

AVERAGES DON'T ALWAYS TELL THE FULL STORY

In terms of data we know that an 'average' score represents a way of defining a common value from a data set. It's a number that represents the 'norm' in a set of figures. Finding the average helps us to compare sets of numbers. However, we need to be aware that an average value may give an inaccurate impression of what's really happening within the range of data. In other words, it's not giving the full picture; it's just giving one piece of information.

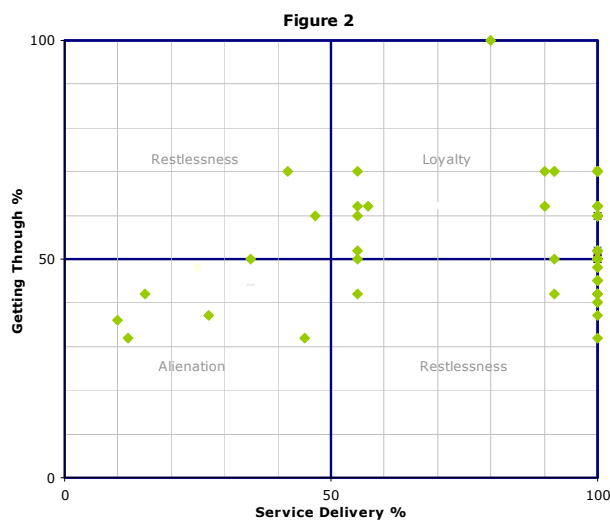
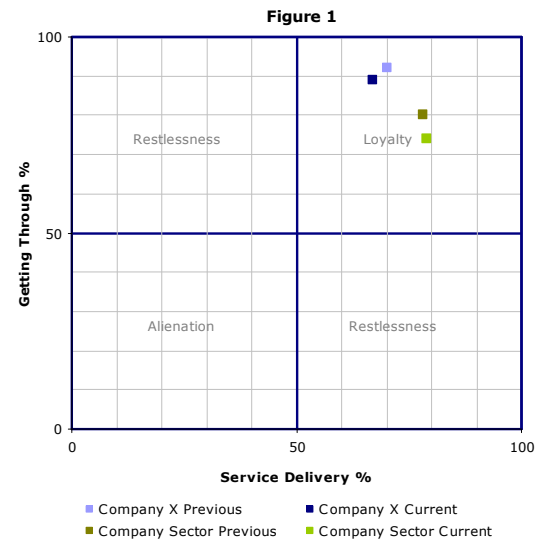
The following example will illustrate just how easy it is to be misled by an average score.

One of CSBA's proprietary tools is its Customer Satisfaction Grid. The model assesses a company's customer loyalty based on two key dimensions (two averages):

- **Getting Through** - a weighted score out of 100, calculated using Connect Time (from first ring to a live agent) and the Greeting Quality Index (an aggregate of Greeting Skills)
- **Service Delivery** - a weighted score based on a composite of Best Practice Agent Manner and the Enquiry Resolution Index (an aggregate of Clarifying Needs, Good Product Knowledge, Provided Clear Outcome and Courteous and Helpful)

If a company scores well on both dimensions, customer loyalty is likely to be developed and enhanced. Lower scores will lead to customer alienation.

Figure 1 shows that by only plotting an overall average for Getting Through and Service Delivery, Company X with high scores on both dimensions is placed in the top right Loyalty quadrant of the grid. But some key information is missing. To go beyond averages and get a true picture of what's actually happening in their call centre (and ultimately their company) we need to show each individual call from the survey (Figure 2) to provide the full story. How each individual call has performed and what this means.



Looking at Figure 2, we get deeper insights. 83% of all Company X's calls fell into the Loyalty quadrant of the Grid. But what about the 17% of calls that fell into the Restlessness and Alienation quadrants? These were calls that were managed badly and the company risks losing the customer. If we only use Figure 1 we would think Company X's call centre is operating at optimum levels. By mapping every call we can see there are in fact 17% of customers not satisfied with their call centre experience, which translates to not satisfied with Company X. As a result, some of these customers will move to a competitor company.

How well do you think your call centre would perform on CSBA's Customer Satisfaction Grid? Contact us to find out.