

# **Metrics Magic: Fact vs. Feelings**

**Help Desk BC**

**March 19, 2002**

**E. Sandra Simpson**

## **Metrics Magic: Fact vs. Feelings**

Do you cringe every time your boss asks you how your department or operational unit is doing? If you are like many Call Centre and Help Desk managers you probably listen to customers, take the advice of your staff and rely on your own gut feelings. But how accurate is the information? Setting up an ongoing metrics programme, which will allow you track and measure a wide variety of statistical indicators, is the only effective way to gather the information you need to make accurate predictions, informed business decisions, and to know what is really going on. In this high-energy, information packed presentation you will hear all about the magic of metrics. Learn how easy it is to create your own metrics programme and have the facts, versus feelings, at your fingertips the next time you need to give a status report.

### ***Speaker Profile***

E. Sandra Simpson is Managing Partner and CEO of Logical Process Corp.; a company that provides business process services and training internationally to the support services and computer software/hardware industries. She is also founder of Support Services in Canada (<http://home.eol.ca/~ssimpson/>), a nonprofit association that provides free information and services to the Canadian Support Services industry through an extensive Web site and cross-Canada regional conference programmes. She is a frequent speaker and workshop presenter at international conferences on business process within the customer support services industry, effective Web site design, quality process in software development, and ISO-9000 compliance. Ms. Simpson is also a contributing writer to a number of industry publications and is an active member, often acting as Webmaster, of a number of industry related associations.

Slide 1

**Metrics Magic:**

Fact vs. Feelings

E. Sandra Simpson - March 2002

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Slide 2

**Session Goals**

- The magic of metrics - learn the value and benefits of metrics and how to define metric requirements
- Understand the types & sources of metrics
- Teach you how easy it is to construct a metrics matrix and create your own metrics programme
- Learn how to create and use sampling tools to gather metrics

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Slide 3

**What are Metrics?**

- We use them all day every day
  - Time, distance, number or amounts, parts of a whole
- Metrics is anything you can measure
  - A metric is a measurement based on one or more data points
- Other terms for Metrics
  - Statistics
  - Measurements

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Slide 4

**That Metrics Magic!**

- Assist you and your company to make informed business decisions
  - Based on fact
  - Representative sampling
  - Validated perceptions
    - Yes! 'Feelings' still have a place
    - Surveys
    - Part of a Customer Relationship Management (CRM) initiative

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Slide 5

**That Metrics Magic!**

- Assist you and your company to make informed predictions
  - Based on fact
  - Trend information
    - Reasonable conclusions
  - No need for 'gut feelings' anymore

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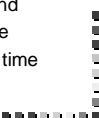
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Slide 6

**Why else do you need Metrics?**

- Evaluate success of service
- Justify call centre & support operations
- Justify acquisitions
- Identify trends in service demand
- Monitor agent/staff performance
- Increase productivity/response time

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**Why else do you need Metrics?**

- Monitor service level or operational level achievement
- Determine customer satisfaction
- Determine employee satisfaction
- Identify areas for improvement
- Identify revenue opportunities

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Slide 8

**Using Metrics - Who Benefits?**

- Call Centre, Service Desk & other support services groups
- Operational management
- Other departments
  - Sales & marketing
  - Product development
  - Quality assurance
  - Professional services
  - Accounting

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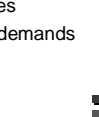
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Slide 9

**Trends & What They Tell You**

- Identify the most common issues
- Indicate non-standard support demands
- Training requirements
- Organizational changes
- Product performance

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Slide 10

**Trends & What They Tell You**

- New service requirements
- Staffing requirements & resource management
- Service Level Agreements and Underpinning Contract management
- Vendor management
- Process management
- Quality of service

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**Typical Metric Sources**

- ACD/VRU
- Call management system
- Personnel department
- Scheduling system
- Customer surveys
- Employee surveys

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Slide 12

**Defining Metric Requirements**

- Metrics should not be picked off a chart or supplied by your technology vendor
- Define your true metric requirements
- 1<sup>st</sup> Success Hint:
  - Metrics must be aligned with business goals
  - What are your business goals?

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Slide 13

**Types of Metrics**

- 2<sup>nd</sup> Success Hint:
  - Metrics must respond to a business question
    - Are we receiving more calls this month than we did last month?
    - versus 'Call Volumes'
- 3<sup>rd</sup> Success Hint:
  - Should be tied to an action
    - Make a decision, make a change, etc.

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Slide 14

**A Sampling of Metric Types**

- Metric 'Family' is a group of metrics that are measuring a specific metric goal
  - Service demand
  - Call duration
  - Lost service opportunity
  - Agent skill/performance
  - Customer/employee satisfaction
  - Centralized Service Desk initiative
  - Call Management System Justification

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Slide 15

**Presentation Formats**

- Reports & spreadsheets
- Graphs
  - Pie & area charts
  - Horizontal, vertical or stacked bar charts
  - Grouped bar charts
  - Line graphs
  - Data-point charts

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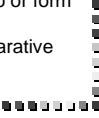
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### Pie Charts

- Simple to create and read
- Most users are already familiar with them
- Used to show contribution data - how parts of something contribute to or form a whole
- Cannot be used to show comparative data

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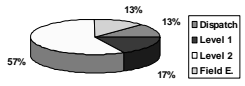
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### Pie Charts



Category	Percentage
Dispatch	13%
Level 1	13%
Level 2	17%
Field E.	57%

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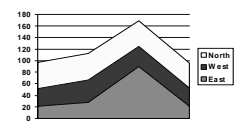
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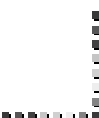
### Area Charts

- Similar to Pie Charts



Category	Color
North	White
West	Grey
East	Dark Grey

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### Vertical Bar Chart

- Simple to create and use
- Simple chart for trends and comparisons
- Can reflect negative values



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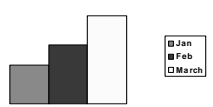
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### Vertical Bar Chart

Monthly Call Volumes



Month	Call Volume
Jan	Low
Feb	Medium
March	High



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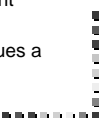
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### Horizontal Bar Charts

- Simple to create and use
- Good for comparisons
- Used most often to show differences between related single viewpoint information
- Cannot be used if negative values a possibility



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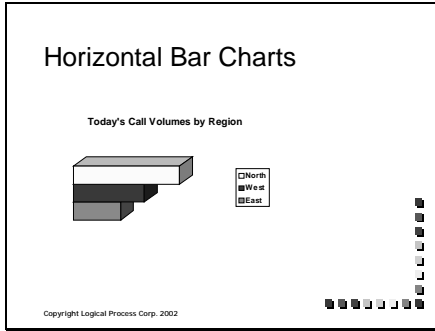
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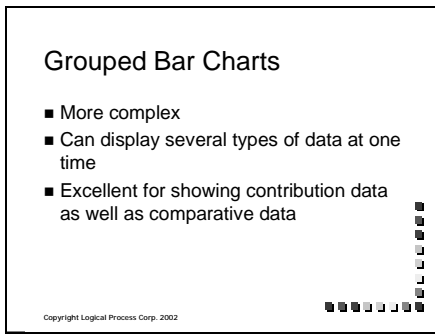
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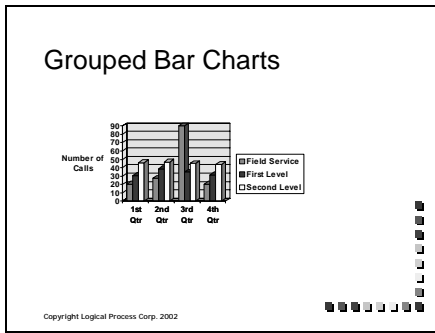
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Slide 24



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Slide 25

### Stacked Bar Charts

- Combines simple charts for a more complex view
- Used to show contributions by size and composition



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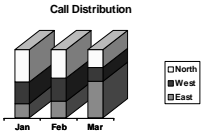
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### Stacked Bar Charts

Call Distribution



Month	North	West	East
Jan	High	Medium	Low
Feb	Medium	High	Low
Mar	Low	Medium	High



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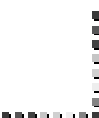
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### Line Graphs

- Easy visual display for showing trends
- Trend data must be complete otherwise chart is inaccurate



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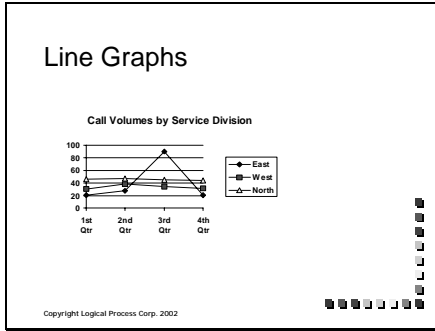
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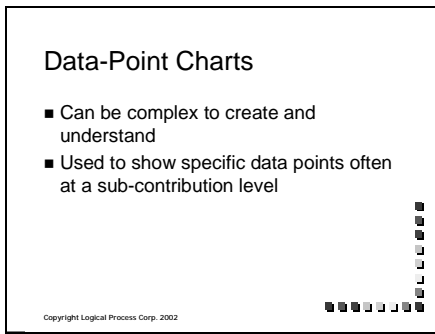
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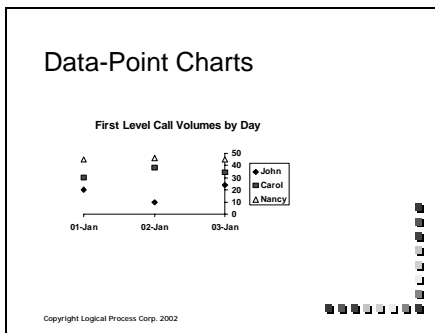
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Slide 30



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Slide 31

**Choosing Metrics**

- Identify your metric goals
  - Develop your business questions
- Identify your expectations & actions
- Target areas
- Avoid meaningless measurement
- Plan to use the results & take action

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**Defining Metrics - The Metrics Matrix**

- Identify the metric goal 'family' and subfamilies, if appropriate
- State the business question
- Identify relevant comparative data
- Identify the source of the data
- Identify the required data points to obtain the metric
- Identify possible actions (recommended)
- Select presentation format

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**Defining Metrics – Report Format Matrix**

- State the business question
- Include the report title
- Indicate report ranges
- Indicate report options
- Any assumptions that were made
- Detail the business insight

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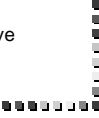
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**Gathering Data**

- Use quantitative (factual) data wherever possible
- Where data does not exist prepare sampling tools and gather a reasonable data sample
- Use surveys to gather qualitative (perceptions) data

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Slide 35

**Developing Sampling Tools**

- Identify the data points for which you need to gather data
- Define the sample
  - Period
  - Area/Concentration/Sample Group
  - Amount/Volume
  - Method (paper, web etc.)
- Develop the sample tools
  - Simple and easy to use

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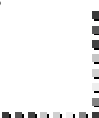
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**Implementing Metrics**

- Complete the metrics & report format matrixes
- Become familiar with presentation tools
- Verify availability of data-points
- Create presentation formats

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**Implementing Metrics**

- Implement one goal at a time
- Collect data
- Produce metrics
- Review and audit results
- Publish the results
- Use the results and take an action

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**Keeping in Touch**

- Logical Process Corp.
  - [www.logicalprocess.com](http://www.logicalprocess.com)
- Direct Email - E. Sandra Simpson
  - [ssimpson@logicalprocess.com](mailto:ssimpson@logicalprocess.com)

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## Metrics Matrix Format

Metric #	Metric Goal Family	Metric Business Question	Source	Required Data Points	Comparative Data	Display Format
1	Service Trend	What percentage of my calls are call type "other"?	CMS	Customer Type, Call Type, Record #	Day, Week, Month	Report & Pie Chart

## Report Format

Report #	Metric Business Question	Report Title	Report Ranges	Report Options	Assumptions	Business Insight
1	How many calls am I receiving?	Total Inbound Calls	Date Range - Today, This Week, This Month, This Year, User-defined range up to one year Call Range - All inbound calls, All Active phone extensions (agents) Domain Range - Internal, External, All	Summary - Total Number of Calls per selected date period and domain Detail - Each call per selected date period and domain by Active Phone Extension (agent). Totals for each selected date period, domain, and active phone extension (agent) Sort - By domain, day, week, month, year, active phone extension (agent)	That all agents have an assigned phone extension. That all agents use their assigned phone extension.	This report allows us to see the actual number of inbound calls received as well as the number of agents available at any time to handle these calls. This report can be used to determine if the correct number of agents are available to handle the overall call volume

## Sampling Tools

### In-bound/Out-bound Call Volumes

**Date:** March 1, 2001

**Employee ID:** 129

<b>Time</b>	<b>Client ID</b>	<b>Inbound Service Demand Type</b>	<b>Outbound Reason Type</b>
9:12	1456	O	
9:23	2341	S	
9:30	1456		P

### Inbound Service Demand Types

**E** – Expediting

**P** – Product Inquiry

**M** – Marketing Material

**S** – Service Issues

**A** – Account Payable

**O** - Order

**Q** – Quotation

**D** – Distributor Pricing

### Outbound Reason Type

**P** – Pricing

**F** – Follow-up

**E** – Expediting

**R** – Response to Inbound

#### Note:

Other items could be tracked, for example:

- Customer type
- Call type (web, email, phone, etc.)
- Call handling type (resolved, assigned, escalated to level 2, etc.)
- Group assignment (agent name, group name, etc.)