

Actionable Measurement of the Call Center Experience

Government Call Center Conference

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Factors Driving a Great Customer Experience

- No Unpleasant Surprises –was this call preventable?
- If Trouble Encountered
 - Accessibility – not ASA, when customer is using product, preferred channel, validate id only when necessary
 - Taking ownership, apology
 - Flexibility within proscribed limits
 - Clear, believable explanation leaving feeling “treated fairly “
 - Creating an emotional connection rather than just courtesy
 - Timeliness
 - Keeping promises

Performance Measurement

- Busy rate – not used any more – virtual queue
- Average Speed of Answer (ASA) – not as important as what happens after call is answered – 90/60 is ok. Virtual queue mitigates significantly but how do you measure?
- Talk time – range is OK but varies by issue & workload mix
- Repeat call rate – important – also repeat requests to other departments
- Customer satisfaction by issue – important, varies by mix
- Don't focus or even measure simple calls
- When giving bad news or saying no, focus on clarity and treated fairly
- Preventable calls – key to moving out of firefighting
- Net promoter not useful for centers with good scores because biggest opportunity is passives (7s and 8s)

Pick Your Battles: Identifying Issues Requiring Improved Response Rules and Processes

<i>Problem reports</i>	<i>% Loyal (Top 2 Box)</i>	<i># Contacts</i>
Routine order	98	1.1
Shipment status	91	1.2
Product return	93	2.1
Shipping charges	88	2.1
Backorder status *	67	3.3
Call center overall average	91	1.9

 Transaction which is biggest opportunity for improvement

 Misuse of resources to intensively measure this transaction

Outlined in detail in **Strategic Customer Service** published by AMACOM
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Recommendations

- Ask staff what policies they can't defend and provide clear believable response rules
- Ask staff what are key time wasters – especially on info retrieval and responses from other departments
- Flag what calls are preventable (ask outsourcers to flag as well)
- Highlight a living list of top preventable calls on website
- Implement virtual queue
- Measure satisfaction by type of issue to highlight issues causing most dissatisfaction
- Consider not surveying or monitoring simple calls
- Focus on how to move 7s and 8s to 9s and 10s