Realizing the

FULL POTENTIAL

OF YOUR
CONTACT CENTER

with

PERFORMANCE MANAGEMENT SOFTWARE
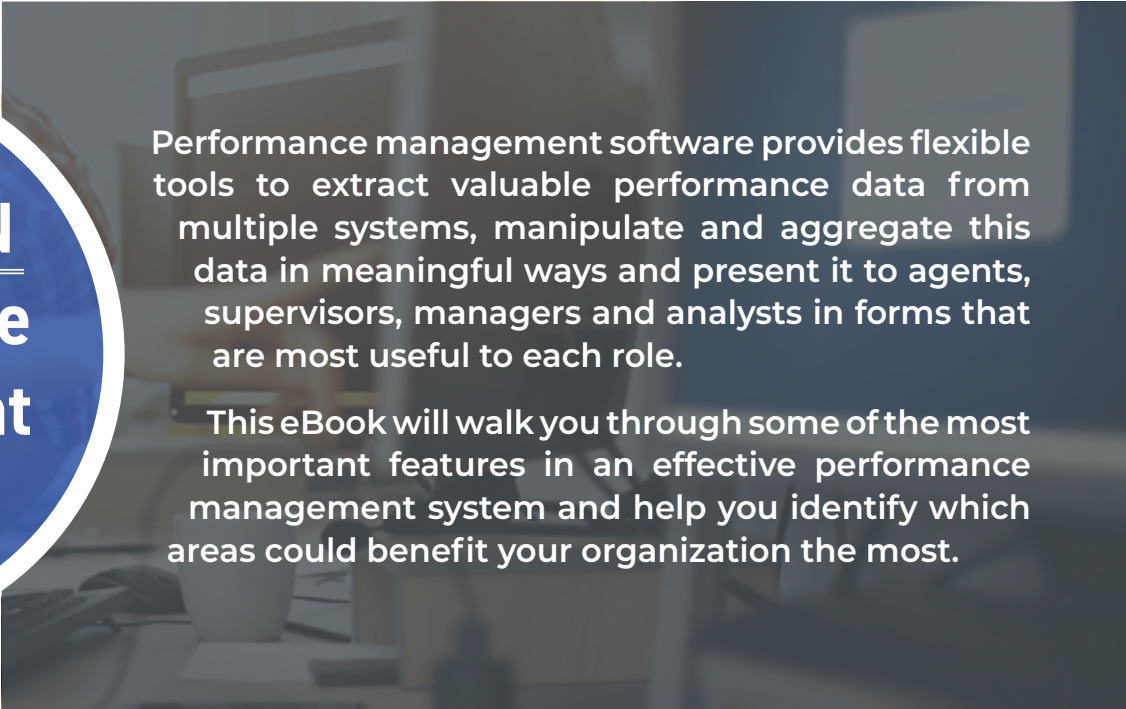
ALVARIA®

The Challenge of Evaluating Contact Center Performance

The ultimate objective of the contact center is to help achieve the strategic goals of its organization. A contact center achieves its own goals through the collective efforts of many agents, supervisors and other employees, so it's essential that all employees have their goals aligned with the organization's key strategies and initiatives and that employees understand how well they are performing against their set goals.

For most organizations, it's a tedious manual process to collect, synthesize and present employee/team actual performance vs. targets, because the underlying data to evaluate performance resides in disparate systems, metrics and Key Performance Indicators (KPIs). Each of these requires analysis, and there's no easy way to present the performance information in a way that's convenient and understandable to all stakeholders.

THE
SOLUTION
Performance Management Software

Performance management software provides flexible tools to extract valuable performance data from multiple systems, manipulate and aggregate this data in meaningful ways and present it to agents, supervisors, managers and analysts in forms that are most useful to each role.

This eBook will walk you through some of the most important features in an effective performance management system and help you identify which areas could benefit your organization the most.

Align the Goals of All Employees

Every contact center is chartered with performance targets that roll up to the parent company such as expected expense, bookings, net promoter score, revenue, collections and other metrics. Within the contact center, these translate into more granular objectives such as agent/team average speed of answer, customer satisfaction, schedule adherence, service levels and many other measurable scores. It's a daunting challenge to present insightful views of actual vs. target scores to agents, supervisors and managers, so all understand and agree how agents, teams and the organization as a whole are performing. When the goals of all employees are properly aligned, and all employees are achieving their goals, contact center executives will have a lot to celebrate.

An effective performance management solution should present easily understandable information to each contact center employee, so that they know how they are performing in their particular role. With this important knowledge, every employee, especially agents, should be able to self-correct without intervention from their manager. However, conveying performance scores in a way that's inescapable but digestible to the employee requires thoughtful design and modern user interface techniques such as dashboards, icons, widgets and meaningful use of color.

Collect and Aggregate Valuable Data

With an average turnover rate of 24% and the average cost of training a new employee at $7,500[1], it's imperative that employees receive an ongoing assessment of their performance that they perceive as objective and fair. It's also important for managers and business analysts to have access to a wide range of data in a centralized location, so they can determine the data relationships and underlying trends upon which they should act. Some in the industry refer to this centralized data as a "single source of truth" that unambiguously codifies the data underlying all performance measurements for evaluation of employees. In short, performance management solutions must have easy and extensible access to a broad portfolio of historical and real-time data sources.

Contact Center System Data

ALVARIA PERFORMANCE
SINGLE SOURCE OF TRUTH

Non-Contact Center Data
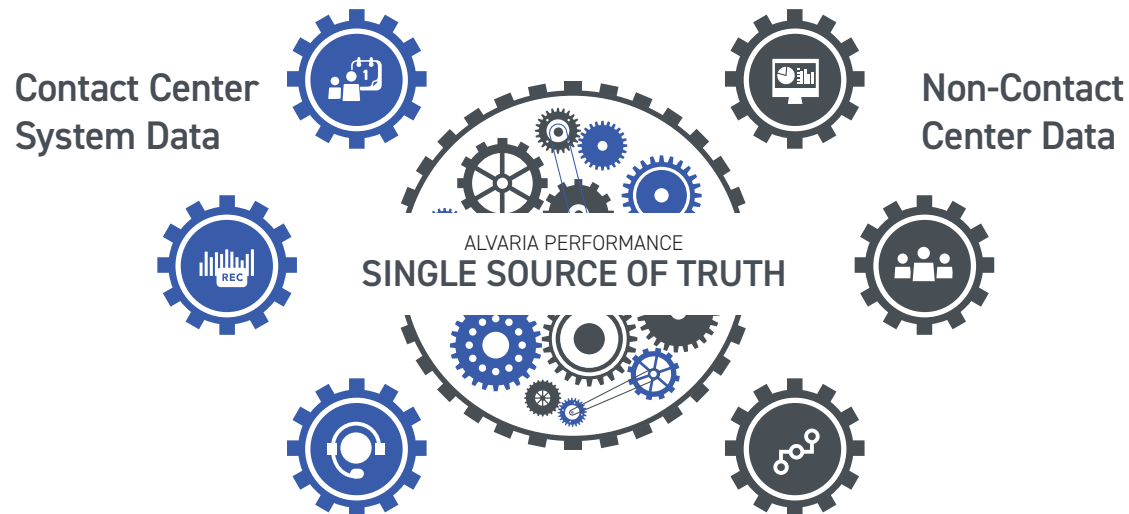
[1] LOMA. "The Cost of Call Center Turnover." 2018
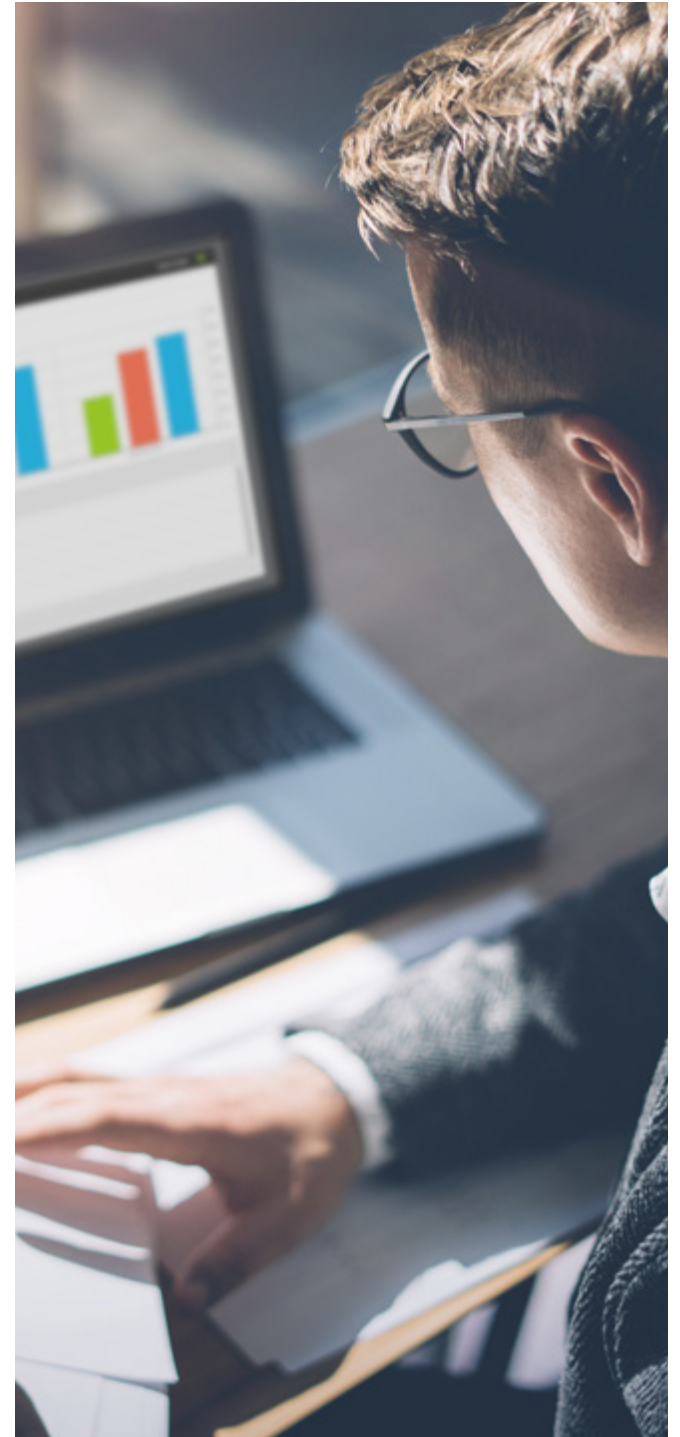
One of the most import features of an effective performance management solution is the ability to easily ingest data streams from other systems. Standardized data connectors should be available "out-of-the-box" for ACDs, workforce management, quality management, speech analytics and other WFO components. Often, important performance data is stored in CRM, ERP and other non-contact center systems, so better performance management solution allow users to easily create customized data connectors for these multi-vendor systems. Finally, data import via Excel and flat files is essential to ingest manually created information such as organizational roll-ups and metrics computed in external Excel spreadsheets.

The clear benefit of having access to more and better data is that contact centers can dive deeper into KPIs such as: wrap-up and hold times, hang-ups, and average talk times. Alvaria case studies of customers in telecom, eCommerce and banking found that Alvaria Performance™ helped to elevate their productivity and increase their efficiency as shown here:

8% REVENUE GROWTH	12% INCREASE IN SALES CONVERSIONS	41 POINT INCREASE IN NPS
~ 2.5% REDUCTION IN HANG UPS = $425,000/ YEAR	25 SECOND REDUCTION IN WRAP AND HOLD TIME	AHT/EFFICIENCY IMPROVEMENT = ~ $400,000 ANNUAL COST SAVINGS

Actual Results from Alvaria Performance Customers

Use More Advanced Analytical Tools

A Ventana Research study found that only 25%[1] of companies are satisfied or very satisfied with the technology they currently use for contact center performance analysis. It's not enough to have access to a wide range of contact center data. Performance management must also provide users with data manipulation and analysis tools to extract valuable information from the noise and format it in a manner that is most useful for each user's role. For the agent, the analysis might be as simple as isolating customer sat scores between two points in time, finding the average and portraying that score as a speedometer needle that is updated daily on the agent's dashboard.

For managers and business analysts, much more complex analysis might be necessary. The business analyst, for example, might want to do exploratory work to reveal underlying trends. The analyst might want to search, filter, sort, transpose, drill up organizationally, drill down organizationally or create multi-variate arithmetic expressions. The analyst might want to display data in grids, scorecards, reports, icons, widgets, Excel exports or any number of graphical visualizations. A good performance management solution must be fully capable of analyzing and manipulating data to satisfy the needs of many different contact center users.

[1] Ventana Research. "The Business Case for Contact Center Performance Management."

Coach Your Way to Better Performance

Another benefit of a strong performance management solution is that it gives administrators and supervisors ready access to important contact center metrics and KPIs, so they can determine which employees need coaching, and then manually assign that coaching. Supervisors should also be able to use the system to set minimum performance thresholds, so when these minimum standards are not met, performance management automatically notifies the agent and assigns the appropriate coaching plan. Automated coaching removes any notion of personal bias on the part of the supervisor, which helps ensure that agents are happy and engaged in their work. The agent should be able to see a full profile of coaching history and coaching status as a hyperlinked widget on the dashboard.

Following the actual coaching sessions, supervisors should also be able to use coaching analytics to determine which coaching sessions were most effective, either by soliciting direct feedback from agents on those sessions or by analyzing performance before and after coaching.

60%
of organizations | rated coaching as an urgent investment priority

78%
of engaged agents

say they are also satisfied in their work[2]

To ensure the most efficient coaching workflow, the performance management system should be tightly coupled with the quality management system. For example, performance management coaching information should be easily available from within the quality management system, and interaction recordings should be available from within the performance management system when coaching has been assigned.

[1] Customer Contact Week. "The Future of the Contact Center in 2019."

[2] Alvaria. "Consumer Experience Survey." 2017.

Performance Management at RCN

RCN provides U.S. based customer service and industry-leading High-Speed Internet, all-Digital TV and Phone services for residential, small/medium and Enterprise business customers.

The Challenge

To better serve their customers, RCN was intentionally shifting from a process-based culture to a culture embracing an improved customer experience and improved productivity of their front-line employees. RCN quickly encountered a significant challenge in that its existing systems could not effectively evaluate the performance of employees.

While the data was readily available, it couldn't be collected and organized in a consistent, cohesive manner or be communicated properly to contact center stakeholders. Data was housed in numerous databases and organized manually on spreadsheets. RCN wanted one system that could bring all the contact center information together, so they could effectively manage their agents and empower them to deliver exceptional customer experiences.
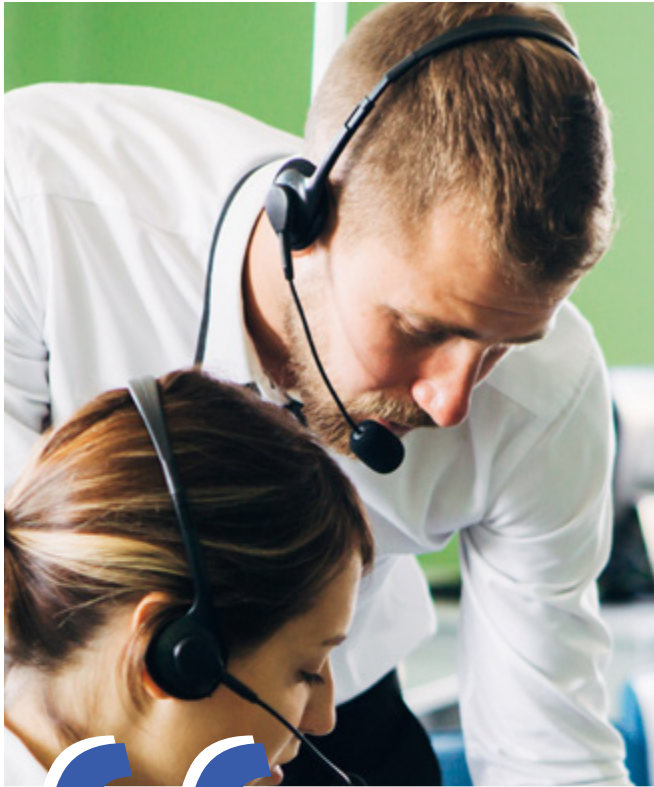
> *Alvaria Performance™ is the centerpiece of improving the customer experience because you're not able to determine the effectiveness of your changes if you can't accurately measure the results.*
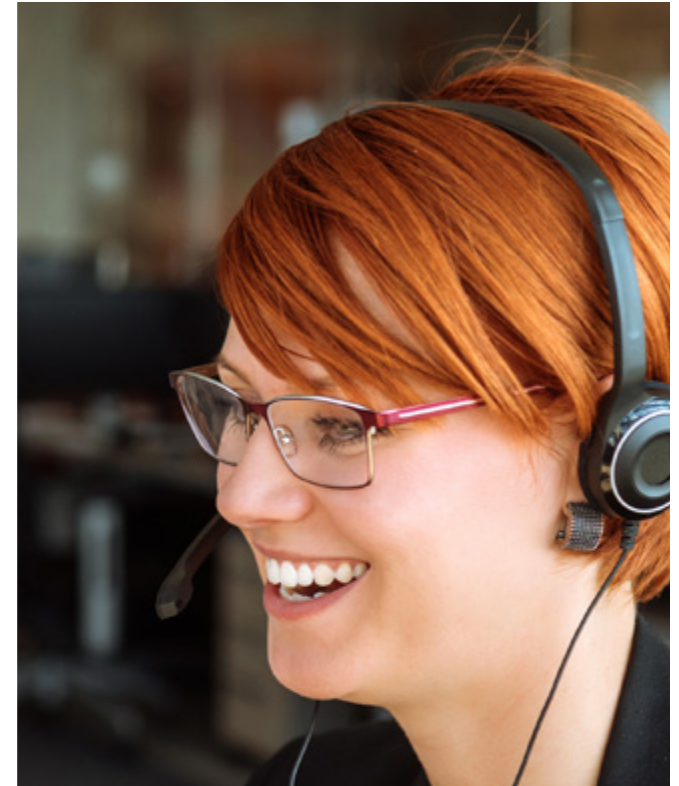>
> **Bill Sievers**
> SVP Customer Care at RCN

The Results

After implementation of Alvaria Workforce Engagement Management, all contact center personnel had Alvaria Performance™ and Alvaria Quality™ results on their desktop with near real-time reporting of metrics and KPIs. Performance information was available on a dashboard for every member of the contact center to view. Nearly every agent metric had improved since deployment as indicated by the results below:

PRODUCTIVITY INCREASED 3%	**QUALITY SCORES INCREASED 15%**
WRAP UP AND HOLD TIME DECREASED 25 SECONDS	**TRANSACTIONAL SALES INCREASED 11%**
AGENT ATTRITION DECREASED 65%	**SAVING $500,000 ANNUALLY**

With Alvaria Performance, we track what drives revenue for the company almost in real-time, and if we spot any discrepancies, we can make adjustments on the spot, so there is little impact to the customer experience or our bottom line. Company-wide, there is total confidence in Alvaria Performance.

Bill Sievers
SVP Customer Care at RCN

Performance Management Next Steps

In an increasingly competitive world, contact centers need to consider more sophisticated software tools to deliver an outstanding customer experience while continuing to hone better efficiency and achieve improved agent engagement. Performance management software provides a convenient and flexible way to collect and analyze performance data from many systems, both within and outside contact center infrastructure and workforce optimization systems. With the ability to compute historical and real-time performance metrics and present them in ways most useful to the role of each contact center user, all employees should understand where they personally need to take action to ensure that the contact center is on track to meet its goals. Using these performance metrics to enable targeted coaching and gamification provides additional value and likelihood of high performance.

Alvaria Performance™ is one of the most feature-rich solutions available in the market.

For more information, contact us at 888-547-2481 or visit www.alvaria.com.

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