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Overview of all KPI's 2018



Zürich, December 2017

The dimensions of content are based on the European Quality Standard for Service Centers (EN 15838)



Content

General



KPIs for location, languages, type of service, office hours and objectives

Quality



KPIs for certificates, process und quality management

Processes / Technology



KPIs for used channels for each process, with volumes. Toolsupport for staff scheduling and load balancing, IVR, language recognition etc.

Employee



KPIs on the number and structure of employees, employment contract, salary, recruitment, education, development, fluctuation, employee assessment and employee satisfaction

Efficiency



KPIs for Service Level, First Contact Resolution, use of Self Service, costs and outsourcing

Clients



KPIs for customer satisfaction, complaint management and loyalty



General questions 1



1	In what country is your service center located?	<input type="checkbox"/> Netherlands <input type="checkbox"/> Germany <input type="checkbox"/> Spain <input type="checkbox"/> UK	<input type="checkbox"/> Switzerland <input type="checkbox"/> Austria <input type="checkbox"/> Italy <input type="checkbox"/>
2		What percentage of all contacts represent the following services / processes (Total must be 100%) ?	
	<input type="checkbox"/> General customer service % Advice and information % Orders / purchases % Administrative matters % Complaints / comments % Cancellations	
	<input type="checkbox"/> Assistance and claims % Roadside assistance % Medical & legal assistance % Claims management	
	<input type="checkbox"/> Helpdesk % technical helpdesk for customers % internal helpdesk for employees	
	<input type="checkbox"/> Outbound / campaigns % customer loyalty / information % up – cross selling % customer feedback % customer acquisition % retention	



General questions 1



3	How is the contact volume distributed among your client groups? % Business clients (B2B) % Private clients (B2C) % Internal clients
4		What are the official languages offered by your service center?
	<input type="checkbox"/> German <input type="checkbox"/> Italian <input type="checkbox"/> French <input type="checkbox"/> English <input type="checkbox"/> Spanish	<input type="checkbox"/> Portuguese <input type="checkbox"/> Serbo-croat <input type="checkbox"/> Turkish <input type="checkbox"/>
5		What type of service center is it?
	<input type="checkbox"/> In-house service center <input type="checkbox"/> Service provider for third parties	
6		What are the business hours of your service center?
	<input type="checkbox"/> Monday - Friday, 8.00 - 17.00 <input type="checkbox"/> Monday - Friday, extended service hours to 20.00 <input type="checkbox"/> Monday - Friday, extended service hours to 22.00 <input type="checkbox"/> Monday - Friday, 24 hours <input type="checkbox"/> Monday - Saturday, 8.00 - 17.00 <input type="checkbox"/> Monday - Saturday, extended service hours <input type="checkbox"/> Monday - Sunday, extended service hours <input type="checkbox"/> Monday - Sunday, 24 hours	



General questions 2



-
- 7 Please rate the importance of the following goals for your service center:
- Increase client satisfaction
 - Increase employee satisfaction
 - Enhance quality
 - Increase efficiency
 - Optimize processes/technology

Scale: not at all important – not important – not very important – neutral – somewhat important – important – very important

-
- 8 How do you assess the strategic importance of the service center in your company?
- 5 years ago
 - Today
 - In 5 years

Scale: not at all important – not important – not very important – neutral – somewhat important – important – very important



Processes / Technology 1



-
- 10 Which of the following contact options do you currently offer to your clients?
- | | | |
|------------------------------------|-------------------------------------|---|
| <input type="checkbox"/> Telephone | <input type="checkbox"/> SMS, MMS | <input type="checkbox"/> Video |
| <input type="checkbox"/> Letter | <input type="checkbox"/> Web Form | <input type="checkbox"/> Messenger services |
| <input type="checkbox"/> E-Mail | <input type="checkbox"/> Web-Portal | <input type="checkbox"/> Others |
| <input type="checkbox"/> Fax | <input type="checkbox"/> Chat | |
-



Processes / Technology 2 (Voice Channel)



Telephone / ...	(same for video)
11a What is the average number of calls that you receive at the service center per month? Number of calls
12a What is the average handling time for the telephone channel (including wrap-up time)? Minutes Seconds
13a How high is the effective service level (SL) on a yearly average? Percentage Days Hours....Minutes.... Seconds
14a How high is the target service level? Percentage Days Hours.... Minutes.... Seconds
15a How many times did you achieve the desired service level? <i>Scale: never – very rare – rare – occasionally – often – very often – always</i>
16a What is the level of the first contact resolution (FCR) in the telephone channel? %
17a What is the percentage of calls that are disconnected before an employee can respond? %
18a In which percentage of incoming calls, do you initiate the following activities? % Loyalty program % Up- and cross selling % Information & administration % Special promotion („wow-effect“)
19a What is the spread between incoming and outgoing calls? (<i>Total must equal 100%</i>)% incoming% outgoing

2018

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Processes / Technology 3 (non verbal channel)



Email / Letter / ...	(same for all non verbal channels)
11b How many letters do you receive at the service center per month on average (excluding direct mail campaigns)? Number of letters
12b What is the average handling time for the letter channel (incl. wrap-up time)? Hours Minutes Seconds
13b What is the annual average of the effective servicelevel (SL)? Percentage Days Hours Minutes Seconds
14b How high is the target service level? Percentage Days Hours Minutes Seconds
15b How many times did you achieve the desired service level? <i>Scale: never – very rare – rare – occasionally – often – very often – always</i>
16b What is the level of the first contact resolution (FCR) in the non verbal channel? %
18b In which percentage of incoming calls, do you initiate the following activities? % Loyalty program % Up- and cross selling % Information & administration % Special promotion („wow-effect“)
19b What is the spread between incoming and outgoing letters? (<i>Total must equal 100%</i>)% incoming% outgoing

2018

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Processes / Technology 4



20	Which of the following channels do you plan to offer your customers in future?	<input type="checkbox"/> Telephone <input type="checkbox"/> Letter <input type="checkbox"/> E-Mail <input type="checkbox"/> Fax	<input type="checkbox"/> SMS, MMS <input type="checkbox"/> Web Formular <input type="checkbox"/> Web-Portal <input type="checkbox"/> Chat	<input type="checkbox"/> Video <input type="checkbox"/> Messenger services <input type="checkbox"/> Other
21a	Which of the following platforms do you monitor to keep track on the communication of your company?	<input type="checkbox"/> Facebook <input type="checkbox"/> Customer Forum	<input type="checkbox"/> Twitter <input type="checkbox"/> Google+	<input type="checkbox"/> Other <input type="checkbox"/> None
21b	Which social media platforms do you use to actively communicate with your clients?	<input type="checkbox"/> Facebook <input type="checkbox"/> Customer Forum	<input type="checkbox"/> Twitter <input type="checkbox"/> Google+	<input type="checkbox"/> Other <input type="checkbox"/> None
22	Are you using Voice Portal or Interactive Voice Response?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Implementation planned <input type="checkbox"/> Used previously	
23	Do you use language recognition tools?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Introduction planned <input type="checkbox"/> Used previously	
24	Which technologies do you use to support voice communication and how frequently?	<ul style="list-style-type: none"> • Call identification • Recorded greeting • Scheduled call back • Voice print • Speech analysis (emotions, etc) • Skill-based routing • Prioritization of calls • Dialog scripts 		

Scale: never – very rare – rare – occasionally – often – very often – always

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Processes / Technology 5



25	Are you using OCR Tools? (Optical Character Recognition)	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Implementation planned <input type="checkbox"/> Used previously
26	Which technologies do you use to support written communication?	<ul style="list-style-type: none"> • Content analysis for contact routing • Data extraction • Provide relevant text blocks automatically • Answer full automatic (e.g. by e-Mail response system) 	

Scale: never – very rare – rare – occasionally – often – very often – always

27a	Do you use dedicated workforce management tools?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Implementation planned <input type="checkbox"/> Previously used
27b	For which channels do you schedule employees based on the expected contact volume and using the professional scheduling tool?	<input type="checkbox"/> Telephone <input type="checkbox"/> Letter <input type="checkbox"/> E-Mail <input type="checkbox"/> Fax	<input type="checkbox"/> SMS, MMS <input type="checkbox"/> Web Formular <input type="checkbox"/> Web-Portal <input type="checkbox"/> Chat <input type="checkbox"/> Video <input type="checkbox"/> Messenger services <input type="checkbox"/> Other
28	Do you use an integrated load balance in order to allocate resources and to maximize the service level?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Implementation planned <input type="checkbox"/> Previously used
29	How important are the following process optimizations in your Service Center?	<ul style="list-style-type: none"> • Simplify processes • Reduce the number of processes • Automate (Partial-)Processes • Convert processes to self-service • Improve process integration between Service center and back office 	

Scale: very unimportant - unimportant – rather unimportant – neutral – rather important – important – very important

2018

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Processes / Technology 6



- 30 Do you apply AI (artificial intelligence) tools for ...
- classification of contacts
 - selection and recommendation for staff
 - selection and recommendations for clients
 - optimizing process steps
 - self service applications

Scale: never – very rare – rare – occasionally – often – very often - always

- 31 Which cross-channel technologies are you using to support your service center and how often?
- Central routing / universal queuing
 - Trouble-ticket system
 - Operational CRM (e.g. Workflow-System)
 - Knowledge database
 - Analytical CRM (e.g.. Data Warehouse System, Business Intelligence)

Scale: never – very rare – rare – occasionally – often – very often - always



Processes / Technology 7 (only if outbound / campaigns >= 50%)



Telephone

- 29a What is the average number of calls you generate per month?? Number of calls
- 30a What is the average handling time for a call (including preparation and wrap-up time)?
.... Minutes
.... Seconds
- 31a What is the gross contact rate? Percent
-
- 33a What is the net contact score? Percent
- 34a What is the Lead Conversion Rate? Percent
- 35 When do you have the best reachability?
- Before 08:00
 - In the morning 08:00 – 11:00
 - Lunch time 11:00 – 14:00
 - In the afternoon 14:00 – 17:00
 - In the evening 17:00 – 20:00
 - After 20:00



Processes / Technology 8 (only if outbound / campaigns \geq 50%)



Email

29b On average, how many emails do you send per month? Number of emails

31a What is the gross contact rate? Percent

32a What is the click rate? Percent

33a What is the net contact score? Percent

34a What is the Lead Conversion Rate? Percent



Processes / Technology 9 (only if outbound / campaigns \geq 50%)



Whitemail

29c On average, how many letters (white mail) do you send per month? Number of letters (whitemail)

31a What is the gross contact rate? Percent

33a What is the net contact score? Percent

34a What is the Lead Conversion Rate? Percent



Processes / Technology 10 (only if outbound / campaigns >= 50%)



36a	What is the percentage of the following outbound campaigns?%%%%	Telephone campaigns Email campaigns Letters / Whitemail Combined multi channel campaigns
36b	Which multi channel combinations do you use?%%%%	Phone - email Phone - letter Email - letter Phone – email - letter
36c	Do you also use social media platforms for your outbound campaigns?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Introduction planned <input type="checkbox"/> Used previously
37	What technology do you use for outbound campaigns?	<ul style="list-style-type: none"> • Campaign Management System • Power Dialer • Predictive Dialer • Preview Dialer • Email / Newsletter Tool • Print- and packiging line 	

Scale: no – no longer – planned - yes

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Efficiency 1



40	Do you use self-services?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Implementation planned <input type="checkbox"/> Previously used
41	Which self-services do you use and how often?	<ul style="list-style-type: none"> • Interactive Voice Response (IVR) • Automatic Speech Recognition (ASR) • Web-Form • Client portal • App • SMS/MMS • Chatbot • Client community 	
Scale: never – very rare – rare – occasionally – often – sehr often –always			
42	What are the drivers for the self-services in your Service Center?	<ul style="list-style-type: none"> • Enhance client satisfaction using multi-channel availability • Enhance client satisfaction by reducing waiting times • Enhance employee satisfaction by reducing simple cases • Use additional capacity for marketing activities • Reduce costs through reduction of contacts with employees 	

Options : does not apply at all – does not apply – rather inapplicable – neutral – rather applicable - applicable – bull's eye

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Efficiency 2



43	Are there service center areas being outsourced?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Outsourcing planned <input type="checkbox"/> Previously outsourced
44	Which areas are being outsourced, in what extend and where?	<ul style="list-style-type: none"> • Information % of the volume • Orders / Purchases % of the volume • Administrative concerns % of the volume • Complaints % of the volume • Cancellations % of the volume • Roadside and travel assistance % of the volume • Medical and legal assistance % of the volume • Claims Service % of the volume • Technical helpdesk for clients % of the volume • Internal helpdesk for employees % of the volume • Outbound campaigns % of the volume 	

Options: not outsources – within the country – within Europe – outside of Europe

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Efficiency 3



45	Please evaluate the criteria for the decision to outsource	<ul style="list-style-type: none"> • Cost cutting by increasing flexibility • Cost cutting by lower introduction costs of the outsourcer • Quality improvement through high expectations and access to best practice • Quality assurance thanks to access to reserve capacities • Strategic decision to outsource non-core functions • Improve time to market of products and services • Other: 	
<p>Scale: very unimportant - unimportant – rather unimportant – neutral – rather important – important – very important</p>			
46	Assess the criteria against the decision to outsource:	<ul style="list-style-type: none"> • Service Center is the core function of the company • Corporate Decision „no outsourcing“ • Inadequate cost savings • Too much risk • Lack of potential third-parties • Regulatory obstacles (date protection) • Loss of Know-how, lack of customer focus • Bad experiences 	
<p>Options: does not apply at all – does not apply – rather not applicable – neutral – rather applicable - applicable – bull's eye</p>			

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Efficiency 4



47a	How many workplaces do you have in your service center? Service Center seats
47b	What is the share of home office workplaces?	• Current % • Planned 1-3 years %
48	What is the conversion of the total working time in productive customer-oriented time among employees in your service center? Total must equal 100% % Productive customer time % Waiting time % Training / Coaching % Breaks, Meetings, etc. % Absence due to illness % Other non-controllable absence
49a	Specify what percentage of the annual operating costs of your service centers account for the following positions (total must equal 100%) % Staff costs % Technology costs % Building infrastructure % External Service Provider % Other.....
49b	What are the overall costs of the service centre? Annual operating costs

2018

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Quality 1



50a	Do you have defined and documented processes to ensure the level of quality in the service center?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Implementation planned <input type="checkbox"/> Previously used
50b	Which certificates do you have or are you planning to achieve?	<ul style="list-style-type: none"> • EN15838 – Quality Management in CCC • ISO18295 - Service requirements for CCC • Quality seal Telemarketing • ISO 10002 – Complaint Management • ISO 9001:2000 – Quality Management • EFQM – Quality Management 	
<i>Options: yes – no – planned – not anymore</i>			
51	Which systems are available in your service centers in order to monitor the status of forwarded requests / concerns to the specific departments?	<input type="checkbox"/> Manual Systems (E-Mail, Excel, etc.) <input type="checkbox"/> Automatic Systems (Processes, Workflow, CRM, etc.) <input type="checkbox"/> No systems	

2018

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Quality 2



52 What methods do you apply for the education and training needs and how often do you use them?

• Analysis of completed contacts (e.g. conversation analysis)
• Focus groups with customers
• Mystery shopping in the Service Center
• Client feedback / CET / NPS
• Screen shots
• Video analysis
• Target review
• Other:

Options: not used – yearly – half-yearly – quarterly – monthly – weekly – daily

53 What tools do you use to improve the quality of the workstation?

<input type="checkbox"/> Acoustic optimization in buildings	
<input type="checkbox"/> Noise protection at workstation	
<input type="checkbox"/> Ergonomic workstation	
<input type="checkbox"/> Humidification	
<input type="checkbox"/> Wireless headphones	

Options: yes – no – planned – not anymore

54 Do you have an innovation program in place?

<input type="checkbox"/> Staff input / incentive scheme	
<input type="checkbox"/> Innovation board / groups	
<input type="checkbox"/> Creative floor, areas	
<input type="checkbox"/> Culture and values supporting innovation	
<input type="checkbox"/> Others	

55 What is the investment rate at your service center?

.... % of the annual operating cost

2018

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Employees 1



60 How many people are employed at your service center and at what level of employment?

	Employee	Supervis.	Teamleader	Support	Manager
20%	_____	_____	_____	_____	_____
40%	_____	_____	_____	_____	_____
50%	_____	_____	_____	_____	_____
60%	_____	_____	_____	_____	_____
80%	_____	_____	_____	_____	_____
100%	_____	_____	_____	_____	_____
Total	_____	_____	_____	_____	_____
FTE	_____	_____	_____	_____	_____

61 What is the gender ratio in your service center? Total must equal 100%

	Employee	Supervis.	Teamleader	Support	Manager
Male	_____	_____	_____	_____	_____
Female	_____	_____	_____	_____	_____

62 What is the age ratio in your service center? Total must equal 100%

	Employee	Supervis.	Teamleader	Support	Manager
< 30 Y	_____	_____	_____	_____	_____
31 – 50 Y	_____	_____	_____	_____	_____
> 50 Y	_____	_____	_____	_____	_____

63 What is the percentage of foreigners working in your service center?

.... %

64 How many persons with disabilities are employed in your service center?

.... Number

65 Do you have a code of conduct in your service center or are you planning to introduce one?

<input type="checkbox"/> Yes	
<input type="checkbox"/> No	
<input type="checkbox"/> Implementation planned	

2018

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Employees 2



66	What is the conversion of the total working time in productive customer-oriented time among employees in your service center? Total must equal 100% % Productive customer time % Waiting time % Training / Coaching % Breaks, Meetings, etc. % Absence due to illness % Other non-controllable absence																																
67	What percentage of your employees is speaking one or more of the officially offered languages in your service center? % One language % Two languages % Three or more languages																																
68	How often do you use the following channels for staff recruiting?	<table border="0"> <tr> <td>• Internet</td><td>.....</td> <td>• Events</td><td>.....</td> </tr> <tr> <td>• Headhunter</td><td>.....</td> <td>• Social Media</td><td>.....</td> </tr> <tr> <td>• Employment agency</td><td>.....</td> <td>• Unsolicited application</td><td>.....</td> </tr> <tr> <td>• Internal</td><td>.....</td> <td>• Public placement service</td><td>.....</td> </tr> <tr> <td>• Personal contact</td><td>.....</td> <td>• Foundations</td><td>.....</td> </tr> <tr> <td>• Recommendation</td><td>.....</td> <td></td><td></td> </tr> <tr> <td>• Advertisement</td><td>.....</td> <td></td><td></td> </tr> <tr> <td>• Radio / TV</td><td>.....</td> <td></td><td></td> </tr> </table>	• Internet	• Events	• Headhunter	• Social Media	• Employment agency	• Unsolicited application	• Internal	• Public placement service	• Personal contact	• Foundations	• Recommendation			• Advertisement			• Radio / TV		
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69	Evaluate the following selection criteria for the recruitment of employees	<table border="0"> <tr> <td>• Language skills</td><td>.....</td> <td>• Teamplayer</td><td>.....</td> </tr> <tr> <td>• Verbal comm.</td><td>.....</td> <td>• Ability to deal with IT-solutions</td><td>.....</td> </tr> <tr> <td>• Written comm.</td><td>.....</td> <td>• Sales oriented</td><td>.....</td> </tr> <tr> <td>• Expertise</td><td>.....</td> <td>• Education</td><td>.....</td> </tr> <tr> <td>• Flexibility</td><td>.....</td> <td></td><td></td> </tr> <tr> <td>• Stress resistance</td><td>.....</td> <td></td><td></td> </tr> <tr> <td>• Service- and client oriented</td><td>.....</td> <td></td><td></td> </tr> </table>	• Language skills	• Teamplayer	• Verbal comm.	• Ability to deal with IT-solutions	• Written comm.	• Sales oriented	• Expertise	• Education	• Flexibility			• Stress resistance			• Service- and client oriented						
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Employees 3



70a	How important are the following trainings and further educations for your service Center? (Switzerland)	<table border="0"> <tr> <td>• Basic education expert client dialog EFZ</td><td>.....</td> </tr> <tr> <td>• Call Center Agent CallNet.ch</td><td>.....</td> </tr> <tr> <td>• Certified Contact Center Supervisor</td><td>.....</td> </tr> <tr> <td>• CAS Client dialog management ZHAW</td><td>.....</td> </tr> <tr> <td>• Internal management or coaching trainings</td><td>.....</td> </tr> <tr> <td>• Internal expert training</td><td>.....</td> </tr> </table>	• Basic education expert client dialog EFZ	• Call Center Agent CallNet.ch	• Certified Contact Center Supervisor	• CAS Client dialog management ZHAW	• Internal management or coaching trainings	• Internal expert training
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70b	How important are the following trainings and further educations for your service center? (other countries)	<table border="0"> <tr> <td>• Internal expert training</td><td>.....</td> </tr> <tr> <td>• Internal management or coaching trainings</td><td>.....</td> </tr> <tr> <td>• External expert training</td><td>.....</td> </tr> <tr> <td>• External management or coaching trainings</td><td>.....</td> </tr> </table>	• Internal expert training	• Internal management or coaching trainings	• External expert training	• External management or coaching trainings				
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71	On average, how many days per year are being invested in trainings and further educations per employee?	<table border="0"> <tr> <td>• Initial training</td><td>.....</td><td>Days</td> </tr> <tr> <td>• Training and further education</td><td>Ongoing Coaching</td><td>..... Days</td> </tr> </table>	• Initial training	Days	• Training and further education	Ongoing Coaching Days						
• Initial training	Days												
• Training and further education	Ongoing Coaching Days												



Employees 4



72	What training methods do you use, and how often?	<ul style="list-style-type: none"> • Trainingprogrammes (Computer based Training) • Group training • Live-Coaching • Show video examples • Manuals <p style="text-align: center;"><i>Options: not used – yearly – half-yearly – quarterly – monthly – weekly – daily</i></p>
73	With which performance indicator do you measure the performance of your employees and how often are they being discussed with the employees?	<ul style="list-style-type: none"> • Number of contacts • Length of contacts • Quality of contacts • First Contact Resolution • Client satisfaction surveys • Sales performance • Other: <p style="text-align: center;"><i>Options: not used – yearly – half-yearly – quarterly – monthly – weekly – daily</i></p>



Employees 5



74	How important are the following measures to encourage your employees?	<ul style="list-style-type: none"> • Major support at the start of employment • Further education for employee (development of competencies & skills) • Mentoring programms • Illustration of development track • Work out an individual development track <p style="text-align: center;"><i>Scale: very unimportant - unimportant – rather unimportant – neutral – rather imortant – important – very important</i></p>
75	How strong do you support the following measures to encourage employee loyalty?	<ul style="list-style-type: none"> • Above-average payment • Bonus payments and rewards • Mentoring programs • Assign responsibility and authorities • Positive corporate culture • (Temporary) transfer into other Departments / job- rotation • Flexible working time, part time, annual working hours, home office, etc. <p style="text-align: center;"><i>Scale: very unimportant - unimportant – rather unimportant – neutral – rather imortant – important – very important</i></p>



Employees 6



76	Are employees / agents authorized to credit clients for anything e.g. goodwill measures?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Implementation planned <input type="checkbox"/> Previously yes, not anymore																								
77	What is the gross salary per year?	<table border="1"> <thead> <tr> <th></th> <th>Minimum</th> <th>Averagely</th> <th>Maximum</th> </tr> </thead> <tbody> <tr> <td>Employee</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Supervisor</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Teamleader</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Mgmt Support</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Manager</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Minimum	Averagely	Maximum	Employee				Supervisor				Teamleader				Mgmt Support				Manager				
	Minimum	Averagely	Maximum																								
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78	What is the average number of days absent due to sickness, occupational and non-occupational accidents per person per year for:	<ul style="list-style-type: none"> • Employee: days • Supervisor: days • Teamleader: days • Mgmt Support: days • Management: days 																									
79	How many persons have left the service center in the previous year?	<table border="1"> <thead> <tr> <th></th> <th>External Departures</th> <th>Internal Transfers</th> </tr> </thead> <tbody> <tr> <td>Employees</td> <td></td> <td></td> </tr> <tr> <td>Supervisor</td> <td></td> <td></td> </tr> <tr> <td>Teamleader</td> <td></td> <td></td> </tr> <tr> <td>Manager</td> <td></td> <td></td> </tr> </tbody> </table>		External Departures	Internal Transfers	Employees			Supervisor			Teamleader			Manager												
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Employees																											
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Teamleader																											
Manager																											
80a	Do you measure employee satisfaction?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Implementation planned <input type="checkbox"/> Früher gemessen																								

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Employees 7



81	What is the current level of employee satisfaction?	<input type="checkbox"/> Very unsatisfied <input type="checkbox"/> Unsatisfied <input type="checkbox"/> Rather unsatisfied <input type="checkbox"/> Neutral <input type="checkbox"/> Rather satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> Very satisfied
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Clients 1



90 How many client do you serve with your service center? clients

91a Do you measure client satisfaction

<input type="checkbox"/> Yes	<input type="checkbox"/> Implementation planned
<input type="checkbox"/> No	<input type="checkbox"/> Previously yes, not anymore

91b Why is customer satisfaction not being measured

<input type="checkbox"/> Costs
<input type="checkbox"/> Theme is not in focus
<input type="checkbox"/> Other

91c How often and by what methods are you measuring client satisfaction?

- Mystery calling
- Ask clients after telephone call
- E-Mail / Online follow up
- SMS follow up
- Automated system
- Other:

Options: Not used – >yearly– half-yearly – quarterly – monthly

91d Who measures client satisfaction?

- Mystery Calling
- Ask clients after telephone call
- E-Mail / Online follow up
- SMS follow up
- Automated system
- Other:

Options: other department in the company – independent organisation – internal in CCC-not used

2018

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Clients 2



92 How important are the following objectives of the customer satisfaction survey?

• Strengthen customer loyalty
• Recognize own strengths
• Uncover fields of action
• Continuously improve quality
• Increase corporate success
• Fullfill specifications (norms, certificates)

Scale: very unimportant - unimportant – rather unimportant – neutral – rather imortant – important – very important

93 How satisfied are your clients?

<input type="checkbox"/> Very unsatisfied
<input type="checkbox"/> Unsatisfied
<input type="checkbox"/> Rather unsatisfied
<input type="checkbox"/> Neutral
<input type="checkbox"/> Rather satisfied
<input type="checkbox"/> Satisfied
<input type="checkbox"/> Very satisfied

2018

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Clients 3



94	Do you measure the Net Promoter Score?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Implementation planned <input type="checkbox"/> Previously yes, not anymore
	If so, what value do you have	<input type="checkbox"/> -100 <-> +100	
	If not, why not	<input type="checkbox"/> Too much effort <input type="checkbox"/> Too unrepresentative <input type="checkbox"/> For our company not relevant <input type="checkbox"/> Other methods in use	
95	Do you measure the Customer Effort Score (CES)?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Implementation planned <input type="checkbox"/> Previously yes, not anymore
	If so, what value do you have	Scale 1 – 7	
96	Do you measure the churn rate?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Implementation planned <input type="checkbox"/> Previously yes, not anymore
	If so, what value do you have % churn rate	

2018

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Clients 4



97	On average, how many complaints do you receive per month? Legitimate complaints Unauthorized complaint Unqualified complaints	
98	How are the incoming complaints being distributed through your channels? (total = 100%) % Telephone % Letter % E-mail % Fax % SMS, MMS % Web-Form % Video-Chat % Chat % Social Media % Messenger services % Other
99	Where are complaints being processed?	Simple Complaints Complex Complaints	<input type="checkbox"/> In Service Center <input type="checkbox"/> In another department within the company <input type="checkbox"/> In an independent organization <input type="checkbox"/> In Service Center <input type="checkbox"/> In another department within the company <input type="checkbox"/> In an independent organization
100a	Do you have a fixed response time to process complaints?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Implementation planned <input type="checkbox"/> Previously yes
100b	How long is the average fixed response time for complex complaints? In what percentage of cases do you adhere to this response time? Days Hours Minutes Seconds % Adhered	

2018

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Clients 5 (only for loyalty-management)



101	Do you have a customer loyalty or bonus programme in use in your company?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Implementation planned <input type="checkbox"/> Previously yes
102	How is your loyalty programme designed?	<input type="checkbox"/> information led <input type="checkbox"/> points/vouchers - hard benefits	<input type="checkbox"/> Tiers – soft benefits <input type="checkbox"/> tiers-and-points (soft und hard benefits)
103a	What is the share of all customers registered in the programme ...	<ul style="list-style-type: none"> • across the customer base ... % • in total sales ... % 	
103b	What percentage of customers in the loyalty programme made at least one purchase last year (activity rate)? %	
103c	Which percentage of the points/vouchers you issue to customers are actually spent on an award in the past year (redemption rate)? %	
103d	What is the share of new customers in the loyalty programme last year (growth rate)? %	
103e	What is the annual cost of the loyalty program? (expressed as % of total sales) % total sales	
104	How is the organization of loyalty / programme management linked to that of the service center?	<input type="checkbox"/> One organizational unit <input type="checkbox"/> Separate units, in regular, formalized exchange <input type="checkbox"/> Separate units without any direct collaboration	

2018

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Contact

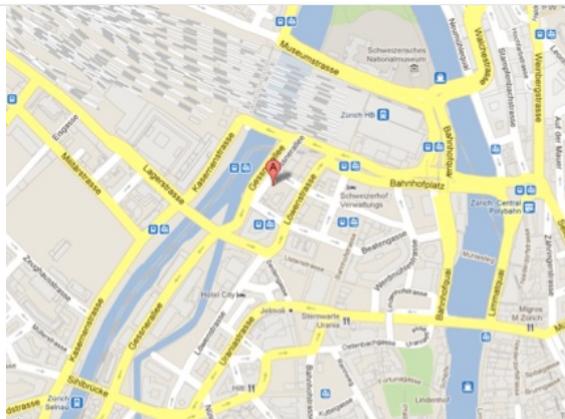


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