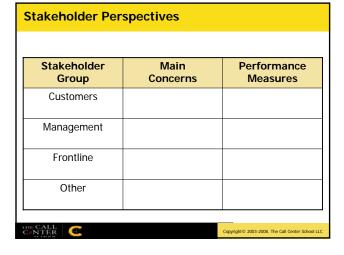
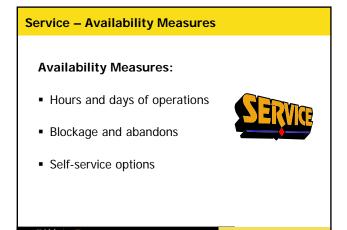


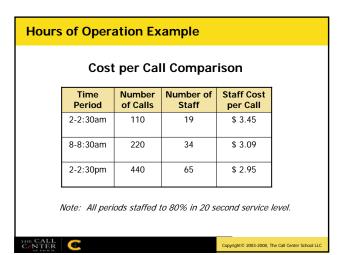
Stakeholder Perspectives	
Who are the main "stakeholders	."?
• 1	_ _ _
What does each care about?	
What do you need to measure?	Copyright © 2003-2008, The Call Center School LLC

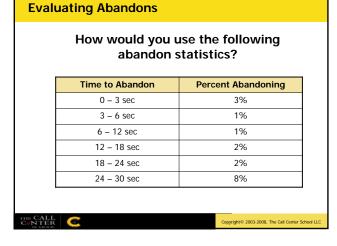


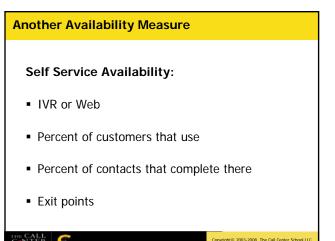


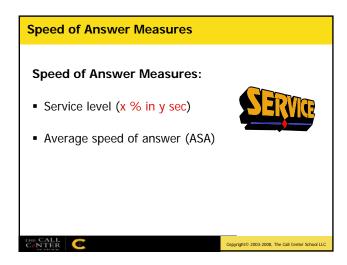
## The Numbers Service Availability (Are we there?) Speed of answer (How fast?) Quality Quality Quality Quality Guality (How well?) Efficiency Staff utilization (Do we match workforce to workload?) Contact handling (How long does it take?) Profitability Conversion and/or up-sell rate (Are we selling?) Cost per call (What are costs and margins?)

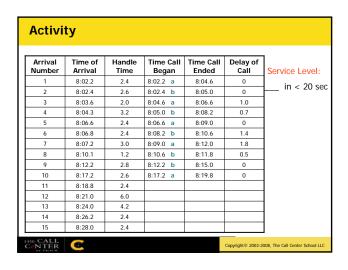






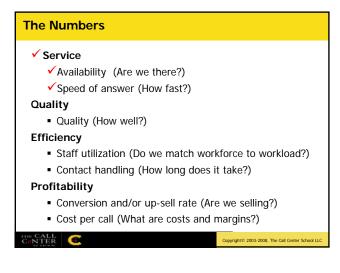


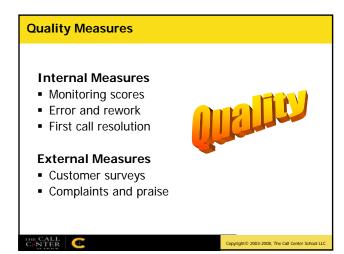


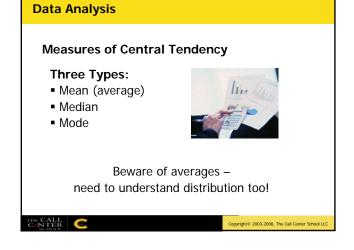


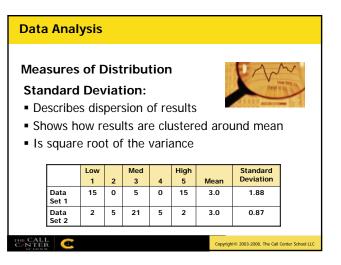
Actua	I View	of Ser	vice Le	vel		
Arrival Number	Time of Arrival	Handle Time	Time Call Began	Time Call Ended	Delay of Call	Service Levels
1	8:02.2	2.4	8:02.2 a	8:04.6	0	0 -6 15 ((00/)
2	8:02.4	2.6	8:02.4 b	8:05.0	0	9 of 15 (60%)
3	8:03.6	2.0	8:04.6 a	8:06.6	1.0	in < 20 sec
4	8:04.3	3.2	8:05.0 b	8:08.2	0.7	
5	8:06.6	2.4	8:06.6 a	8:09.0	0	40 -645 (/70
6	8:06.8	2.4	8:08.2 b	8:10.6	1.4	10 of 15 (67% in < 30 sec
7	8:07.2	3.0	8:09.0 a	8:12.0	1.8	
8	8:10.1	1.2	8:10.6 b	8:11.8	0.5	
9	8:12.2	2.8	8:12.2 b	8:15.0	0	40 645 (070
10	8:17.2	2.6	8:17.2 a	8:19.8	0	13 of 15 (87%
11	8:18.8	2.4	8:18.8 b	8:21.2	0	in <u>&lt;</u> 60 sec
12	8:21.0	6.0	8:21.2 a	8:27.2	0	
13	8:24.0	4.2	8:24.0 b	8:28.2	0	
14	8:26.2	2.4	8:27.2 a	8:29.6	1.0	
15	8:28.0	2.4	8:28.2 b	8:30.6	0.2	

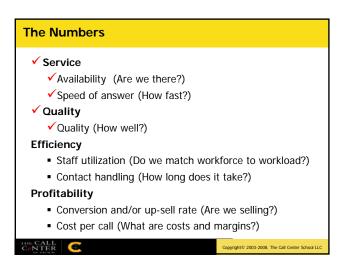
Time of Day	Call Volume	Daily %	SL (in 20 sec)
6:00 - 7:00	85	4.5%	100%
7:00 – 8:00	90	5.0%	95%
8:00 - 9:00	95	5.5%	95%
9:00 - 10:00	145	8.0%	90%
10:00 - 11:00	185	10.0%	75%
11:00 – 12:00	195	10.5%	70%
12:00 - 1:00	165	9.0%	80%
1:00 - 2:00	185	10.0%	80%
2:00 - 3:00	220	12.0%	65%
3:00 - 4:00	210	11.0%	70%
4:00 - 5:00	145	8.0%	80%
5:00 - 6:00	125	6.5%	85%

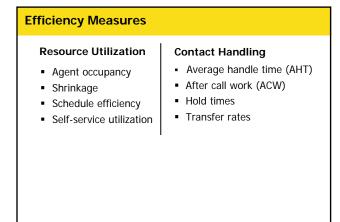


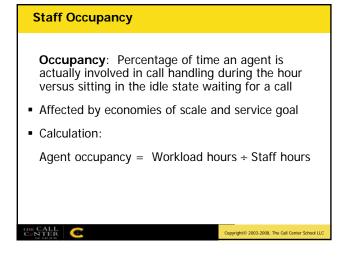


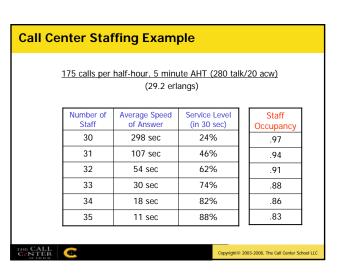


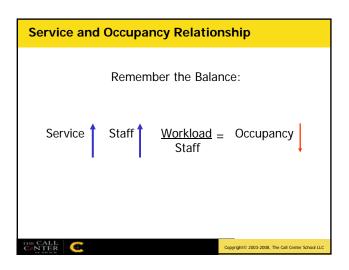




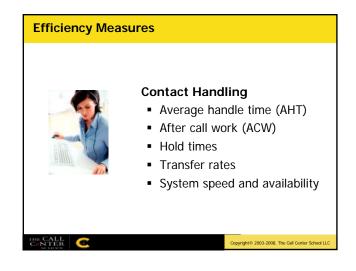


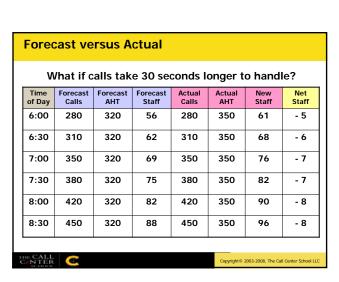


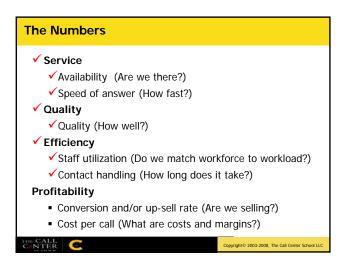


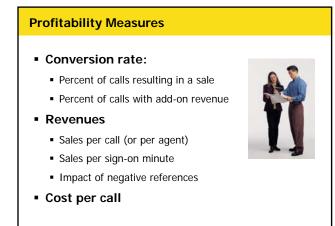


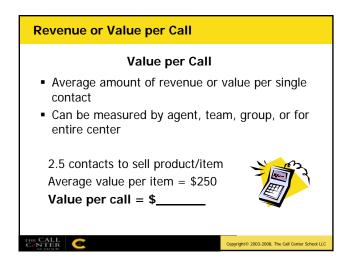


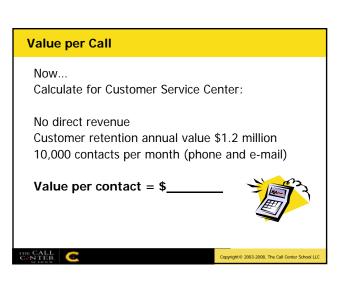


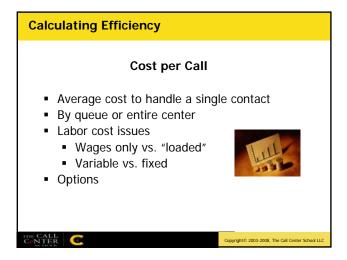


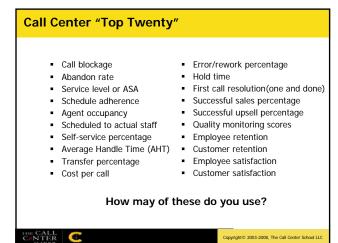


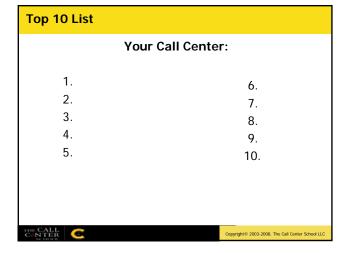












## Suggested Base Measures ■ Service ■ Responsiveness – speed, abandons, transfers ■ Availability – hours, blockage, downtime ■ Quality ■ Internal measures – monitoring scores ■ External measures – customer surveys ■ Efficiency ■ Cost per contact – including everything ■ Performance trends – continuous improvement ■ Profitability ■ Direct revenue produced per contact ■ Value provided to other departments → Reserve the rest for unique business goals.

## **Some Final Truths**

- You can expect what you inspect.
- If you don't measure it, you can't manage it.
- Just because you can measure it doesn't mean you should.
- Just because you should measure it doesn't mean you can (at least easily).
- If you torture numbers long enough, they will admit to anything!



