



KPI Guide for Omni-Channel Contact Centers

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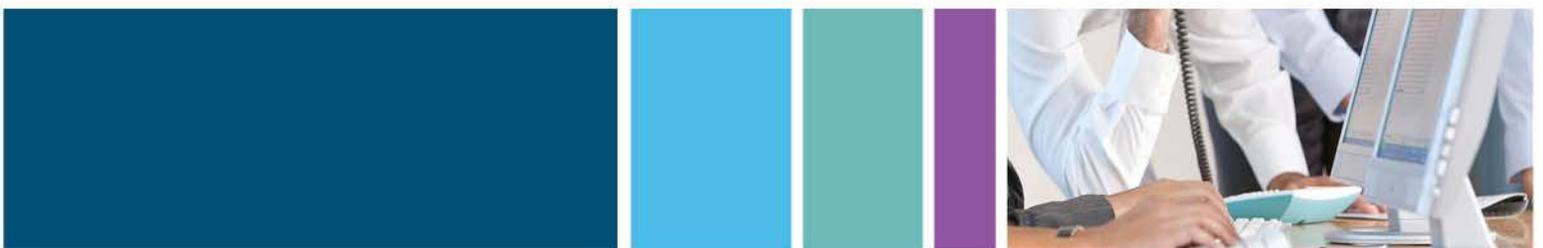


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Introduction

Contact centers are highly complex operating environments with a lot of moving parts and activities. Executives and managers need real-time and historical key performance indicators (KPIs) and metrics to have full and timely visibility into the performance of their contact centers and employees. Supervisors and agents need metrics so they know how they are performing their jobs and what they need to improve. The challenge is to find the right balance between information and data overload so that each constituent has the data they need to consistently deliver an outstanding experience. This *KPI Guide for Omni-Channel Contact Centers* presents and explains the most useful KPIs for managing customer service, sales and collections contact centers. It's time for contact centers to take a fresh look at what is measured, and this white paper will help you with the process.

Performance Management is the Best Tool for Measuring Contact Center Success

A performance management application gathers data from all relevant systems, analyzes the information, and presents it in dashboards and reports that allow the recipient to understand how well their contact center is performing on many levels, including: customer effort and satisfaction, efficiency, productivity, quality, revenue, dollars collected, conversion rates, etc. Typically, contact center performance management applications allow managers to drill down from the high-level numbers to the details so that they can find the root cause of performance deviations. For example, if a contact center site is missing their goal for first contact resolution (FCR), the manager should be able to drill down from the summary number to see which team(s) and agent(s) are causing the problem. This approach gives managers and agents the data they need to take corrective action on a timely basis, which can make the difference between making and missing their goals. In an ideal world, a contact center should use a performance management application that collects, aggregates and presents performance scorecards in real time and on a historical basis to each group of constituents – executives, managers, supervisors, agents, quality management (QM) specialists and workforce management (WFM) administrators.

Contact Center KPI Requirements

Whether using a performance management application or reports from the various operating systems – including the automatic call distributor (ACD), interactive voice response (IVR), customer relationship management (CRM), QM, speech analytics and many others – the challenge is to determine which KPIs to measure, how to calculate each one, the appropriate audience for each one, the best way to deliver the data, and the frequency of delivery.

Each constituent group needs access to a defined set of KPIs so that they can perform their job. Some groups only need high-level historical data, while others need real-time metrics so that they can proactively make changes to improve performance.

Below is a list of the type of data required by the various contact center groups.

1. Executive management is interested in high-level data that shows whether the contact center is meeting its goals on a daily, weekly and monthly basis
2. Contact center director/VP needs high-level KPIs, supporting data regarding daily, weekly and monthly performance, and real-time and historical data for every 15- or 30-minute increment throughout the day, so that they can implement instantaneous changes
3. Contact center supervisors need daily, weekly and monthly historical data regarding the performance of their overall team and each of their agents. They also need real-time information that allows them to make changes throughout the day to improve their team's performance
4. Contact center agents need real-time data throughout the day so that they can self-correct if they are not meeting their service, sales or collections goals. They also need historical information about their daily, weekly and monthly performance so that they see the "big picture."
5. Contact center quality management specialists and trainers need access to KPIs that measure the quality of omni-channel interactions and how satisfied customers are with their experience. This team primarily needs to know how the department is doing on a historical basis, and needs to be able to monitor and record transactions as they occur.
6. Workforce management needs access to historical information at the 15- or 30-minute incremental level so that they can forecast resource requirements throughout the work day. They also need real-time access to agent adherence and occupancy KPIs so that they can make real-time changes to schedules.

Best Practice Tip:

Identify a limited number of KPIs for each constituent group, and share them in an easy-to-consume manner, on a timely basis.

Top Contact Center KPIs

When it comes to KPIs, each group must be given the data they need in order to make timely decisions. Figure 1 is a list of KPIs by constituent group. It lists the top KPIs used by organizations and provides a standard calculation for each one. It also shows whether the KPI should be made available in real time, on a historical basis, or both.

Figure1: Contact Center KPIs

		Contact center					
KPI	Calculation	Executive	Director/VP	Supervisors	Agents	QM Manager/Trainer	WFM Manager
Productivity KPIs							
Customer Effort							
First contact resolution	Total number of inquiries resolved during first contact ÷ total number of first contacts						
Self-service displacement/ automation rate	Total contacts fully resolved in the self-service channel ÷ total number of contacts offered to the self-service channel						
Transfers	Number of transfers per interaction						
Holds	Number of holds per call						
Abandonment rate	Total contacts abandoned ÷ total contacts received						
Callbacks (customer-requested)	Sum of total number of call backs made						
Average wait time per channel	Total wait time ÷ total number of contacts offered per channel						
Complaints per channel	Sum of total complaint contacts per channel						
Escalations	Sum of total number of contacts escalated						
Channel escalation	Sum of total number of first channel contacts that resulted in a follow up contact in a subsequent channel						
Customer Satisfaction							

Figure1: Contact Center KPIs

		Contact center					
KPI	Calculation	Executive	Director/VP	Supervisors	Agents	QM Manager/Trainer	WFM Manager
Customer satisfaction score	Customer survey satisfaction scores						
Customer retention rate	Total number of attrited customers ÷ total number of active customer base						
Social media "likes"	Sum of total number of social media likes						
Sentiment/emotion score	Value of sentiment or emotion score						
Customer engagement score	Custom metric; may include customer contact frequency and contact types; inquiries, social activities, website activities, user community participation, rate of repeat transactions, new products or services purchased, channel utilization, etc.						
Sales							
Revenue	Sum of total sales revenue						
Offer rate	Total offers accepted ÷ total number of offers made						
Sales conversion/close rate	Number of calls with sale made ÷ total number of calls						
Up-sell/cross-sell close rate	Total up-sell/cross-sell offers accepted ÷ total number of up-sell/cross-sell offers made						
Cost per sale	Fully loaded budget ÷ number of sales						
Collections							

Figure1: Contact Center KPIs

KPI	Calculation	Contact center					
		Executive	Director/MP	Supervisors	Agents	QJM Manager/Trainer	WFM Manager
Total dollars collected	Sum of total dollars collected						
Total promise to pay	Sum of total dollars promised to pay						
Percent of promises kept	Number of promises kept ÷ total number of promises made						
Dollars per agent	Sum of total dollars collected per agent						
Average dollars collected per agent/hr.	Total dollars collected per agent ÷ agent signed-in time						
Average payment amount	Total dollars collected ÷ number of payments made						
Number of callbacks received	Total number of callbacks received						
Recovery rate	Total dollars recovered ÷ total dollars charged off						
Agent regulatory compliance	Total number of contacts not in compliance ÷ total number of contacts handled						
Cost per right-party contact	Fully loaded budget ÷ total number of right-party contacts						
Agent Effectiveness and Engagement							
First contact resolution	Total number of inquiries resolved during first contact ÷ total number of contacts received						
Quality	Total QA score per month/agent ÷ total number of evaluations per month						

Figure1: Contact Center KPIs

KPI	Calculation	Contact center					
		Executive	Director/VP	Supervisors	Agents	QJM Manager/Trainer	WFM Manager
Customer satisfaction	Customer satisfaction scores by agent						
Agent retention rate	Total number of attrited agents ÷ total number of agents						
Agent Productivity							
Contact handle time, by channel	Average interaction time by channel + average work/wrap time by channel						
Occupancy rate	(Total agent talk time + total agent hold time + total work/wrap time + total ACD available time) ÷ total ACD logged-in time						
Utilization rate	(Talk time + work/wrap time + consult + general special projects + training time) ÷ total signed-on time						
Agent adherence	Actual status time ÷ scheduled status time						
Cost per transaction/per channel	Fully loaded budget ÷ number of contacts per channel						
Legend: Real-time metrics Historical metrics Real-time and historical metrics							

KPIs to Engage and Motivate Agents

Best Practice Tip:

Use KPIs to engage and motivate agents

Millennials comprise the largest group of employees in contact centers today, and this generation craves constant feedback. A best practice is to share with agents the information they need so they can adjust their performance throughout the day. Agents should be provided with a small number of KPIs on a real-time basis throughout the day to keep them engaged, motivated and aligned with the goals of the contact center. Select the 3 – 5 KPIs from Figure 1 that will make the most significant difference in the performance of each agent and your contact center. It's essential for agents to have some control or influence over the KPIs, as is the case when measuring revenue (sales or dollars collected), transfers and holds (which drives FCR and customer satisfaction) and occupancy.

Agents should also receive a performance scorecard on a weekly and monthly basis so that they see the bigger picture of their role in the organization. Keep in mind that most employees, not just Millennials, are most interested in what impacts them, so select KPIs that enable agents to appreciate their contributions to the department. See Figure 2 for an example balanced scorecard.

Figure 2: Agent Balanced Scorecard

Balanced Agent Scorecard				
Agent Effectiveness and Engagement				
KPI	Actual	Goal	Variance	Trend
FCR				
Quality score				
CSAT score				
Sales				
Revenue				
Offer rate				
Sales conversion rate				
Upsell/cross-sell rate				
Agent Productivity				
Contact handle time, by channel				
Occupancy rate				
Utilization rate				
Agent adherence				
Compliance				
Regulatory compliance				

Source: DMG Consulting LLC, August 2017

Measuring the Omni-Channel Customer Experience

The importance and complexity of measuring all aspects of the customer journey increase as more channels are rolled out in contact centers. To appreciate each customer's experience, companies need to capture and evaluate what happens at every touch point and during each customer's transition from one touch point to the next. Enterprises need a new set of KPIs that measure performance in each channel as well as the cross-channel experience. Today, it is very common for a customer to start in one channel and move to another when they cannot get the information or answers they need. Companies require KPIs that allow them to identify, diagnose and correct these types of problems, because it is too costly to deliver poor service, including the expense of having more than one agent or employee involved in resolving an issue. Reducing customer effort must be a top goal for enterprises, and they need KPIs that provide visibility throughout the organization.

It's Time to Re-Imagine Your Contact Center and KPIs

Contact centers are catching up to their customers' expectations by rolling out new interaction channels. To ensure that they are meeting and hopefully exceeding customers' needs, companies need KPIs that give them visibility and allow them to evaluate their performance at each touch point and throughout the journey; making it easy to conduct business is a best practice that helps to retain customers and agents. Contact centers should conduct a full audit of their KPIs to make sure they are capturing and sharing the real-time and historical data needed by all contact center constituents, everyone from enterprise executives to agents, to improve the performance of the contact center on a continuous basis.

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DMG Consulting LLC is a leading independent research, advisory and consulting firm specializing in contact centers, back-office and real-time analytics. DMG provides insight and strategic guidance and tactical advice to end users, vendors and the financial community. Each year, DMG devotes more than 10,000 hours to producing primary research on IT sectors, including workforce optimization (quality management/liability recording), workforce management, performance management, speech analytics, desktop analytics, robotic process automation, text analytics, customer journey analytics, surveying/voice of the customer, voice biometrics, cloud-based contact center infrastructure, dialing, intelligent virtual agents, interactive voice response systems and proactive customer care. Our actionable solutions are proven to deliver a lasting competitive advantage, and often pay for themselves in as little as three months. Learn more at www.dmgconsult.com.

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