



Real-Time Customer Satisfaction Measurement Best Practices For Your Help Desk

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Today's Agenda

- Meet NetReflector
- Customer Data: The Challenge
- Customer Success Stories
- Help Desk Workflow
- Help Desk Best Practices
- Distribution & Analysis
- VantagePoint™ Overview
- Q & A



Meet NetReflector



Deloitte.
Technology Fast 500

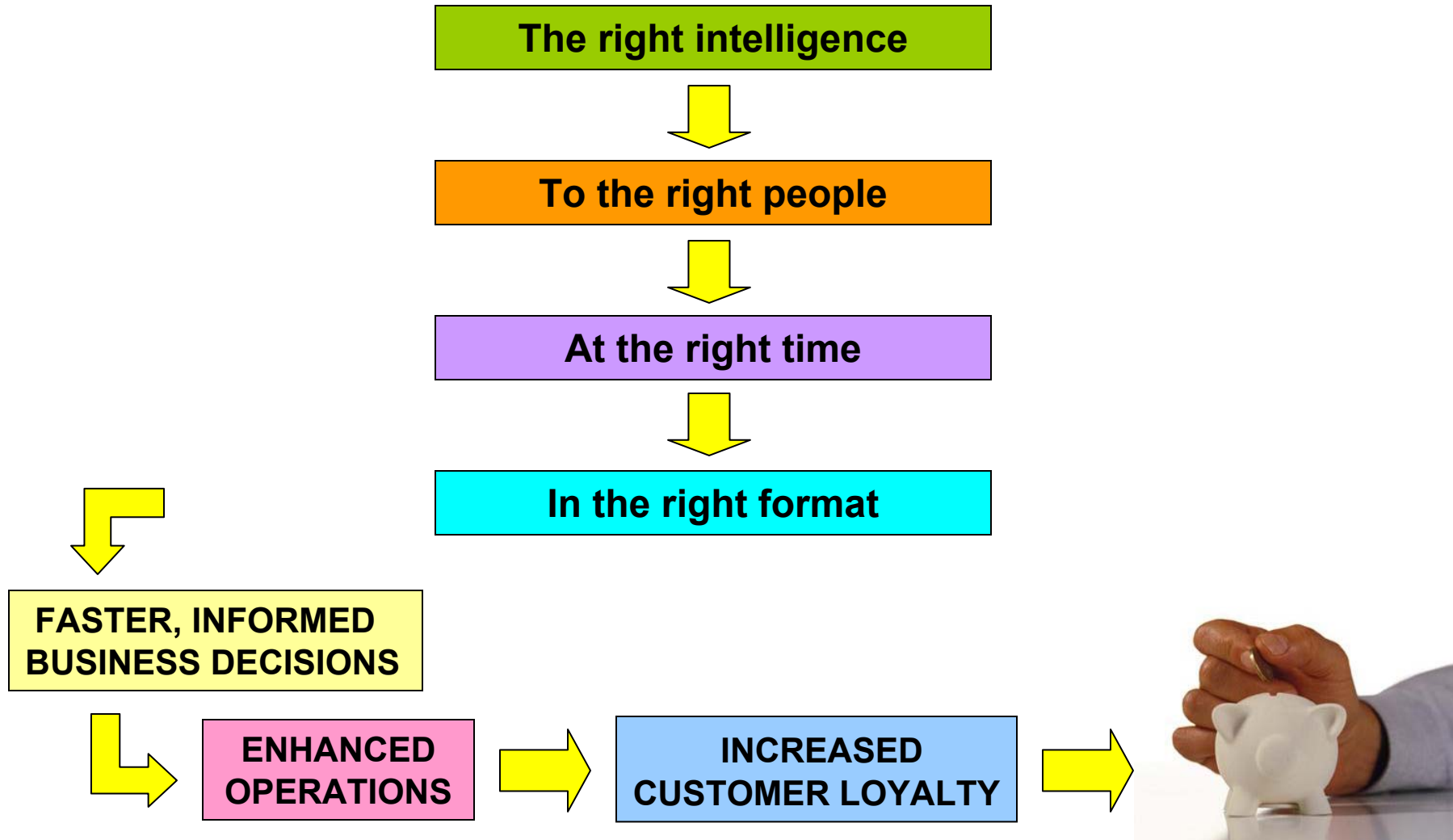
- Innovative and flexible customer feedback solutions
- Robust online survey technology combined with best-practices consulting and methodology
- Global in scope
 - World headquarters in Seattle, WA
 - Offices in the UK and Russia
 - Global 2000 customers
 - Multilingual survey capabilities
- Profitable and stable partner
 - Award-winning
 - 25% growth in 2004

What's Wrong With Customer Data?

- Too late
- Too little or too much
- Inaccurate
- Inadequate format
- No value



The Right Approach





Customer Success Stories



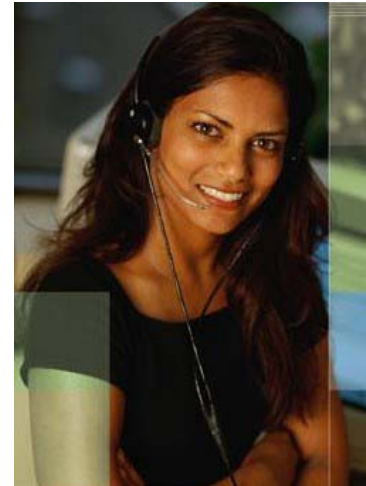
Customer Case Study #1

- \$14 billion global management consulting, technology services and outsourcing
- Six Help Desk Services contact centers on four continents providing technical support to:
 - More than 100,000 personnel in 48 countries
 - 12 external clients around the world
- More than 4,000 phone, email, web-based and chat support inquiries handled daily



Business Objectives

- Increase satisfaction with IT Help Desk support provided to internal and external clients by using the voice of the customer in operational improvement
- Measure results of continuous improvement efforts
- Provide Operations Management Team with a real-time tool to drive daily continuous improvement efforts and develop support personnel skill sets



Desired Outcomes

- Respond to customer input
- Manage individual and team performance
- Enhance customer satisfaction levels through improvement efforts that matter most to the customer
- Early trend identification by contact center or region
- Track continuous improvement efforts through measurable data



Process Improvement

Target high-volume incidents

- Actions:
 - Weekly definition of Top 5 customer issue call volumes
 - Number of calls
 - Minutes per call
 - Monthly Pareto analysis and trending
- Outcomes:
 - Analysis and improvement of top issues drive efficiency
 - Coaching of agents on top issues for speed and skills



Agent Coaching Improvement

Improve coaching

- Actions:
 - Weekly review of individual agent and team scores
- Outcomes:
 - Define coaching programs for all agents to address areas for improvement
 - Monthly announcement of team scores with incentives to drive healthy competition
 - Team supervisor incentives



Training Opportunities

Identify training deficiencies

- Actions:
 - Leverage top issues to determine needed improvements in training
- Outcomes:
 - Additional training opportunities are identified
 - Existing training modules are improved
 - Training team reaps the benefits



Mentoring Opportunities

Identify mentors

- Actions:
 - Leverage scores to identify agents with strengths in skill sets to mentor agents lacking in those skill sets
- Outcomes:
 - Mentors coach protégés and improve skill sets
 - Teaming among agents is improved
 - Supervisors know team and agent skills



Management Incentives

Define incentives

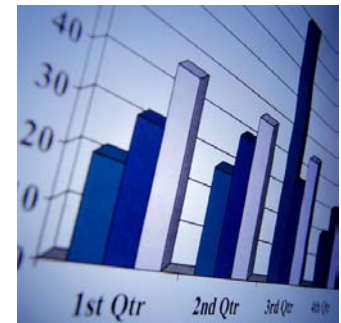
- Actions:
 - Incentives to senior management for improving customer satisfaction
 - Hold management responsible for customer satisfaction scores, which drives continuous improvement efforts
- Outcomes:
 - Senior management takes responsibility for scores
 - Management drives down ownership to supervisor and agent levels



Continuous Improvement Tracking

Track improvement efforts

- Actions:
 - Strike baselines against which continuous improvement efforts can be measured
- Outcomes:
 - Continuous improvement efforts are tracked for productivity
 - Processes are streamlined
 - Decrease in call volume translates into cost savings



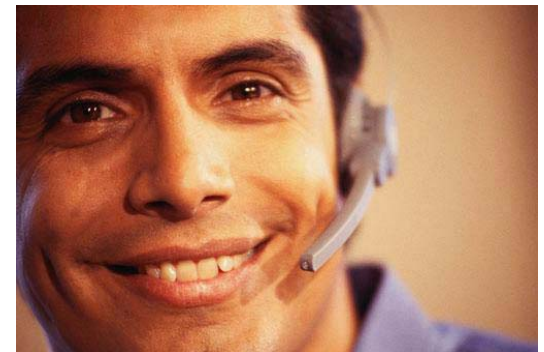
Customer Case Study #2

- Leading online travel provider and fourth-largest travel agency in the world
- Eight contact centers supporting North America
- 600,000+ phone and email service inquiries handled each month
- Uses a CRM application to manage support calls



Business Objectives

- Increase satisfaction with Customer Service – drive real performance improvements
- Measure results of training and operational initiatives
- Provide contact center management with a powerful 1:1 coaching tool
- Create customer-focused culture in contact center



Achieved Executive Goals

- Improved competitive positioning
 - Increase customer satisfaction scores
- Increased revenues
 - First: customer satisfaction
 - Then: loyalty
 - Then: revenues
 - Increased \$\$'s per transaction, generating incremental annual revenue

Customer satisfaction reports
are now the #1 coaching tool!

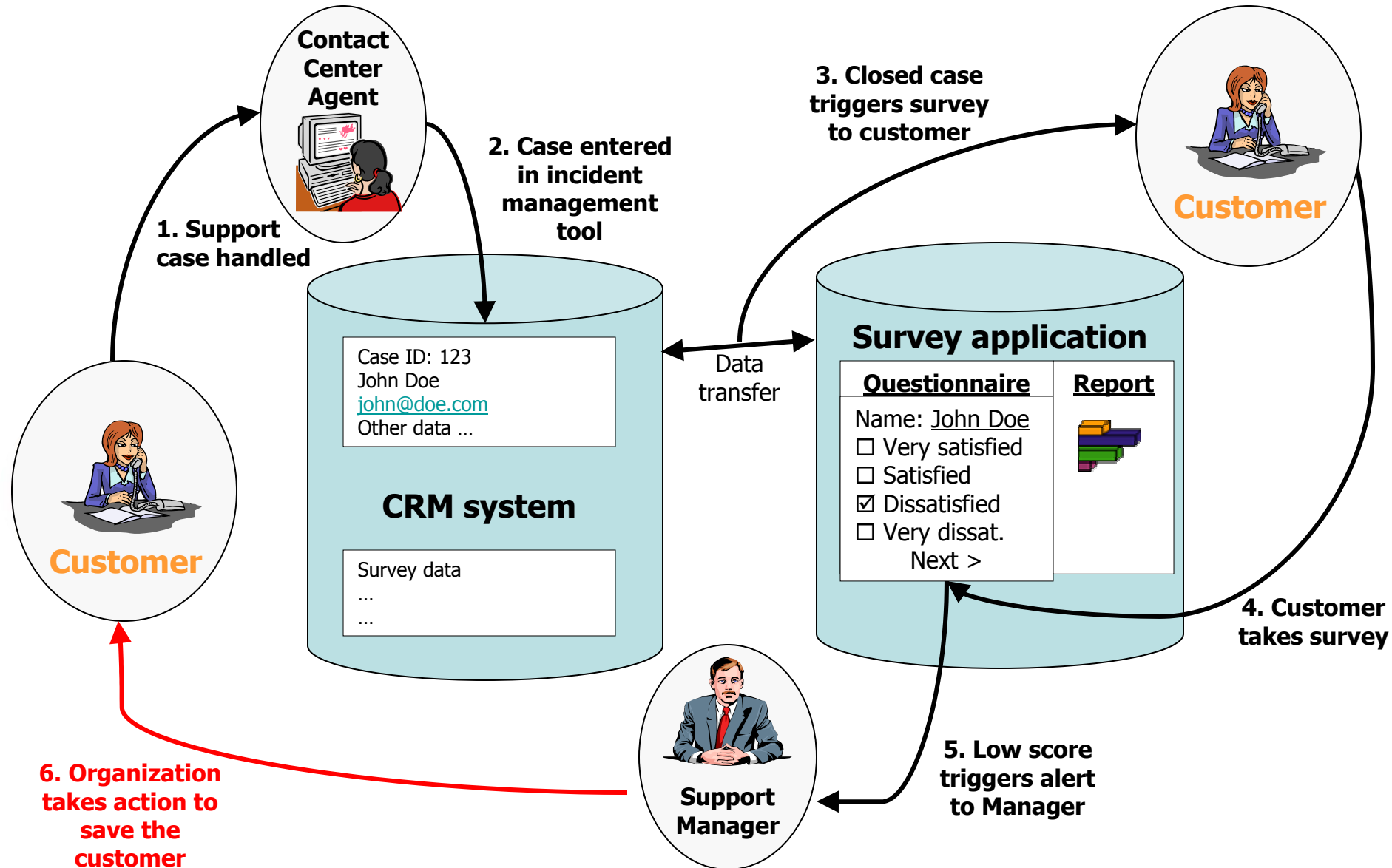




Help Desk Workflow



Help Desk Customer Feedback Workflow



Agent Performance Scorecard

Agent Name	Assessment Period (from)	Assessment Period (to)
Gail MacKay ▾	August ▾ 2004 ▾	September ▾ 2004 ▾

Performance versus Satisfaction

Metric	Average Score for Agent	Average Score for Workgroup
Overall satisfaction with Customer Support	75%	80%
Friendliness and professionalism of customer service agent	66%	77%
Ability of agent to answer your question	56%	58%
Thoroughness and accuracy of information provided	76%	56%
Average time per issue/order	0:03:35	0:05:23
Average hours worked per day	7.7	8.3
Average number of calls escalated to 2nd level	4	7

Effectiveness

Metric	Average Score for Agent	Average Score for Workgroup
Average issues/orders per day	26	32
Average order size	\$435	\$653
Average cost of issue/order	\$6.54	\$4.88
Average call handle time	0:03:44	0:04:10
Average wrap time	0:10:18	0:12:66

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Help Desk Best Practices



Help Desk Best Practices – Do's

- Get buy-in from your executives and set clear business objectives
- Define all stakeholders' reporting needs early and accurately (data format and reporting frequency)
- Implement an ONGOING measurement program
- Measure customer satisfaction IN REAL TIME as close to the interaction as possible to save at-risk customers
- Take action
 - Monitor daily/weekly
 - Change monthly
 - Benchmark quarterly
 - Measure ROI annually
- Close the loop with your customers



Help Desk Best Practices – Don'ts

- Don't reinvent the wheel
 - Try to leverage existing technology and processes
- Don't adopt random survey design and sampling
 - Be sure to make your data actionable and relevant
- Don't consider technical metrics only
 - Combine them with quality metrics whenever possible
- Don't assume all your customers like to be communicated with the same way
 - Choose the survey method to meet customer preferences
 - Phone – IVR
 - Email/chat – online survey

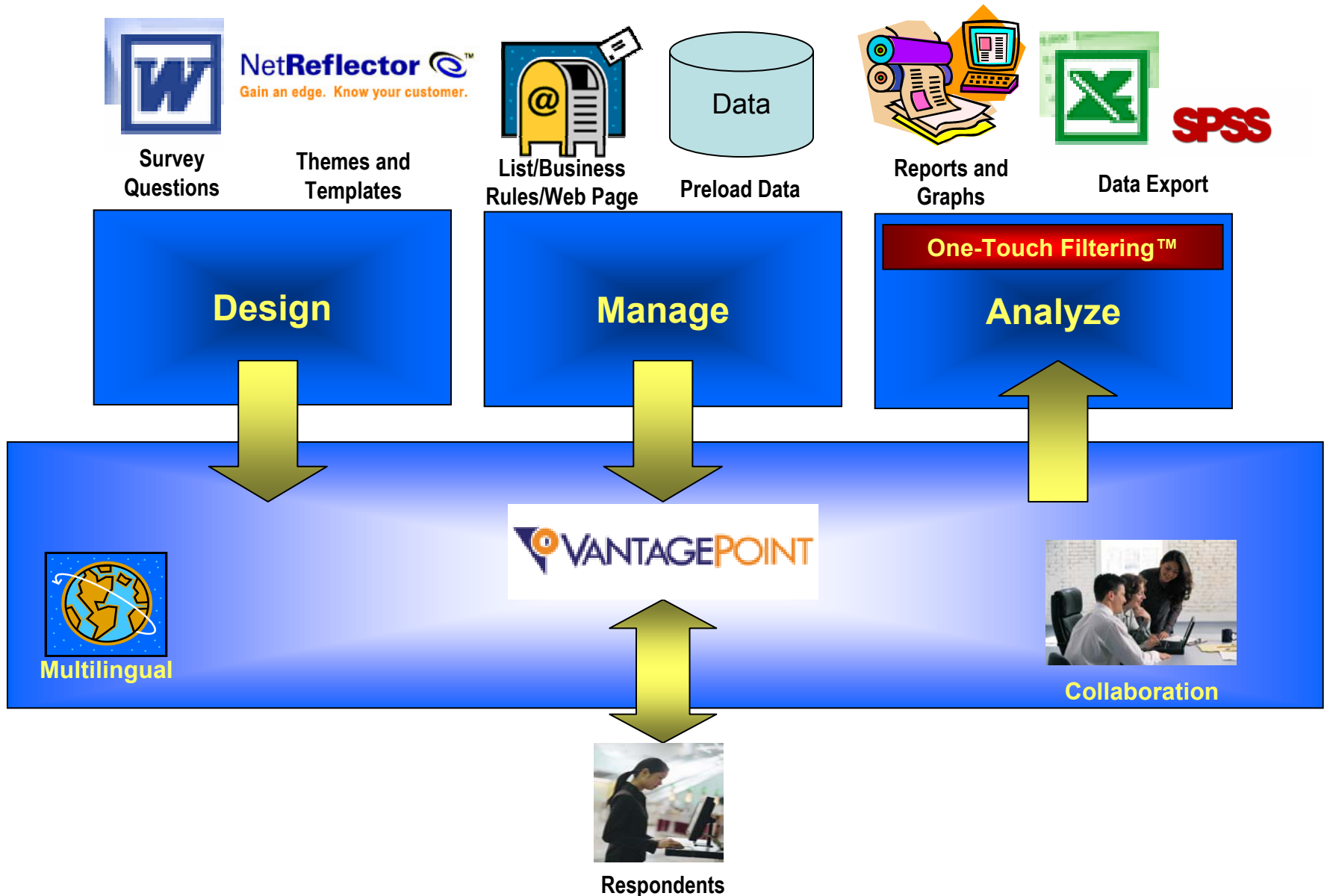




Distribution & Analysis

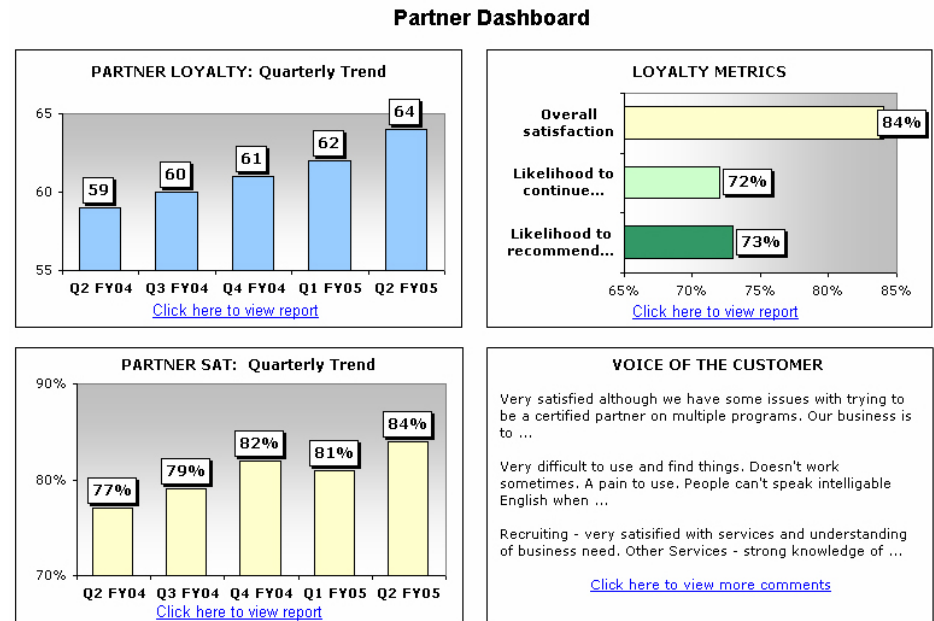


Real-Time Online Measurement



Effective, Real-time Online Reporting

- The solution: being able to interpret customer satisfaction intelligence at all levels of the enterprise
 - By geographic region
 - By product
 - By touch-point
 - By channel
 - By customer type/segment
 - By partner channel
 - By help desk location
 - By individual agent
 - By support case
 - Etc.





VantagePoint™ Overview





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**Thank you for your time!
Any questions?**

*For more information,
please contact Jim Mantell at jimm@netreflector.com.*