

**Cross-functional performance indication is critical to the overall performance of a company**

## Benefits

Contact center metrics were cross compared to business metrics, resulting in an average service request cost per order

Cost-to-benefit ratios were trended, resulting in a clear indication of successful and unsuccessful changes to operations and the technology

“Do you review your key performance indicators on a yearly basis?”

“Do you align them to the cross-functional goals and objectives of the company?”

“Do your action steps clearly reflect the meaning of your indicators?”

“Is your indication contained within departmental silos?”

## Challenge

A well-established contact center introduced a number of key performance indicators throughout the years. Unfortunately a few of the metrics were inconsistent, misaligned, or in a continuously non-trending state. For example, the lack of case management in their customer service department made it increasingly difficult to trend the transactional experience of the customer. The overall duration and makeup of a service request could not be measured.

## Effort

The first step was to understand the goals of each department and how they intersected with each other. Brand, culture, and the goals of the company were factored. Most of the existing calculations were dissected and analyzed. Some remained, some were reengineered, but the majority of the calculations were retired. The teams reflected on the correlation of data between the departments and across the sales and quoting systems; Interactions per service request, orders per service request, service request cost per order, quotes per order, order to quote ratios, and average quote cost per order as examples. Then a number of these ratios, percentages, averages, and totals were divided into FTEs (Full Time Employees) to determine where the greatest cost and process performance trends existed.

## Results

Order, quote, service, and contact center data was combined to reflect the performance and costs of the company. Newly instated Key Performance Indicators (KPIs) were placed on an executive dashboard. Indicators with little to no variation were refactored to offer new meaning.

## Summary

Contact centers need their own operational KPIs, but the necessity of cross-functional trends and summaries are critical to making good decisions.

## Considerations

Key performance indication needs to be reviewed and critiqued on a yearly basis. Although contact center specific KPIs are important, business based indicators are of greater importance so leadership can understand the cost, revenue, and customer communication trends within a company. Consult with an individual who has equal experience with business and contact center operations.