



IS YOUR COACHING PROGRAM PAST ITS EXPIRATION DATE?

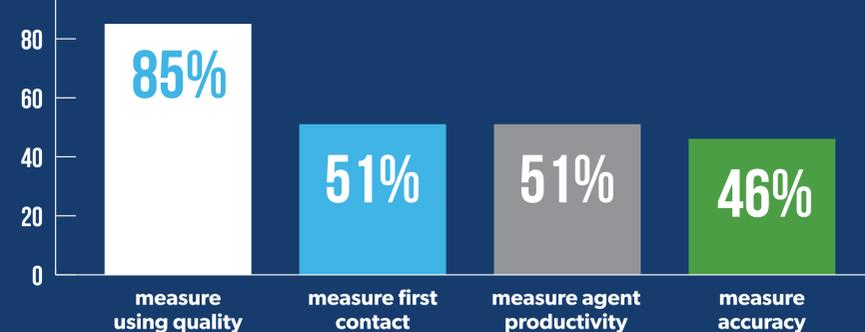
WHY CONTACT CENTER COACHING GOES BAD (AND HOW TO KEEP IT FRESH)

82% of contact centers measure quality of interactions....

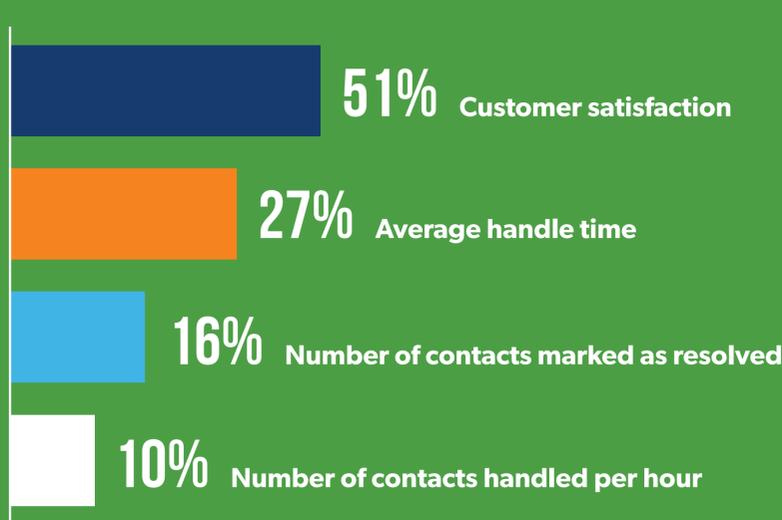
But the quality of a customer contact is the most important metric in just

9% of contact centers.

HERE'S HOW THE 82% ARE MEASURING QUALITY:



CONTACT CENTER LEADERS BELIEVE THAT THE BEST MEASURE OF AGENT PRODUCTIVITY IS:



95% Organizations that conduct coaching based on the outcomes of their quality metrics

But there's still so much data yet to be extracted about the customer journey...

Those that conduct quality monitoring are monitoring these channels:

Phone to live reps	95.3%
Email	46.5%
Outbound phone	32.9%
Online chat (text based)	28.2%
Self-service: (web/online)	11.2%
Ratings/customer feedback sites	10.6%
Social networking sites (e.g., Facebook, Twitter)	8.8%
Self-service: (phone/IVR)	7.6%
Postal mail	7.6%
Online self-service for order tracking (i.e., website)	5.3%
Video chat	4.7%
Apps for mobile devices	3.5%
SMS/Text message	2.4%

HOW TO KEEP IT FRESH

Feel like you're missing some key ingredients? Ditch the preservatives and fillers. Throw out the ineffective practices. Follow these directions to make the most of your contact center quality program:

STEP 1: ALIGN QUALITY MONITORING WITH KEY BUSINESS OBJECTIVES

Remember: Your mission goes beyond managing contacts. Leverage customer insight to identify organizational issues that need to be fixed.

- Connect the dots between your KPIs and the agent behaviors that lead to your desired business outcomes.
- Update your criteria when you update your key objectives. Don't expect an old form to deliver new results.
- Leverage QM to conduct a competitive analysis of others in your market or industry.

STEP 2: INCORPORATE VOICE OF THE CUSTOMER (VOC) RESULTS INTO COACHING

- Conduct coaching evaluations on contacts that have customer satisfaction survey results or VoC verbatim and integrate them into your coaching dialogue.
- Have agents self-evaluate their performance during a contact and gauge how they think the customer felt at the end of the interaction. Then reveal the actual CSAT survey results or VoC comments to the agent.
- Correlate CSAT results with QM findings to determine the behaviors that contribute to or detract from a positive customer experience.

STEP 3: CORRELATE MONITORING TO OTHER KEY RESULTS

Consider the impact on:

- Social sentiment
- Employee satisfaction
- Customer satisfaction

STEP 4: INVOLVE AGENTS IN THE PROCESS

Remember: Those closest to the work understand it best.

Bonus: agent involvement in the coaching process encourages ownership and engagement, and pays off handsomely in job satisfaction.

STEP 5: USE ON-SCREEN GUIDANCE AS NEEDED

Remove the guesswork with certain tasks and evaluate innovative ways to prompt agents for:

- Policy Reminders
- Up-Selling Notifications
- Multi-Screen Process Steps

Statistics from 2016 ICMI Research

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