



Global Benchmarking Series, 2022

Contact Center Performance Measurement and KPIs

November 2022

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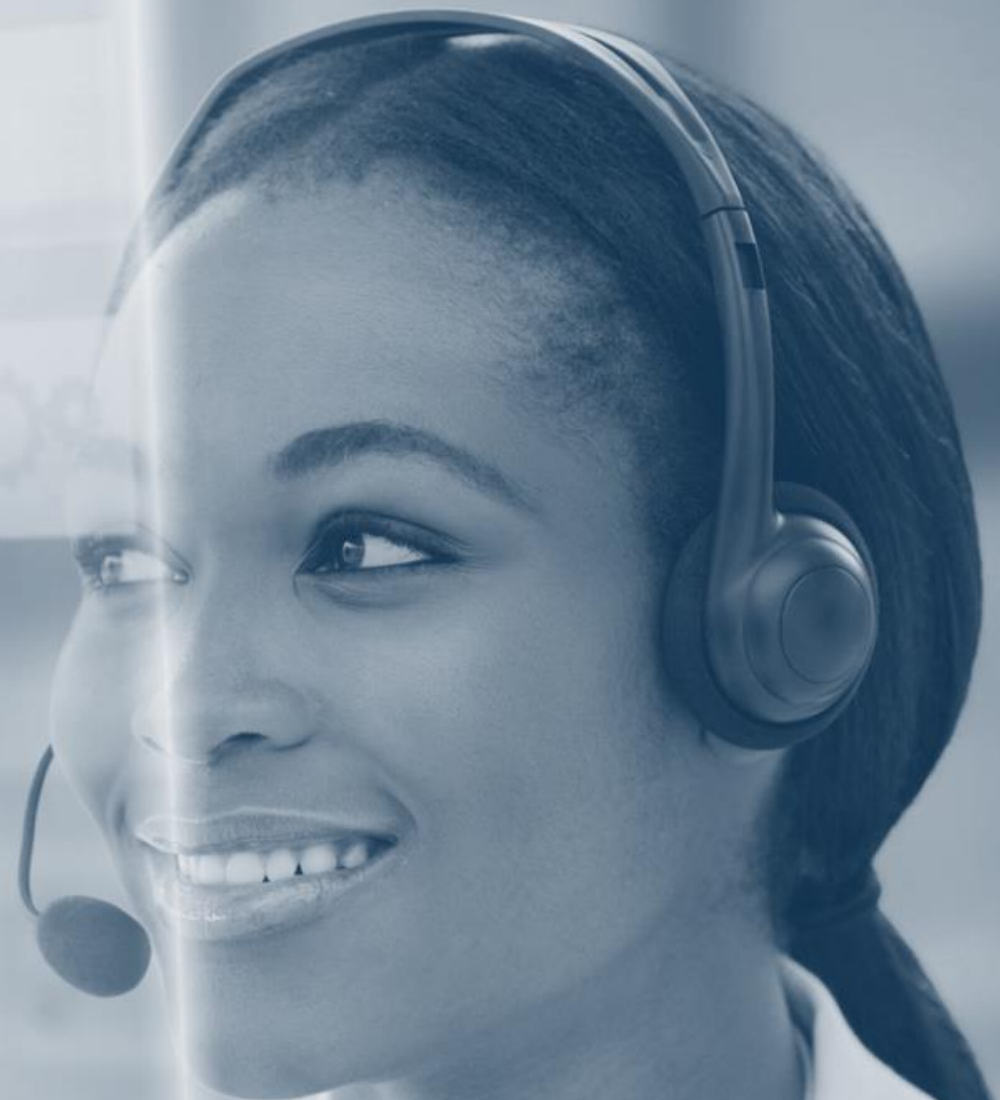
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01

Introduction

- Preface
- Key Findings



Preface

Managing a successful contact center requires a good understanding of all aspects of performance. To be able to make better decisions, managers need to know how they are performing in key areas such as service, quality, cost, efficiency and customer experience. Focusing only on a narrow set of metrics can result in managers making poor decisions.

It's essential to track a broad set of metrics, including performance measurement, contact center metrics and key performance indicators (KPIs) for informed decision-making. These metrics and KPIs enable organizations to understand their performance on a day-to-day, hour-to-hour, and sometimes minute-to-minute basis. Operational managers would be lost without access to a suite of metrics. The data from these metrics allow organizations to set and track goals. While each contact center has its way of measuring performance, there are common standards for metrics and KPIs in the industry that contact centers usually follow.

This report focuses on the metrics contact centers use and how they perform against benchmarks. The research captures the details around how some organizations may not be tracking certain KPIs, which can add to inefficient operations and outcomes that may be a cause for worry.

We sincerely hope that you find this report as relevant and useful as you have found the earlier ones in the series.

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Key Findings

Customer Experience Metrics

- Customer Satisfaction is the most common measured CX metric by customer care organizations across channels – with 74% of organizations stating they measure CSAT for human-assisted channels and a slightly lower 56% stating they measure for SST-based channels
- Net promoter score (NPS) is tracked by less than 50% of the organizations as indicated by data collected.

Employee Experience Metrics

- 66% of the executives state their organizations measure on-time recruitment performance, while only 47% said recruitment quality is measured. 56% of the executives state their organizations measure training quality.
- 12% of the frontline staff state they do not get formal reviews of their performance.
- 88% of the organizations state they conduct employee satisfaction/ engagement surveys, with 38% stating the activity takes place once a year.
- 85% of the respondents state they measure absenteeism, while 86% state they measure attrition.

Quality Metrics

- More than 80% of executives state that critical error accuracy (customer or business or compliance critical error accuracy) is measured at their organizations – however, only 74% state that their organizations measure all three metrics.
- While 59% of executives state contact resolution is measured, only 50% state first contact resolution (FCR) is reported.

Service and Speed Metrics

- 85% of respondents said their organizations measure the average speed of answer, which is the most common service/ speed metric measured and reported.
- 70% of the respondents said they measure abandonment rate, making it the second most used metric.

Efficiency and Cost Metrics

- 91% of executives state their organizations measure Average Handle Time (AHT), while 88% state they measure Adherence as an efficiency metric.
- More than 60% of executives state they measure error rate, cost per transaction (cost metric) and average talk time.





02

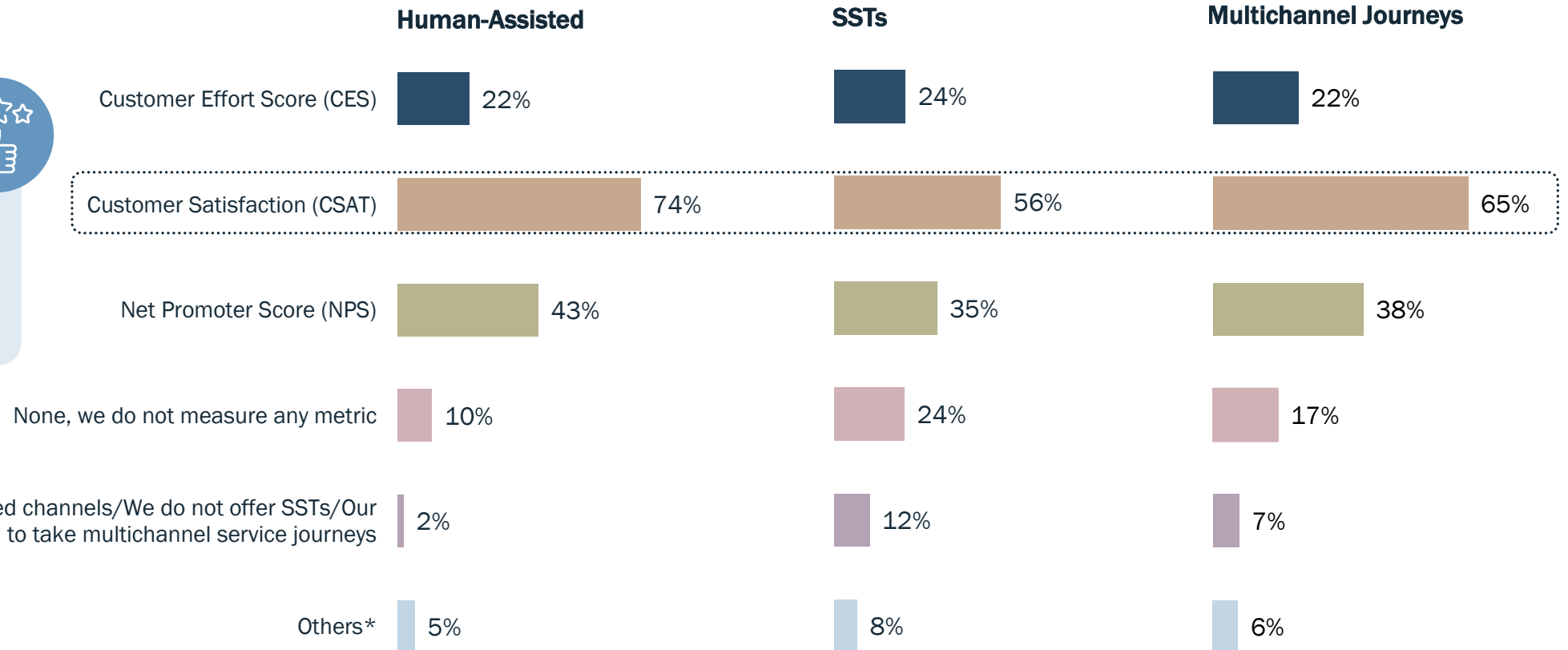
Customer Experience Metrics

- Measuring Customer Experience
- Feedback from Customers – Types and Timing

Measuring Customer Experience

Which of the following customer experience metrics do you actively measure and report on for human-assisted channels/self-service technologies (SSTs)/multichannel journeys?

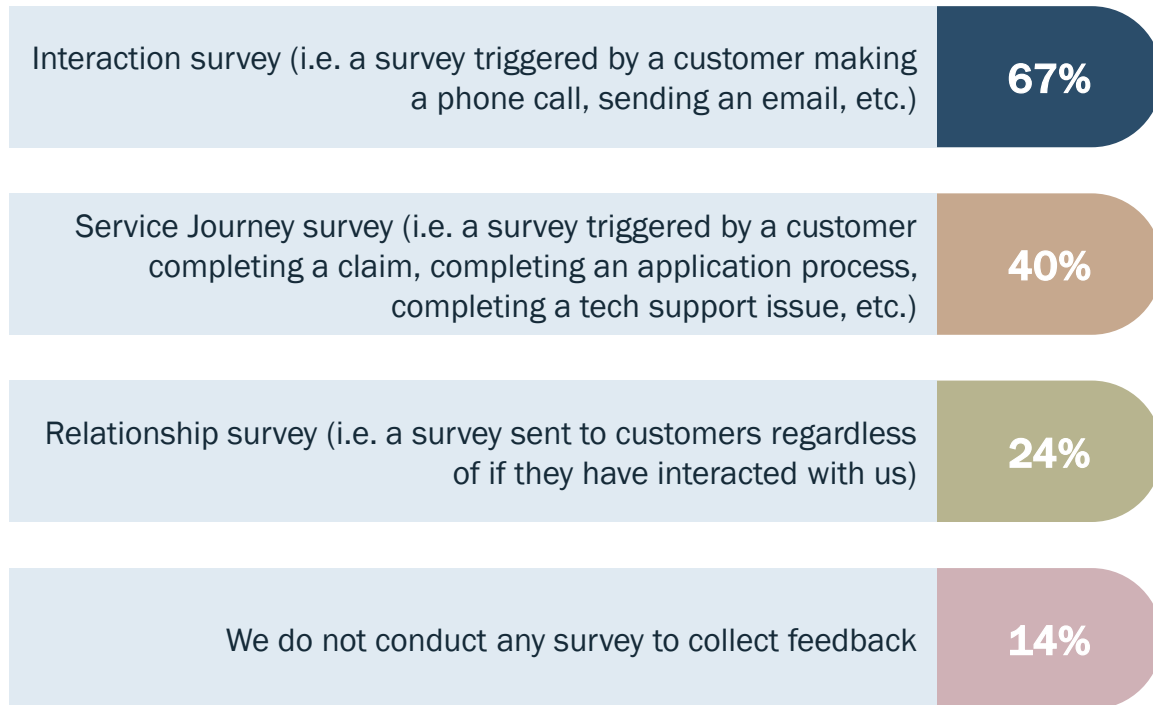
Customer satisfaction is the most commonly used CX metric across channels, followed by **net promoter score (NPS)**.



* Others include Critical Errors, Return Visit Satisfaction, Effective Close Rate, etc.

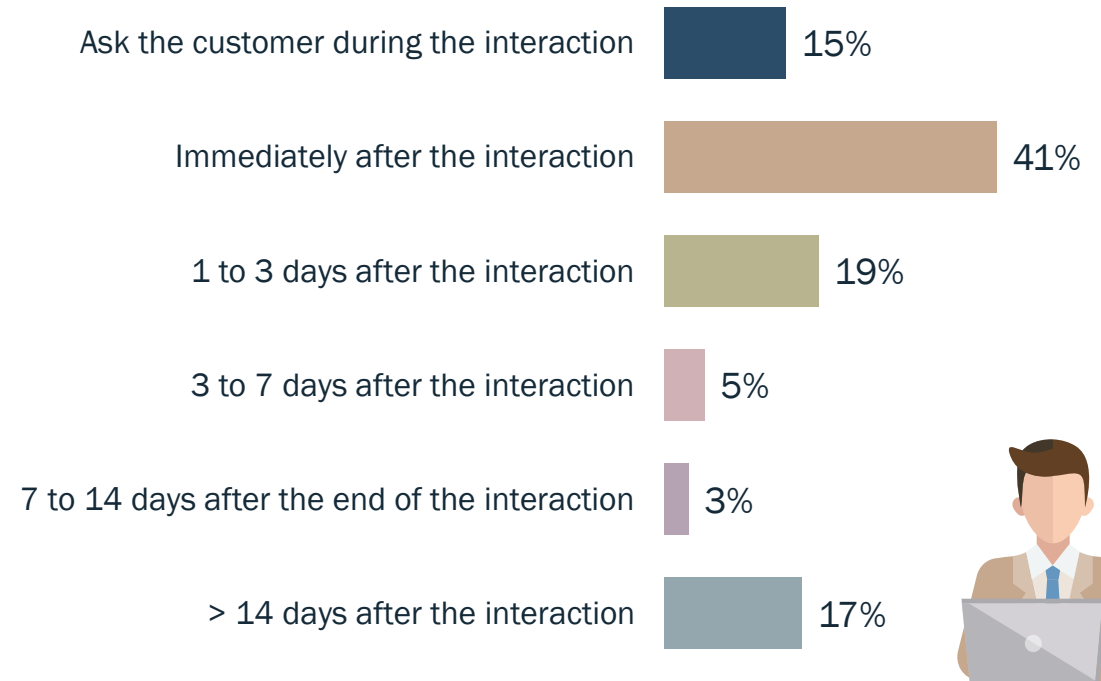
Feedback from Customers – Types and Timing

Which of the following survey types does your organization use to collect feedback from customers? (Select all that apply)



Interaction surveys are the most popular method of collecting feedback among organizations.

How long after an interaction (e.g., call, email, etc.) do you survey customers about their experience?



17% of respondents stated they collect the feedback >14 days after the interaction with the customer.





03

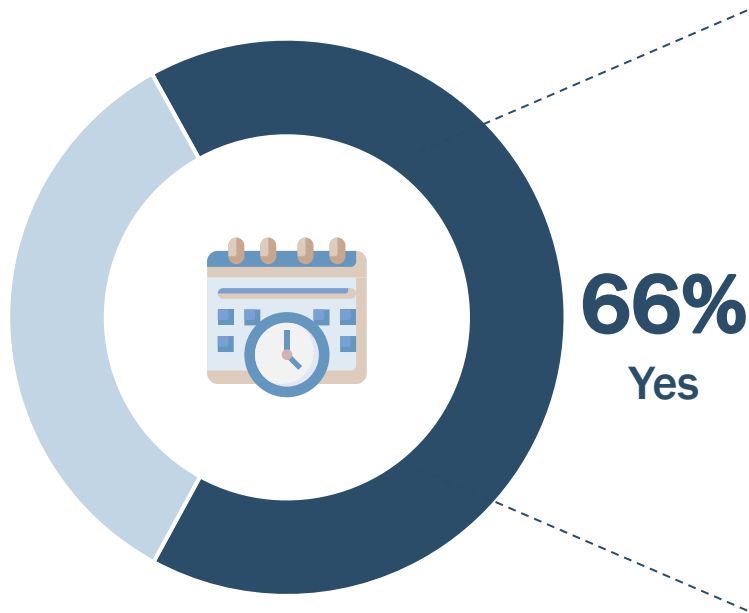
Employee Experience Metrics

- Measuring On-time Performance of Recruitment Process
- Measuring Recruitment Quality
- Measuring Training Quality
- Structured Reviews with Frontline Staff
- Feedback from Employees
- Agent Absenteeism and Attrition

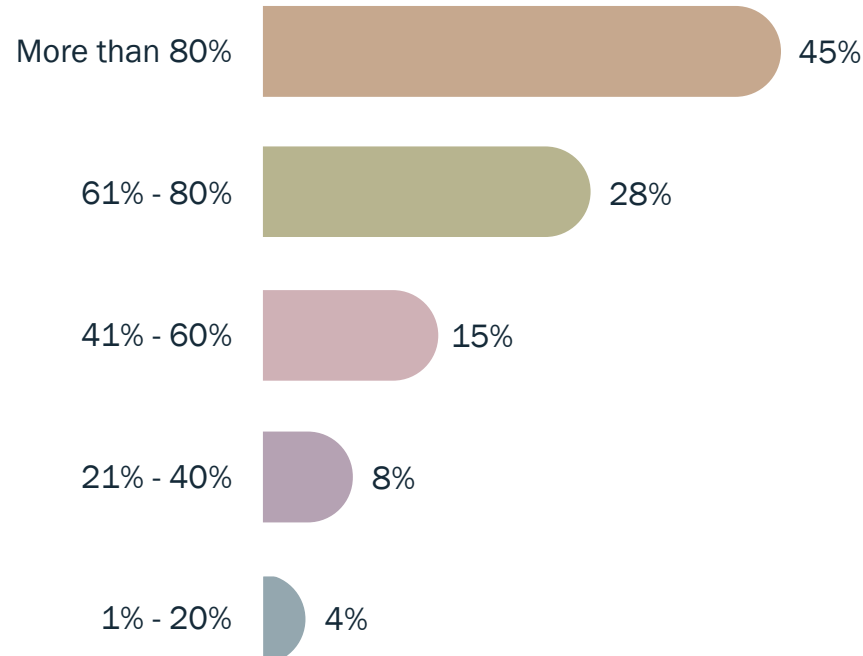
Measuring On-time Performance of Recruitment Process

Do you measure the on-time performance of your recruitment process for frontline staff?

(i.e., what percentage of new hires are recruited by the target date?)



What percentage of new hires are recruited on-time?



73% of the executives who said their organizations measure on-time recruitment also stated their organizations could recruit more than 60% of their new hires on time.




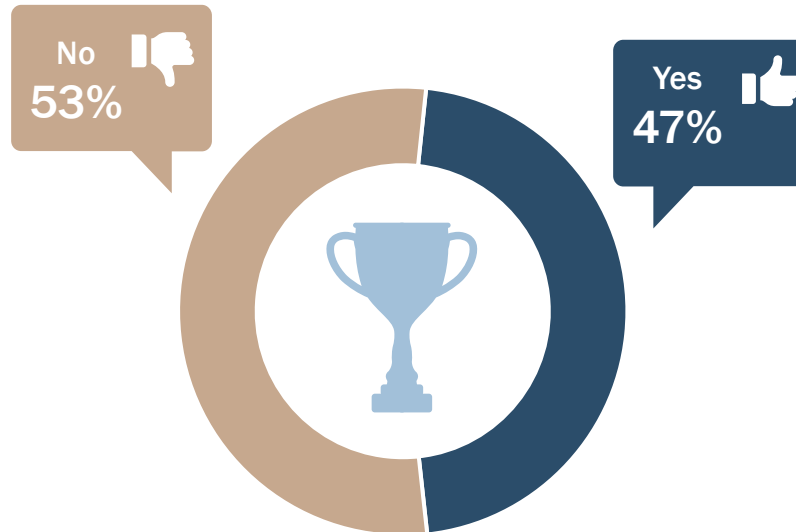
The **COPC CX Standard for Contact Centers, 7.0** requires customer care organizations to measure and manage the on-time performance of the recruitment process.

Only 66% of the executives stated their organizations measure on-time recruitment performance.

A **higher proportion of executives from BPOs (73%)** said they measure the on-time recruitment process compared to in-house contact centers (55%).

Measuring Recruitment Quality

Do you measure recruitment quality?



The **COPC CX Standard for Contact Centers, 7.0** requires customer care organizations to measure and manage recruitment quality.

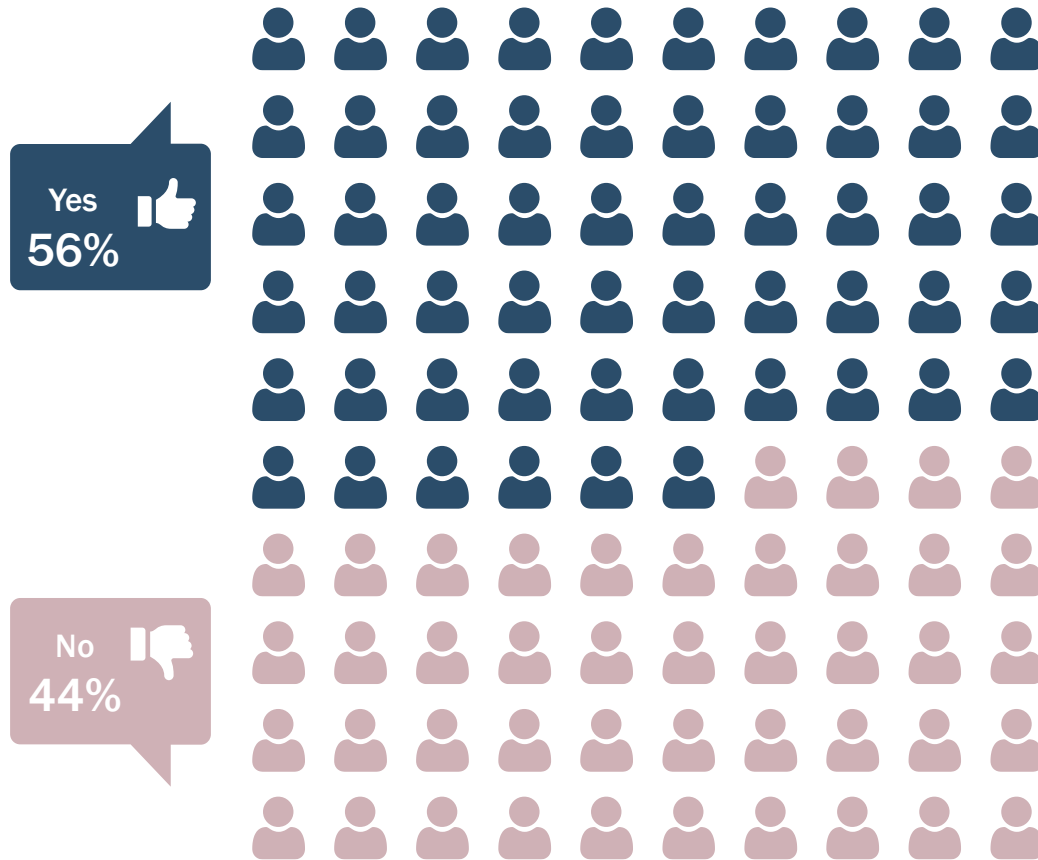
Only 47% of the executives said their organizations measure recruitment quality.

Recruitment quality measures how well the recruitment process identifies and hires individuals who become effective staff members.

For example, some companies use the number of new agents remaining after three months as a percentage of the total recruited.

Measuring Training Quality

Do you measure training quality?



Q. How is training quality calculated?

A. The percentage of new agents who pass monitoring at the end of their first 30 days on the job.



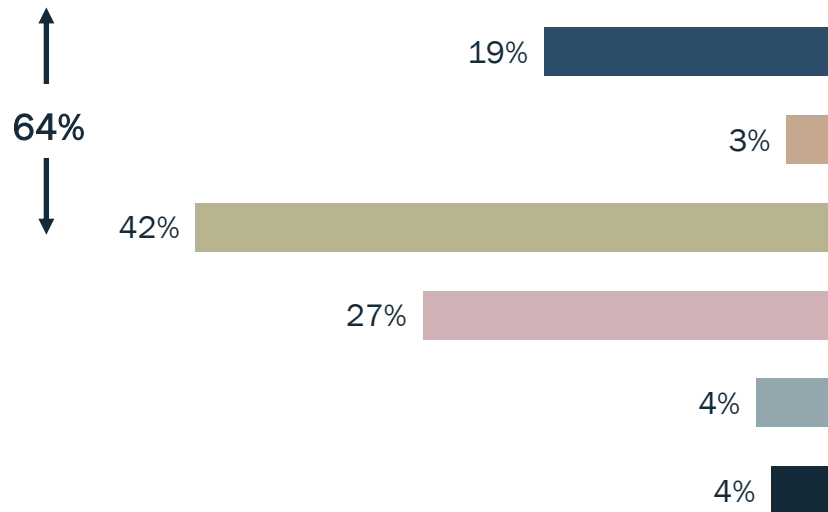
The **COPC CX Standard for Contact Centers, 7.0** requires customer care organizations to measure and manage training quality.

Only 56% of the executives said their organizations measure training quality.

Structured Reviews with Frontline Staff

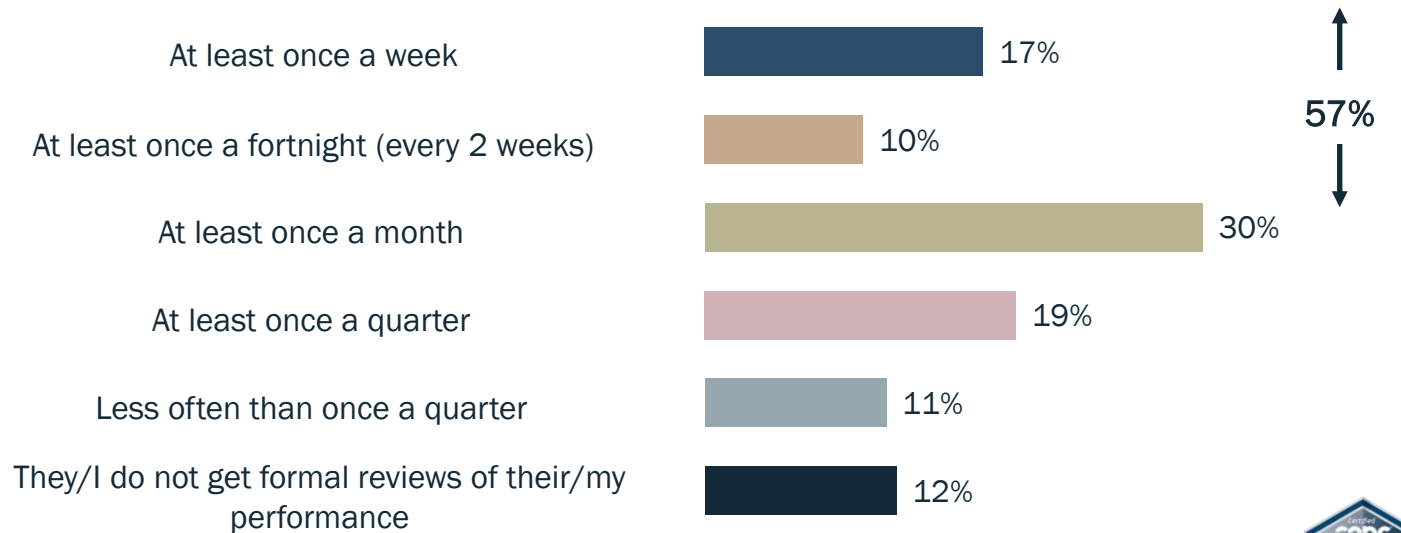
CORPORATE VIEW

How often do frontline staff receive a structured review of their performance relative to their targets with their manager (e.g., a one-on-one)?



EMPLOYEE VIEW*

How often do you receive a structured review of your performance compared to targets with your manager (e.g., a one-on-one)?



The **COPC CX Standard for Contact Centers, 7.0** requires customer care organizations to at least annually conduct a formal/comprehensive review of individual's performance to assess meeting of objectives, share qualitative feedback, and identify areas for improvement.

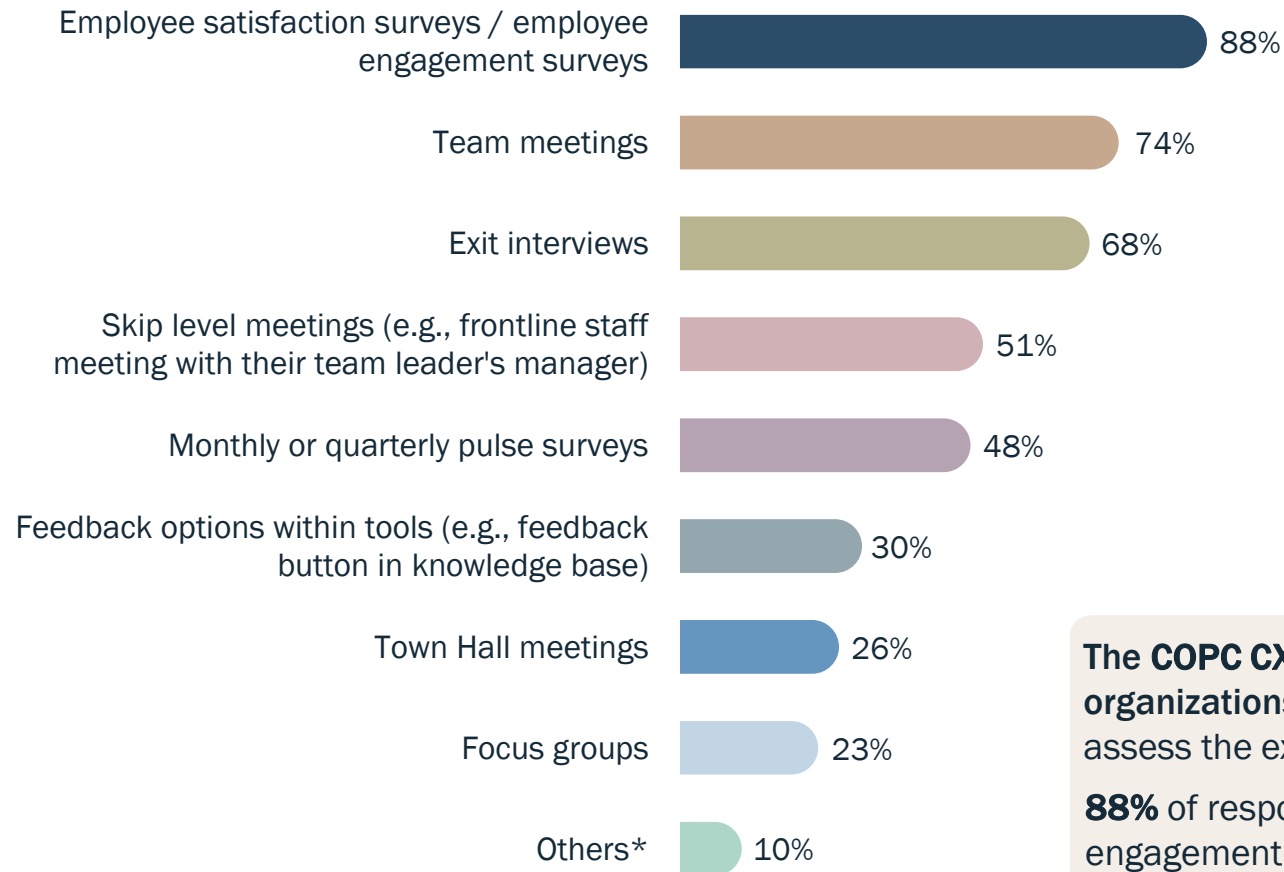
12% of frontline staff shared they do not get a formal performance review at all, which is **3x lower than executives' claim** regarding the percentage of the frontline staff that does not get formal reviews.



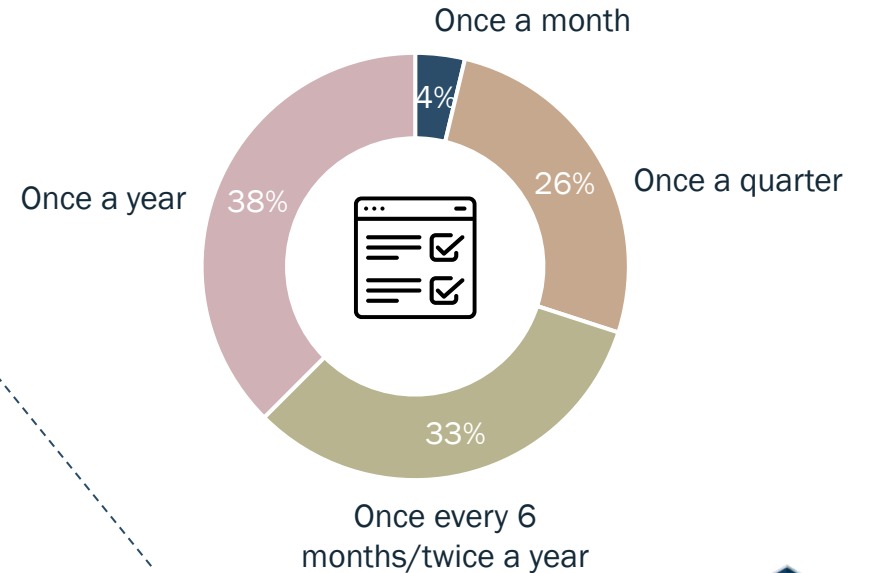
* Based on the Annual Employee Engagement Benchmarks for Contact Centers, 2022 by COPC Inc.

Feedback from Employees

What channels do you have in place to gather feedback from employees?



Frequency of employee satisfaction / engagement surveys



The COPC CX Standard for Contact Centers, 7.0 requires customer care organizations to conduct an employee experience survey at least annually and assess the experience at specific key points throughout the employee lifecycle.

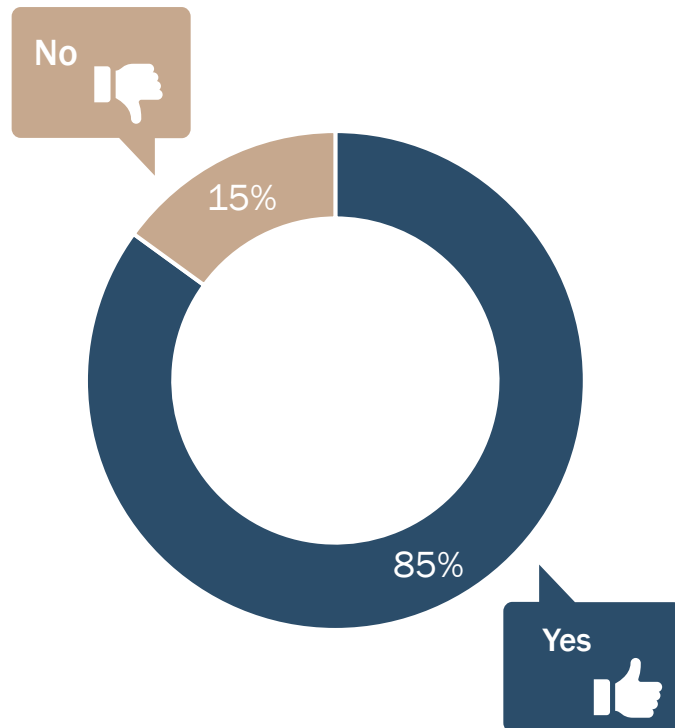
88% of respondents said their organizations conduct an employee satisfaction/engagement survey.



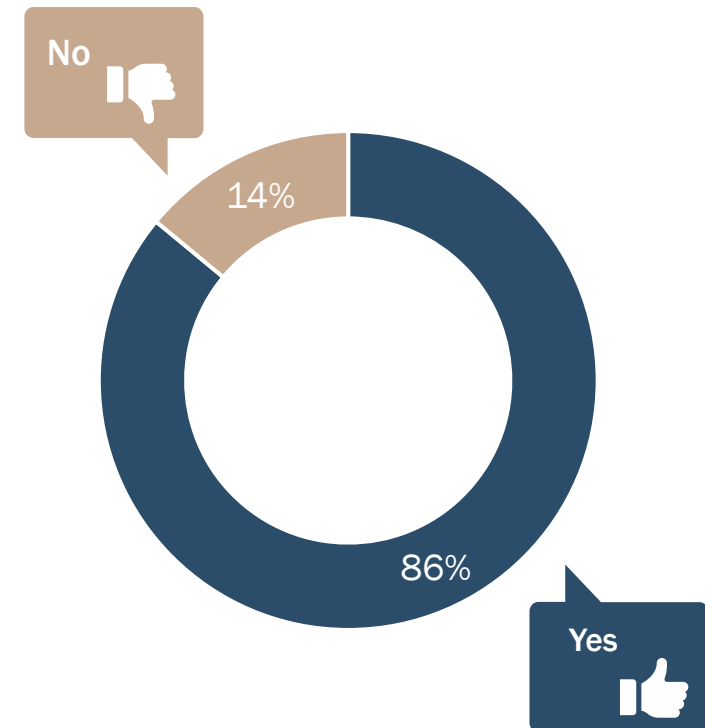
+Others include semi annual ESAT surveys, , intranet to gather employee input etc.

Agent Absenteeism and Attrition

Does your organization measure agent absenteeism?



Does your organization measure agent attrition?



85% of respondents said they measure agent absenteeism.

86% of respondents measure agent attrition.

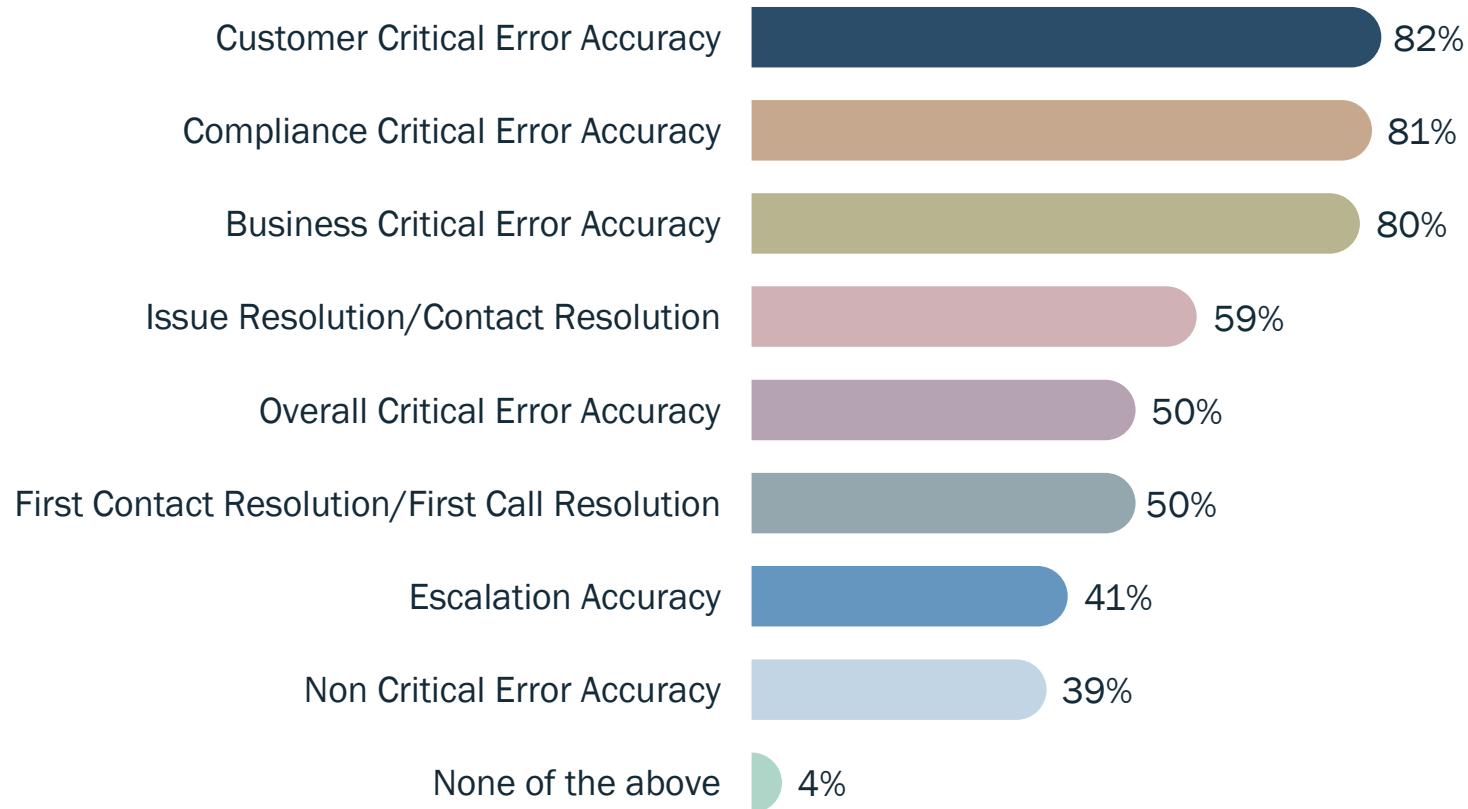
04

Quality Metrics

- Metrics Measured as Part of QA Programs
- First Contact Resolution (FCR) – Human-Assisted Channels
- First Contact Resolution (FCR) – Self-Service Technologies (SSTs)
- COPC Inc. Accuracy Benchmarks – Mean %*
- Quality Monitoring and Customer Satisfaction
- Use of Quality Monitoring to Understand Causes of Error

Metrics Measured as Part of QA Programs

Which of the following metrics do you measure as part of your QA program? (Select all that apply)



Only 74% of the executives stated their organizations measure all three metrics namely:

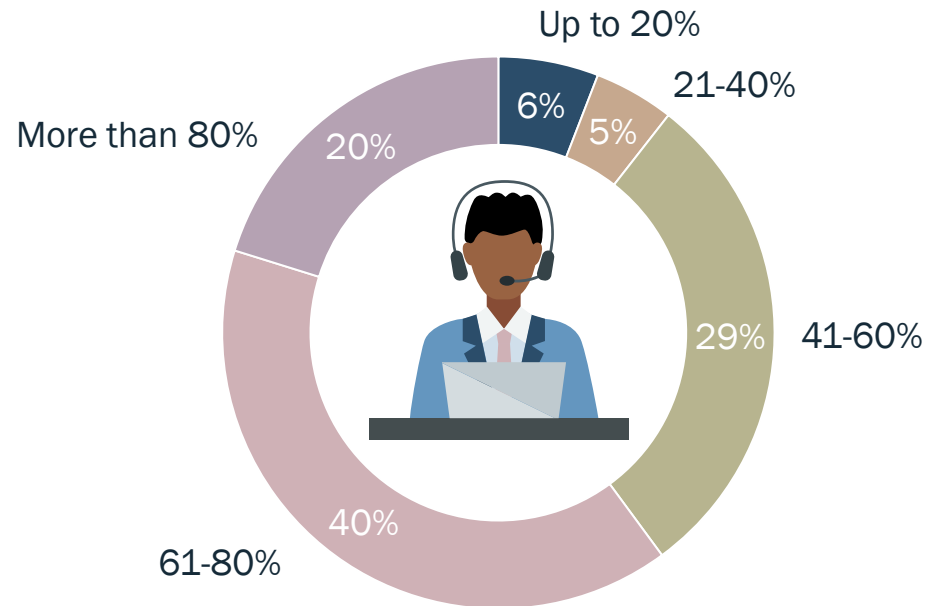
- Customer Critical Error Accuracy
- Business Critical Error Accuracy
- Compliance Critical Error Accuracy

Less than 60% of the respondents said their organizations measure contact resolution and first contact resolution.

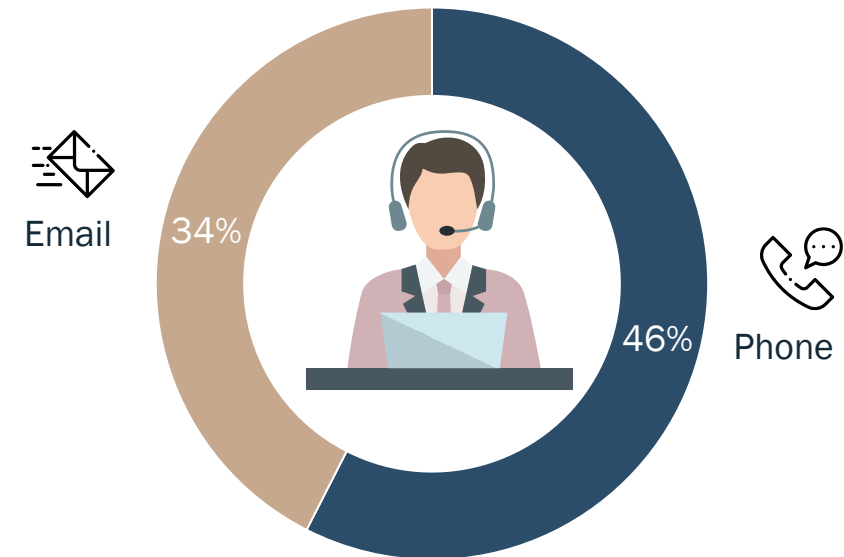


First Contact Resolution (FCR) – Human-Assisted Channels

FCR
Corporate View



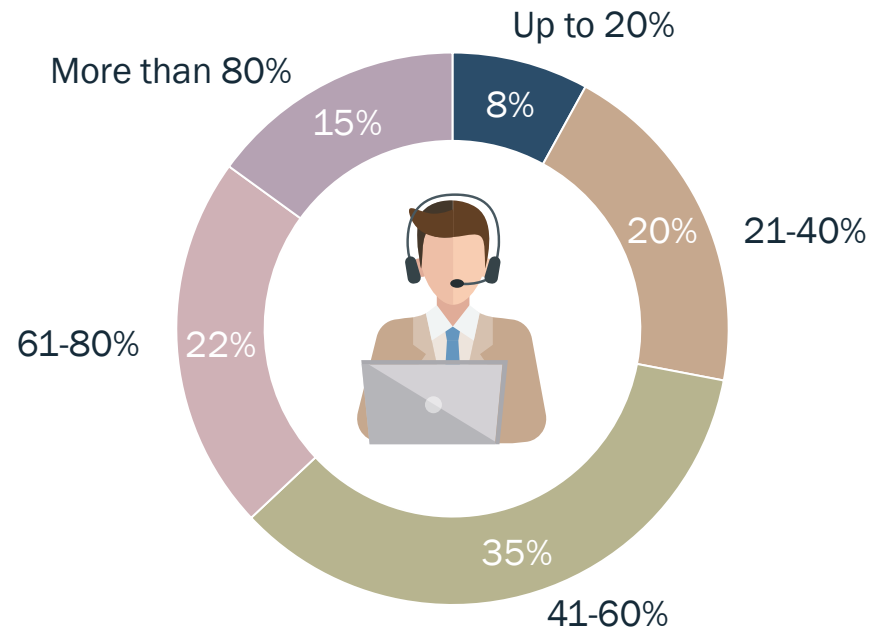
FCR
Customer View



When comparing first contact resolution (FCR) results to direct customer research, organizations seem to be reporting inflated FCR rates. Often, measurement techniques are to blame as they do not reflect the true experience.

First Contact Resolution (FCR) – Self-Service Technologies (SSTs)

FCR
Corporate View

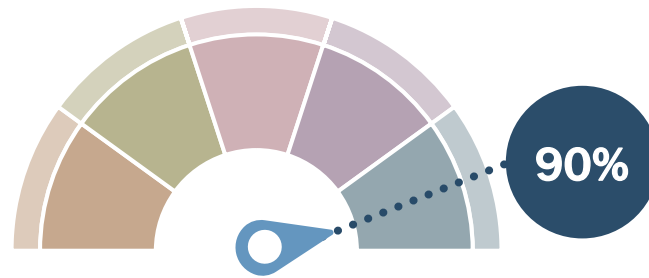


FCR
Customer View



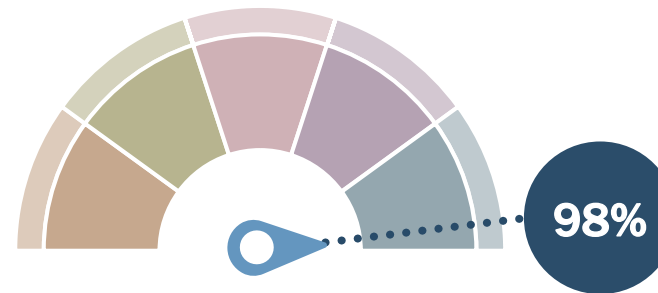
The corporate view of FCR for self-service service technologies is higher than customer-reported data. The FCR figure of 40% is close to the assisted channel (e.g., phone, email, webchat) performance of 46%. Keep in mind that, on average, lower-complexity transactions are more likely to be handled by SSTs, while higher complexity flow to human-assisted channels.

COPC Inc. Accuracy Benchmarks – Mean %*



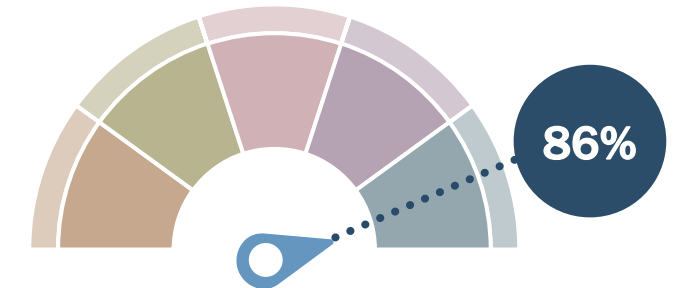
Customer Critical Accuracy

Percentage of transactions monitored without end-user critical errors



Compliance Critical Accuracy

Percentage of transactions monitored without compliance critical errors



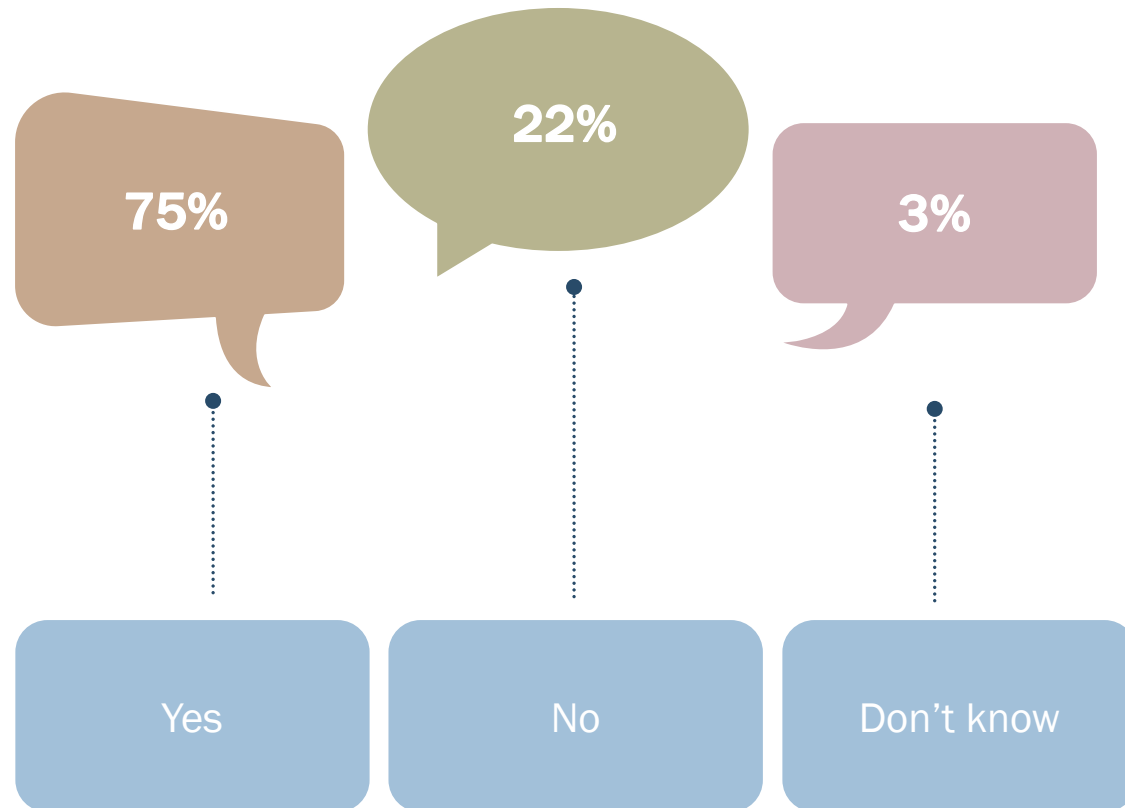
Business Critical Accuracy

Percentage of transactions monitored without business-critical errors

* Based on SmartMarks , an aggregation of results and findings from COPC Inc's certification programs across regions

Quality Monitoring and Customer Satisfaction

Do you analyze the results of quality monitoring to understand the relationship the QA data has with customer satisfaction?



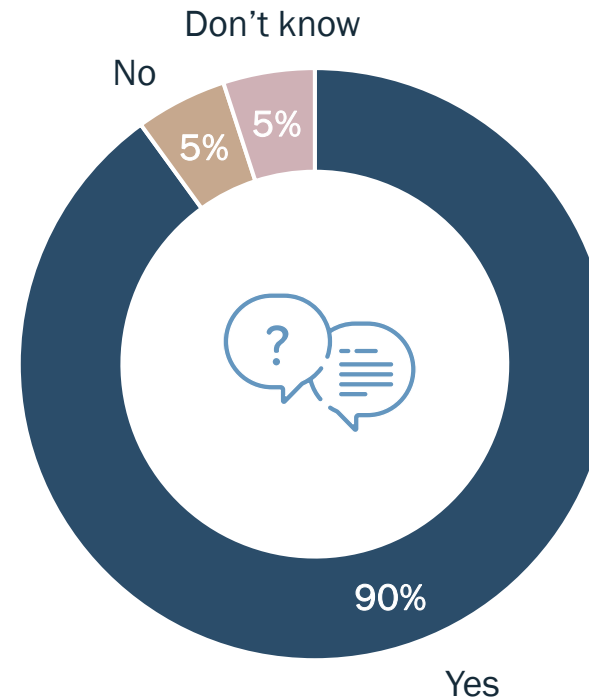
The **COPC CX Standard for Contact Centers, 7.0** requires that organizations must be able to demonstrate the relationship, at the attribute level, between its Customer Critical Error Accuracy performance and the results of the measures of the customer experience.

Only 75% of the interviewed executives stated their organizations attempt to understand the relationship between QA data and customer satisfaction.



Use of Quality Monitoring to Understand Causes of Error

Do you analyze the results of quality monitoring to understand and identify frequent causes of error (i.e., most common errors)?



The COPC CX Standard for Contact Centers, 7.0 requires that organizations must have an approach for analyzing quality results to identify frequent errors.

90% of the interviewed executives stated their organizations analyze the results of quality monitoring to identify common errors.

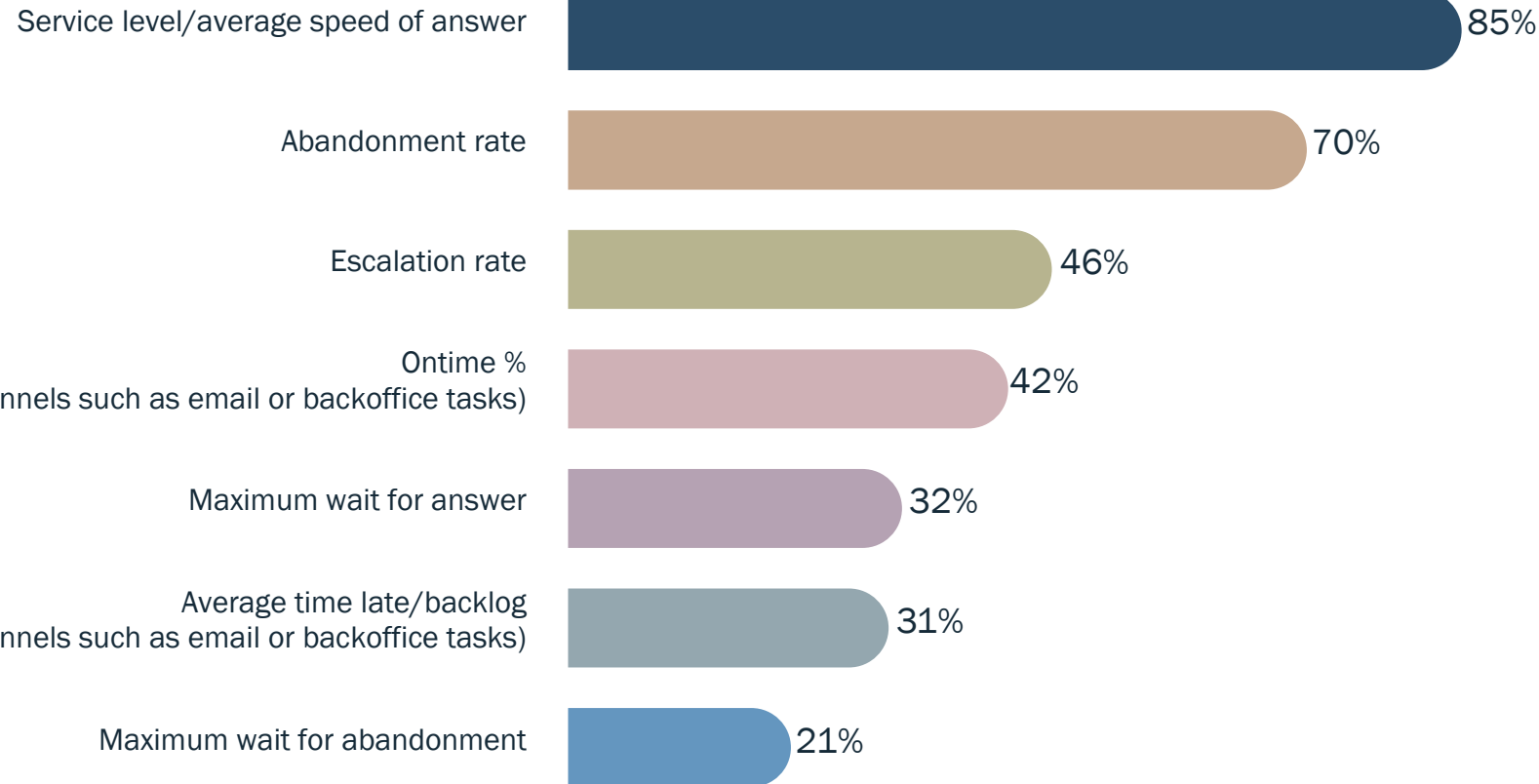


05

Service and Speed Metrics

Service/Speed Metrics

Which of the following service/speed metrics do you actively measure and report? (Select all that apply)



Organizations most commonly measure service level/average speed of answer followed by the abandonment rate.





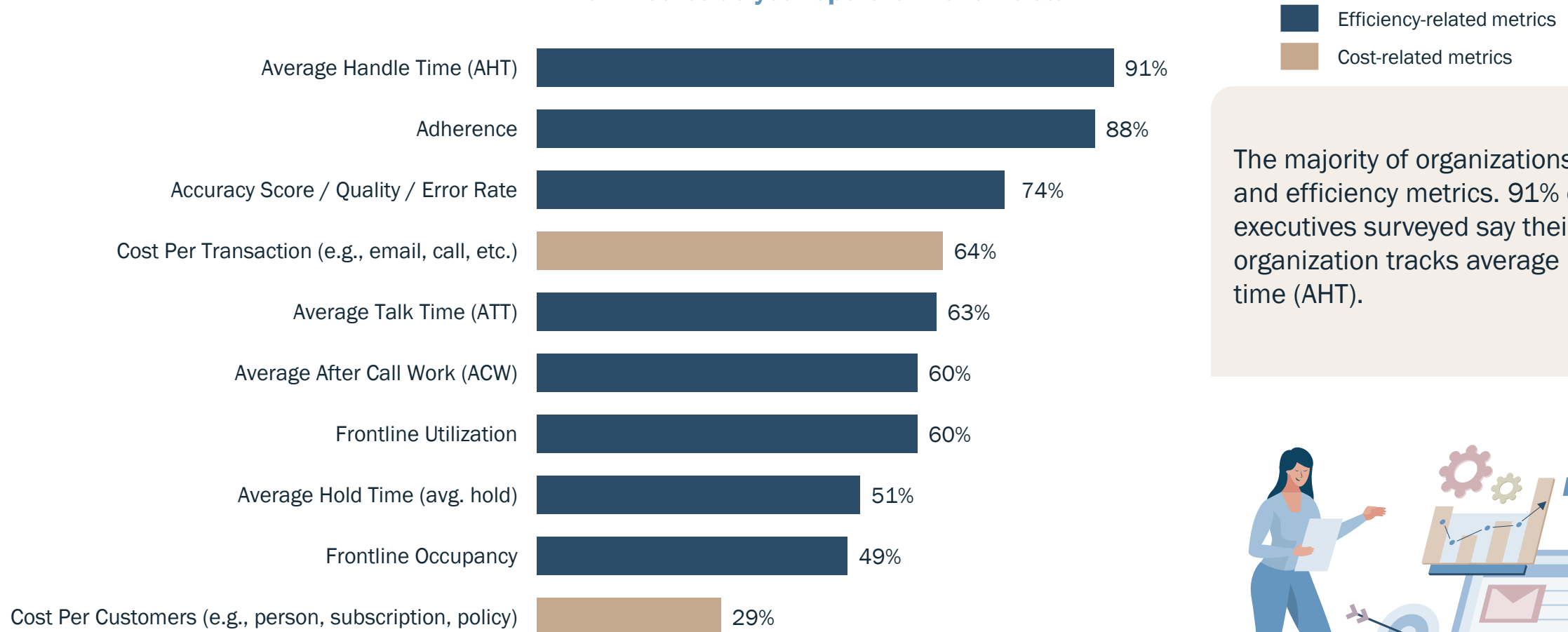
06

Efficiency and Cost Metrics

- Overall Metrics Reported for Measuring Contact Center Efficiency and Costs
- Cost Measurement – Measuring Cost of Delivery

Metrics Reported for Cost and Efficiency

Which metrics do you report for frontline staff?

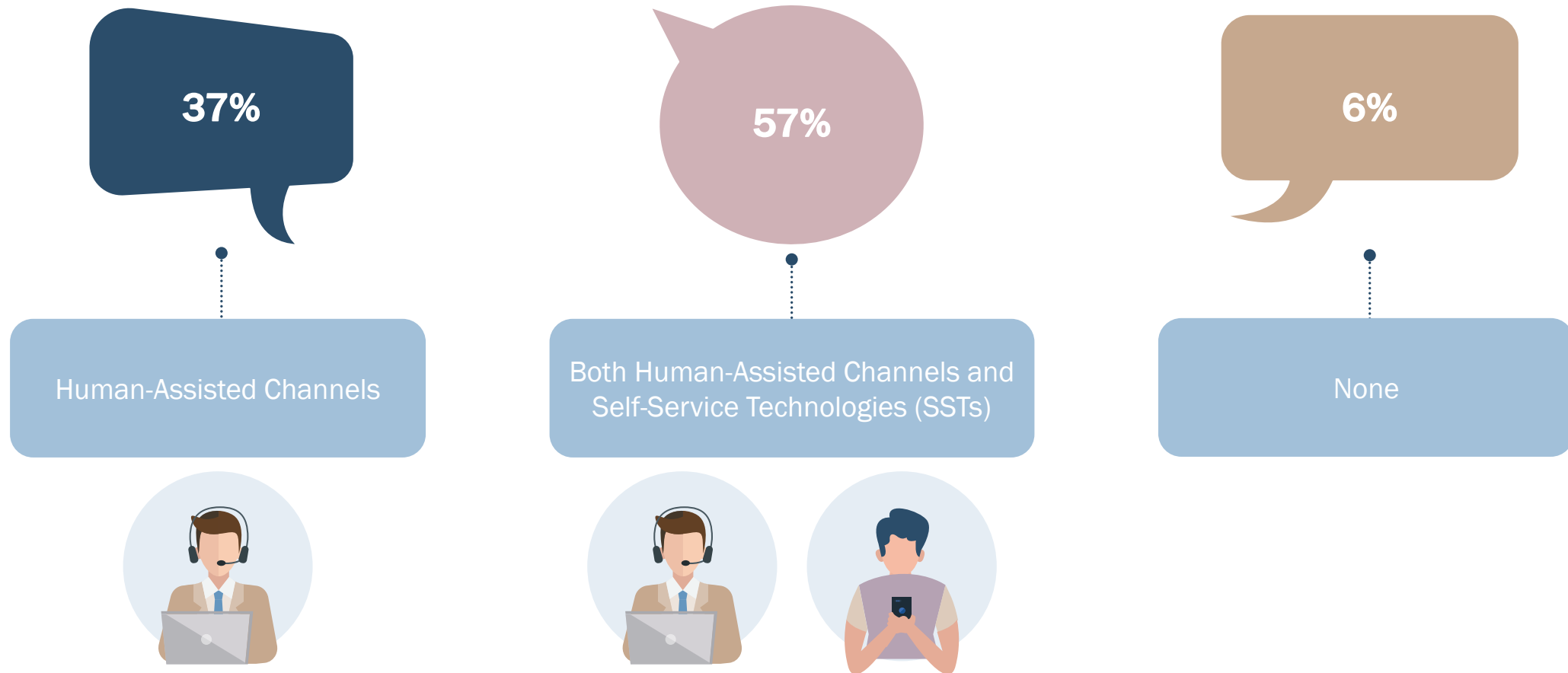


The majority of organizations track cost and efficiency metrics. 91% of the executives surveyed say their organization tracks average handle time (AHT).



Cost Measurement – Measuring Cost of Delivery

For which of the following channels does your organization measure the overall cost of service delivery?





07

Conclusion

Conclusion

The late W. Edwards Deming, probably the most influential thinker about quality, believed that the fundamental job of a leader is prediction. Our research shows that leaders in the contact center industry use a broad suite of KPIs and metrics to help them understand historical performance and predict the future of their operations. COPC Inc. has long held the belief that a high-performance organization needs to be able to deliver upon a range of service, quality, cost and efficiency as well as satisfaction metrics. While not every contact center manager is looking at all the metrics all of the time, our research shows that the industry has a good understanding of what needs to be tracked.

01

As important as it is to understand customer satisfaction, it is equally crucial to also measure employee engagement and experience.

Customer satisfaction is the most commonly-measured CX metric (more common than net promoter score or customer effort score).

88% of the organizations state they conduct employee feedback surveys. More than 80% of the organizations also track absenteeism and attrition as part of employee-related metrics.

02

Quality at each level – be it transactional quality or process quality is important to help deliver top-notch quality customer service.

Only 47% of organizations state they measure recruitment quality, while 56% measure training quality.

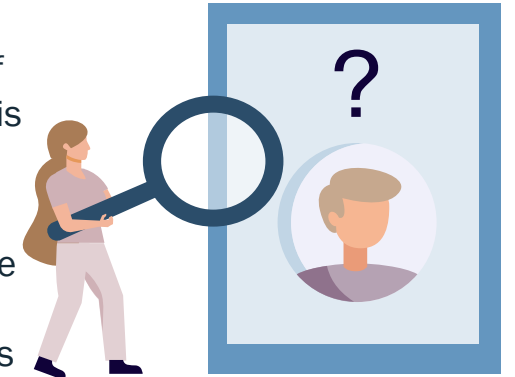
Less than 60% of organizations track issue resolution and/or first contact resolution.

More than 80% of organizations measure critical error accuracy in some form. Only 74% measure all three indicators – customer, business and compliance critical error accuracy.

03

Service level and/or average speed of answer are the most common service metrics, tracked by 85% of organizations. Abandonment rate is the second most tracked metric.

Among the cost and efficiency metrics, average handle time is the most reported metric. A large proportion (>60%) of organizations also track other metrics such as adherence, cost per transaction, average talk time, frontline staff utilization, etc.





08

Respondent Profile

- Respondent Profile – Corporate
- Corporate Segment – Methodology

Respondent Profile – Corporate

Survey respondents included representatives from both In-house contact centers and OSPs

Industries represented include:



Automotive



Consumer Electronics,
Technology and
Software



Education, Healthcare
and Government
Services



Insurance, Legal and
Financial Services



Outsourcing



Retail



Supplier, Business and
Professional Services



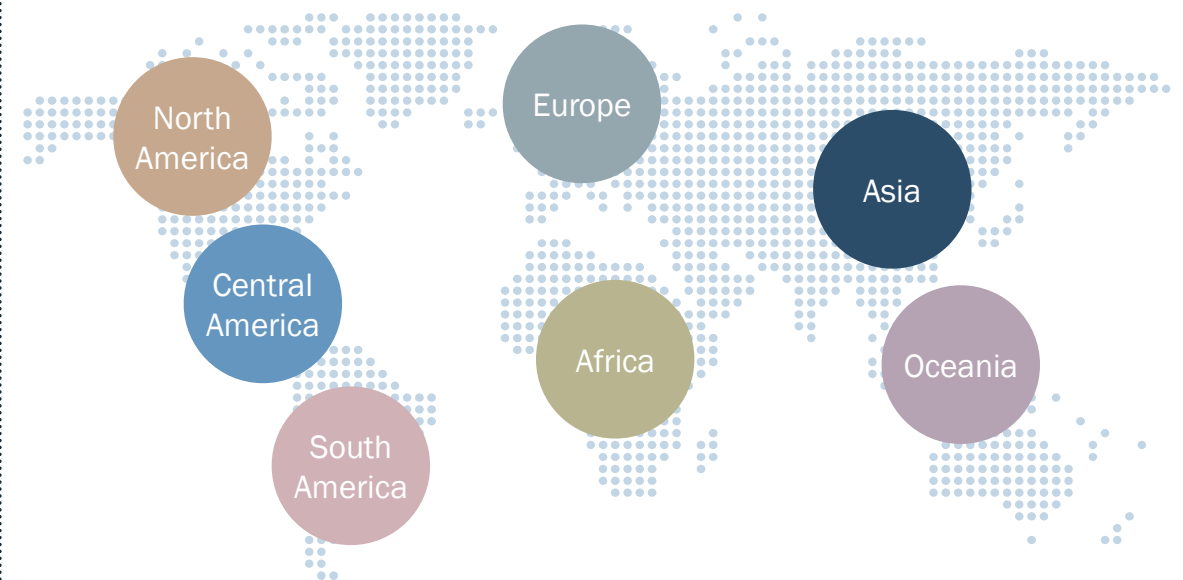
Telecom and
Utilities



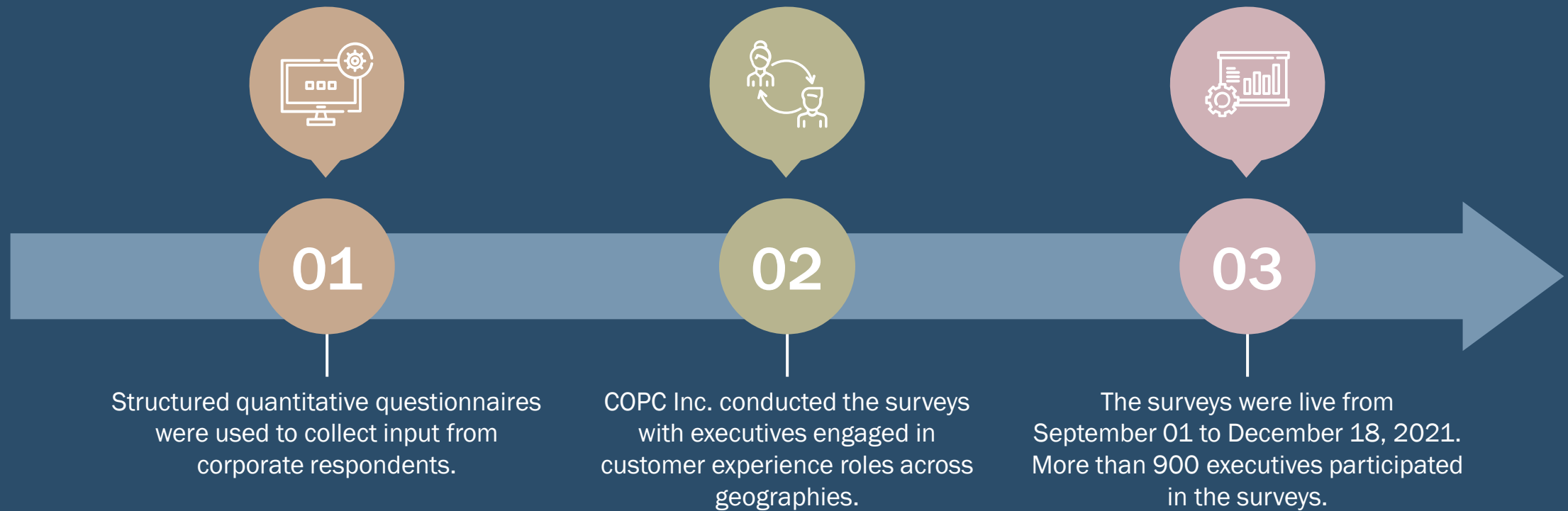
Transportation and
Logistics

 'Other'

Contact Centers' locations for respondent organizations include:



Corporate Segment – Methodology



A background image showing a row of call center agents wearing headsets and working at computers. The image is partially obscured by a large blue circle on the left side.

Who We Are

Who We Are

COPC Inc. provides consulting, training, certification, benchmarking and research for operations that support the customer experience. The company created the COPC Standards, a collection of performance management systems for customer experience operations, customer experience management, vendor management and procurement. Founded in 1996, COPC Inc. began by helping call centers improve their performance. Today, the company is an innovative global leader that empowers organizations to optimize operations for the delivery of a superior service journey. COPC Inc. is headquartered in Winter Park, FL, U.S., and with operations in Europe, the Middle East, Africa, Asia Pacific, Latin America, India and Japan.

To learn more about COPC Inc., visit www.copc.com.

