



Effective

Performance Optimization Solution Brief

SOLUTION BRIEF

► NOW YOU CAN:

- Manage to Excellence™, not just averages, establishing customer service as a competitive advantage
- Align employees at all levels to corporate objectives
- Increase the strategic contribution your contact center makes towards company goals
- Know exactly where to focus management efforts for maximum impact
- Objectively evaluate performance against internal and external benchmarks
- Increase visibility of how customer service is contributing to achieving company goals
- Apply industry best practices to improve operational effectiveness

DAILY CHALLENGES AND TOO MUCH DATA ARE FORMIDABLE BARRIERS

Most customer service executives are so consumed with controlling operating costs and managing staff in the face of a growing customer base and increased demand for services that they seldom have time to consider how they help the company achieve its broader objectives. This is exacerbated by the fact that it's virtually impossible to get a clear picture of what's really going on in their customer service operations, considering that data is scattered across multiple information silos, is voluminous in nature, lacks comparative context, and rarely directly connects to corporate goals.

IMPROVE VISIBILITY TO OPTIMIZE PERFORMANCE

Performance Optimization helps you ensure your resources, primarily your employees, which constitute 70% of operating costs, are performing as effectively as possible. Innovative Performance Optimization solutions from Blue Pumpkin provide a comprehensive, objective view of your customer service operations, pulling together information from disparate sources, and presenting it in a context and format that makes it easy to understand the impact it's having on your business.

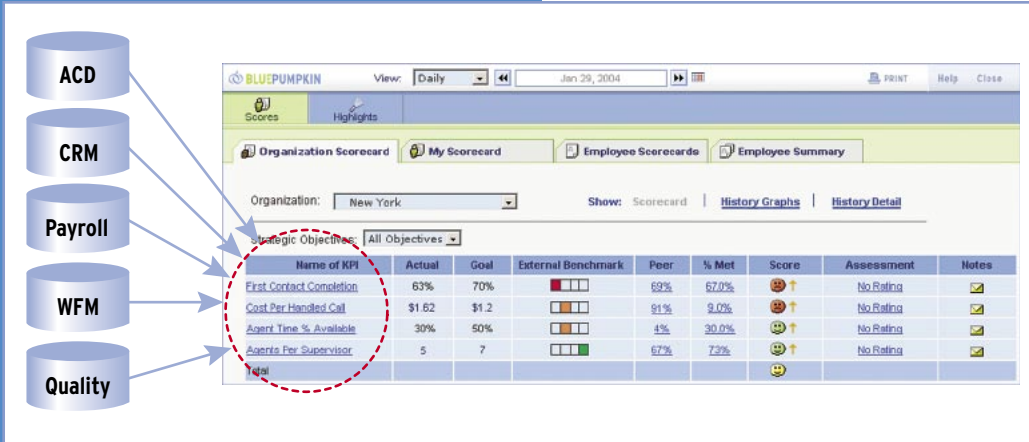
Performance Optimization starts with identifying specific measurable performance objectives that are clearly aligned with your corporate goals. Key Performance Indicators (KPIs) combine data from multiple sources to present a robust analysis of performance aligned with established objectives. But without an externally oriented perspective, you still have a very limited view into how well your operations are performing. Contact center benchmarking provides the context that enables you to know, from your customers' perspective, how well you're doing relative to their expectations and your competition.

The results are improved knowledge of priorities and management effectiveness, greater visibility into the strategic contribution of customer service operations, and an attractive return on investment and value that, according to SaddleTree Research, "are based on its ability to simultaneously address the three basic business objectives of customer service, shareholder value, and profitability."

Performance Optimization consists of three essential elements:

- Performance Management
- Industry Benchmarking
- Business Process Improvement

Performance Management. Managing organizational performance has long been known to be the key to higher customer satisfaction, employee productivity, overall quality, and corporate profitability. However, managers have lacked the visibility into their own operations that is necessary to ensure performance is consistent with business objectives and to implement course corrections as needed.



Performance management encompasses a complex set of processes that include:

- Setting long-term objectives and managing to excellence through periodic review of goals and associated key performance measurements
- Integrating and extracting performance information from multiple systems
- Regular tracking, communicating, reporting and collaborating that's necessary to improve results

Performance Dashboards increase visibility of performance relative to personalized targets and benchmarks for customized Key Performance Indicators (KPIs) calculated from data pulled from numerous enterprise data sources.

Industry Benchmarking. Measuring contact center agents using internal, unilateral metrics such as Talk Time and Handle Time provides a very limited view of performance primarily because this completely fails to provide any context for whether a particular result is good or bad. As customer service becomes increasingly important as a competitive differentiator, companies cannot continue to operate in a vacuum, without benefit of the perspective into how other contact centers perform. Industry Benchmarking provides the context companies need to effectively measure and improve performance.

Business Process Improvement. Traditional technology solutions for contact centers generally do a good job of increasing the *efficiency* of the existing business practices. But often, the practices are poorly defined or out of date for the current business objectives. So the new technology makes the center very efficient at the wrong thing. There are new strategies and processes that can dramatically improve the overall *effectiveness* of a contact center. By implementing proven best practices, companies can ensure the contact center is in alignment with business objectives while delivering the best possible customer service at the lowest possible operating cost.

BLUE PUMPKIN PERFORMANCE OPTIMIZATION SOLUTION

We offer the necessary software and services to provide a complete view of contact center performance. The Blue Pumpkin Performance Optimization solution features:

- Advisor Enterprise performance management application
- Contact Center Performance Benchmarking
- Professional Services to recommend and implement proven industry best practices

Advisor Enterprise. Blue Pumpkin Advisor Enterprise is a performance management application that helps you Manage to Excellence™ through controlling a complex set of performance optimization processes. Advisor Enterprise measures, tracks, and reports individual performance at all levels of your company, and facilitates collaboration among managers and agents to drive the actions necessary to achieve business goals.

By providing one system for establishing performance targets and then measuring and communicating progress, Advisor Enterprise aligns the efforts of all functional groups

“Performance management is essential to not just our profitability but also our survival. To be competitive, every person in our organization must be empowered to perform at their highest level. Blue Pumpkin provides a platform for translating our strategies into action—galvanizing our people, improving our operations and giving us new insight into how well we are doing and where we can improve.”

David Johnson
Customer Care Operations Manager
DTE Energy

and ties their personal and group objectives to corporate goals. Advisor Enterprise provides several capabilities to motivate teams and individuals to perform better, and pinpoint the people and business drivers responsible for success and failure. Insights and immediate access to performance information empowers management to provide stronger leadership, resolve issues quickly, focus efforts where they'll have the greatest impact, and extend successes across your organization.

Advisor Enterprise:

- Aligns customized operational objectives with corporate goals and business strategies
- Consolidates diverse information from multiple enterprise systems into customized KPIs that provide a robust view of performance that goes far beyond any single metric
- Offers easy access to performance results to increase visibility throughout the company of contact center performance and contributions to company objectives
- Uses personalized dashboards and leaderboards to consistently provide feedback on performance of individuals, leading performers, teams, and entire sites
- Provides immediate performance feedback that empowers employees to become more self-managing and motivated to improve their own performance
- Sends "manager alerts" triggered by off-performance metrics to help managers see what actually is happening, identify downward trends, and intervene before the trend becomes a significant problem

Contact Center Performance Benchmarking. Contact Center Performance Benchmarking provides the context, data, and expertise companies need to effectively measure and improve performance. Featuring elements from Gartner Measurement, a leading information technology analysis organization, our multi-faceted benchmarking offering makes it possible to Manage to Excellence™ not just averages. We've created the industry's first complete approach to driving highly differentiated customer service and creating competitive advantage through the contact center.

Industry benchmarking is the process of measuring business performance against that of peer contact centers and competitors, rapidly identifying where your organization leads and lags in customer service. This enables managers to focus their efforts where improvement is needed most. Blue Pumpkin offers three specific capabilities that together are essential to a successful benchmarking practice:

- **The Right KPIs**—Gartner Measurement has identified specific KPIs that, based on their knowledge and many years of experience, are the best metrics for gauging contact center productivity
- **Benchmarking Data**—Through thousands of client engagements Gartner Measurement has developed and regularly updates a database of contact center benchmarks
- **Consulting Services and KPIs Selection**—The power of KPIs is that they can be customized to align with company goals, operational strategies, and business practices. Our Performance Benchmarking includes expertise in identifying, defining, and implementing the best possible mix of KPIs for your company and industry segment.

Professional Services.

Strategic Consulting—Blue Pumpkin offers deep expertise in contact center best-practices gained from hundreds of workforce optimization implementations. Our seasoned team works with you to evaluate the people, processes, and technologies required to execute your performance optimization strategy. We recommend specific changes to your business practices, and then work with you to develop a roadmap for successful implementation.

Implementation Services—Our consultants work closely with your project team to successfully and efficiently implement your chosen performance optimization solutions. Our methodologies, based on extensive experience and best practices, are structured to allow you to focus on your core business, while we work with your managers, supervisors, and employees to enable change.

Change Management—Managing changes to fundamental business process and culture can be the most critical part of any performance optimization initiative. During implementation we use proven Change Management techniques, working directly with your employees and unions to obtain their buy-in, resulting in successful adoption of new practices, policies, and initiatives.

ABOUT BLUE PUMPKIN

Blue Pumpkin provides industry-leading workforce optimization solutions that improve the performance of a customer contact center's most important and valuable asset—its people. Addressing critical business challenges and creating competitive advantage with both innovative technology and best-practices professional services, we help our customers balance and optimize three critical and often competing priorities: business growth through customer loyalty, employee satisfaction and retention, and operating costs. Blue Pumpkin solutions deliver proven value to more than 1,000 organizations worldwide such as ADP, AT&T, DirectTV, eBay, JetBlue Airways, Toyota, and Visa.



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