

Response@Learning

Response Design Corporation

Improving contact center competitiveness
through computer-based training


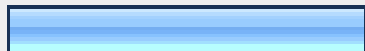
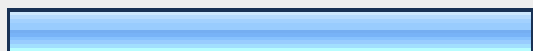


Quality, Coaching & Incentives Survey

- Following data for the survey is preliminary (November 12, 2008)
- Survey will stay open until November 30, 2008.
 - Participants will received a detailed report
- Other surveys on www.contactcenter.ning.com
 - Service level
 - Agent compensation (closing December 1, 2008 – detailed report soon)
 - Work-at-home agent
 - FSU Outsourcing Characteristics

Respondent Demographics

Number of Contact Center Locations

4. Number of contact center locations in your organization. (Check one.)

| | | Response Percent |
|------|---|------------------|
| 0 |  | 2.1% |
| 1 |  | 36.2% |
| 2-5 |  | 53.2% |
| 6-10 |  | 6.4% |
| 10+ |  | 2.1% |

Total Number of FTEs

5. What is the total number of agents (FTEs) working in your organization (in-house, insourced, and outsourced)? (Check one.)

| | | Response Percent |
|-----------------|-------------------------------------|------------------|
| 0 | <input type="checkbox"/> | 2.1% |
| 1-25 | <input type="checkbox"/> | 17.0% |
| 26-50 | <input type="checkbox"/> | 17.0% |
| 51-100 | <input type="checkbox"/> | 2.1% |
| 101-150 | <input type="checkbox"/> | 4.3% |
| 151-200 | <input type="checkbox"/> | 6.4% |
| 201-250 | <input type="checkbox"/> | 10.6% |
| 251-500 | <input type="checkbox"/> | 2.1% |
| 501-1000 | <input checked="" type="checkbox"/> | 19.1% |
| 1001 - 2500 | <input type="checkbox"/> | 6.4% |
| 2501 - 5000 | <input type="checkbox"/> | 6.4% |
| 5000+ | <input type="checkbox"/> | 6.4% |

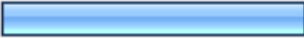
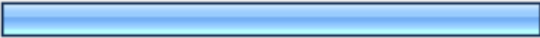
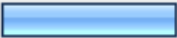
Operation Description

6. Please describe your contact center operation. (Check all that apply.)

| | | Response Percent |
|--|--|------------------|
| Inbound service | | 91.5% |
| Inbound sales | | 66.0% |
| Outbound telemarketing - appointment setting | | 21.3% |
| Outbound telemarketing - product / service sales | | 44.7% |
| Help desk / tech support | | 38.3% |
| Human Resource | | 0.0% |

B2B or B2C

8. Are you predominantly business-to-business, business-to-consumer, or equally both? (Check one.)

| | | Response Percent |
|---|--|------------------|
| Predominantly business-to-business |  | 29.8% |
| Predominantly business-to-consumer |  | 53.2% |
| Equally business-to-business and business-to-consumer |  | 17.0% |

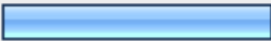

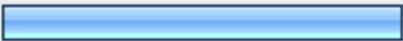
Agent Attrition

9. What is your percent agent attrition? (Please input whole number without a "%" sign.)

| | | Response Average |
|--|--|------------------|
|  view | Between hiring and new hire training | 5.61 |
|  view | In new hire training | 10.50 |
|  view | In the first 90 days after new hire training | 11.55 |
|  view | Annually after the first 90 days | 17.63 |

Work-at-Home Agents

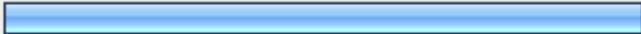
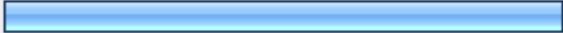




Do you currently use work-at-home agents?

| | | Response Percent |
|----------------------------|---|------------------|
| Yes |  | 25.0% |
| No, and don't plan to |  | 37.5% |
| No, but plan to or want to |  | 37.5% |

Overarching Quality Program

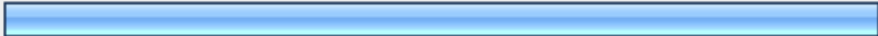
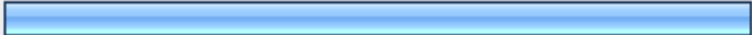




Quality Measurement

3. Which of the following do you use to measure quality in your contact center? (Check all that apply.)

| | | Response Percent |
|---|---|------------------|
| Customer surveys |  | 66.7% |
| Quality monitoring (voice only) |  | 58.3% |
| Quality monitoring (both voice and data / screen) |  | 66.7% |
| Voice analytics |  | 8.3% |
| Mystery shopping |  | 29.2% |
| Other |  | 8.3% |
| NA - we don't measure quality in our contact center | | 0.0% |




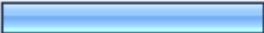


Quality Measurement & Reporting

1. When you monitor the quality of your organization which of the following areas do you consistently measure and report? (CI that apply.)

| | | Response Percent |
|--|---|------------------|
| Level of agent skill and knowledge |  | 89.1% |
| Process efficiency and effectiveness |  | 76.1% |
| Product and / or Service performance and improvement opportunities |  | 76.1% |
| Technology performance and improvement opportunities |  | 28.3% |
| NA |  | 2.2% |
| Other |  | 15.2% |

Technology



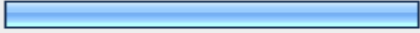
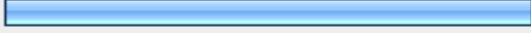

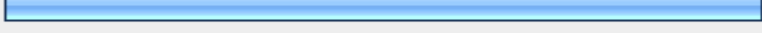

1. Which of the following technology does your center utilize? (Check all that apply.)

| | | Response Percent |
|-------------------------------------|--|------------------|
| Quality monitoring technology |  | 86.4% |
| Workforce management technology |  | 59.1% |
| E-mail management technology |  | 45.5% |
| Learning management system |  | 27.3% |
| Computer-based training development |  | 40.9% |
| NA (none of the above) |  | 4.5% |

Agent Measurement

Agent KPIs

1. Which of the following are key performance indicators (KPIs) for your contact center agents? (Check all that apply.)

| | | Response Percent |
|--|--|------------------|
| Customer satisfaction scores at the contact center level |  | 44.2% |
| Customer satisfaction scores at the team level |  | 30.2% |
| Customer satisfaction scores at the individual agent level |  | 41.9% |
| Quality monitoring scores at the contact center level |  | 53.5% |
| Quality monitoring scores at the team level |  | 48.8% |
| Quality monitoring scores at the individual agent level |  | 76.7% |
| NA – we do not use customer satisfaction scores or quality monitoring as a KPI |  | 4.7% |

Quality Monitoring

Channel Quality Monitoring

7. What customer communication channels do you use? (Check all that apply.)

| | Response Percent |
|-------------|------------------|
| Phone | 100.0% |
| Chat | 23.4% |
| E-mail | 85.1% |
| Postal mail | 42.6% |
| Kiosk | 2.1% |
| Other | 12.8% |

2. Which of the following customer contact channels do you monitor for quality of customer interaction? (Check all that apply.)

| | Response Percent |
|--|------------------|
| Phone | 95.7% |
| Chat | 19.6% |
| E-mail | 69.6% |
| Postal mail | 17.4% |
| Kiosk | 2.2% |
| Other | 4.3% |
| NA - we don't monitor for quality of interaction | 0.0% |




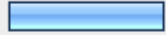

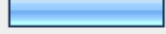

Logging?

4. Do you record 100% of your customer calls? (Check one.)

| | | Response Percent |
|---------------------------------------|--|------------------|
| Yes - voice only | | 45.8% |
| Yes - both voice and screen | | 16.7% |
| No | | 25.0% |
| NA - we don't record any of our calls | | 12.5% |

Number of Calls Monitored

2. On average, how many phone calls per agent per month do you monitor for quality? (Check one.)

| | | Response Percent |
|--|---|------------------|
| 1-2 |  | 4.3% |
| 3-4 |  | 39.1% |
| 5-6 |  | 13.0% |
| 7-8 |  | 17.4% |
| 9-10 |  | 4.3% |
| 10+ |  | 17.4% |
| No set number |  | 4.3% |
| NA – we do not monitor phone calls for quality | | 0.0% |

Number of Emails Monitored

3. On average, how many e-mail messages per agent per month do you monitor for quality? (Check one.)

| | | Response Percent |
|--|--|------------------|
| 1-2 | | 6.8% |
| 3-4 | | 18.2% |
| 5-6 | | 9.1% |
| 7-8 | | 6.8% |
| 9-10 | | 4.5% |
| 10+ | | 9.1% |
| No set number | | 15.9% |
| NA – we do not monitor emails for quality | | 29.5% |

Who Monitors

6. Who monitors agents' quality of their customer interaction? (Check all that apply.)

| | Response Percent |
|--|------------------|
| Contact center management (team leader, supervisor) | 82.6% |
| Dedicated monitoring team | 47.8% |
| Training personnel | 21.7% |
| Outside firm (outsourced quality monitoring using a monitoring firm) | 4.3% |
| Mystery shopping (internal group acting as a customer) | 13.0% |
| Mystery shopping (external group acting as a customer) | 13.0% |
| Varies by type of contact (e.g., phone, e-mail, chat) | 4.3% |
| Other | 8.7% |

The Call Recording and Quality Management Handbook for Small to Medium-Sized Businesses by Pelorus available @ http://www.vpi-corp.com/whitepapers.asp?source=VPI_home_page

Who Provides Feedback

8. If you have a dedicated monitoring team, who provides the agent feedback on the contacts that it monitors? (Check one.)

| | Response Percent |
|---|------------------|
| The info is passed to the contact center management (team leader, supervisor), who then provides feedback | 22.7% |
| The monitoring team provides feedback to the agent | 4.5% |
| Both (either can provide feedback depending on time restrictions and urgency) | 34.1% |



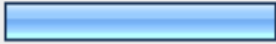



How Often Provide Feedback

9. Do you provide feedback on each individual monitoring event or do you “batch” your feedback (i.e., you wait until you have several monitored events before providing feedback)? (Check one.)

| | | Response Percent |
|--|--|------------------|
| Each event | | 43.2% |
| Batched – multiple monitored contacts | | 40.9% |
| Varies by type of contact monitored (e.g., phone, email, chat) | | 15.9% |

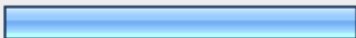

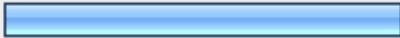
How Soon Provide Feedback

10. On average, how soon after monitoring does the agent receive feedback on the contact(s) monitored? (Check one.)

| | | Response Percent |
|--|---|------------------|
| Immediately |  | 18.2% |
| The same day that monitoring occurred |  | 15.9% |
| Within two days |  | 27.3% |
| Within the week |  | 27.3% |
| Varies by type of contact monitored (e.g. phone, e-mail, chat) |  | 6.8% |
| Other: |  | 4.5% |


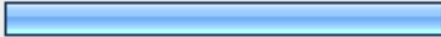
Monitoring ROI?

12. Have you measured a positive return for your agent quality monitoring investment? (Check one.)

| | | Response Percent |
|---|--|------------------|
| Yes |  | 34.8% |
| No |  | 26.1% |
| NA - we don't measure the return on our agent monitoring investment |  | 39.1% |

Best Indicator

5. Which does your team tend to think is the best indicator of the level of quality in the customer interaction? (Check one.)

| | | Response Percent |
|------------------------------|--|------------------|
| Customer satisfaction scores |  | 56.5% |
| Quality monitoring scores |  | 43.5% |

Higher Score






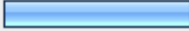
6. Which quality of interaction score is typically higher (e.g., indicates a better level of quality)? (Check one.)

| | | Response Percent |
|------------------------------|-------------------------------------|------------------|
| Customer satisfaction scores | <input type="checkbox"/> | 47.8% |
| Quality monitoring scores | <input checked="" type="checkbox"/> | 52.2% |

Coaching

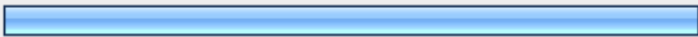


Agent Skill and Knowledge Gap Measurement

2. How do you identify agent skill and knowledge gaps that require ongoing coaching? (Check all that apply.)

| | | Response Percent |
|--|---|------------------|
| Contact monitoring / assessment |  | 95.5% |
| Mystery shopping |  | 22.7% |
| Customer surveys / complaints |  | 45.5% |
| Voice analytics |  | 9.1% |
| Data analytics (e.g., performance metric analysis) |  | 36.4% |
| Periodic quizzing or testing |  | 22.7% |
| Other | | 0.0% |


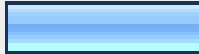

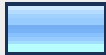
Coaches

4. Who predominantly coaches individual agents to improve any performance gap identified through monitoring quality? (Check

| | | Response Percent |
|---|--|------------------|
| Contact center management (first level manager, etc.) |  | 77.3% |
| Dedicated monitoring team |  | 9.1% |
| Dedicated training team |  | 13.6% |
| Varies by type of contact (e.g., phone, e-mail, chat) | | 0.0% |
| Other | | 0.0% |

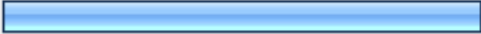
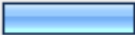

Number of Hours per Week

6. On average, how many hours per week does an agent spend in coaching sessions (whether with a coach or in self-directed)? (Check one.)

| | | Response Percent |
|-----|---|------------------|
| 0-1 |  | 68.3% |
| 2-3 |  | 19.5% |
| 4-5 |  | 2.4% |
| 5+ |  | 9.8% |

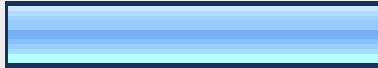
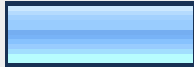
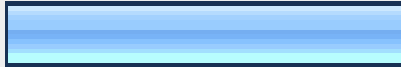
Use eLearning?

9. Do you utilize e-learning (computer-based) training for agents?

| | | Response Percent |
|--|--|------------------|
| Yes |  | 50.0% |
| No, and do not plan to |  | 13.6% |
| No, but would like to or have plans to |  | 36.4% |


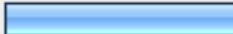

Directly to Desktop

9. Do you deliver training directly to the agent desktop?

| | | Response Percent |
|----------------------------------|--|------------------|
| Yes |  | 39.0% |
| No, and do not plan to |  | 19.5% |
| No, but would like to or plan to |  | 41.5% |

Training ROI?

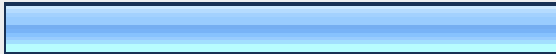
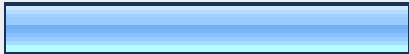

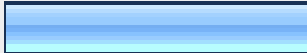
12. Have you measured a positive return from your investment in coaching / training?

| | | | Response Percent |
|---|--|--|------------------|
| Yes |  | | 36.4% |
| No |  | | 22.7% |
| NA - we don't measure the return on our coaching investment |  | | 40.9% |

Incentives








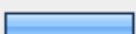
Incentive Measures

1. On which of the following scores do you provide incentives for your agents? (Check all that apply.)

| | | Response Percent |
|---|---|------------------|
| Quality monitoring scores |  | 56.4% |
| Customer satisfaction scores |  | 41.0% |
| Training / Coaching test scores |  | 2.6% |
| NA - we don't measure any of these scores |  | 30.8% |

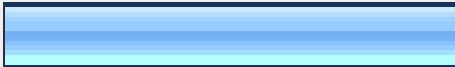
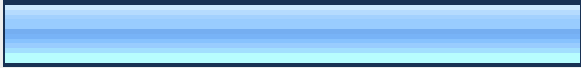

Incentive Budget Allocation

2. What percentage of base salary do you budget for agent incentives? (Check one.)

| | | Response Percent |
|---------------------------------|---|------------------|
| 0 |  | 7.7% |
| 1-2 |  | 28.2% |
| 3-4 |  | 12.8% |
| 5-6 |  | 7.7% |
| 6-7 |  | 2.6% |
| 8-9 | | 0.0% |
| 9-10 |  | 7.7% |
| 10+ |  | 20.5% |
| NA - we don't have a set budget |  | 12.8% |

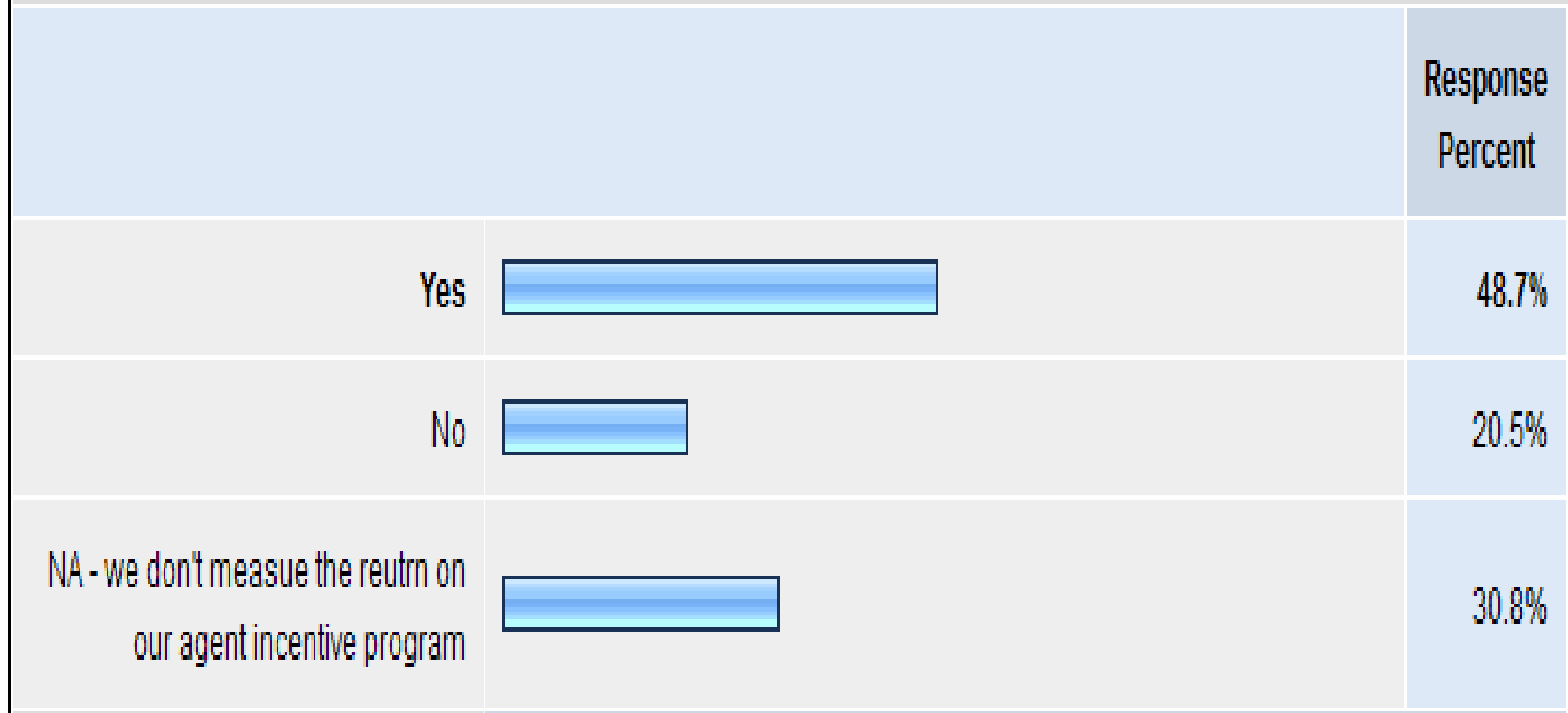
Incentive Type

3. Do you utilize? (Check all that apply.)

| | | Response Percent |
|-----------------------------|--|------------------|
| Center-wide incentives |  | 46.2% |
| Team incentives |  | 59.0% |
| Individual agent incentives |  | 82.1% |

Incentive ROI

6. Have you measured a positive return for your investment in agent incentives?



Investments

First investment to...?

| | Increase Agent Satisfaction (%) | Decrease Agent Turnover (%) | Increase Customer Satisfaction (%) | Decrease Costs (%) |
|-------------------------------|--|------------------------------------|---|---------------------------|
| Agent Measurement & Reporting | 9.1 | 13.6 | 13.6 | 45.5 |
| Quality monitoring program | 9.1 | 4.5 | 40.9 | 18.2 |
| Agent Coaching | 45.5 | 50 | 40.9 | 9.1 |
| Agent Incentives | 22.7 | 27.3 | 0 | 4.5 |
| Technology | 13.6 | 4.5 | 4.5 | 22.7 |

Agent Leadership Skill Training

- Full description:
<http://www.response.design.com/elearning/agentprogram.html>
- Beta product demonstration:
http://www.response.design.com/elearning/rlc_beta_products.html

Additional Reference

- Book: On the Front Line, Organization of Work in the Information Economy; Frenkel, Korczynski, Shire, & Tam, 1999, Cornell University Press

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