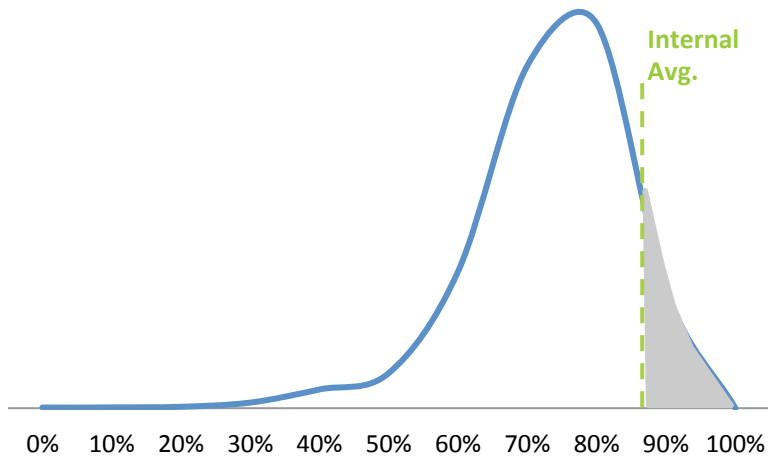


Correlations: Vendor KPIs

Vendor KPIs currently trail internal sites but analysis tell us that it is possible for vendors to deliver higher performance, as their top agents are already doing it.

CSAT

Distribution of all Vendor reps' CSAT performance

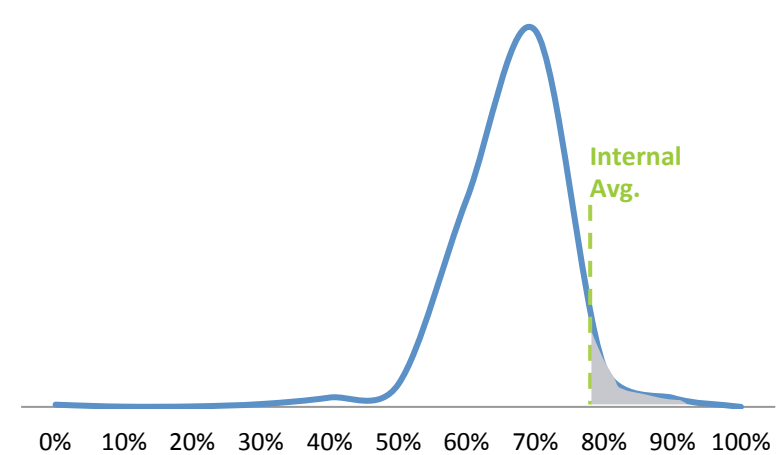


20%

..of Vendor agents have CSAT scores above the internal average

FCR

Distribution of all Vendor reps' FCR performance



6%

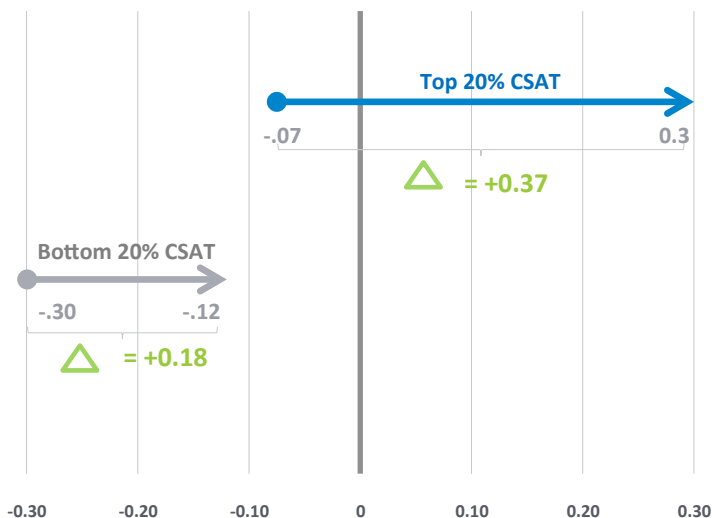
Only 6% of Vendor agents have an FCR score above the internal average (suggesting that it will be more difficult to improve FCR performance in Vendor sites, unless a new “secret sauce” is unlocked)

Correlations: New Measures

Weber tracked over 40 attributes and behaviors across 1,000 calls to identify the key drivers of KPIs. In addition to your QA Strategy, we found two additional measures that tell an interesting story:

Customer Mood

Created to track the change in customer mood from the beginning of the call to the end

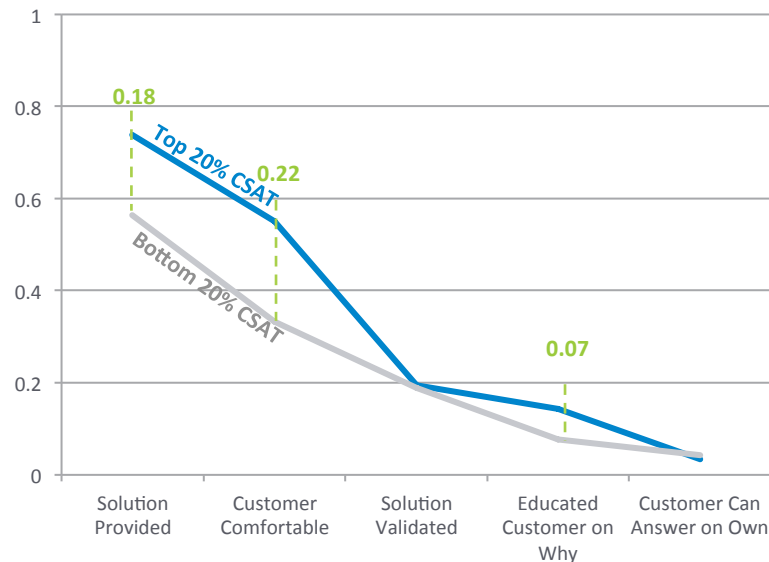


2x

Top CSAT agents have twice the impact on the customer's mood... but they also seem to receive calls that begin more positively

Resolution Funnel

Identifies a series of agent attributes that define the presence and depth of call resolution

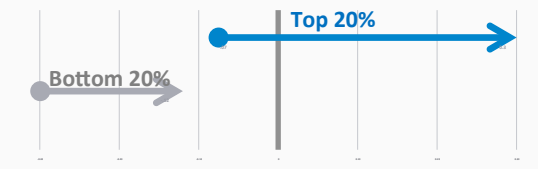
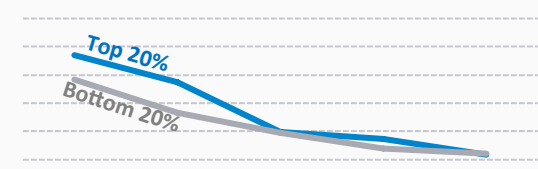


18%

Top CSAT agents are 18% more likely to provide a solution

Correlations: CSAT Scorecard

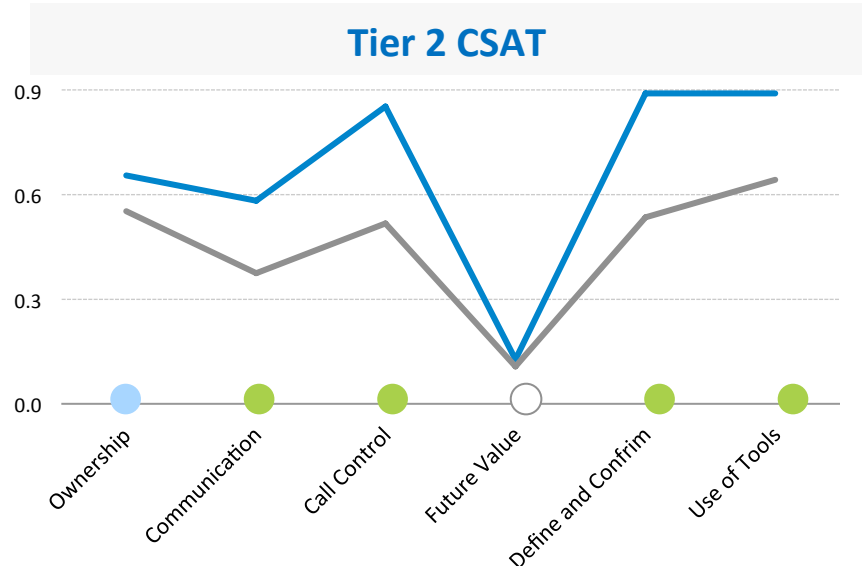
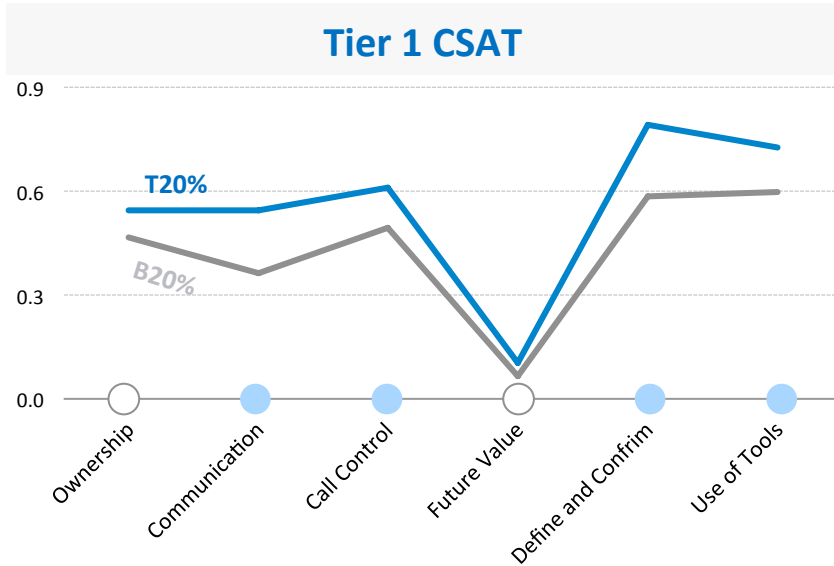
By tracking additional elements, Weber determined new insights to what truly drives CSAT at the vendor level, when your QA Strategy and soft skills aren't executed at the same level as their internal partners.

		Top 20%	Bottom 20%	Difference	Correlation
QA Strategy Behaviors (B1-6)		0.60	0.42	0.18	Strong
		0.37	0.18	102%	Strong
Resolution Funnel		0.33	0.24	18%	Moderate
Checklist Measures	Dead Air	0.69	0.48	0.21	Strong
	Expert	0.88	0.67	0.21	Strong
	Scripted	0.96	0.82	0.14	Moderate
	Match Knowledge & Speed	0.92	0.79	0.13	Moderate
	Accent	0.99	0.93	0.06	Weak

Correlations: CSAT by Tier

Weber identified moderate to strong correlations in CSAT, with Tier 2 showing the strongest ties to call control and ability to understand a customer's issue correctly.

- Zero or Inverse correlation
- Weak Correlation (<0.10)
- Moderate Correlation (0.10-0.20)
- Strong Correlation (>0.20)



Average Rating(B1-6)

T20: 0.55

B20: 0.43

T20: 0.67

B20: 0.46

△ T20 & B20 (B1-6)

+0.12 ●

+0.21 ●

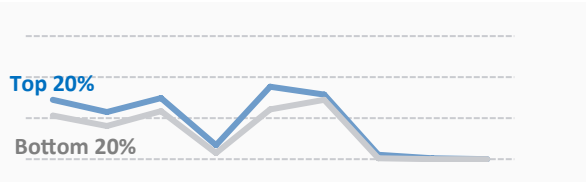
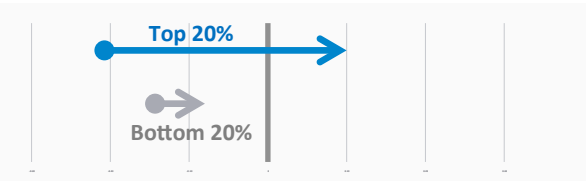
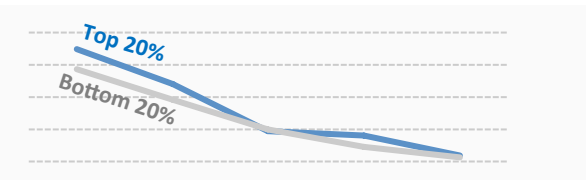
% diff b/w T20 & B20 (B1-6)

+22%

+31%

Correlations: FCR Scorecard

The additional tracking elements confirmed the moderate FCR correlations, but helped Weber identify that the best correlations for FCR only happen when your QA Strategy is performed consistently across top Agents at a score of 1.0 or higher.

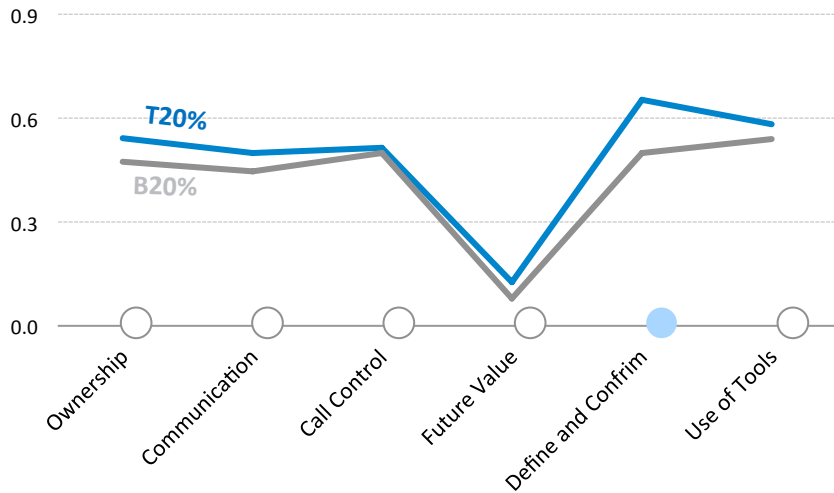
		Top 20%	Bottom 20%	Difference	Correlation
Compass Behaviors (B1-6)		0.56	0.41	0.15	Moderate
		0.31	0.07	343%	Strong
Resolution Funnel		0.31	0.25	23%	Moderate
	Checklist Measures	Expert	0.79	0.63	0.16
	Sincerity	0.73	0.58	0.13	Moderate
	Peace of Mind	0.64	0.52	0.12	Moderate
	Prevent Callback	0.22	0.10	0.12	Moderate
	Accent	0.92	0.91	0.01	Weak

Correlations: FCR by Tier

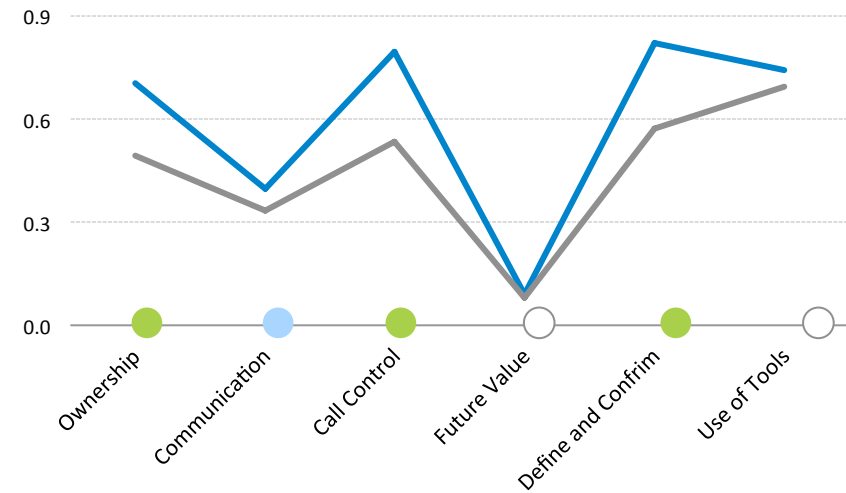
The “black & white” aspect of Tier 2 calls results in a much stronger correlation to FCR drawing on the addition of ownership to drive solutions with customers.

- Zero or Inverse correlation
- Weak Correlation (<0.10)
- Moderate Correlation (0.10-0.20)
- Strong Correlation (>0.20)

Tier 1 FCR



Tier 2 FCR



Average Rating(B1-6)

T20: 0.49

B20: 0.42

T20: 0.59

B20: 0.45

△ T20 & B20 (B1-6)

+0.07 ○

+0.14 ●

% diff b/w T20 & B20 (B1-6)

+14%

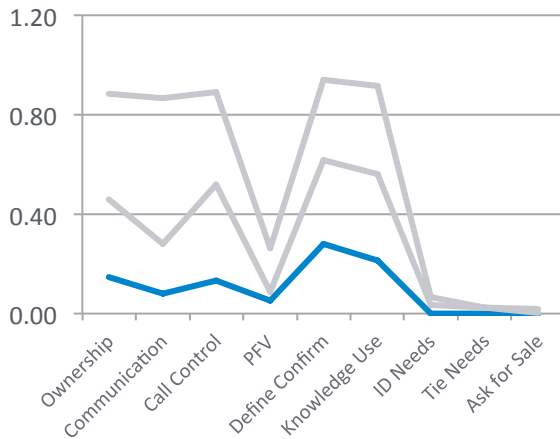
+24%

2 Behavioral Insights: Customer's Mood

Evaluations of your QA Strategy behaviors on the customer's mood clearly show that your QA Strategy has a strong impact on the agent's ability to improve the customer's mood.

So what: Customer Mood is an extremely helpful "leading indicator" for CSAT.

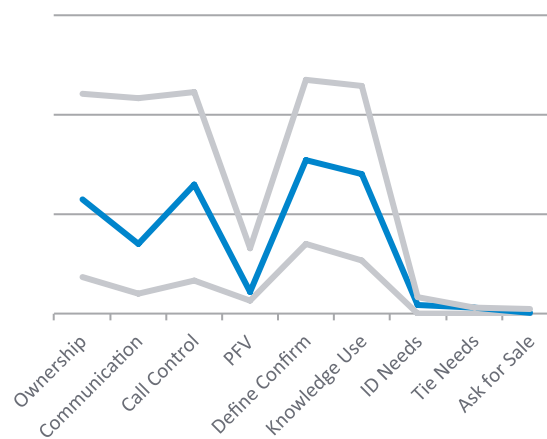
Customer Mood Got Worse



48%

...of calls with declining customer mood were caused by the agent's lack of understanding of the issue

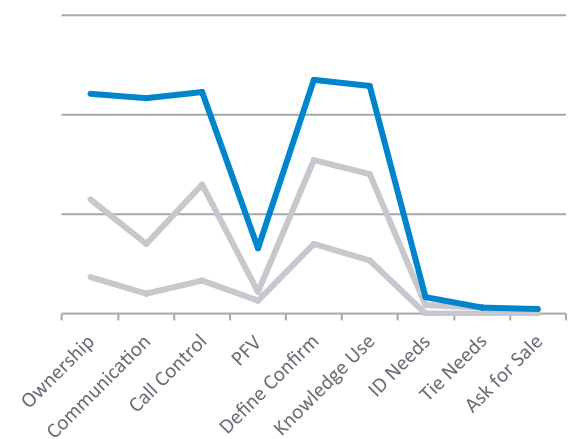
Customer Mood Stayed Same



59%

...of all calls resulted in no change to the customer's mood

Customer Mood Got Better



25%

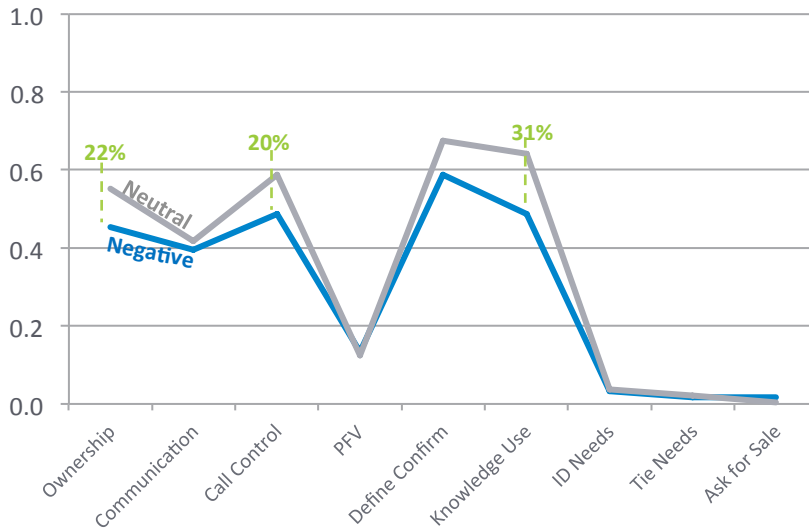
... of calls that your QA Strategy is executed improves the customer's mood

3 Behavioral Insights: Conflict Avoidance

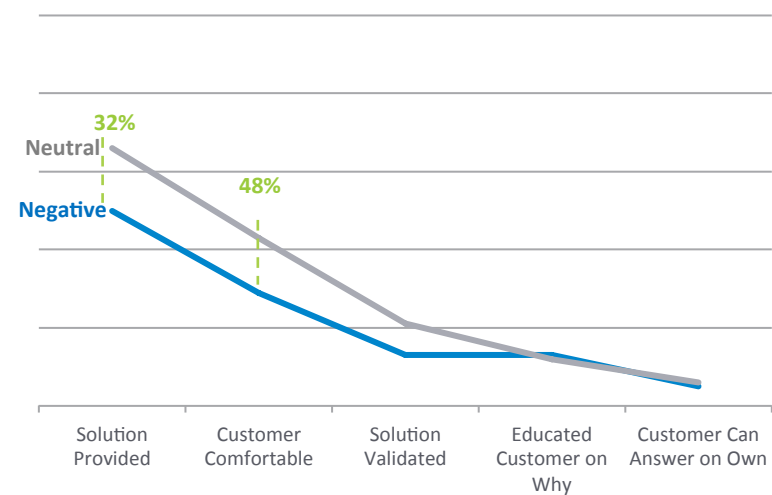
Vendor observations uncovered a culture driven by customer satisfaction but avoidance of conflict. In many cases the avoidance of conflict impacts agents' ability to provide customers with a complete resolution.

So what: Vendors should focus on preparing their Agents for "difficult" calls.

Initial Mood Impact on Behaviors



Initial Mood Impact on Resolution



17%

Agents score 17% lower on Ownership, Call Control and Knowledge/Use of Tools when calls begin negatively

27%

Agents are 27% less likely to solve a customer's problem when the call begins negatively

30%

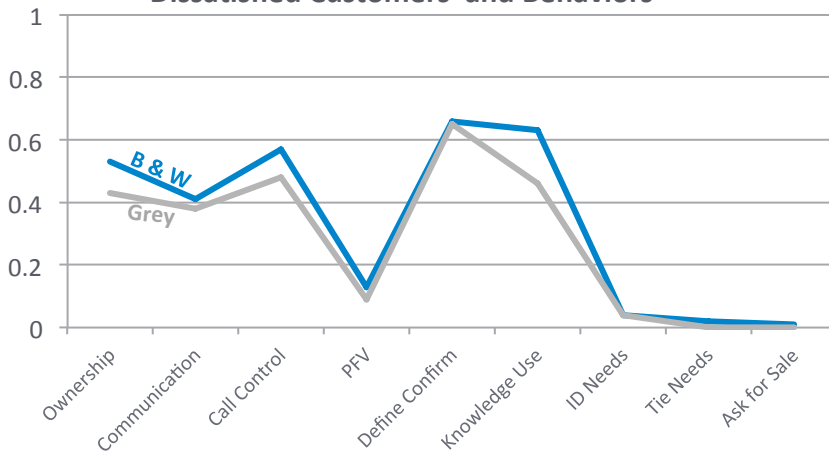
Customers are 30% less likely to be comfortable with the resolution when the call begins negatively

4 Behavioral Insights: The Grey Area

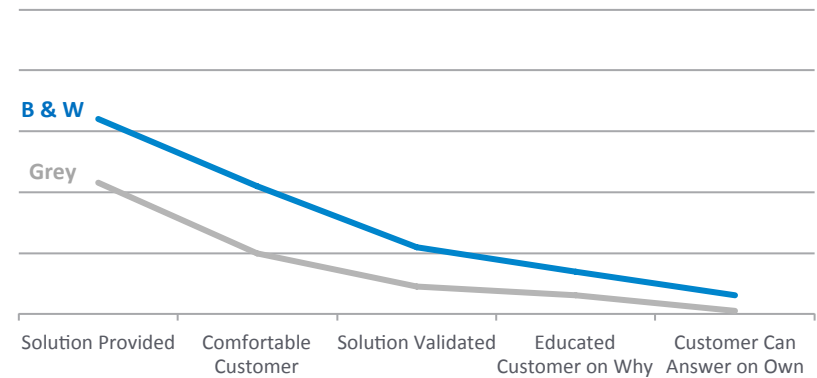
Customers can be dissatisfied for many reasons, however, if a customer is dissatisfied about a tactical “black and white” issue (billing or product) agents are more likely to find a solution than if the issue is “grey” (subjective).

So what: Your company should target “how to handle the grey issues” as a potential training opportunity.

Relationship Between Types of Dissatisfied Customers and Behaviors



Relationship Between Types of Dissatisfied Customers and Resolution



20%

Agents' avg. behavior score for Black & White calls is 20% higher than the Grey

28%

Agent ownership increase 28% on Black & White calls

1.5x

Resolution increases 1.5x on Black & White calls