Benchmarking—A Great Tool to Optimize Customer Service Delivered by your Brand

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Agenda

• The overall benefits of benchmarking
• The types of benchmarking that help improve your contact center operations
• How to enable your call center to improve operational practices: “Business cases from Fido on added value from benchmarking”
• How SOCAP members could gain from regular benchmark reports
A Great Measurement Tool

• Benchmarking is identifying a scope of comparison to discover who shows successful practices, whether it is in your company, your industry or the world.

• Benchmarking surpasses guesswork and reputation by providing numerical data supporting certain key process

• Benchmarking should be part of your business intelligence strategy
Benchmarking Creates an Added Value by:

- Measuring operations indicators relating to customer experience
- Identifying critical performance discrepancies
- Understanding the underlying of certain standards
- Comparing results with other members of the industry
- Targeting the innovative ideas used by other organizations
- Outlining the decisions leading to the best practices
- Supporting your development plans
A Word of Caution

• Uncertain question interpretation leads to answers with a lack of credibility
• Results of benchmarking don’t always focus on the process that lead to outcomes
• Being in the “average” is not always good
• Markets and culture differences can alter results
• Small number of participants may not show overall data spectrum
• Quality of answers is the responsibility of respondents
Success Factors in a Benchmark

- Choose and consult your stakeholders
- Make it clear and result oriented
- Proofreading and testing of the questionnaire are essential
- Communicate before, during and after
- Stick to your project schedule
- Sometimes an image is worth a thousand words
- References should always support analysis
- Share results during an event to discuss the collected data
Benchmarking Customer Service Operations

• Types of benchmarks related to customer service
  • Human resources
  • Operational process
  • Performance metrics
  • Technologies
Human Resources

- Hiring techniques
- Training methods
- Evaluation and coaching
- Salaries and benefits
- Employee recognition
- Home agents
- Career pathing
- Workplace ethics
- Absenteeism and schedule adherence
Operational Process

• Call center structure
• Customer experience process
• Workforce management
• Complaint administration
• Outsourcing process
• Quality assurance program
• Product recall and contingencies
Performance Metrics

- Productivity measurements
- Quality indicators
- Financial indicators
- Dashboards and reporting
- Data management
Technologies

- Contact center tools
- Social medias
- Digital touchpoints
- Speech and text analytics
- Omni channel challenges
- Future customer service technologies
Added Value for Fido

• Salary and benefits for agents, comparison year over year

• Review of our IVR / Implementation of the Mission Approach

• Long term planning process

• Benchmark breakfast meetings
Salary and Benefits

- Validation of working conditions
  - See what competition offers
  - Are we off target
  - What is included in conditions (gym, babysitter, parking, public transportation...)
- Annual evaluation
  - Result or not into salary increase
- Salary
  - Base
  - Fringes
  - Premium
- Bonus
- Sales incentives
- Working hours
- Training salary
- Agent tenure and career path
Review of our IVR

• Benchmark with Insurance industry player
• Respective visits to share insights
• Best practice sharing
  • Review of CX irritants using IVR demo (user groups)
  • Define new strategy and design of self serve IVR
Implementation of Mission Approach

- Benchmark with Insurance industry player
- Respective visits to share insights
- Best practice sharing
- Scoping of our first project
- Adapt the Mission model to our reality
- Implement the quality revamp project (within 2 weeks)
Long Term Planning

• Validation of best practices in the industry
• Comparable business
• Complexity / similar tools and technology
• New approach for short term and long term planning
• Development of an app for overtime and time off booking
Benchmark Breakfast Meetings

- Pre-work before benchmark
- Detailed background on participant’s answers
- Best practices sharing
- Networking possibility
- Deep dive on certain questions
- Within and outside telecom industry
- Confidentiality of the data
- Report
  - Short view
  - Detailed view
What’s in it for SOCAP Members

• Provide a benchmark experience adapted to the needs of the SOCAP membership (short online survey)
• Develop original benchmarking studies on relevant topics impacting customer care
• Executive summary to be shared with SOCAP members
• Share and repurpose benchmark data in different formats: webinars, white papers, session presentations, blog posts, media articles, etc.
• Data storage to compare evolution of practices
Components of Benchmarking Series

- Customer Engagement Framework
- New Benchmarking Research
- Leveraging Partner Opportunities
Questions and comments
Share your insights on Twitter!
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