

The Drivers of Customer Satisfaction in the Contact Center

• Customer Satisfaction Research • IVR Improvement • Contact Center Assessments • Consulting • Outsourcing



• Benchmarking Services • Call Center Certification • Performance Improvement • Government • Private Sector

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G3C

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Agenda

- **Thank You and Introductions**
- **JDPA Contact Center Perspective**
- **The Drivers of CSAT in the Call Center Space**
- **Changing Caller Demands and Operational Implications**
- **Moving the CSAT Needle as Change Continues**
- **Government Client Case-Study**
- **Moving From Good to Great**
- **Roundtable Discussions - Questions and Answers**

JDPA Contact Center Perspective

Customer Satisfaction and Operations Research and Analysis



VOC Contact Center Research

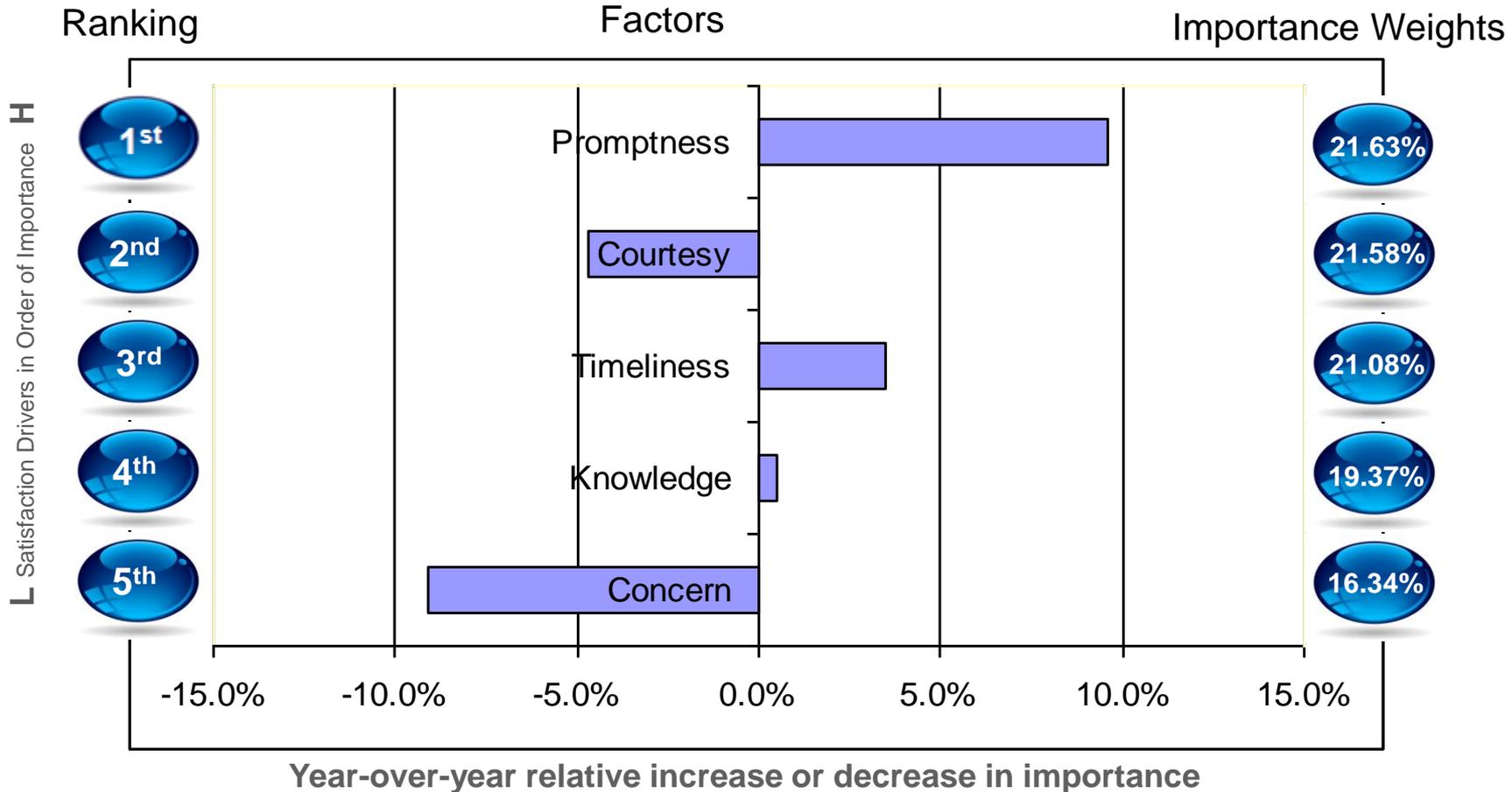
- 20 multi-industry syndicated study results included
- 975 companies/ brands studied
- Satisfaction
- Diagnostics
- Loyalty/ Advocacy

Operational Research and Consulting

- Over 200 top-performing call centers evaluated
- People, process and technology
- Correlate integrated behaviors across the enterprise's value chain to high customer satisfaction and a differentiated customer experience

The Drivers of CSAT in the Call Center Space: Call Center Satisfaction Drivers and Trends

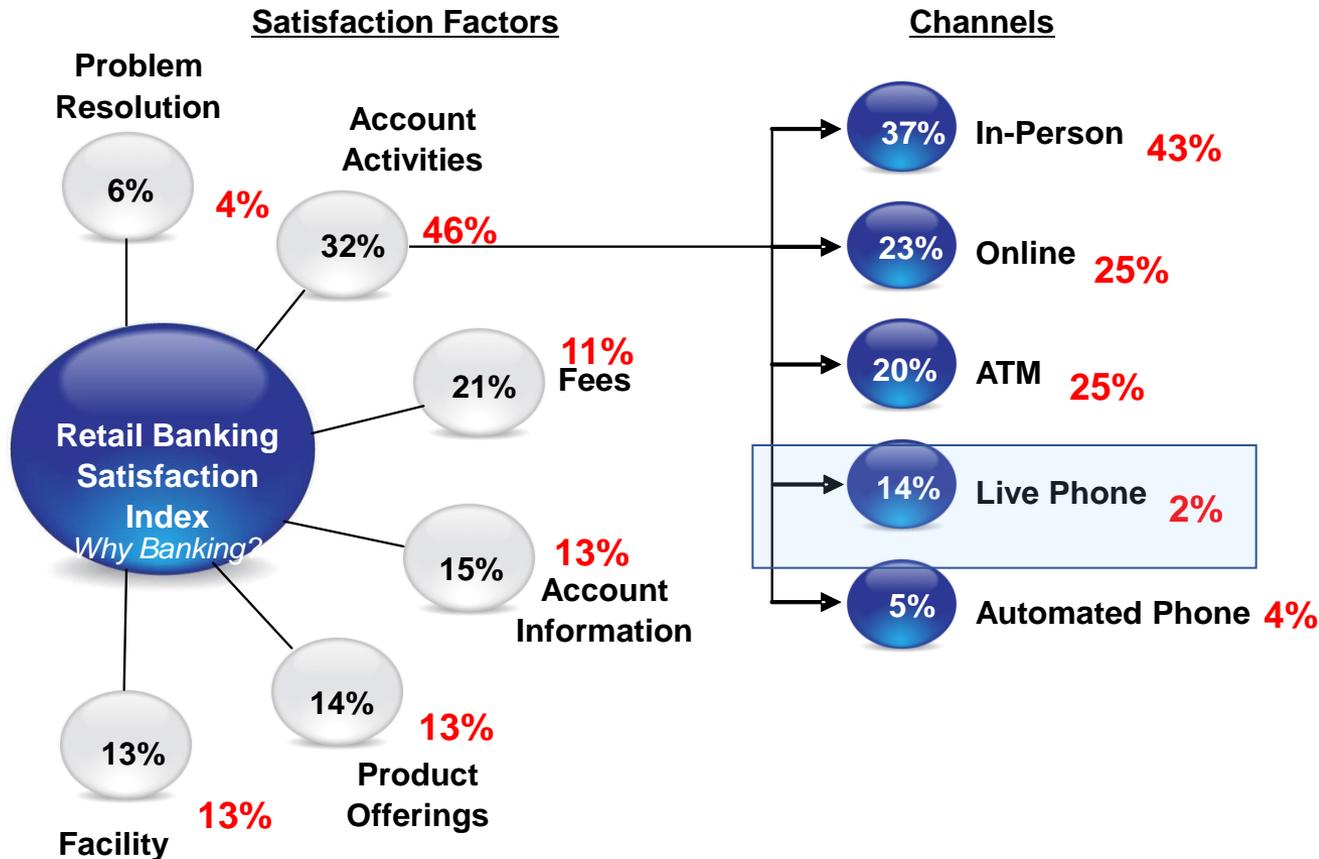
The broader adoption of self service channels is forcing tougher calls to the call center, but with heightened expectations of a speedy resolution



Changing Caller Demands and Operational Implications: Why We Will Always Need People on the Phone

Retail Banking Satisfaction Index Model

- Why Banking? -



- Fewer interactions to the call center as a % of the total
- More problem / complex calls as a % of the total
- Brand Assassins and Brand Champions are most often created when interacting with people
- Must hire, train, coach and manage people to cope with more difficult calls and environment
- AHT expectations must be adjusted higher

Previous Year's U.S. RBS Weight

Top Three Tips To Improve CSAT Now

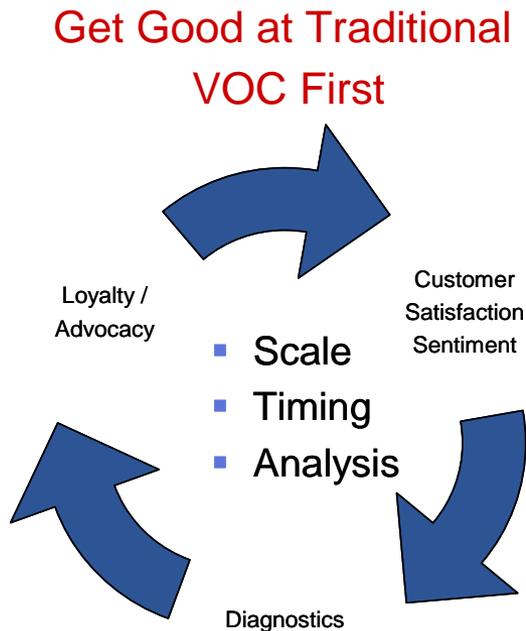
TIP #1: Improve your Interactive Voice Response (IVR)



- Interactive Voice Response (IVR) System is both very important and almost always a service detractor
- 33% of the caller satisfaction is determined by the IVR experience
 - Can exacerbate problems and turn happy/neutral customers angry
- Weakness for most organizations
 - Of the hundreds of brands studied, the IVR experience was better than the CSR experience in only 7% of the organizations
- **Most important practice: Provide option to opt-out very early.**
Examples:
 - USAA - Verify IVRs by account number and at any time say, “agent”
 - CapOne - Benefits outweigh operating cost increase
- Future Offer Customized and Proactive
 - Integration of CRM and Channels Communication driving this capability
 - Be careful, technology alone isn’t sufficient and can backfire

Top Three Tips To Improve CSAT Now

TIP #2: Understand The Voice of Your Customer (VOC)



Definition of Traditional VOC:

- The proper acquisition and analysis of customer-sentiment and behavioral data to yield insight that drives effective decision-making.

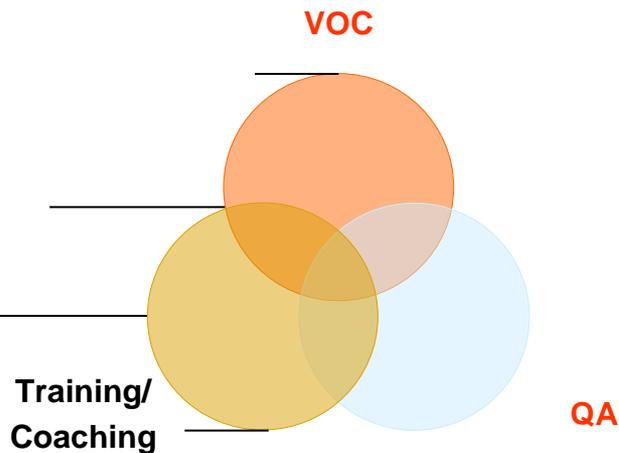
Common VOC Challenges:

- Most VOC programs are misleading at best
 - Timing alone can “invalidate” your results
 - What are you really measuring: Knowledge VS Confidence
 - Lack of Diagnostics Means You’re Flying Blind
 - Helps answer the “Why”, and inform on “What to Do Next”
- Potential insight and operational benefit is truly enormous

Top Three Tips To Improve CSAT Now

TIP #3: Integrate Quality *“It’s More Than Checkboxes on a Page”*

Integrate Your Quality Systems



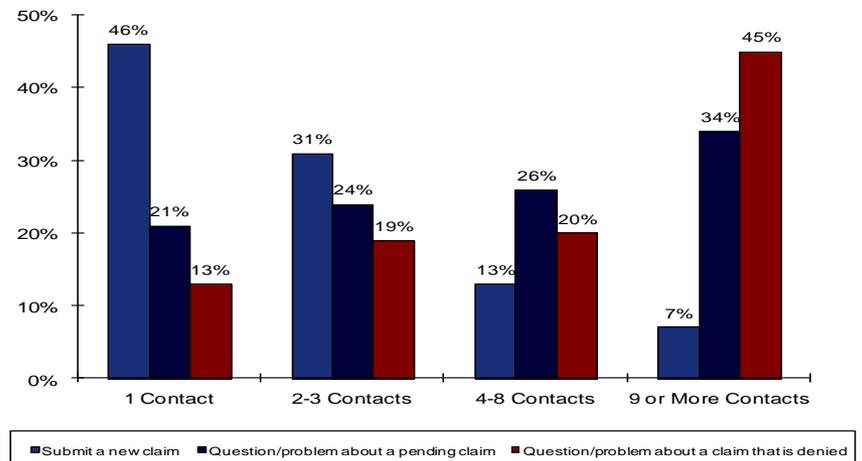
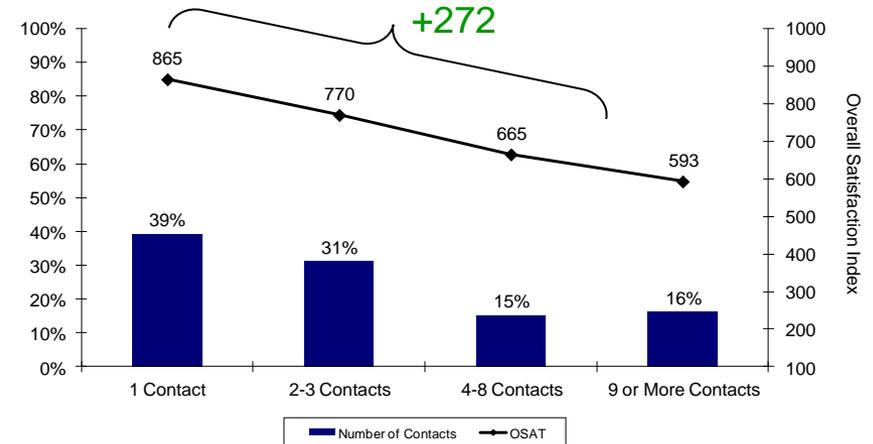
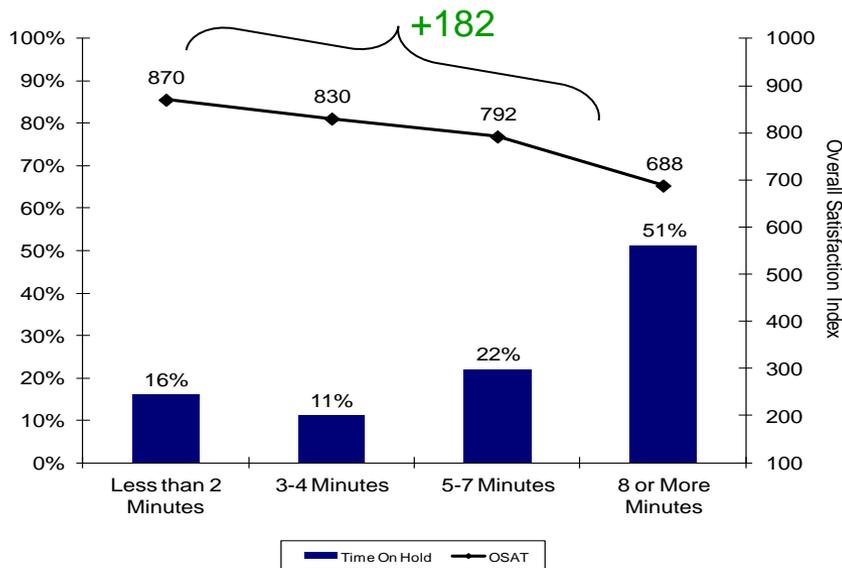
- Quality System Defined
 - Closed loop system of issue identification, measurement, planning and action to improve
- VOC drives QA, Coaching and Training
 - What is typically done and why it fails?
 - What do top performers do?
 - How to integrate VOC into the rest of your Quality System
- QA, Coaching and Training Paradigms must be updated far more frequently
 - What is typically done?
 - Needs to integrate into coaching immediately and monthly
 - Needs to affect training bi-annually or annually at minimum

Government Client Case-Study

- Large, service-based, agency recognized need to include customer satisfaction metrics into their decision-making process
 - Help to define what needs to be done to improve the delivery of services to constituents
 - Measure how effectiveness of those decisions
- Twelve survey instruments were developed to measure all transactions that occur between the agency and customers – including one specific to the call center experience
 - Contracted to complete surveys with callers, across nine call centers (average of 75,000 inbound calls per month, per center)
 - Respondents are contacted 24-48 hours after speaking with the call center
- Tracking study objectives include:
 - Continuously measure and track performance for all agency's call centers
 - Regular briefings to leadership and stakeholders to discuss recommendations, best practices, and celebrate successful interactions

Government Client Case-Study

- Identifying and focusing on several Key Performance Indicators has helped this agency increase its score by 109 points over the last 12 months



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Moving From Good to Great

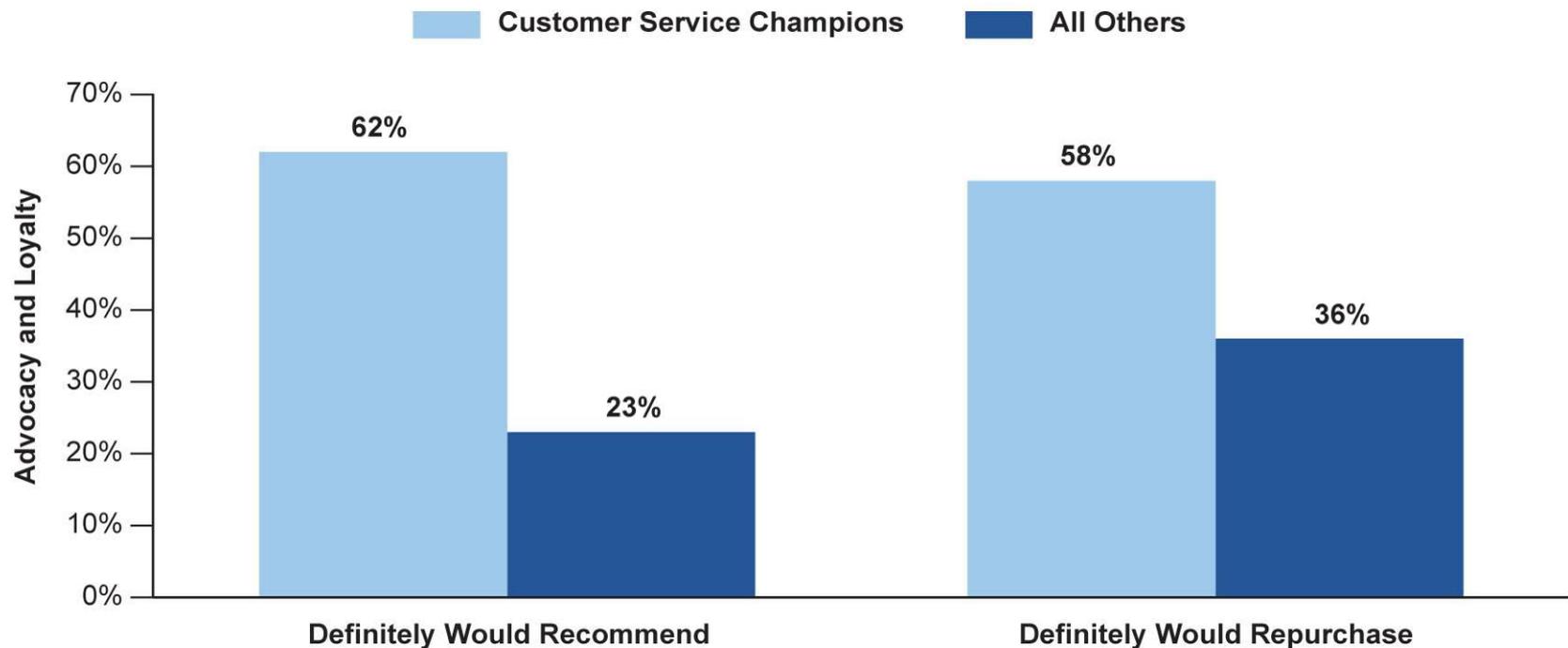
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What does it take to “Delight” your customers?



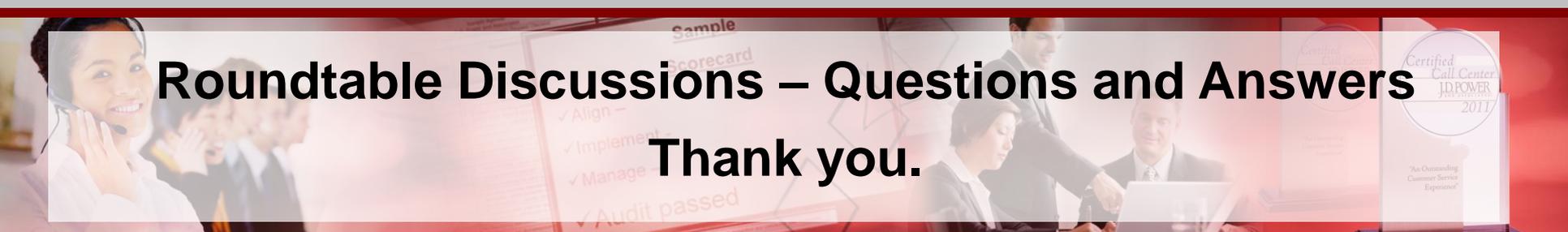
Champions Get a Return on Their Investment

Service Excellence vs. Advocacy and Loyalty



Source: J.D. Power and Associates Research

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Roundtable Discussions – Questions and Answers

Thank you.

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