Building Client Satisfaction Through Your Call Centre

ESCI

Call Centre

Service Quality Benchmarking

What is our Call Centre Benchmarking Program about?

It's about comparing service quality performance from the "***voice of the client/employee***" point of view and "***key operational measures***"

Clients must be the primary source for judging service quality!

ESCI

Call Centre

Benchmarking Participation

Industries Types…
- Telecommunications
- Energy
- Transportation
- Retail
- Banks
- Insurance
- Manufacturing
- Government

Call Types…
- Inquiries
- Orders
- Sales
- Complaints
- Helpdesk
- Dispatching
- Credit

Access Types…
- Telephone
- Fax
- Website
- Email
- Chat Lines

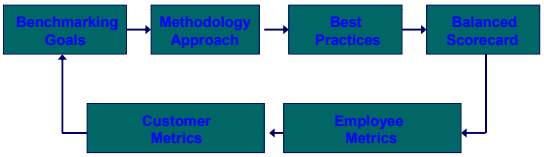
ESCI

Call Centre

Service Quality

Benchmarking Program

Presentation Overview



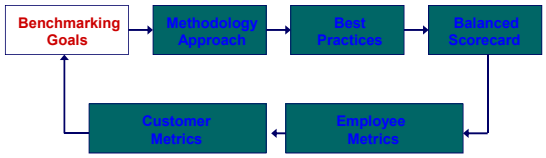
ESCI

Call Centre

Service Quality

Benchmarking Program

Presentation Overview



ESCI

Service Quality Benchmarking Program Goals…

- ***Satisfaction*** ratings for key customer and employee attributes
- ***Benchmarking*** cost of delivering call centre customer satisfaction
- ***Importance ranking*** for key customer and employee attributes
- ***Benchmarking*** customer and employee satisfaction and operational performance
- ***Targeting opportunities*** for key customer and employee attributes improvement
- ***Best practices*** for achieving high customer and employee satisfaction

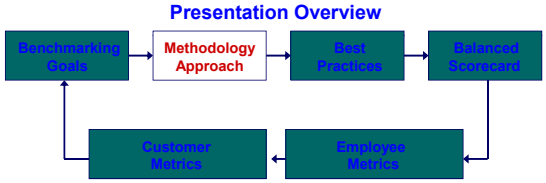
ESCI

Call Centre

Service Quality

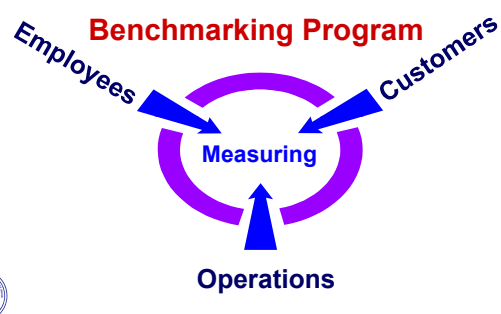
Benchmarking Program

Presentation Overview



ESCI

Methodology…



ESCI

Employee Methodology…

- Random sample or all the ***employees*** working at the call centre are ***interviewed***
- Interviews are ***conducted*** at the call centre or by telephone
- Specific employee ratings and feedback ***does not get shared***
- The call centre ***employee satisfaction interview is*** approximately ***20-30 minutes***
- The call centre employee satisfaction interview is a ***"one-on-one focus group"*** approach consisting of 29 questions

Customer Methodology…

- The call centre customer satisfaction ***telephone survey*** is approximately 7 ***– 8 minutes***
- Call centre customer satisfaction telephone survey is a ***"one-on-one focus group"*** approach consisting of 16 -20 questions
- Telephone surveys are ***conducted within 1 to 5 days*** of a recent call centre transaction
- Call centre survey ***sample size is 400 customers***

Actual customer surveys are based on ***call type mix*** percentages

Operations Methodology…

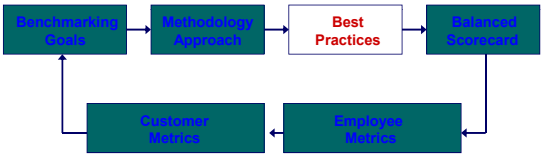
- Call Centre managers complete a ***service quality operational questionnaire***
- Questionnaire is based on 4 ***leverage areas*** that are needed to achieve service excellence (i.e. strategy, labour, measurement and technology)
- Questionnaire takes approximately ***2-3*** hours to complete and there is a total of ***41 question areas***
- Call centre operational *questionnaire* captures over 100 operational metrics areas (i.e. service levels, abandon rates, labour cost, calls handled, training days, etc)

Call Centre

Service Quality

Benchmarking Program

Presentation Overview



Best Practices

Current Practices…	Best Practices…
Call Centre	Customer Contact Centre
CSR Handles all Calls	CSR Handles Value Added Calls
Employees are an Expense	Employees are an Investment
Script Focused	Customer Focused
Talk Time	Call Quality
One Call does it all	One Contact does it all
Technology used for Efficiency	Technology used for Service
Internally Focused	Externally Focused
Limited E-Commerce	Managed E-Commerce
Generalist	Specialist
Cost Centre	Profit Centre

ESCI

Best Practices

Current Practices…	Best Practices…
Treated the Same	Customer Segmentation
Limited Data Base	Comprehensive Data Base
Limited/No Career Options	Formal Career Planning
Complaint Handling	Complaint Handling/Managing
Internal Service Goals	Internal & External Service Goals
Limited or No Standards	Customer Service Standards
Company Driven Policies	Customer Driven Policies
Limited Control on Bonuses	Aligned to Customer Satisfaction
Company Needs IVR/Voice Menu	Customer Driven IVR/Voice menu
Call Compliance	Employee Development
Mix of Part/Full Time Employees	Most Employees are Full Time
Limited Recognition	Informal/Formal Recognition

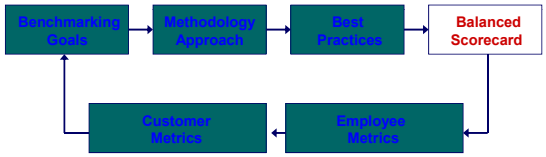
ESCI

Call Centre

Service Quality

Benchmarking Program

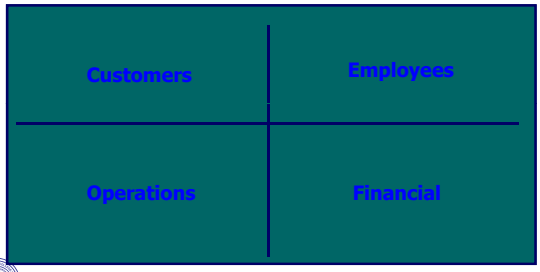
Presentation Overview



ESCI

Call Centre

Balanced Scorecard



ESCI

Call Centre

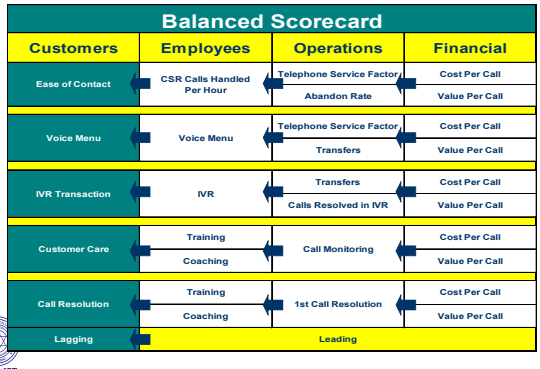
Balanced Scorecard

Key Metrics

Customers	Employees	Operations	Financial
Customer Satisfaction	Employee Satisfaction	Telephone Service Factor	Cost Per Call
Customer Contribution	Employee Commitment	Speed of Answer	Daily Sales Per CSR
Ease of Contact	Training	Abandon Rate	Cost Per Sale
Voice Menu	Career Opportunities	% of Calls resolved in IVR	CSR Salary
Automated Voice Menu	Rewards Recognition	Busy Signal	CSR Bonus
Rep. Courtesy	Monitoring & Coaching	Talk Time	Span of Control
Rep. Clarity	Employee Morale	Wrap-up Time	Employee Turnover %
Rep. Knowledge	Management	Calls Handled Per CSR	Cost of a new CSR
Rep. Helpfulness	Communication	Call Monitoring	
Call Resolution	Scheduling	Adherence	
Complaint Resolution	Standards	Scheduling	
	Compensation		
	Software		
	Work Stations		

ESCI

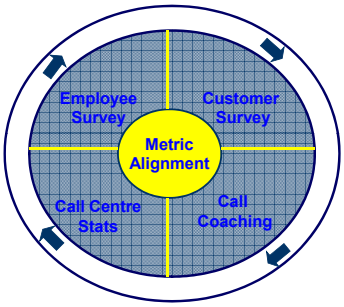
Call Centre Service Quality Metric Alignment…



ESCI

Call Centre

Service Quality Metric Alignment



ESCI

Key Operational Metrics Performance…

Metrics	Government	Total Call Centres
Calls Handled by CSR	#70	#78
Service Levels	71%	71%
Speed of Answer	41 sec.	39 sec.
Talk Time	195 sec.	201 sec.
Wrap-up Time	81 sec.	88 sec.
Abandon Rate	5%	5%
First Call Resolution	83%	86%
Annual Number of Calls	#1,234,700	#1,708,379
CSR Salary	$33,400	$33,865
New Hire Training Days	#20	#19
Existing Hire Training Days	#5	#7
CSR Turn Over	21%	17%
CSR Length of Service	#36	#37
Span of Control	#15	#18
CSR Training Cost	$5,112	$5,359

ESCI