Benchmark Study: Key Performance Indicators (KPIs)
Executive Summary

Purpose of This Survey:

Indicators and scorecards are key tools used by customer contact managers to assess their performance. It validates productivity and quality of customer contacts. This survey will make customer care managers more aware of the value of KPIs at their disposal. The major challenge faced by managers is the overwhelming amount of indicators available. The key of success is to choose KPIs on which managers can take immediate action to optimize Customer Contact Center (CCCs) operations and customer experience.

Methodology:

The six-question survey was conducted in February 2017. Of the 100 questionnaires returned, 90 were used for comparison and analysis. The questionnaire was available online to all SOCAP members and targeted customer care managers in charge of operations for the CCC. To help respondents completing the questionnaire, a glossary of indicators was provided. In addition, participants had to complete a profile section and state their main activity sector.

Study Highlights:

The four most used indicators by the customer care manager to measure performance of customer support are:

1. Customer satisfaction score (57%)
2. First call resolution (47%)
3. Abandon rate (39%)
4. Service level adherence (33%)

Some CCCs are no longer following the “average talk time” in order to make “first contact resolution” their priority. To have a high customer satisfaction score, managers are making sure that service level adherence is respected and abandon rate will be as low as possible.

The three major indicators monitored in real time by the managers are:

1. Volume of queued calls (56%)
2. Service level adherence (37%)
3. Average handled time (36%)

Those indicators are strongly interconnected. If volumes of queued calls are too high, service level adherence will not be reached and managers will immediately look at average handle time. Call centers with very few agents will suffer the most when one or two resources are unavailable to handle calls. This can sometimes bring service level to the ground.

Service Level Goal:

Even though call centers have their own specific service level goal, 71% of respondents indicated that 70 to 80% of calls answered were in a range between 0 and 30 seconds. Close to 1/3 of participants mentioned that 80% of calls were answered in 20 seconds. As opposed to the old "best practice" rule of 80/20, more and more CCCs are answering calls in a delay ranging between 30 and 60 seconds to optimize agent usage. Consumers are accepting a longer delay on the conditions that first call resolution and a great customer experience are met.

Actual vs Target KPIs:

It is good news to see that most call centers have been able to have KPI results in synchronicity with their targets. You will find below median results of respondents which reflects the status of the industry:

First Call Resolution	85%
Call Quality Level	90%
Agent Occupancy Rate	78%
Average Speed of Answer (ASA)	30 sec
Average Abandonment Rate	3.2%
Average Handling Time (AHT)	420 sec
Net Promoter Score (NPS)	70%

As for KPIs, it goes without saying that a new channel means a new KPI. However, the principle remains the same regardless of the channel: handle time is handle time, be it by phone, email or online chat. Only the target will differ, based on an assessment of the medium (cost, impact, difficulty, etc.).

Scorecard and Dashboard:

The primary goal of a scorecard is to give the reader quick information about a set of indicators. It must be simple, effective and complete. It is strongly suggested to provide four types of indicators. Participants to the benchmark have given the following weight to the four categories of indicators:

	Performance Indicators	Quality Indicators (inc. CSAT)	HR Indicators	Budget Indicator
Median	45%	30%	10%	10%

Remember that disseminating results outside the CCC must be consistent to encourage cooperation from other organizational departments and suppliers. This helps promote a positive role for the CCC as a strategic department in the company.

Conclusions

How can we identify the right key performance indicators (KPIs)? When an organization identifies its mission and establishes its objectives, it is imperative that progress toward those objectives be measured. As the saying goes, "If you can't measure it, you can't manage it." KPIs must therefore be correlated with the targeted goals. The effectiveness of an indicator is measured using the following criteria:

- Robust, reliable and precise (it must reflect variations in what it is intended to summarize or measure)
- Understandable, usable and actionable
- Relevant with regard to the objective concerned
- Obtainable at an acceptable cost relative to the service it provides
- Time-based or deadline focused

Once the process is underway, it is important to take stock by benchmarking with our activity sector.