


Quest for the holy KPI

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Intro / Set the stage

- Who am I
- Why am I talking about this
- Why is the topic a topic
- What are exactly the issue
- Is there a best principle, yes there are -> a lot, see example

Aiming for a World-Class Customer Service

- What is world-class
- Why do organizations set the goal
- Are we really sure about the as-is

Quest #1 Increased Share of Wallet

- NPS or CSAT or similar are in focus at the organization
- High outcome but still no effect in Share of Wallet
- NPS or CSAT are an expected part of your deliverance, not a differentiator
- Then how do we fulfil our quest?

Quest #2 Increased Productivity

- Average handling time, AHT, and/or Wrap up time needs to be reduced
- The cost per interaction needs to be reduced
- We measure our **agents** (staff) upon AHT and instruct them to reduce their usage of time
- What are the effects?

Quest #3 Employee Satisfaction

- A really tough quest
- It's humans and humans are rarely one and the same
- It's easy to go to a pit-fall i.e. change of scheduling and handling of time-off, see next slide

Key take aways

- Why? Do we measure the KPI's we do
- Business goals -> **what** should we achieve?
- Market goals -> **how** will we achieve the business goals?
- KPI -> what are the **status**?
- It is the customer service cost per **order** that is interesting -> not the cost per **case**

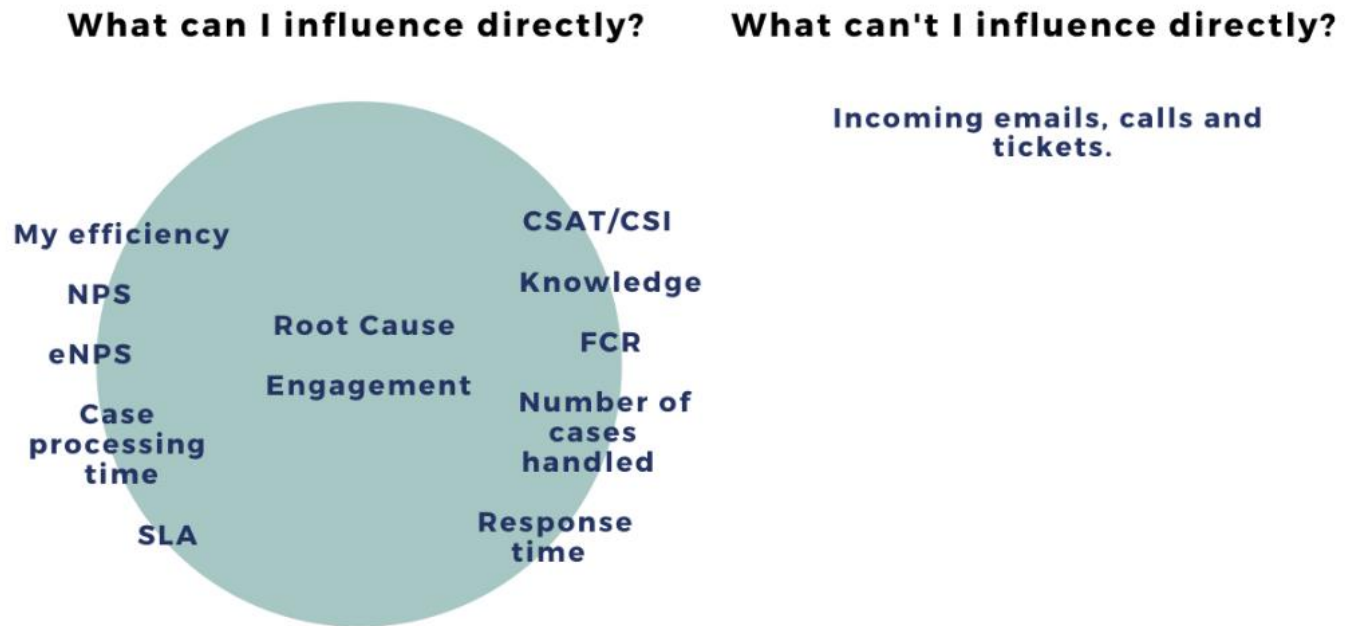


Intro / Set the stage

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Found it on internet by a Google search



- Just an example, no offence
- Are these the right KPI's
- Can an agent in the contact center **really** influence **directly**?



Aiming for a World-Class Customer Service

- What is world-class
- Why do organizations set the goal
- Are we really sure about the as-is



Quest #1

Increased Share of Wallet

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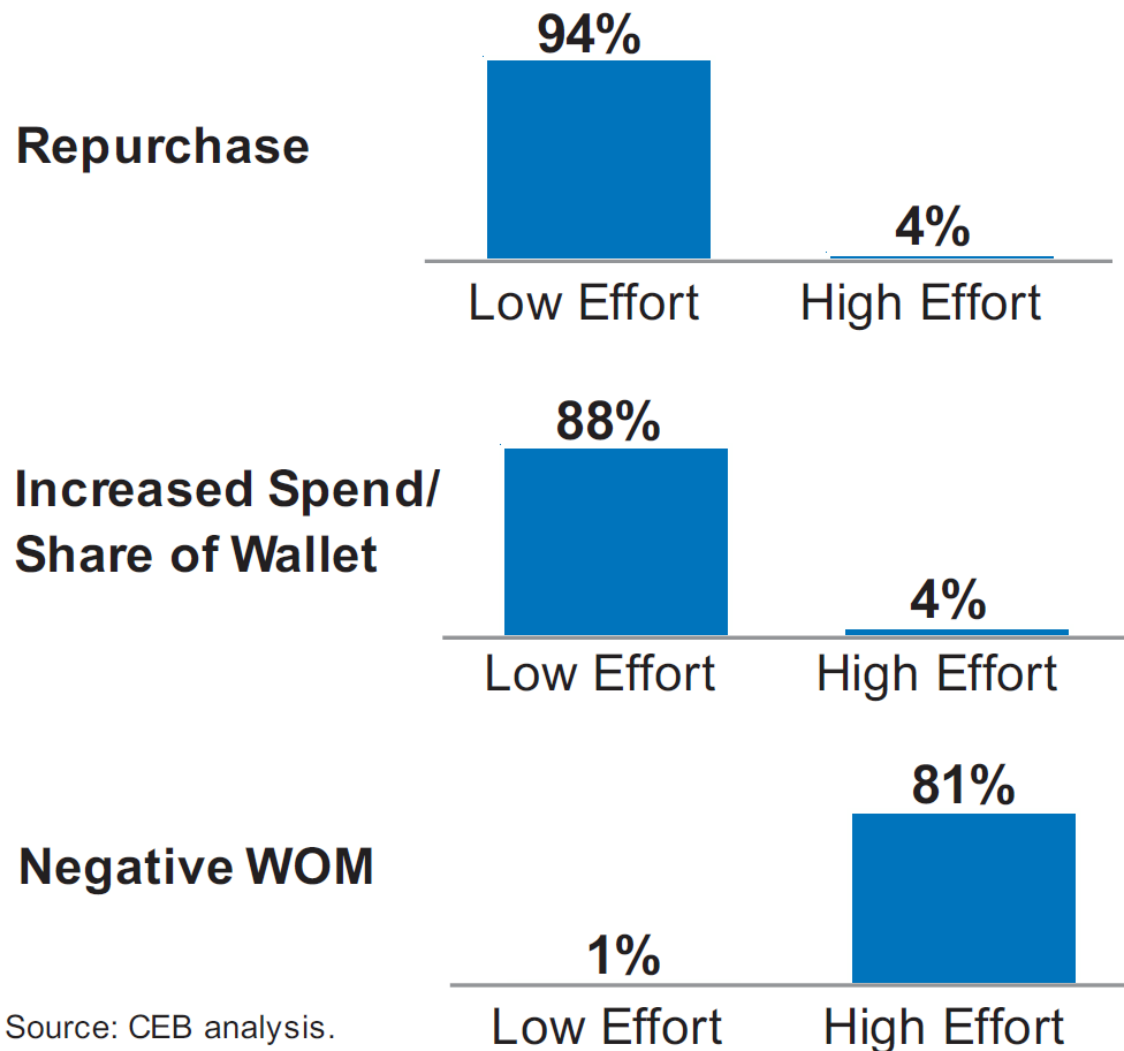


Customer Effort Score

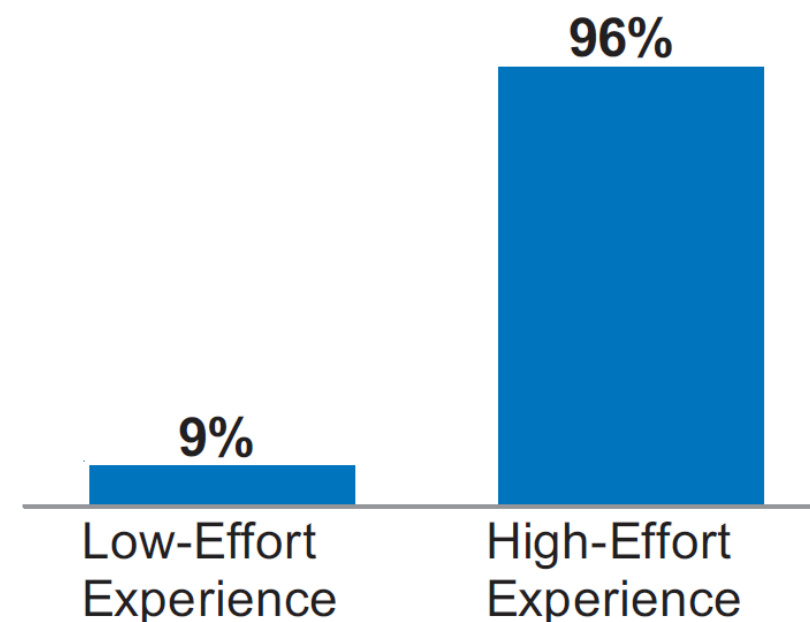
- CES has a distinct correlation between score and Share of Wallet



The Business Case for The Effortless Experience



Overall Disloyalty



Source: CEB analysis.

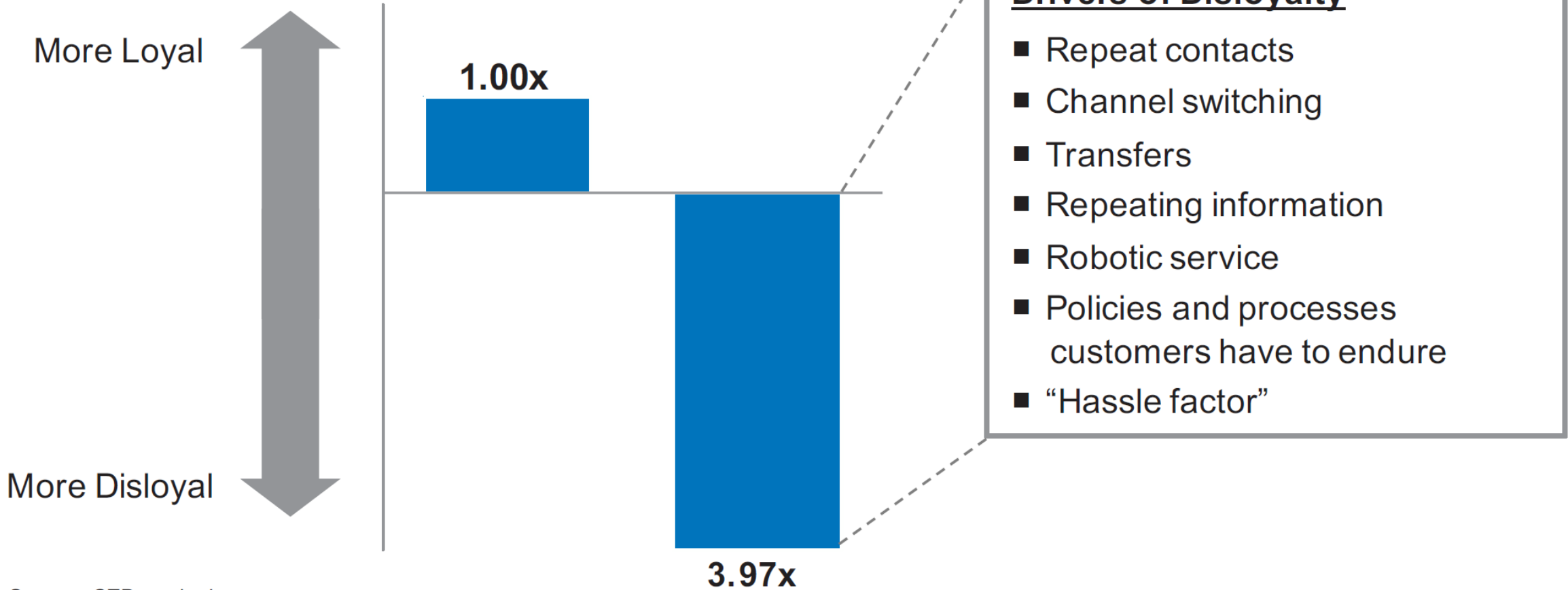
Customer Effort Score

- CES has a distinct correlation between score and Share of Wallet
- Watch out for the drivers of disloyalty



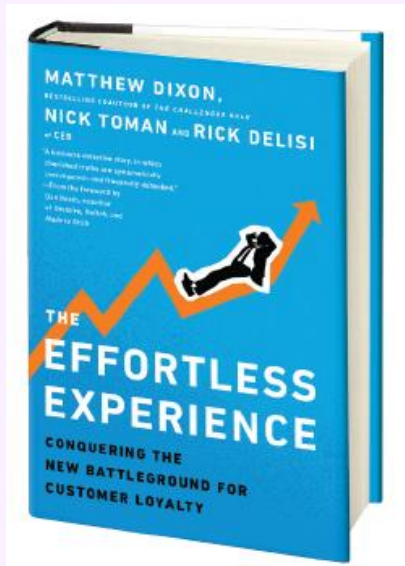
Finding 2: Service Drives Disloyalty

Customer Service Impact on Loyalty



Source: CEB analysis.

Customer Effort Score



- CES has a distinct correlation between score and Share of Wallet
- Watch out for the drivers of disloyalty
- Expect a struggle and putting in a lot of effort towards other part of your organization
- Make CES an agenda for all of the organization
 - The gains are also internally



Quest #2

Increased Productivity

- Average handling time, AHT, and/or Wrap up time needs to be reduced
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Decreased NPS/CSAT

Repeated contacts

Frustrated agents

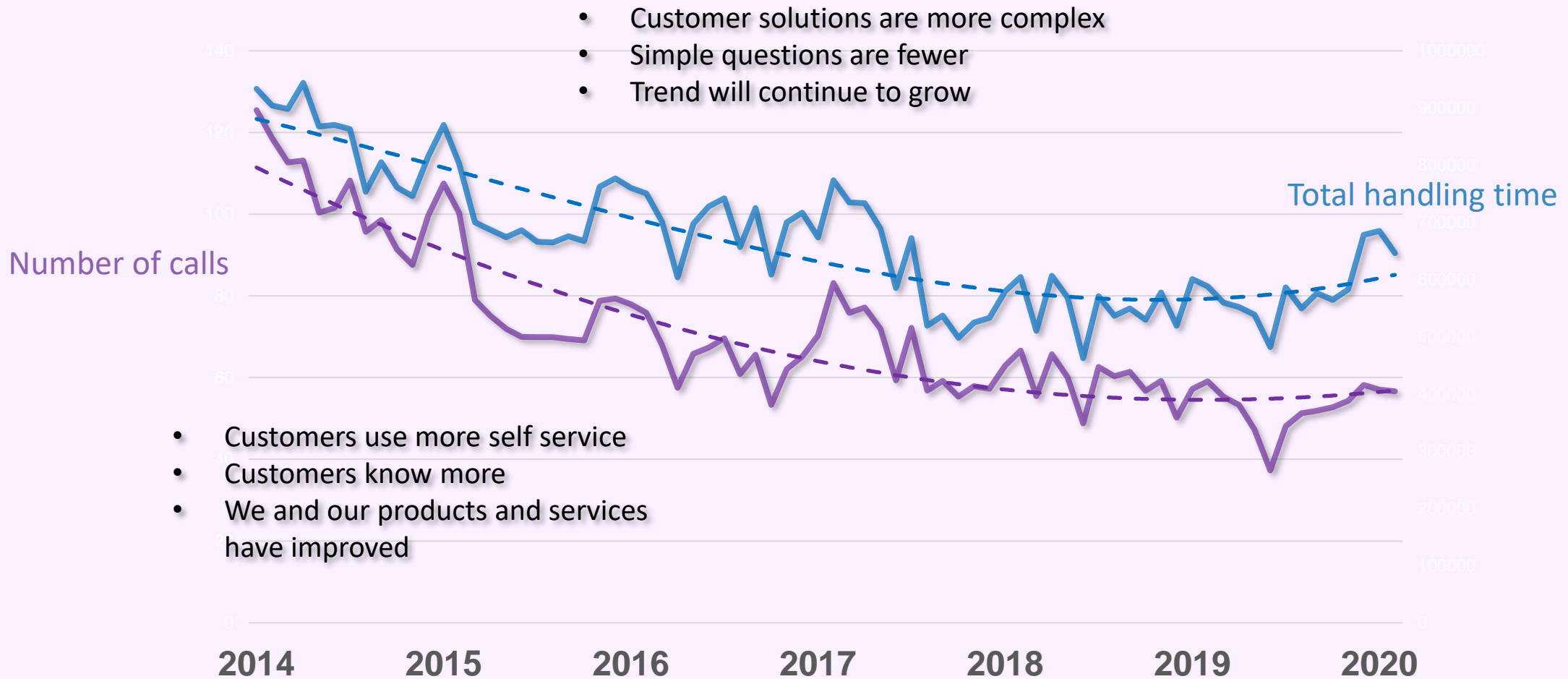


Why are the AHT high

- See example next slide from Telia Sverige Customer Service



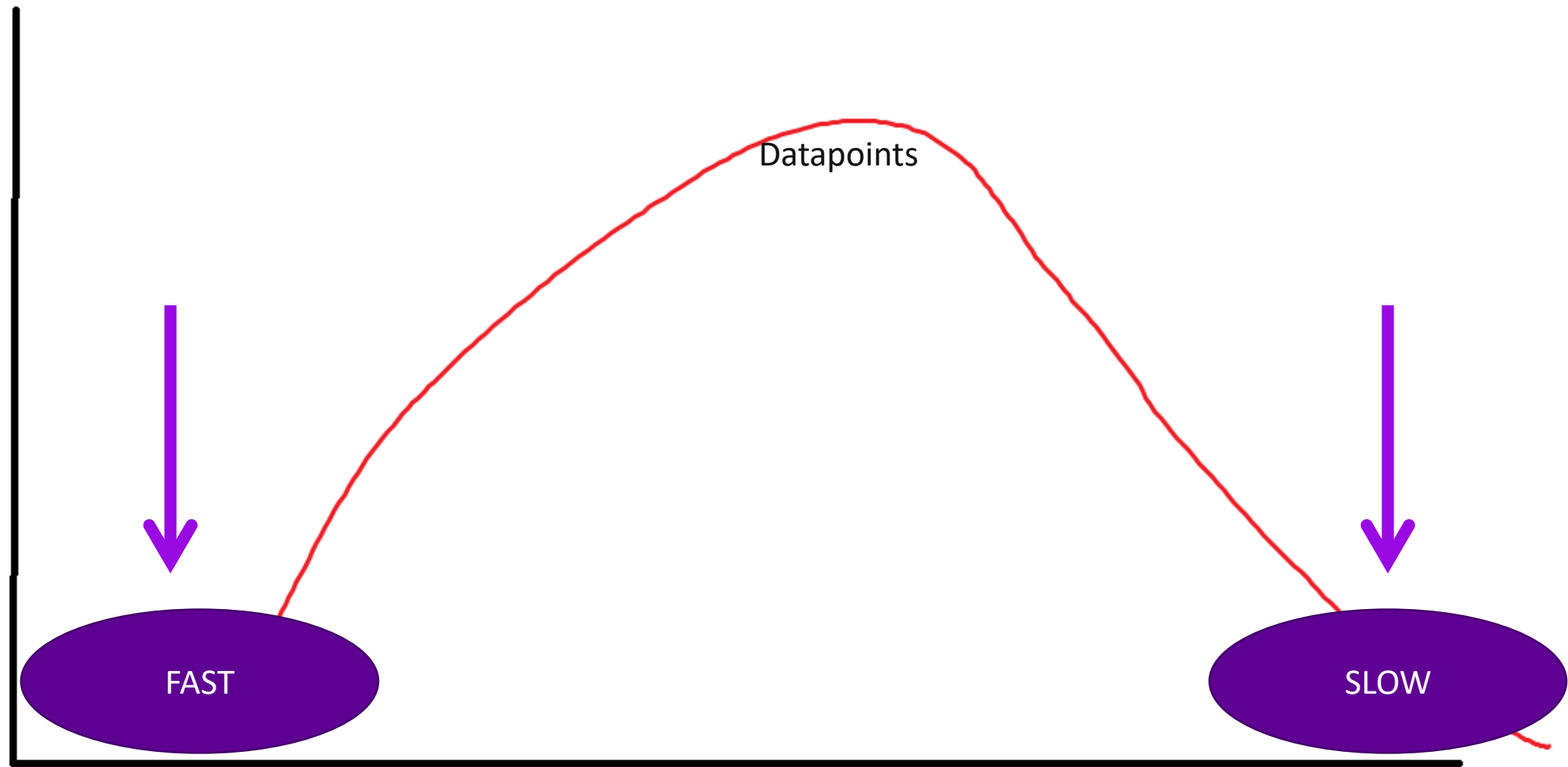
Trend - Telia Sweden customer service



How to handle the quest

- Use data. Do a Outlier mining of data, see example





How to handle the quest

- Use data. Do a Outlier mining of data, see example
- Expect to find:
 - Need for training
 - Need for improvements/change
 - “Zlatan’s”
 - Cheaters
- Actions:
 - Inventory of volumes
 - Steps for change
 - Execute
 - Measure and start over



Quest #3

Employee Satisfaction

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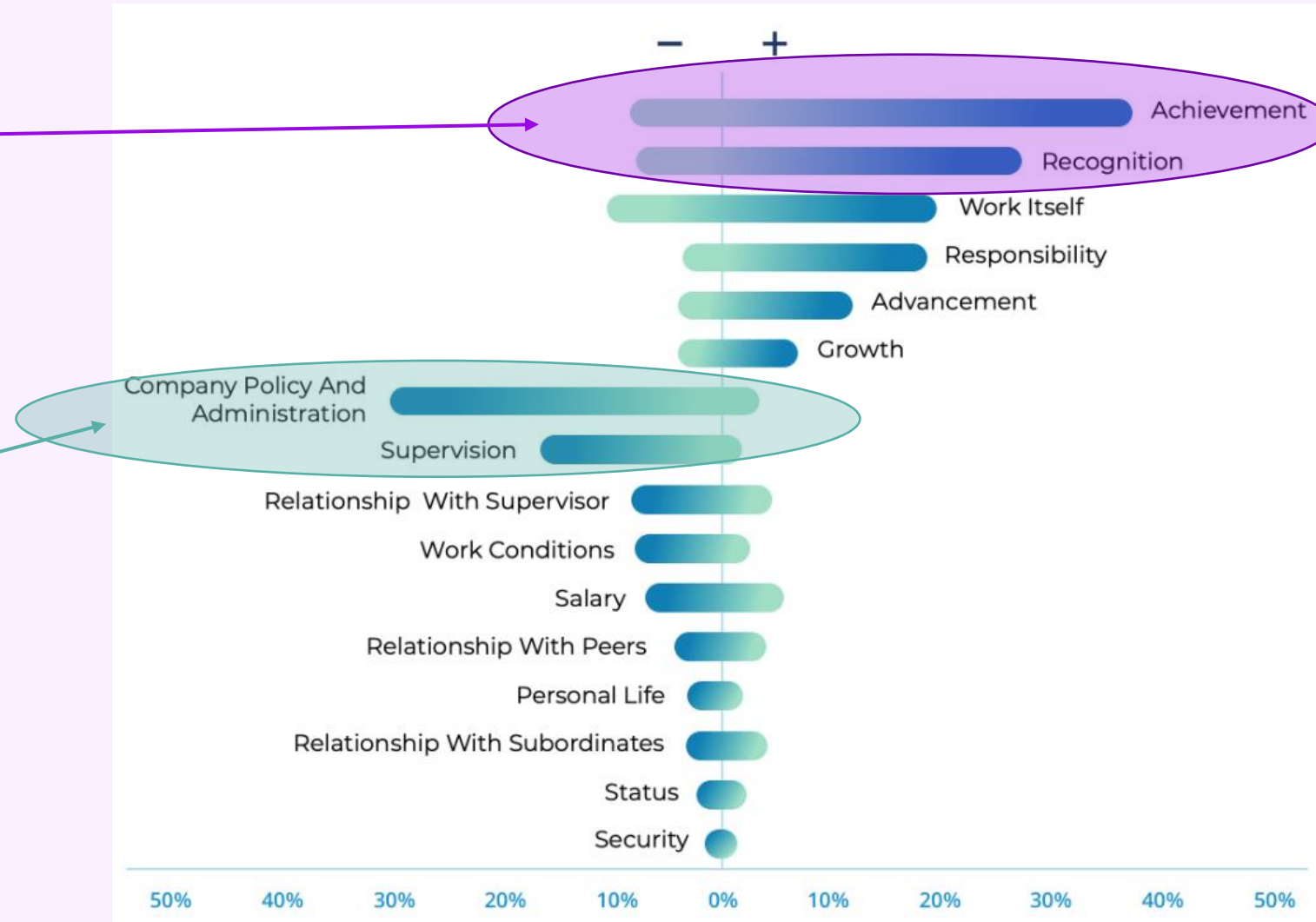
Drivers

The **motivators** include:

- Advancement
- The nature of the work
- Responsibility
- Achievement
- Growth
- Recognition

The **demotivators** also are hygiene factors include:

- Company policies
- Quality of leadership
- Pay
- Relationships
- Work conditions
- Status



Herzberg's Motivational Theory



Quest #3

Employee Satisfaction

- One “hard” KPI (idea -> adherence to schedule)
- Work with soft skills, training, motivation
- Firm leadership and close feedback



Key take aways

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Thank you for your attention

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Appendix



CUICA

- COLLECTED - Data collection is complete
- USEABLE - Data can be measured against targets, and trends can be shown
- INTEGER - Data are relevant, accurate, representative and objective
- KNOWLEDGEABLE - Those for whom the data are relevant, are provided with the data and can interpret them correctly (e.g. with regards to statistical validity)
- ACTIONABLE - Data help to initiate/ implement activities if goals are missed (so that for example the performance improves)

