



The Business Case for Contact Center Performance Management

**8 Benefits of Modern Performance
Management Systems**



Introduction

Benchmark research conducted by Ventana Research on next-generation workforce optimization found that **more than three-quarters (78%) of businesses ranked improvement in both contact center and agent performance as very important.**

Ventana Research believes that many organizations seeking to maximize performance will evaluate today's contact center performance management systems. These systems can assemble information and deliver analyses to enable managers to understand the performance of agents and to act to maximize their effectiveness, thus improving the entire center's performance.

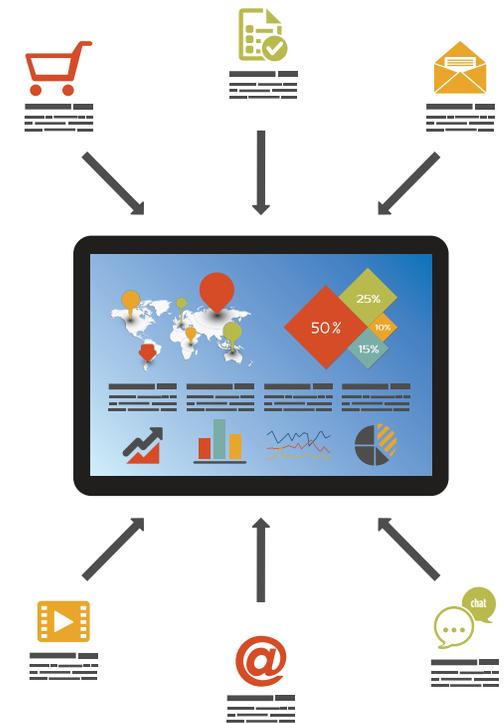
This eBook draws on benchmark research on contact center analytics and next-generation workforce optimization. It is designed to help businesses considering investing in systems that track and help improve contact center performance, employee satisfaction and the customer experience both make their decision and build a business case.

Timely, Accurate Information Is Essential

The contact center is no longer the only engagement point for customers. Today, people engage with multiple business units within a short period of time. While customer self-service has been widely deployed, contact center agents are still involved in many interactions. To provide optimal service during these interactions, agents must have timely access to complete and accurate information.

Modern contact center performance management systems capture all transactional data, analyze it and allow companies to:

- Share that information with all employees involved in customer-related tasks.
- Provide up-to-date information, and guidance on how to optimize the business outcome of each interaction.
- Use alerts and workflows to enable actions, including ones that cross business units.



Takeaway: Look for systems that capture data from many inputs and share information across business units.

Connected Information Improves Outcomes

Benchmark research from Ventana Research shows that **only about a quarter of companies are satisfied (28%) or very satisfied (10%) with the technology they currently use** for contact center performance analysis.

This may be because much of the information is about operational performance, such as the number of interactions handled, but does not connect operations with business outcomes. This is where real improvement in the customer experience can be realized.

Modern contact center performance analysis systems allow companies to:

- Consolidate data from multiple standalone systems to provide a fuller analysis.
- Use all data to create metrics on agent performance and interaction handling.
- Manage the resource load to handle interactions more effectively.
- Provide cross-process analysis, such as linking customer feedback to agent training.
- Share information with everyone involved in customer interactions.

Takeaway: To impact the customer experience, analyze data in ways that connect operations with business outcomes.

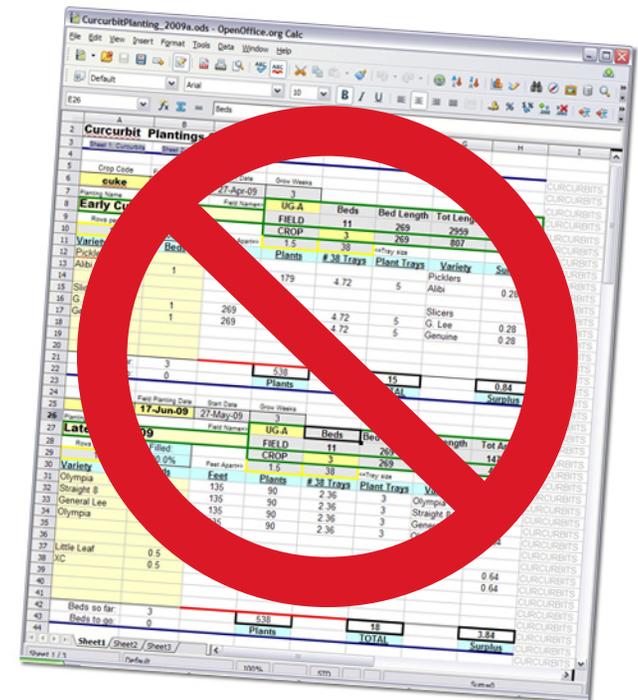
Dedicated Systems Save Time and Effort

Contact center analytics research from Ventana Research finds that **spreadsheets are used by 62% of organizations.**

Their use leads to four primary problems: A lot of manual effort is needed and thus the process is too slow; it is hard to build and maintain spreadsheets that deliver the required analysis of complex data; the outputs are limited and thus may not meet user needs; and it takes too long to incorporate changes to meet rapidly evolving business needs.

Modern contact center performance management systems:

- Can automate and centralize access to many sources of data, thus reducing manual effort and producing more complete reports and analysis.
- Produce reports and analysis quickly, in formats designed to meet individual needs.



Takeaway: Say 'NO' to spreadsheets and 'YES' to faster, better processes.

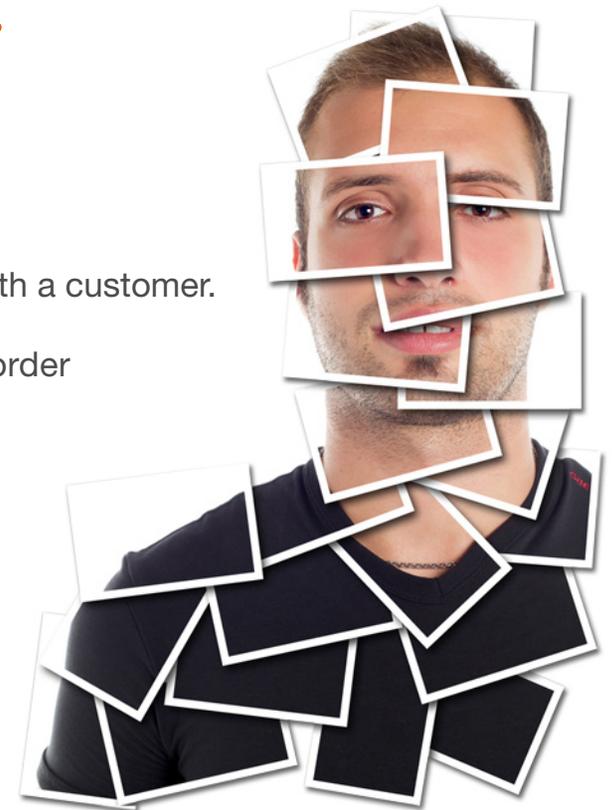
A Complete View of Customers...

...improves their experience. The research finds that for almost three-quarters of companies, **the two most frequently cited customer-related objectives are to improve the customer experience and to improve customer satisfaction scores.**

To achieve both of these objectives:

- Businesses must have a complete view of all customer-related information.
- Agents must have complete and up-to-date information when they engage with a customer.
- Companies must understand what customers do as a result of interactions in order to improve relevant processes.
- Companies must understand why customers engage with them so they can make enterprise-wide improvements, reducing the frequency of service requests.

Takeaway: To make improvements, agents and managers must have a deep understanding of customer interactions and subsequent actions.



Satisfied Agents Provide Better Service

Research finds that having agents who describe themselves as very satisfied pays a strong dividend. Such agents meet customer satisfaction objectives twice as often as those who describe themselves as only satisfied.

Improving agent satisfaction is enabled by:

- Personalized performance feedback to guide agents in areas for improvement.
- Access to scheduling systems so agents can provide information on their preferred work patterns.
- Easy access to information, systems and tools to help resolve customer interactions.

An additional advantage is that satisfied agents likely will stay longer with the company, which reduces recruitment and training costs.



Takeaway: Providing agents with feedback, information and systems support increases their satisfaction level and the level of service they provide.

Coaching & Training Deliver Benefits

Businesses that have deployed systems to manage coaching and training in order to improve agent performance report several benefits: **Improved quality scores (53%), timelier coaching (43%), agents completing more training (41%) and timelier training (41%).**



By calibrating coaching and training based on accurate performance information, businesses can:

- Save money by targeting specific training to those agents that need it.
- Improve agent satisfaction with coaching and training because they target specific needs and are delivered at appropriate times.
- Improve the customer experience through improving agent skills so they better meet customer expectations.

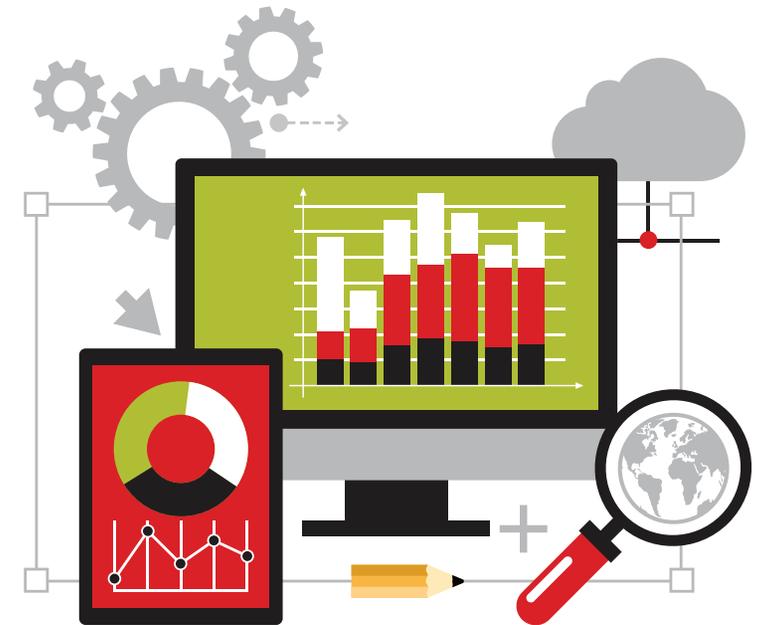
Takeaway: A managed approach to coaching and training is good for agents, customers and the business.

Better Metrics Drive Better Behavior

Ventana Research's contact center analytics research finds that **companies use a variety of operational, financial and customer-specific metrics to assess contact center and agent performance.**

Ventana Research recommends that in addition to operational measures, businesses use outcome-related metrics such as first-contact resolution, sales conversion rates, and agent and customer satisfaction. Doing so will ensure that agents consistently align actions and behavior to deliver targeted business outcomes.

The use of dedicated performance management systems can help. These systems can access and utilize large quantities of data to produce a broader range of analysis and metrics. They also can personalize information in appropriate formats for each person involved in customer-related activities.



Takeaway: Use the right metrics to analyze and affect the right behavior.

Customer Engagement...

... is the differentiator. In the past, companies have sought to differentiate themselves through a combination of product offerings, customer service and price. However, as consumers, devices and companies have grown increasingly connected, this differentiation has become more difficult to achieve.

Customer experience makes the difference.

To improve the customer experience, companies must be guided by better information to take the right actions. In the face of an ever-growing volume of customer and interaction data, companies need new systems that can make the most and best use of such data.

Dedicated performance management systems allow companies to:

- Map how customers use contact channels.
- Monitor how employees handle interactions.
- Track the outcomes of employee-customer interactions.
- Identify areas for improvement in people, processes, information and technology.



Takeaway: Systems to monitor and improve customer engagement can differentiate your business.

Conclusion

Our next-generation workforce optimization research finds that the two top analytics tools businesses plan to invest in are agent-related analytics (21%) and contact center performance management (14%).

Companies that have invested in such tools have gained the following three benefits:

- Information that is more up-to-date.
- Analysis that is available faster.
- Wider adoption of best practices.

Ventana Research believes that companies striving to compete successfully in today's customer-oriented markets should invest in modern contact center performance management systems. This investment should help improve revenue, reduce operational costs and increase satisfaction for both employees and customers.

For more information on contact center performance management, visit www.vpi-corp.com.

Sponsored by

The research reports *Next Generation Customer Engagement*, *Next Generation Workforce Optimization* and *Contact Center Analytics and Benchmarking the Analysis of Data To Gain Business Insight* can be purchased from Ventana Research at www.ventanaresearch.com.



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