

## Case Study

# It Pays to Score Well!

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Before the automation of the call evaluation process, the evaluator had to sit, side by side with the customer care agent and take notes on their performance from the beginning to the end of the call. This was then translated into excel documents for reporting purposes to the relevant management departments. As you can imagine this is a lengthy and tedious process.

One of the integral elements in the customer care industry today is in the development of the customer care agents into delivering that exceptional service that is in line with the business's strategic goals. So how do we identify, track, benchmark and develop an agent's performance? We use a scoring sheet/document or call evaluation form.

Apart from reporting on a teams' weekly or monthly performance, Evaluation forms enable individual or group performance reports. These help in the identification of the poorly performed areas and formulation of training content specific to those areas. Post-training performance can then be tracked and hence benchmarked against other centers. On an individual level scoring documents help gauge where an agent is at in relation to preset goals.

When Telkom Kenya outsourced customer services operations for their Orange mobile brand with Horizon Contact Centers as one of their handling contact centers, they already had a scoring document that was in use by all their contact center partners to evaluate the quality of service being given by the front line customer care agents. After adopting and using the scoring document, we found that an agent could score as high as 90% but it was evident that the call lacked in so many areas some of which were not captured by the scoring document. Likewise an agent could score 0% but there would be elements in that call that would stand out as excellent, "even the best agents make mistakes".

In order to deliver that "Wow" factor while meeting and surpassing performance metrics it was our view that the scoring document had to be reviewed. To do that, we focused on the following areas:

- Introduction of elements important in delivering good customer experience
- Introduction of elements important in adhering to procedural requirements
- Review the weighting on the areas already captured by the document in line with the set objectives
- Review of the 0% score and focus more on rewarding and development of agents which is core to our coaching model
- A user friendly and transparent document that would help facilitate agent self-evaluation

After consultations with the Telkom Kenya team, we agreed upon a revised scoring sheet that adequately provided for the areas focused on.

The effects of the revised scoring document became apparent after implementation, some of which were immediate and some later on.

- Agents were no longer restricted or tied to one particular way of interacting with a customer. This brought out the agents personality and encouraged more positive customer interaction.
- A survey conducted in October 2010 rated Orange Kenya front office customer care as the leader in front office customer service.

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- The scoring sheet was adopted as the official Orange Kenya scoring sheet for all their Contact Centers
- Notable improvement in performance from an average of 84% before implementation to 90.51% after implementation.

In conclusion a scoring document is a good indicator of where your agents are in terms of delivering that exceptional customer service and where you want them to be. A good scoring document is one that is reviewed and amended regularly in line with the changing needs of the customers and the business. Reports generated by this document contain important feedback for the various departments of the organization.



### Trend Analysis By Performance Area

Performance Area Name	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
Escalation Procedure/Upselling					94.00	91.89	88.77	100.00	100.00	90.72
Procedural	92.49	92.48	92.13	92.26	96.70	100.00	100.00	100.00	100.00	95.78
Taking Responsibility	87.08	87.73	89.31	88.72	87.64	81.18	80.21	82.48	80.03	85.49
Closing	94.08	91.75	93.00	93.70	95.54	96.83	97.67	97.99	97.53	95.16
Customer Experience	91.73	91.67	90.16	89.98	89.87	91.38	91.73	92.04	92.55	91.11
Customer Satisfaction					97.50	96.95	97.41	95.57	96.03	96.51
Opening	97.73	96.13	96.66	97.13	98.63	98.73	99.20	99.46	99.44	98.05
Probing	92.04	93.68	91.93	90.42	88.33	91.02	92.18	92.56	93.05	91.49
Questioning & Listening	93.13	94.19	91.95	92.51	95.43	96.27	96.83	96.53	97.07	94.63
Time	95.74	97.67	99.25	98.52	98.96	98.62	97.41	98.99	99.40	98.22
Usage of Telephone	25.00			33.33	5.56	4.55				5.71

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