



**GOLD  
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The **Gold Standard** view on...

# The Power of Three: Linking C-SAT, Productivity and Employee Engagement

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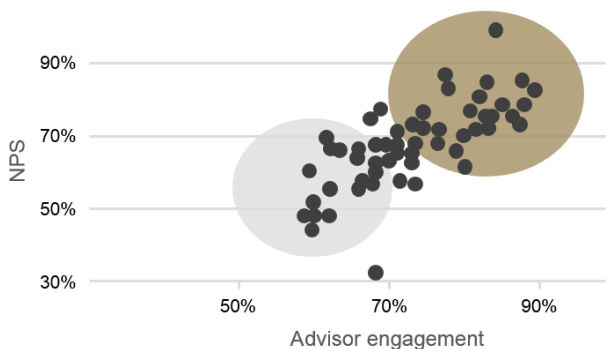
## Fusing the measurement and benchmarking of customer satisfaction, operational productivity and employee engagement can furnish you with immense intelligence to improve the performance of your contact centre operation.

Best in class performers all realise the dangers of measuring one of the “three key areas” in isolation. They all drive each other and will help you find sweet spots to avoid spending money in vain on things that will neither benefit customers nor the company.

For example **measuring speed of answer in parallel with customer satisfaction (C-SAT)**, will give you the breaking point for how long customers are prepared to wait before scoring your C-SAT or NPS low.

Add **perceived advisor engagement**, FCR and knowledge into the mix and you will see that if customers are happy with any of these metrics, their acceptance of a slower speed of answer grows. Something a retailer realised, and they managed to lower cost by 40% and increase C-SAT by 10%, just by analysing and understanding how everything is joined up.

### The impact of correlation



**Saving managers’ time** is another key benefit. As an example the graph shows a manager first having found out that advisor engagement is key to driving NPS by correlating the two, and then seeing that if he or she focuses her time on the 15 advisors in the silver circle, getting them into the gold, the impact on NPS will be significant.

We expect to see a time saving of 15-25% of managers’ time by providing them with simple correlation tools such

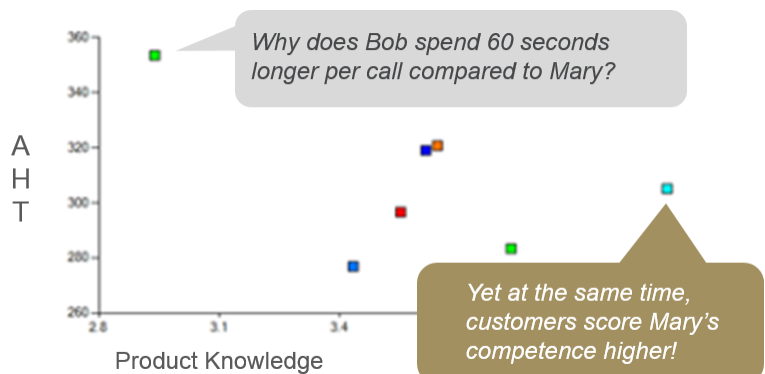
as this.

### Mixing C-SAT and productivity statistics

is the most obvious and common correlation and it has major benefits to someone doing it for the first time.

In the example to the right a company has identified advisors that cost twice as much yet scores lower on C-SAT.

AHT could be replaced by, for example, contacts per day for a similar analysis.





**Adding employee survey results** provides a very interesting dimension to the mix. There is a clear link between engagement and both productivity and C-SAT. But what to do about it? By measuring employee survey scores in parallel with the other two you will for example see teams where your advisors have scored manager recognition low that will also score low on NPS. Use this feedback to work with the team leaders on how they can better manage their teams and your C-SAT and NPS scores will improve.

## How do you do it?

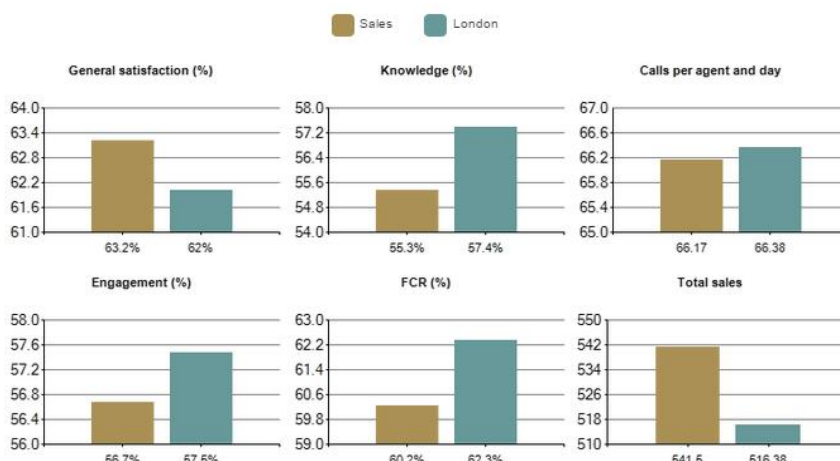
First you need to get a robust initial view of where you stand in terms of performance for all three areas. The Gold Standard has been designed especially with this in mind, but there are several benchmarking initiatives you can use.

Whichever benchmarking solution you choose, make sure that it is:

- **Relevant**  
Measure the most relevant metrics.
- **Robust**  
Base the measurements on statistically secure figures.
- **Comparable**  
Have a good peer group for your particular sector, so that you are comparing apples with apples.



Secondly, we recommend you implement a Voice of the Customer solution, if you don't have one already. You already have your productivity metrics, and if you conduct employee satisfaction surveys then you will have these scores too. Now it's time to marry the three... ideally do this continually so that you get a real-time, self-correcting solution.



A bonus is that you will have all of the things you manage today in one accessible place. This will enable you to use balanced scorecards for staff incorporating all three areas.

Furthermore, this is the perfect place to bring Gamification into the mix. Once you've decided on the mix of performance metrics, add small incentives to further emphasize where you want to drive improvements.



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## Use your big data

If your IT systems allow it, adding “meta data” to your solution will allow you to do data mining far beyond customer service. For example, by adding a customer identifier to your Voice of the Customer solution you will be able to link all of the data we have covered in this article, with things like customer spend, retention, product and brand usage etc. This will enable you to do very elaborate analysis as well as achieve the holy grail of customer service – proving the importance it has to your organisation’s bottom line.

### Unlike anything else

The Gold Standard is unique to the customer service industry and unlike other assessment schemes. It will

...give you more than a simple indication of what you should have in place, it will evidence your performance and advise how to improve.

...award you based on much more than statistically unsecure 300 mystery calls (0.003% of an average centre’s call volume).

...validate your performance against a rich database rather than simply conducting a ticking box exercise that would rend the accreditation hollow.

...deliver so much more than an off the shelf industry report that has no bespoke recommendations to help you improve.

...be quality assured by a leading contact centre industry association and senior contact centre professionals.

### Find out more

**Find out how the Gold Standard can get you started on your holistic performance management journey, by listening to managers from across the industry speaking about it here: [www.goldstandard.cc/media](http://www.goldstandard.cc/media).**

**Or get in touch at [info@goldstandard.cc](mailto:info@goldstandard.cc).**