Measuring success in the contact center:

What KPIs really matter?

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Introduction

Modern technology has given us the ability to quantify almost every action, including those taking place in the contact center. By monitoring and measuring business activities, companies have a greater ability to control costs, manage their workforce and ensure an exceptional customer experience in every interaction.

But cutting through the noise to identify what data is actually important can be challenging. Certain Key Performance Indicators (KPIs) are focused on assessing the efficiency and effectiveness of the agent (e.g. Average Handle Time, First Call Resolution), while others measure overall customer perception (e.g. Net Promoter Score, Customer Satisfaction). And some serve to measure the health of the internal corporate culture, or of the organization itself, such as employee engagement scores and attrition rates.

KPIs can also overlap and impact each other. At TELUS International, a BPO with a measured engagement level of 81 percent, we've found that the more a company's stated values align with its culture, the higher it drives measured team member engagement and the lower it pushes attrition. When this equation exists, sustained top-line growth follows. It's what we call the "Culture Value Chain," and we've seen it proven again and again.

For example, the fierce competition faced by one of our clients in the wireless communications industry demanded that they lower costs while increasing their Likelihood to Recommend (L2R) score. In response, we implemented mechanisms for agents to provide direct customer experience feedback to the client's retail store operations. Then, we eliminated the Average Handle Time (AHT) metric so agents felt empowered to do whatever it took to meet customer needs and directly contribute to the L2R score. The client's engagement level increased by 12 percent, and lower attrition drove down costs while increasing customer retention.

As the above example illustrates, monitoring and measuring the right KPIs can have a significant impact on the business, including your top line. But there is no one-size-fits-all approach to running a world-class customer support operation; the "right" KPIs vary from organization to organization. Still, the following recommendations and expert analysis offer tips, tricks and best practices to help you choose – then improve – the most critical KPIs in the contact center, all in an effort to drive an even greater customer experience.

Thanks for reading!

Part 1

First Call Resolution: Difficult to measure, dangerous to ignore

Getting precise measurements on First Call Resolution (FCR) is about as easy as getting work-at-home agents to shower on a daily basis. The good news? Neither are essential for optimum contact center performance and customer experiences.

Callers don't know and don't care if an agent hasn't changed out of his pajamas in three days, provided the agent delivers courteous, efficient and effective service. And callers don't care if your center knows how to precisely measure FCR – they just want you to achieve it.

Of course, that doesn't mean you can just sweep FCR measurement under the rug. You still need to make an effort to gauge where your contact center is at with FCR in order to know if you're getting better or worse at achieving it (you know, the whole "You can't manage what you can't measure" cliché).

Unfortunately, because FCR is such a difficult metric to measure, many managers just throw their arms up in frustration and ask rhetorically, "What's the use in trying?"

The connection between First Call Resolution and Customer Satisfaction

Few other contact center metrics have as big an impact on Customer Satisfaction (CSAT). A study conducted by Customer Relationship Metrics found that "CSAT ratings will be

35-45 percent lower when a second call is made for the same issue." Another study, conducted by Service Quality Measurement Group, revealed that for every one percent improvement in FCR, you get a one percent improvement in CSAT. Findings from a study on FCR conducted by ICMI further support that claim: More than three in four study respondents that reported an increase in FCR over the previous 12 months indicated a resulting increase in CSAT.

Add to all this the fact that improving FCR lowers operational costs (fewer callbacks =

less $ spent) and decreases agent burnout (fewer callbacks = fewer customer tirades), and it's easy to see "what the use in trying" is.

The main point is this: It doesn't matter that precise FCR measurement is next to impossible; what matters is that you keep digging at it to get close – and keep implementing improvement initiatives to continuously drive the FCR rate up (and customer dissention, agent attrition and overall costs down).

Some effective First Call Resolution measurement methods

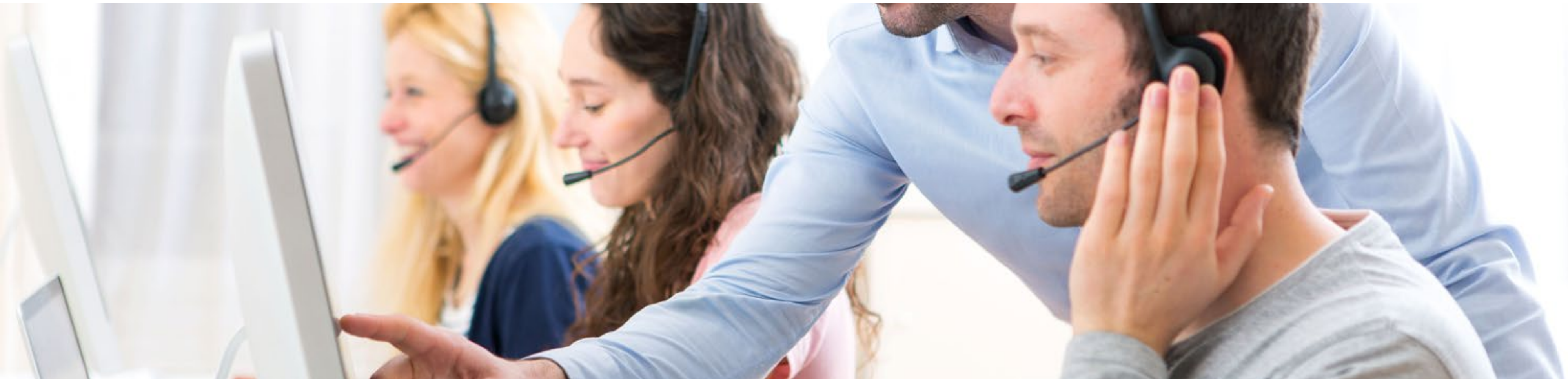
Top customer care organizations use a combination of measurement methods to 'catch FCR at all angles' and, thus, arrive at what is the most accurate rate possible.

Among the various FCR measurement methods are:

Repeat-call tracking technology – tracks whether or not a customer calls the contact center a second (or third or fourth…) time regarding an issue they previously called about. While this technology is a very useful tool, it's not the be all and end all in FCR measurement, as some customers may not call back even if their issue wasn't resolved. For instance, they might instead contact the center via another channel (e.g., email, chat, social media), or perhaps even defect to the competition out of frustration.

Post-call customer surveys – conducted (via IVR, live surveyor, or email) immediately or very soon after a call and asking the customer whether or not their issue or inquiry was taken care of completely. This is an effective, customer-centric FCR measurement method, but relying solely on surveys won't provide the most complete FCR picture possible. For one, not all customers (not even CLOSE to all) opt to complete post-call surveys. Secondly, often a caller will think their issue was fully resolved during a call and will indicate so on the survey, but then the agent or somebody else doesn't follow through with what needs to be done to complete the resolution, resulting in a later callback.

Quality monitoring – entails having internal quality monitoring staff listen to and rate the call as "resolved" or "unresolved" (as well as to confirm that it was the caller's first contact with the contact center on the issue in question). The trouble with this measurement method is that it fails to take into consideration a crucial component: the customer's perspective. Only the customer really knows if their issue has been completely resolved. Having internal QA folks deem whether FCR has occurred requires a judgment call – really just an educated guess.



First Call Resolution improvement initiatives

In addition to utilizing all three (or at least the first two) of the above measurement methods to get a good idea of where things stand FCR-wise, top contact centers conduct root cause analysis (often using speech analytics) to gain insight into when and why FCR isn't happening. Armed with such data and insight, the center is able to implement focused FCR improvement initiatives.

Such initiatives typically entail:

Educating staff on the importance and impact of FCR. FCR won't magically improve because you want it to or because you simply start measuring it. Agents need to know what FCR means and understand how improving it will not only enhance the customer experience, but also reduce agents' urge to cut themselves on calls and during breaks.

Providing agents with the training and resources to effectively resolve contacts. Even if staff fully understand the importance of FCR and how it impacts them, if they lack the skills and knowledge to resolve calls, or lack immediate access to the information needed to do so, your FCR rate is going to be lower than Tiger Woods' typical score on a front nine.

Ensuring that there are no conflicting performance objectives hindering FCR achievement. Making FCR a key performance goal in your center but then punishing agents for not handling a certain number of calls per hour, or for going a little over the desired Average Handle Time, will hinder your center's chances of achieving FCR success and enhance the chances of an agent strangling you with his or her headset cord.

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Top contact centers conduct root cause analysis (often using speech analytics) to gain insight into when and why FCR isn't happening.

Empowering agents to improve FCR-related processes. Your agents know customers and customer care better than anyone, assuming you've got decent hiring and training programs. Smart managers actively solicit suggestions and insight from agents regarding how to enhance FCR performance.

Given the opportunity, agents will tell you what tools, training and workflows are lacking. They'll also tell you what processes, metrics and torture devices are interfering with their ability to effectively resolve customer issues.

Part 2

The most critical Key Performance Indicator (KPI) in social media customer service

Measuring the impact that your social media interactions are having on your business — and your bottom line — can be a tricky endeavor. How can you really identify and quantify whether a particular social media encounter has been successful?

What if a customer's problem was happily resolved, but it took 30 minutes to do it? If a company is uniquely focused on Average Handle Time (AHT), that may not seem like much of an accomplishment. Or, if an agent replies to a customer promptly, only to result in an abandoned online shopping cart, who wins then?

In the social media space, timing is everything. By and large, customers fire up Facebook and Twitter to sound off on problems they're facing right now — and they want a quick answer to match. That's why time-sensitive Key Performance Indicators (KPIs) have become key metrics for many companies, as social media has emerged as a principal customer support channel.

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>
> Lisa Anderson
> Sr. Director of Social Support
> Southwest Airlines

Facebook badges reward good time to first reply

Average Speed to Respond is one of the most-used KPIs on social, says Mark Obee, social care leader at Intuit, the maker of finance programs Quicken, TurboTax and QuickBooks.

One way Obee ensures his team hits their response time goal is through Facebook's badge system, one of the social platform's customer service-focused features for business pages. Users may see it as a widget on a Facebook page that reads "Very responsive, typically replies instantly" or "Typically replies within an hour." Facebook gives this badge to companies that have had a response rate of 90 percent, and an average response time of 15 minutes or less over the past seven days.

The badge system has proven beneficial to both customers and businesses, Obee says. "It's a fantastic way for a brand to show its commitment to delivering this customer benefit. The ‘highly responsive’ badge has led to an uptick in direct messages for us,” Obee says.

Jasdev Dhaliwal, the director of customer care self-service and social care at online-security firm Avast, says Facebook remains the biggest channel for customer queries. And since Facebook users demand rapid replies, the company has realigned its customer service department around time to first reply. “Typically, customers expect a response from a brand within an hour to their question,” Dhaliwal says.

Response time on Facebook can go by many names, but the outcome is the same. “At Avast, we measure this as Grade of Service (GoS). It’s a measure of how long a support agent takes to respond to a customer inquiry,” says Dhaliwal.

Same metric, different platform

Time to first reply isn’t only a powerful KPI for Facebook, but also for Twitter, says Lisa Anderson, senior director of social support for Southwest Airlines. “We’ve found the quicker we connect with our audience — especially on Twitter — the more respectful the conversation tends to become,” says Anderson. “If we help our customers in the moment, we’re able to correct or diffuse a situation and prevent customers from reaching out to us through other, more traditional channels.”

Social and digital media professor Krystina Roman agrees that Twitter is an optimal tool for quick customer service-oriented communication. “The medium itself limits responses and comments to 140 characters, so customers can quickly explain their problem, and customer service reps in return can quickly answer to the point,” Roman says.

If further troubleshooting or explanation is required, a ticket can be escalated within Twitter itself through direct messaging (DM). Historically, Twitter users haven’t been able to DM another user unless the two parties follow each other. For people trying to interact with brands, this has often meant that customers vent their grievances with brands publicly— a less than ideal scenario when word of mouth serves as a powerful consumer influencer.

However, a relatively recent change has allowed users to opt to have open DMs, meaning even those not following a company on Twitter are able to send it a private message and get a reply. DMs don’t have character limits either, so a complicated problem can still be resolved within the platform. This open-DM policy lets companies better focus on resolving customer complaints and hitting key KPIs by reducing the amount of public noise around the brand’s perceived faux-pas.

Expanding social support beyond Facebook and Twitter

As any customer service strategist will tell you, the importance of replying to customers on their chosen platform — rather than making a risky step to move the conversation elsewhere — is paramount. But as social media apps and platforms have multiplied, so too have the number of channels on which to deliver customer service.

This has also required companies to innovate not only how they deliver customer service, but also what kind of customer service they deliver. Snapchat, for example, is video driven. Companies must assess their own customers' presence on a given platform, then rise to the challenge and experiment with the technology.

For enterprising companies, the result of using a new platform can be quite positive. David Basulto, the founder and CEO of iOgrapher, a vendor of iPhone and iPad-compatible camera equipment, says the company has had a lot of success interacting with Millennials over Snapchat. "I love the personal-ness of it," he told the Focus On Customer Service podcast. He also spoke about solving a new customer's problem using Snapchat because he could see that the man had plugged in his cables backwards. Basulto has also used Facebook to crowdsource ideas on what tutorials to make — which he then posts on Snapchat.

Brand sentiment – a powerful indicator

Brand sentiment may not in itself be an actual KPI, but it is a direct outcome of KPI-measurable exchanges. David Tull, the customer engagement manager of online menswear vendor JackThreads, says brand sentiment has become a major measurement of success for his company. "Our team records sentiment manually as part of its contact resolution, which allows us to keep our finger on the pulse of how our customers react over time to different merchandise, service offerings or even marketing campaigns," says Tull.

> "Any contributions our social support team has made to help us be a better business can be traced back to tracking sentiment."
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> David Tull
> Customer Engagement Manager
> JackThreads

Brand sentiment, after all, is often the difference between what keeps customers coming back — and what keeps them away. "Any contributions our social support team has made to help us be a better business can be traced back to tracking sentiment," Tull says.

In brief, many companies emphasize speed when it comes to interacting with customers on social media, but other KPIs are also important. After all, JackThreads' experience, along with iOgrapher's success on Snapchat, show that deviating from the beaten path can yield surprisingly favorable results.

Part 3

Pushing past the hype of Net Promoter Score (NPS)

Net Promoter Score (NPS) is going to save the world.

At least that's how some view it. Ever since its inception, NPS has become the darling of executive management teams all over, and, as such, many organizations now use NPS as their primary Customer Satisfaction (CSAT) measurement tool. The trouble is, by relying so much on a single question, organizations end up oversimplifying the CSAT measurement process, which can be just as dangerous as having no CSAT measurement program in place at all.

Companies obtain their NPS by asking customers the following (or similar) question - on a 0-10 rating scale: "How likely is it that you would recommend our company to a friend or colleague?" Based on the response, a customer is categorized into three groups: Promoters (9-10), Passives (7-8) or Detractors (0-6). The percentage of Detractors is then subtracted from the percentage of Promoters to determine an organization's NPS.

Our aim isn't to condemn NPS or to beat up those who adore it, as NPS can be a valuable tool. Rather, our intent here is to point out its shortcomings and to discuss how it can be most useful as a component of a more comprehensive CSAT measurement process, as opposed to a standalone miracle metric.

Whoa…slow your NPS roll

It's always fun to criticize, so let's start with NPS' shortcomings:

The "Ultimate Question" is ambiguous. Not every customer interprets the NPS question in the same way, thus leading to skewed responses. Consider the structure of the question – "How likely are you to recommend Company X to a friend or colleague?" A customer who's asked to answer it after an interaction with a contact center agent may be unsure whether to base their response on their overall interactions with Company X or whether they should base their response on the recently completed transaction.

To eliminate such ambiguity, it's wise to phrase the NPS question more carefully for post-contact, transactional surveys – something like, "Based on this last experience, how likely are you to recommend Company X to a friend or colleague?"

The question is sometimes inappropriate

or irrelevant. Even when phrased more succinctly, the NPS question is awkward or simply doesn't apply in many situations and settings. For example, posing a referral question to a customer who calls to cancel service or close an account doesn't make sense. Nor does it make much sense to pose such a question to a customer who just started service or opened an account, as that customer hasn't had time to develop much of a relationship with, or form a strong enough opinion of, the organization. It's like asking somebody to marry you after the first date.

It's also a tad absurd for monopolies – such as regional utilities – to ask customers the NPS question. It puts the customer in an awkward position. Even if the customer hates the company, they likely don't want their friends and family to live without electricity or gas.

The subtle inherent bias of the NPS question is the reason why many companies that report high NPS scores fail to see business growth and/or clear proof of improved customer loyalty.

The question is also inherently biased. The phrasing of the traditional NPS question steers customers slightly toward a more positive response. Asking 'How likely would you be to refer a friend?' assumes that the customer is at least somewhat likely to do so. It's the power of suggestion. It's like when, after riding a roller coaster with someone, you ask them, "How awesome was THAT?" They may be about to throw up, but they give you a thumbs up so they won't disappoint you.

The subtle inherent bias of the NPS question is the reason why many companies that report high NPS scores fail to see business growth and/or clear proof of improved customer loyalty.

Even when companies carefully rephrase and add clarification to the NPS question, NPS is still by nature only an outcome metric. And while such a metric may be useful – as it draws management's attention to trends in customer sentiment and satisfaction – NPS alone provides little to no insight into what is causing customers to feel the way they do, and shines little light on next steps. Thus, asking it in isolation – as many organizations do – isn't wise.

Approaching NPS the Right Way

While many companies have blindly hopped on the NPS bandwagon due to the simplicity of the “Ultimate Question” survey approach, smart companies – those committed to accurately gauging the customer experience and making continuous improvements – have taken the NPS question, customized it for their specific business, and worked it into a transactional CSAT measurement process that features additional key questions.

For example, the post-contact survey may ask the customer to rate how good or horrible the agent he or she spoke to was, as well as whether or not the customer felt his or her issue was resolved during the interaction. Numerous studies have shown a strong link between call resolution – particularly first-call resolution – and customer satisfaction. Thus, most CSAT experts recommend including an FCR-related question in any post-contact customer survey. Good CSAT/NPS surveys also include open-ended questions that enable customers to express profanity and provide specific reasons for their ratings, which can prove invaluable for things like service recoveries, agent coaching and process improvements.

Recovering. Coaching. Improving. These are all actions, and that’s really what any CSAT/NPS initiative should be about – acting on the data to continuously elevate the customer experience and build the bottom line.

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Part 4

How to define, measure and calculate contact center attrition

In the contact center industry, employee turnover (also known as attrition) is a fact of life. Many contact center jobs are entry-level, so it's understandable that many agents are still exploring alternative career options. In particular, Millennials are known for having shorter tenure at more numerous employers than any other generation.

There are two types of attrition – voluntary (think the career-hopping/soul searching of a young college graduate looking for the right career path), and involuntary, where the employer decides to dismiss an agent for performance or other issues.

Like the saying goes, "everything in moderation." When voluntary or involuntary attrition levels (or both, in many instances) get too high, the impacts on customer experience and overall business performance can be significant, so it's understandable that pundits and experts of all stripes are in the business of offering advice on how to slow the revolving door of contact center agents.

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Lots of advice on reducing attrition

To be sure, there is loads of advice out there for how to reduce attrition in the contact center. A simple Google search on "contact center attrition and turnover" turns up checklists, 10-step plans, and all manner of tips and suggestions for "reducing," "managing," "controlling," "decreasing" and "improving" contact center attrition.

But how is anyone going to achieve the spectacular results promised in all of these plans and checklists without a consistent framework for defining attrition and measuring the resulting cost and revenue impacts?

Defining and discussing contact center attrition

Everest Group, COPC, and TELUS International use the following formula in tracking attrition rates in the general business process outsourcing (BPO) space:

[Voluntary resigns of full-time employees in a calendar year / (Opening Headcount at the beginning of year + Closing headcount at the end of the year/2)]*100

This definition looks at attrition on an annual basis and does not include involuntary resigns and only employees that have full-time permanent status. Employees in the training phase are not included.

With the definition above serving as a common point of reference, the clients of contact center outsourcing services can better normalize information provided by their partners in the market. To learn more about how we arrived at this definition and formula, download our first attrition study: Defining, Discussing & Calculating Attrition – with Everest Group.

Measuring the business impacts of contact center attrition

After gathering information from our own contact center outsourcing programs and sharing insights with analyst firm Everest Group, we've put together a solid analysis on the business impacts of attrition. Not surprising, attrition costs money – and potentially a lot of money.

Did you know?

- A typical U.S.-based 500-person contact center could spend roughly US$0.5–1.3 million a year on attrition related costs, while experiencing revenue leakage of US$0.4–0.6 million in a year.
- Put together, this results in a potential loss of US$1–2 million in business value over a period of one year directly attributable to attrition.

High attrition causes a one-two punch to the bottom line by driving up key operational costs (hiring, training, etc.), while depriving the business of additional revenue opportunities, whereas highly tenured agents tend to delight customers, increasing their lifetime value.

It's clear that the impact of attrition rates on business outcomes is a growing priority for business leaders looking to utilize the contact center to drive new business growth. But minimizing attrition first requires a consistent method of measuring it.

Part 5

How contact centers can beat high employee attrition rates – tactics from JackThreads and TELUS International

High staff attrition is the curse of the contact center.

It's not uncommon for turnover rates in the contact center industry to hit triple digits on an annual basis, and replacing and training new employees can cost in excess of 25 to 30 percent of agents' salaries.

Consulting firm Deloitte polled young workers in 29 countries for its 2016 Millennial Survey and found that a majority of Millennials had one foot out the door at their current workplaces. Latin America and India had some of the highest percentages — 71 and 76 percent, respectively — of people who expected to quit in the next five years. Further, according to the U.S. Bureau of Labor Statistics, people between the ages of 20 to 25 — the majority base of contact center employees — leave jobs within 1.3 years of starting them.

These statistics beg the question: how can a contact center possibly hold on to its most valuable staff and cut down on expensive, time-consuming and resource-intensive hiring and training?

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Hire the right people

Customer Engagement Manager, David Tull, who oversees a few dozen in-house customer service associates at menswear e-commerce site JackThreads' Columbus, Ohio headquarters, says that over the five years he's worked there, he's learned to readjust what "retention" means.

If the most productive agents are the ones that leave the fastest, it's often the least productive ones who want to stick around. Tull says many of these are contact center "lifers" — people who perform well enough to keep their jobs, and who don't have any ambitions beyond jumping from contact center to contact center. They're easy to retain, but for the wrong reasons, says Tull. “We’ve moved away from hiring from that pool.”

But even in a contact center that almost exclusively hires young, motivated people, there are important factors to consider. How do you boost employee morale and retention rates in a larger contact center scenario — for example, a business process outsourcer (BPO) with thousands of employees — where call volumes, as well as burnout potential, can be impossibly high?

The secret is simple enough, according to Kevin Bottoms, vice-president of business development at TELUS International; you have to care about your employees and their aspirations.

No one-size-fits-all model

As Bottoms points out, contact center jobs are not typically long-term careers for Millennials, who make up the largest portion of the company’s talent pool. To boost employee retention, Bottoms says the company focuses a lot of attention and resources on ensuring TELUS International team members are continuously supported and engaged throughout the term of their employment.

For a BPO provider like TELUS International, which operates contact centers around the world, that means ensuring the programs the company offers in its regional locations are in line with the aspirations of the local workforce. For instance, TELUS International’s university programs help team members in the Philippines and elsewhere get Bachelor’s or graduate degrees on site while working full-time.

Additionally, in Central America where societies are more tightly focused on family and community, the company offers employees — and their families — health insurance. These programs are part of TELUS International’s unique and caring culture, Bottoms says.

“They’ll be advocates for your brand if they know you’re advocating for them.”

David Tull
Customer Engagement Manager
JackThreads

Tull agrees that focusing on making employees as happy and satisfied as possible is essential to a contact center’s success. He says job satisfaction at JackThreads’ in-house contact center is at the highest it’s been in years.

“Some of it is low-hanging fruit, like free coffee,” Tull says. More important, however, is offering a better time-off policy than it had in the past, elevating and assigning more responsibility to ambitious people, as well as investing resources and money into career development.

“The more work I put into helping people move on to the next thing, the longer they stay,” he says. “They’ll be advocates for your brand if they know you’re advocating for them.”

How to embrace an in-house ethos when outsourcing

Bottoms says that it’s unusual for many outsourced contact centers to invest heavily in what are, ostensibly, temporary employees.

Outsourcing is typically built on the goal of answering a maximum number of calls without introducing risk to the brand being represented by the outsourcer. The quality of service is usually acceptable but not exceptional, in order to pass on savings to the outsourcer’s clients. Here, employee engagement can be quite low, and attrition is usually high.

That model, says Bottoms, is broken. "If you're only looking for cost savings, you're going to achieve it on a paper basis, but are you achieving it on a strategic basis?" he asks.

He says TELUS International attempts to replicate the environment of a company's in-house customer care department, in a larger outsourcing operation. The company has gone to great lengths to ensure the needs of its team members are met, while maintaining strict quality standards. Regular check-ins — from a daily "How are you?" to annual performance reviews — help TELUS International take the pulse of its contact centers and remain aligned on the overall mission of the organization despite great geographical differences.

A lesson from JackThreads

For start-ups and other young companies, learning how to manage a contact center and its staff is often a trial-and-error process. That was definitely true for JackThreads. When the company first began in 2008, it had a simple mission: sell brand-name men's clothing at up to 80 percent off the suggested retail price.

Over time, however, things began to change. By the time a new CEO was brought on board in 2014, "the pressure for JackThreads to keep hitting its metrics and revenue targets was taking a toll on the morale of its employees, its customers and its product quality," Forbes reported.

"If you're only looking for cost savings, you're going to achieve it on a paper basis, but are you achieving it on a strategic basis?"

Kevin Bottoms
VP Business Development
TELUS International

Its credit-only return policy was a major source of customer consternation, and for years the company encouraged agents to make exceptions to the rule on a case-by-case basis. That, combined with the feeling they were nickel-and-diming customers over already rock-bottom prices, left agents exhausted and listless about their primary task, while simultaneously being spurred to hit sales targets.

Happier customers, happier employees

Soon after the new CEO took over, JackThreads replaced its credit-only return policy with a free at-home-trial policy. Around the same time, it also began offering private label JackThreads menswear and became more selective about the external brands it sold. Those moves resulted in two important consequences.

First, Tull says cart abandonment has gone down, basket value has gone up and online brand sentiment has grown positively since then — indicators that customers are happier.

Happier customers, in turn, have made for happier workers. Contact center employees' jobs have shifted from almost exclusively handling complaints, to a more proactive stance in which they consult customers about their wardrobe choices and make suggestions about complementary items. Having more purpose to their work, without the immense pressure to hit targets, has boosted employees' morale.

JackThreads' and TELUS International's experiences show that making staff feel valued, fostering a supportive work environment and instilling a sense of pride and agency in the work goes a long way in improving job satisfaction in contact centers. Those factors can also be a major boon to business. "Now that the friction is gone, it's about trying, and taking risks and using that to grow," Tull says.

Conclusion

Deciding what KPIs to measure – and how – is only half the battle; it's how a company uses the information to better their customer service offering that is even more important. Identifying the causality and making every effort for improvement is the real key to success.

One way to ensure optimal performance is by working in tandem with an experienced outsourcing partner to identify business objectives and their related measurements. An outsourcing relationship should be built on a foundation of trust and engagement to create – and measure – success in the contact center.

If you're interested in discussing how to launch or improve your own customer support programs, please reach out to us at:

https://telusinternational.com/contact

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TELUS International is a global BPO and ITO company with service delivery centers around the world, including in Canada, the United States, Central America, Europe and Asia. TELUS International is the global arm of TELUS, one of Canada's largest telecom companies serving almost 13 million subscriber connections.

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