

# Welcome to Contact Center Compensation

Monthly Discussion

Customer Contact Performance Forum

Moderator: Kay Jackson

[www.ContactCenter.ning.com](http://www.ContactCenter.ning.com)

September 25, 2008: 1:30 – 2:30 PM ET

# Housekeeping

1. Please participate. Ask questions using the question feature.
  - You will remain anonymous.
  - We will answer questions at the end of the presentation.
2. We will email the presentations to you after the session.
3. This call is being recorded so we can produce a written “Highlights” synopsis for our forum site.

# Management Compensation Presenters

- Chad McDaniel
  - President
  - McDaniel Executive Recruiters
  - [www.justcareers.com](http://www.justcareers.com)
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- Sara Iufer
  - Account Executive
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# Agent Compensation Presenter

- Kathryn (Kay) Jackson
- Associate of Response Design Corporation and ResponseLearning Corporation
  - Customer contact consulting and elearning products (computer-based training for agents)
  - [www.ResponseDesign.com](http://www.ResponseDesign.com)
  - [Kjackson@responsedesign.com](mailto:Kjackson@responsedesign.com)
- Founder and facilitator of Contact Center Performance Forum
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# Management Compensation in the Contact Center

Chad McDaniel

Sara Iufer

# Agent Compensation in the Contact Center

**Survey Highlights**

**Thank you for taking  
the survey!**








# Would you like the complete analysis?

- If you haven't taken the survey and want the complete report **please participate**. (Results are blinded.)
- You must take the survey to get the detailed report.
- Survey will remain open through October 3, 2008.
- [https://www.surveymonkey.com/s.aspx?sm=5pm0tYQVt3OA3ds3jcC02A\\_3d\\_3d](https://www.surveymonkey.com/s.aspx?sm=5pm0tYQVt3OA3ds3jcC02A_3d_3d)
  - The surveys take approximately 5 minutes to complete.
  - Complete data analysis will start after close of survey.
  - All information provided to Response Design / Customer Contact Performance Forum via this survey **remains confidential** to other benchmarking participants and non-participants alike.

Participant Demographics  
as of September 25, 2008  
(60 respondents)

# Number of Contact Centers

3. Number of contact center locations in your organization:

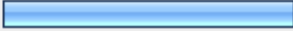
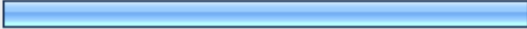
		Response Percent
0		5.1%
1		27.1%
2-5		49.2%
6-10		5.1%
10+		13.6%

# Number of FTEs

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

		Response Percent
0		3.4%
1-25		10.2%
26-50		10.2%
51-100		6.8%
101-150		6.8%
151-200		8.5%
201-250		3.4%
251-500		13.6%
<b>501-1000</b>		<b>16.9%</b>
1001 - 2500		5.1%
2501 - 5000		3.4%
5000+		11.9%

# Work-at-Home Agents

5. Do you currently use work-at-home agents?		
		Response Percent
Yes		35.6%
No		64.4%



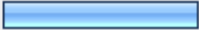


# In House

## 7. What percent of your agents are in house / insourced?

		Response Percent
0%		10.2%
1-10%		1.7%
11 - 20%		0.0%
21 - 30%		1.7%
31 - 40%		1.7%
41 - 50%		1.7%
51 - 60%		0.0%
61 - 70%		3.4%
71 - 80%		8.5%
81 - 99%		13.6%
<b>100%</b>		<b>57.6%</b>

# Type of Operation

9. Please describe your contact center operation (check all that apply).

		Response Percent
Inbound service		84.7%
Inbound sales		61.0%
Outbound telemarketing - appointment setting		23.7%
Outbound telemarketing - product / service sales		37.3%
Help desk / tech support		40.7%

# B2B or B2C

10. Are you predominantly business-to-business, business-to-consumer, or equally both?		
		Response Percent
Predominantly business-to-business		11.9%
<b>Predominantly business-to-consumer</b>		<b>67.8%</b>
Equally business-to-business and business-to-consumer		20.3%






# Agent Compensation Data

Data not cut yet by demographics.


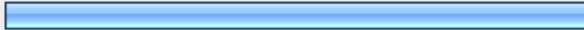

## Agent Wages – US\$

	Average	High	Low
US New Hire	12.58	20	8
US Seasoned	15.13	26	8
Non-US New Hire	12.25	20	4
Non-US Seasoned	15.03	22.25	7

# Compensation Allocation

15. Of your total agent compensation, what percent do you allocate to:			Response Average
 view	Base pay		72.80
 view	Commission		7.21
 view	Incentives		5.94
 view	Benefits		15.25
 view	Other		8.72

# Pay Raises

16. How often do you implement agent pay raises?		Response Percent
Every 6 months		8.5%
Once a year		71.2%
Other		20.3%

# Pay for Performance

18. Have you implemented a "pay for performance" program for your agents?

	Response Percent
Yes	62.7%
No	37.3%

19. If you currently have a pay-for-performance program for your agents, do you use a scorecard approach (a combination of metrics used to evaluate performance) to determine payout?

	Response Percent
Yes	85.0%
No	15.0%
NA	0.0%

20. If you currently use a scorecard approach for your agent pay-for-performance program, how many metrics are on the scorecard?

	Response Percent
1-2	1.7%
3-4	18.6%
5-6	22.0%
7-10	10.2%
11+	3.4%
NA	44.1%

21. If you currently use a scorecard approach for your agent pay-for-performance program, do you assign different weights to metrics to indicate their relative importance?

	Response Percent
Yes	49.2%
No	8.5%
NA	42.4%

# Q22 - Types of Agent Incentives

		Response Percent
Cash		50.8%
Time off - paid		25.4%
Time off - unpaid		1.7%
Movie tickets		32.2%
<b>Gift certificates (mall, restaurant, etc)</b>		<b>57.6%</b>
Casual dress days		28.8%
Merchandise (branded or otherwise)		33.9%
Redeemable "points"		13.6%
Favored parking space		15.3%
Stock options		5.1%
Year end bonus		18.6%
Other		20.3%
NA		18.6%

# Compensation and Attrition

25. Based on your internal analysis or experience, is there a direct negative correlation between compensation and attrition? The higher the compensation the lower the agent attrition?

	No correlation noted or found						Significant correlation noted or found	N/A	Rating Average
1	3.4% (2)	1.7% (1)	8.5% (5)	13.6% (8)	<b>28.8% (17)</b>	10.2% (6)	15.3% (9)	18.6% (11)	4.90

# Contest Examples

1. We had a sales contest where the prize was a 52 inch Television. Based on Consumed sales over a 5 month period. Great participation and huge increase in our suite bookings
2. Multiple winners of gas gift cards to improve KPI's
3. Multiple winners, theme around the Olympics, based on caller conversion rates was one category, another total number of sales
4. Sales contests - Membership Department puts up an extra dollar on the incentive program for every upgrade or for every membership an associate sells. This contest is usually done twice a year, one in March (March Madness theme) and once in the Summer (summer theme). This is an individual incentive award; however, there can be multiple winners.
5. We ran a "instant win" contest for a specific product sale type. For each sale, the agent gets a scratch-off card at the time of the sale. The agent can then instantly scratch off to determine if they have won a prize (\$5.00 gas cards, Starbucks, movie rentals, etc. up to a \$25.00 Amex card). About 40% of the cards are "winners" while 60% win -0-. The agents respond to the instant gratification and enjoy the unknown nature of the potential prize. Every agent can participate and win with each product sold.

# Contest Examples

6. Big Screen TV Raffle
7. Sell the most Accessories, win shopping cards (10 winners, 10 cards, most valuable card goes to the top seller, and so on).
8. A monthly high volume of sales - winner received a HDTV set
9. Most of our contests are centered around "employee engagement" for charity fundraising. They can win prizes that are donated like gift baskets, gift certificates etc. We do have "Customer Service Week" prizes that are given in appreciation of their hard work. Movie tickets, gift certificates to local stores and restaurants, T-shirts etc.
10. Many different types of contests that link to fictitious monetary rewards (fake money) that can be awarded for most anything from short and long term contests, top revenue generating activities, compliments, and special projects. This "money" can then be redeemed for a variety of gift cards and other awards. The successful part of this contest is the competition that agents feel when the agents around them receive the physical "money". They continually ask the management team how they can earn more and the cost applied is \$.10 for every dollar of fictitious money.
11. Opening accounts - Cash

# Contest Examples

12. Distributing tickets based on sales, and awarding prizes to multiple winners via ticket drawings.
13. Rep based quality challenge to win car washed by director and team based productivity challenge for a pizza party.
14. We called it "dunk-a-palooza" Based on performance weekly, agents could earn tickets to dunk their favorite leader. We had casual wear for the day and all site leadership was soaking wet for the day!
15. COE Award (center of excellence) and Director's Club Award. They have to score 100% in all metrics to be eligible for COE. The winner receives a gift check. The Directors club requires 3 consecutive months of winning COE. The winners receive a plaque and gift check.
16. Team based. Specific product sale (highest quantity sold). Cash prizes. (have also had success with 'groceries' as prizes) We've tried many, many types of contests - most improved, individual, etc. most success has come with team competition.
17. Dine Out - weekly contest to enter ballots for a draw to receive a Gift Certificate to a restaurant with round trip Limo transfers
18. Usually at least 3 winners, they have to exceed customer's expectations

# Contest Examples

19. Most successful contest is our "Navigator Club". Top 10% of Sales Force are recognized each year and go on a cruise with Sales Mgmt. Top 3 agents awarded cash prizes.
20. We constantly run contests for various clients, sites, etc. As for most popular in 2006 we ran a perfect attendance contests for agent and the prize was a \$2000.00 travel voucher and guaranteed vacation, we ended up having a lot of qualified agents and offered additional prizes.
21. Highest sales on team - varying prizes for 3rd to 1st place....top place won a tv/dvd combo - needed to exceed target by 20%
22. Tournament style ticket contest, multiple winners; one big winner at the end
23. The best we have had so far was the most sales per team. The team that got the most appointments got their total number of appointments in money. This was a conflicting way of paying out an incentive, because normally this would not have been done with real money.
24. Net adds (volume based) Multiple winners are most successful
25. Weekly \$10 - \$15 gift cards available for those who met or exceed goal, with 15 cards available, winners selected by drawing, if more than 15 agents met goal. Produced the best most consistent results, agents liked knowing where they stood, i.e. knowing if they met goal, possibility of prize.

## Before our Q&A...

- Next session: Contact Center Work-at-Home Agents
  - October 2, 2008
  - 1:30 to 3:00 PM EDT
  - Take the work-at-home agent survey at:  
[https://www.surveymonkey.com/s.aspx?sm=EVFGRkHXiKYy\\_2bGKkUI9Fcg\\_3d\\_3d](https://www.surveymonkey.com/s.aspx?sm=EVFGRkHXiKYy_2bGKkUI9Fcg_3d_3d)
  - Reserve your Webinar seat now at:  
<https://www2.gotomeeting.com/register/554184299>
- For those attending who aren't members of our forum, please go to [www.ContactCenter.ning.com](http://www.ContactCenter.ning.com) to join and receive monthly notices of our free discussions. Invite your colleagues!

# Participant Survey

- You will be asked to complete a survey when you log out of this webinar.
- Please help us by answering a couple of questions and especially important is the value of a new HR and compensation series to you

# Question and Answer Session

- We will answer questions submitted by participants.

# Thank You for Joining Us!

- We look forward to “seeing” you at future events.
- We’ll be sending our presentations soon.