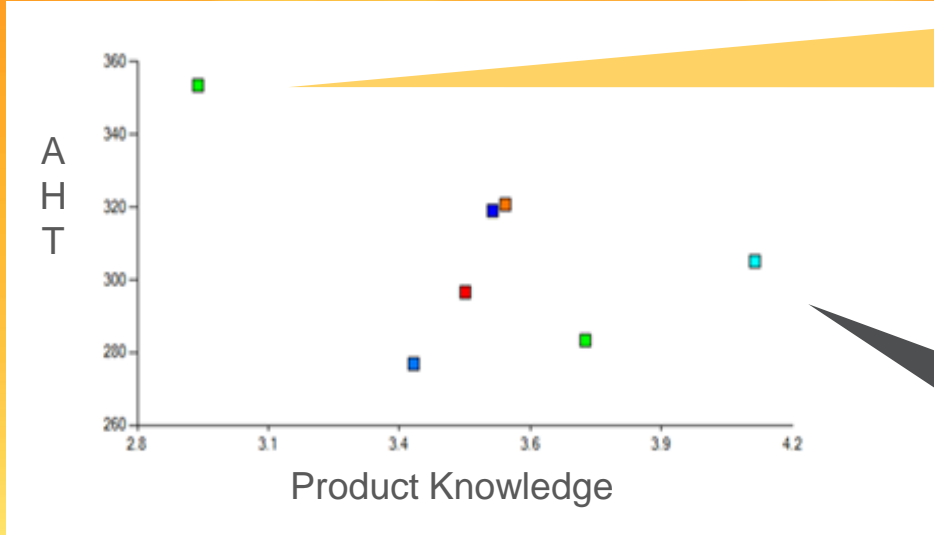


Top performers



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!

V.O.C.

**How do I think we're
going to significantly
raise the game for the
industry?**

PERFORMANCE

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www.brightindex.co.uk

www.goldstandard.cc

www.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!*

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