

Call Monitoring and SLA Performance Blueprint

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In the latest breakthrough from the IBM Cognos Innovation Center for Performance Management, Performance Blueprints can accelerate your software deployments and drive faster return on investment. In this demonstration, you will see how the *IBM Cognos Call Center and SLA Monitoring Performance Blueprint* can help you drive operational efficiencies in the frontline of your call center.

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IBM Cognos Performance Blueprints help companies align corporate objectives with operating plans so they can operate more profitably and efficiently. Performance blueprints are pre-defined data, process and policy models developed to help you improve planning, budgeting, forecasting, reporting and analysis. Blueprints pre-populate your plan with common operational drivers and business structures, dramatically reducing the time it takes to deploy a new performance management process. The result is pre-packaged business user content that accelerates design, development and time-to-value. By providing the right information to the right people at the right time, industry sector Blueprints are strategic differentiators.

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Because a call center is often the first point of contact with a customer, that initial impression or interaction can determine the life expectancy of the customer. Therefore, it's very important that your call center operations provide customers with services that exceed their expectations. Monitoring call center metrics can provide the information needed to assure customer satisfaction; however, in most cases, metrics are monitored in isolation, appearing in reports generated hourly or daily from disparate systems. Monitoring in such a fragmented, isolated manner provides far fewer insights and opportunities for responding quickly, decisively and cohesively.

It is clear, then, that for immediate, effective actions, there is a critical need for call center directors to have simultaneous line of sight for a vast array of key correlated system metrics. The Call Center Operations and SLA Monitoring Performance Blueprint was developed to help provide that line of sight. With this *Blueprint*, call center management can view metrics on up-to-the-moment call trends and dynamics, agent performance and service level agreement (SLA) performance. In addition, with this solution, the call center can create reports on real-time key performance indicators and provides examples of corrective action taking to address immediate business issues. The result is increased operational efficiencies that can help provide enhanced, consistent and reliable customer service.

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The real-time monitoring of IBM Cognos Now! for Call Center provides a best practices solution for the development, monitoring, analysis and reporting of key customer service center SLA metrics and agent utilization and performance. With IBM Cognos Now!, you can:

- Discover and identify intra-hourly or intra day patterns to uncover quality, customer and agent performance issues.
- Create alerts and watch points to monitor key customer, call, incident, part and failure metrics.
- Collaborate with task management and e-mail notification to address immediate issues for dispatch, call escalation and support center resource allocation.
- Generate alerts and escalations to take immediate corrective action for addressing call abandonments, subpar call resolution, defect incidents and staffing issues.

The SLA monitoring is enabled by:

- Metric specific operational dashboards
- Dynamic modeling
- Reporting

Intuitive dashboards display continuously updated KPIs in an easy to build, customizable format. Agents and analysts can personalize graphs, charts, gauges, Google maps and color-coded alerts to view specific KPIs at any time.

With dynamic modeling, agents and analysts can easily change and create complex models plus simulate complex analytic scenarios and evaluate situations in real time with exception alerting capabilities.

With reporting, managers and directors can create more personalized and targeted information and display in multiple advanced formats, build calculations and author for multiple operational data stores.

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The *Call Center Operations Blueprint* includes four key dashboards with accompanying metrics. Each of the dashboards provides role-specific metrics and real-time information that is relevant for the optimal performance of a call center operation on an hourly and daily basis. The dashboards are representative dashboards, primarily focused on an inbound call center environment, and are not comprehensive in their display of key metrics.

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Now we will give a brief demonstration of how the *Call Center and SLA Monitoring Blueprint* can help you gain greater visibility into your call center's performance.

Entering the Cognos Now! application as a senior manager I see 4 separate dashboard options: Agent, Call Center ops, Manager, and Senior Manager. Selecting the Senior Manager dashboard I currently have 4 categories of metrics displayed as dashboard objects: 'Call Count', 'Call volume by Call Center', and 'Call Statistics' are displayed

over a 24 hour period with real time, continually updating metrics; and finally, 'Previous and Current Month SLA'. Let's look at each of these categories in more detail.

Under 'Call Count' we have call activity broken out by call type for a 24 hour period with actual call volume identified by the red dots. Let's drill into this category and review the data in a table format. Using embedded reporting functionality from Cognos 8 BI, we can easily generate a report on an hourly basis.

We'll now take a look at 'Call Volume by Call Center' over the past 24 hours. We're viewing 'call volume', 'calls completed', 'calls terminated', 'abandoned calls' and 'average answer time in seconds' for each call center. The right y axis is 'Average Time Answered' in seconds and the left y axis is 'Total Call Volume' across the 5 call centers.

Let's drill down a level. Again this is a real time metric updating every few minutes, but with Cognos Now! It could be updating every second if necessary. Here we have a table view with the numbers over the past 24 hours for our 5 call centers. As we bring the cursor over Call Center 1 we see that with a call volume of 281 the average answer time has spiked, while Call center 2 had a low average answer time with a huge spike in call volume.

In order to understand the increase in answer time and the call volume movement the call center senior manager decides to send an email from the application to determine the issue. He moves to 'Activities' in the upper right corner, selects 'Take Action' from the dropdown and then 'assign task'. He selects Don Bennett as the task owner, a "high" severity level, subject header, comment and deadline for the task. So without leaving the application environment he can quickly assign tasks, collaborate, and ask for additional information for all the call centers he is managing,

'Call Statistics' covers information about the calls themselves over a 24 hour period. Three key measurements are displayed – 'Average Call Duration', 'Average Wait Time' and 'Average Hold Time'. Again this is at an aggregate level over 24 hours, but typically there should be a spike in hold time as the average call duration trends upwards unless there are mechanisms in place to increase agent productivity, such as bringing on Level 2 agents for additional support.

Let's once again drill into this metric to better understand the nature of the calls coming into all of the call centers and understand which types of calls are driving up average call duration. Now we are looking at call metrics by hour in a table format across the 3 measures. By changing the category dimension to 'Incidents' we see that severity level 3 calls and sales closures are contributing to higher call durations.

We can also filter the view by call centers to understand where 'Average Call Duration' is spiking. Again we see call center 2 and 5 increasing relative to the other 3 call centers for both 'Average Call Duration' and 'Average Hold Time'. Drilling into call center 2 we see our 3 measures. Filtering for incident or call types to better understand what's driving the average call duration and hold time beyond our mean objective for the past 24

hours we can see that 'Direct Response', 'New Account Openings', 'Order Taking' and 'Sales Closures' are the key contributors to the increase in average call duration at call center 2.

Looking at incidents for call center 5 we again see our call types displayed -- with 'Service level 2' and '3' calls, 'Order Taking' and 'Sales Closures' acting as the key contributors to average call duration. As the manager, I could also ask my analyst to create a quick report comparing key call duration contributors across all 5 call centers for a specific time period.

'Previous and Current Month SLA' shows 3 levels of calls, high severity, medium severity and low severity for previous month and current month. We see that for the current month we have achieved our SLA on 36% of high severity calls, 37% on medium and 38% on low.

Drilling into high severity calls and filtering by 'Incident' we see the percentage of SLAs achieved in each call type. Again, we could also filter this view by call center sites, time or by our agents. In this view we quickly see that while we are having the most success in closing accounts and order taking, billing is an area of concern.

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The *Call Center Operations and SLA Monitoring Performance Blueprint* provides call centers and customer service organizations with metrics that help improve real-time efficiencies for a call center's most valuable assets—its customers and agent organization.

Other benefits of the *Blueprint* include:

- Increased customer service, satisfaction and retention because there is timely, line of sight visibility to call center management on site and senior management level
- A multitude of key call center performance and activity metrics from all types of different datasets with alerts so that call centers can address immediate concerns and anomalies
- Improved workforce allocation and greater visibility of possible SLA violations

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For a full list of IBM Cognos Performance Blueprints available for other functional areas in your organization please visit the IBM Cognos Innovation Center at www.ibm.com/cognos/innovation-center.

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Thank you for your interest in this *Blueprint*.