



The Exact Expertise to
Ignite and Sustain Performance™

LSA Global | White Paper



The Exact Expertise to
Ignite and Sustain Performance™

Which KPIs from the Contact Center Support the Strategic Enterprise Goals?

We often find that the metrics and measures used in the contact center are those that are readily available from the systems and tools such as the Automatic Call Distributor (ACD). These include such things as speed of answer (service level or ASA or both), average handle time (AHT), and abandon percentage. Executives often ask us if these metrics are the most relevant ones or if there are better options. On the other hand, we hear complaints from contact center managers that executives are micro-managing their operations and focused entirely on cost controls. This disparity is often driven by lack of alignment of the goals and measures.

Let's take a look at the contact center and determine what we should be measuring.

There are three major stakeholders in the success of the contact center - customers, staff, and owners (represented by executive management). Metrics should be in place that ensure that the organization is meeting the needs of those three groups. Generally speaking, we see the long-term health of the organization dependent upon the following concerns:

- Customer acquisition, retention, and growth
- Employee retention and development
- Profitability
- Brand image and market position

To set the stage, the mission and vision of the organization need to be understood so that the contact center can align with them. If the enterprise mission is to be the "low cost provider in our market," then the tactics employed in the contact center will be quite different than if the mission is to "provide customized services to each client developing unique solutions as required." In the first, the center might well concentrate on automation and customer self-service. Metrics in this center should include tracking customer utilization of self-service options such as IVR and web tools, along with the effective utilization of every resource in the center. In the second center, automation may stand in the way of communication with the customers and concentration on minimizing time on the calls may be counter-productive. This center might track the thoroughness of the information gathered from customers/prospects to customize their products, and their satisfaction with the ultimate solutions provided.





The Exact Expertise to Ignite and Sustain Performance™

With the mission and vision of the contact center defined in a way that aligns it with the enterprise strategic plan, the next step is to develop a performance management strategy by asking the following questions:

- What does the customer care about most and how can it be measured?
- What does the employee care about most and how can it be measured?
- What performance measures will demonstrate contribution to enterprise business objectives?

In many discussions with contact centers around the world, the concerns of customers seem to center around the following issues and the metrics that would measure our success in meeting their expectations:

- 1. I want my problem/question resolved quickly and easily.**
 - Error and rework rates
 - Quality monitoring scores
 - First call resolution rates
 - Transfer rates
 - Self-service utilization rates
 - Customer satisfaction scores (for both self-service and agent-handled transactions)
- 2. I want to be able to contact the company whenever I need/want to.**
 - Hours of operation match to customer contact patterns
 - Network blockage – busy signals
 - Speed of answer – service level or ASA and abandon rates

Employee retention and development issues center around what it takes to hire the best people, keep them happy, and continuously develop them to be more effective in their careers with the company (some within the contact center and others moving to other departments). The following issues and metrics focus on the employees:

- 1. I need to balance my work life and my personal life.**
 - Employee satisfaction (including compensation plan, schedule options, opportunities for career development, management processes and recognition)
 - Agent occupancy and fairness of work distribution
 - Absentee rate (often an early warning sign of dissatisfaction)
 - Turnover rate (by work type, schedule, supervisory team, and length of employment) including movement to other departments and out of the company separately
- 2. I want to have the tools and support to do a good job.**
 - System availability and functionality to meet contact handling needs
 - Orientation and ongoing training and coaching plans
 - Reward and recognition programs
 - Employee satisfaction (including supervisor support, training and tools)





The Exact Expertise to Ignite and Sustain Performance™

Owners, executives and stockholders are concerned about the profitability of the company and how well it is positioned for the future. Even considering strategic differences, we typically see the following issues and metrics applying universally:

- 1. We need to acquire and retain customers to grow the company.**
 - Sales results (whether new orders, up-selling, cross-selling or referrals to other sales agents). Even service centers and help desks can at least acquaint customers with options and companion products.
 - Customer satisfaction (including the product, services, resolution of problems, and willingness to recommend the company to others)
 - Effectiveness of marketing efforts (contact volumes that were driven by various campaigns and the sales rates associated with each)
 - Contact center intelligence gathered and shared with the enterprise on customer satisfaction, product desires, competitive position, etc. (as measured by the receiving departments)
- 2. We need to utilize company resources as efficiently as possible to maximize profitability.**
 - Cost per contact
 - Revenue per contact
 - Revenue cost ratio per contact
 - Up-sell, cross-sell percentages

Take a look at your contact center and see if you are measuring the things that matter. When we concentrate the bulk of our efforts and resources on just one or two of these metrics, we can lose sight of the fact that the contact center needs a balanced scorecard. For many companies, this is the place where the bulk of customer interactions take place. It is the key to long-term customer growth, company profitability and the brand image. We have to keep all of the stakeholders happy.

About LSA Global

Since 1995, LSA has helped organizations create and maintain competitive advantages through people. Over 85% of our business comes from repeat clients and our customer satisfaction rating is 97.5%. Our clients tell us that we are different. Our clients tell us that we save them both time and money. Our clients tell us that they appreciate access to experts across many areas

Our Leadership and Management clients report that we decrease their costs by up to 50%, while helping increase speed-to-productivity by 60% and decrease unwanted attrition by up to 40%.

Our Sales clients confirm that they have grown sales by 40%, increased units sold by 42%, increased average pricing by 12%, and closed over 50% of their pipeline.

Our Project Management clients inform us that, by regularly completing projects that meet or exceed expectations, they have become an anomaly in the world where most projects disappoint or fail.

Our clients succeed in the marketplace through increased revenue, decreased costs, and higher productivity. They maintain that our rigorous assessment, implementation, and measurement capabilities bring them tangible results. As an organization, we are fiercely devoted to supporting their success.

