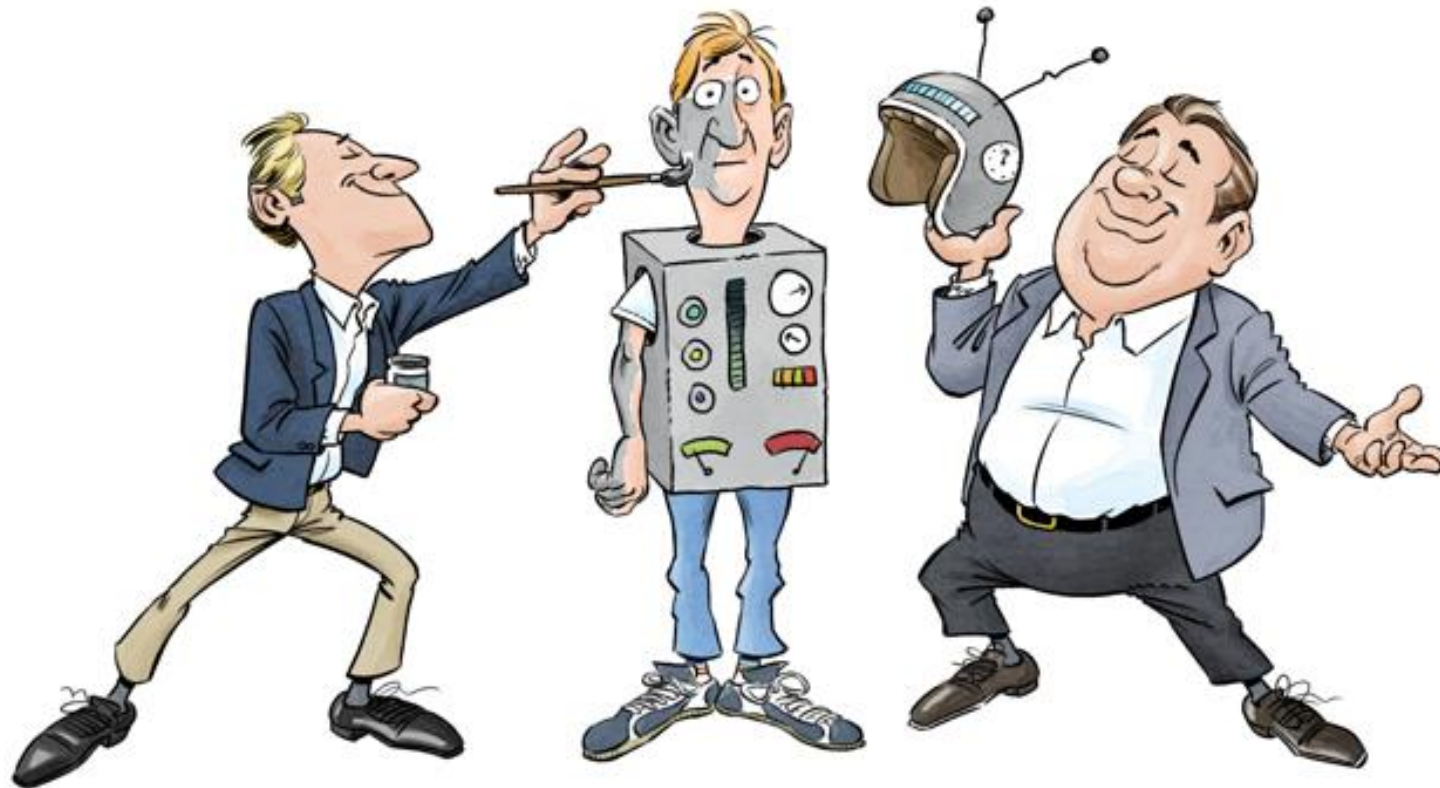
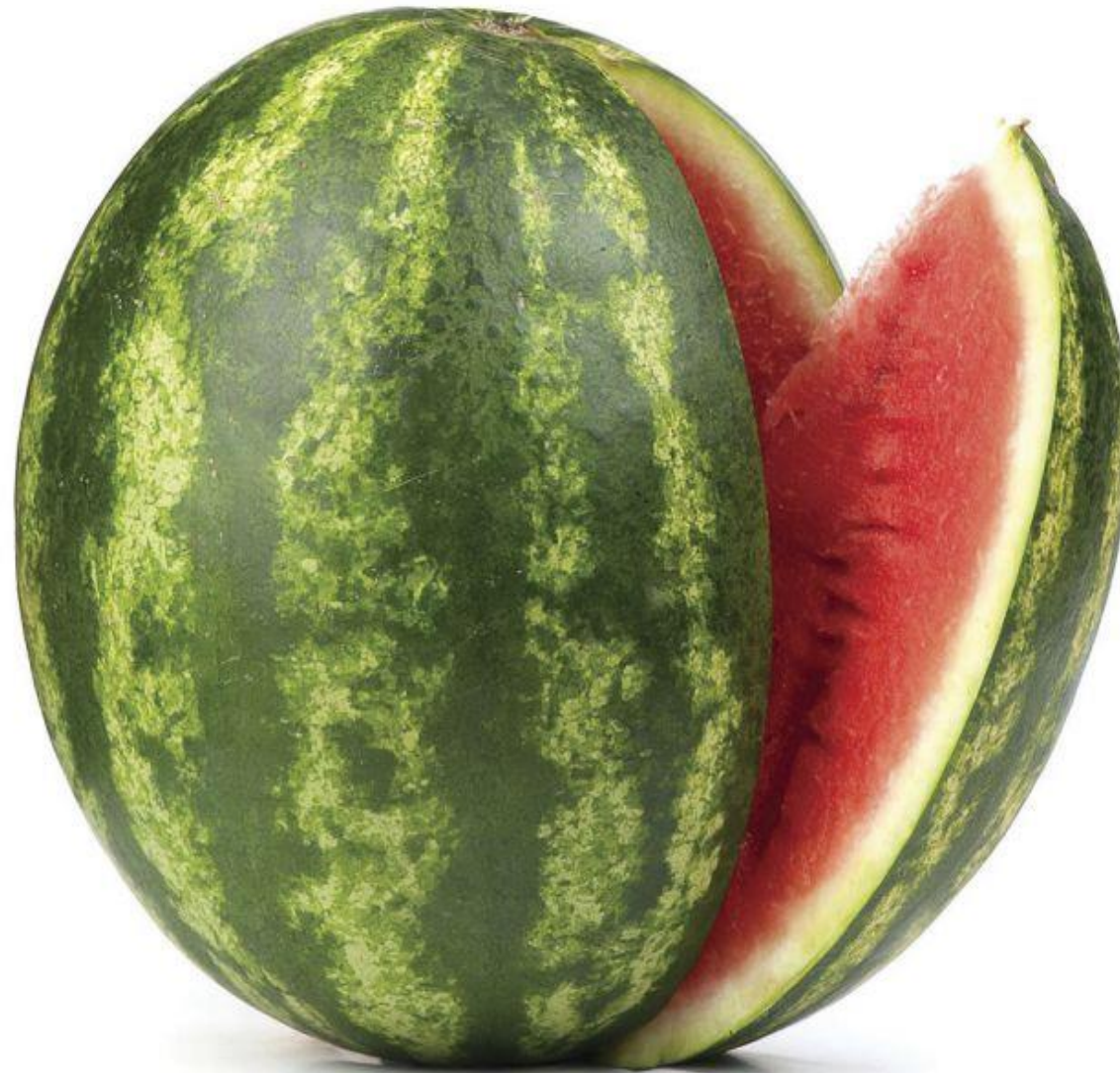

De rigtige KPI'er og hvordan du undgår vandmeloner



KPI's makes the telco world go round and round!



10 of the most common and important Customer Service KPI's

1. Customer Satisfaction Score (CSAT)
2. Net Promoter Score (NPS)
3. Employee Engagement (employee churn)
4. Service level (eg. 80%/60 seconds)
5. Customers Waiting (back log/queue)
6. Answered Calls/Tickets
7. Average Handling Time (AHT)
8. First Call Resolution (FCR)
9. Idle Time
10. Calls/tickets handled/closed



KPI's can be a great tool but watch out for watermelon reporting

GREEN

AHT on target
Answered Calls/Tickets
High employee engagement

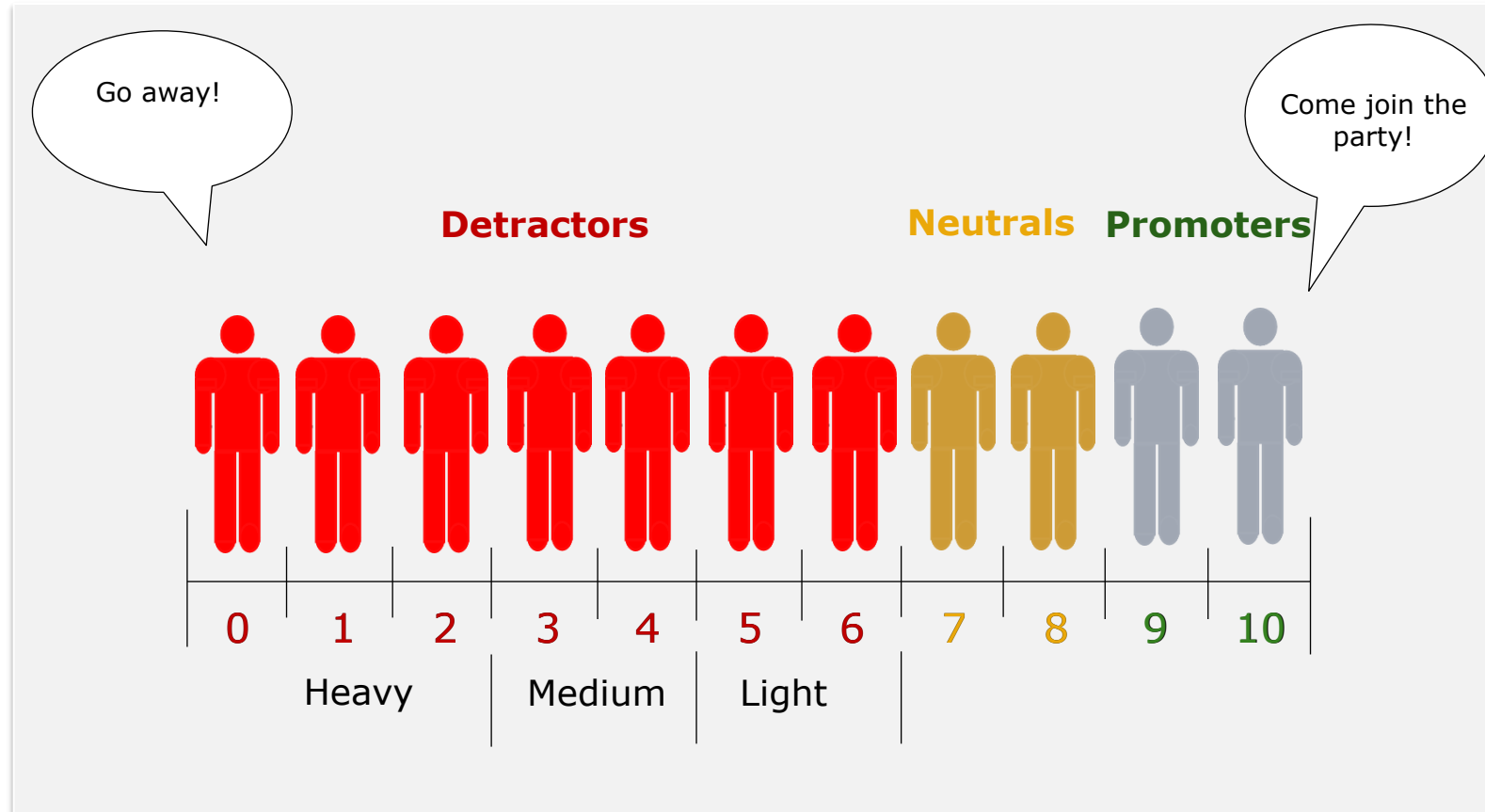


RED

FCR shoot to shit
Reopened tickets high
Leadership gaming



The NPS measurement



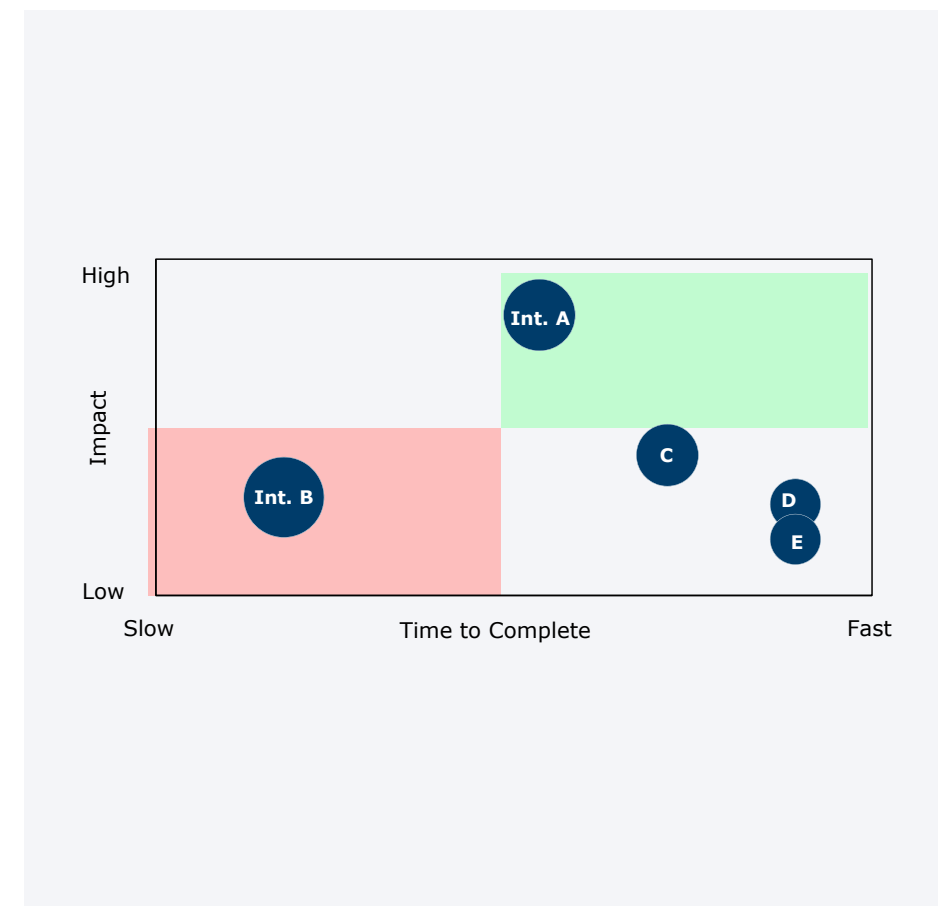
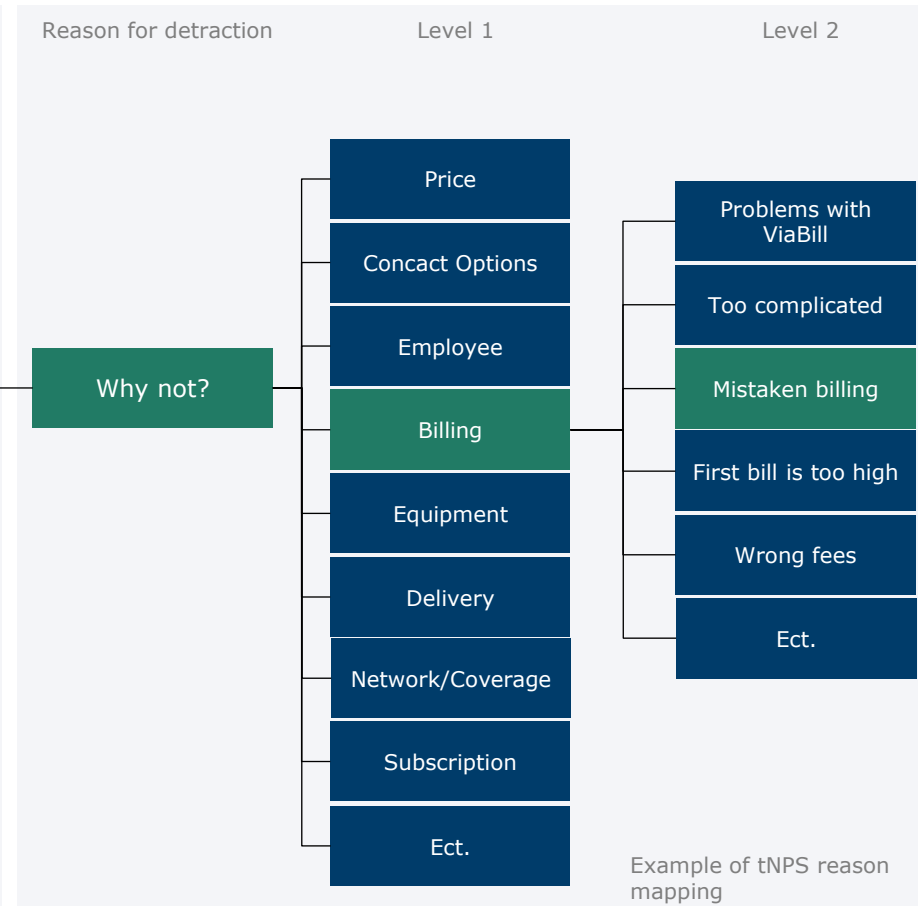
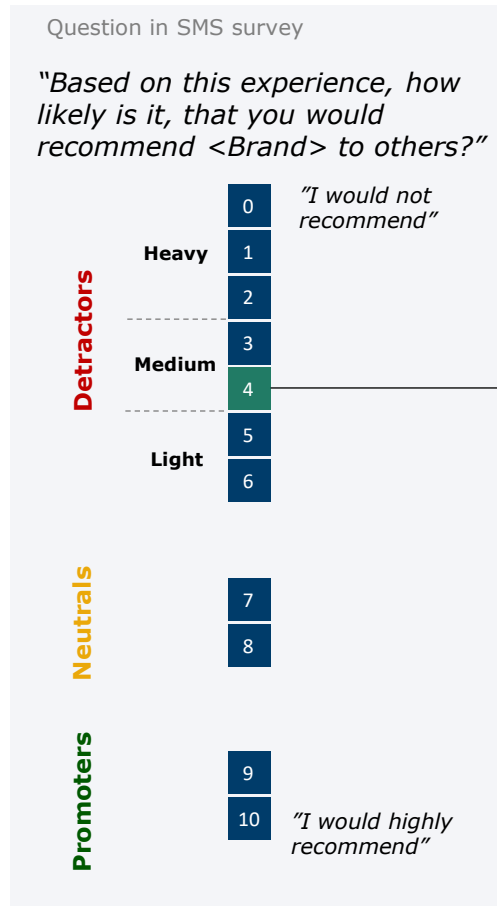
Reason map – process tool to improve NPS

We are asking the customers for reasons for detraction and eventually promotion score

Detraction triggers
reason map

Reason map is mapping drivers for detraction

Input to pain programs for all OpCo brands



The nuuday NPS model TOR™

eNPS (Employee Net Promoter Score) measures the employees' loyalty and willingness to recommend friends and family to seek employment in their organization.

tNPS (Touch Point Net Promoter Score) measures the customers' willingness to recommend the company based on the service that they just received.

bNPS (Brand Net Promoter Score) measures the brand NPS in the whole database of customers. It is not based on the respondent having any direct contact with retail, customer service etc.

The bNPS question:

"On a scale from 0-10 how likely is it that you would recommend YouSee to a friend or colleague?"

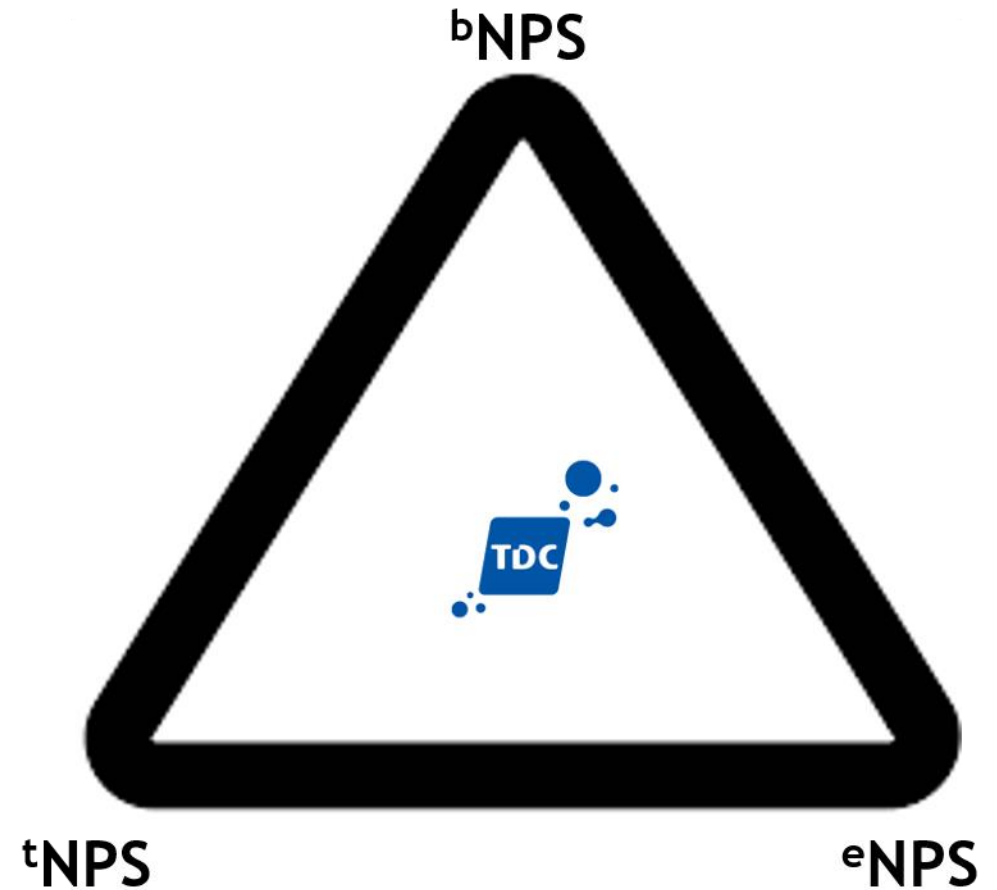
The tNPS question:

"Based on YouSee handling of your call to customer service how likely is it that you would recommend YouSee to a friend or colleague?"

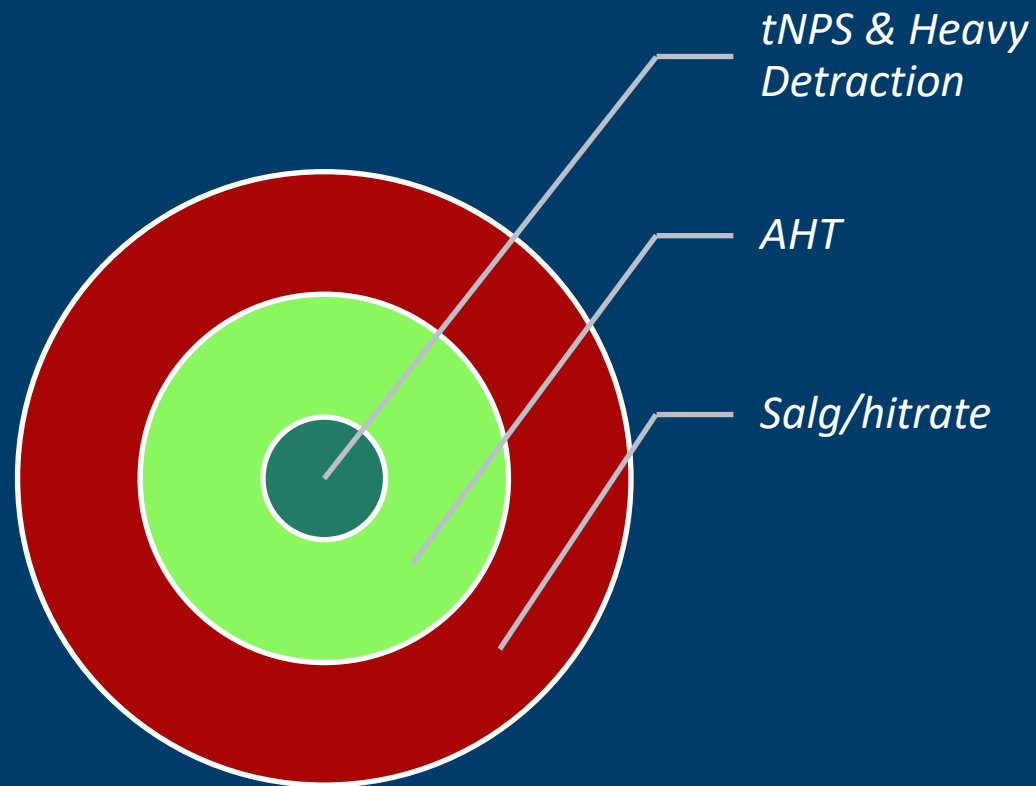
The eNPS question:

"On a scale from 0-10 how likely is that you would recommend YouSee as a good place to work?"

TOR™ - Triangle Of Recommendation



Kerne – KPI – Modellen



BLP – balance, læring & performance

Vælg dit kerne KPI

Husk først at have styr på kerne KPI'et:

- tNPS & Heavy Detraction

Så fokuserer du på:

- AHT og husker også FCR og Salg

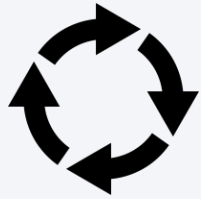
Derefter fokuserer du på:

- Salg og husker AHT og tNPS

Fullrate Perception GAP™ tool to train employee empathy (Emotions)

The program trains employees to be aware of the customer's perception and in order to reduce heavy detraction

Perception Gap training tool

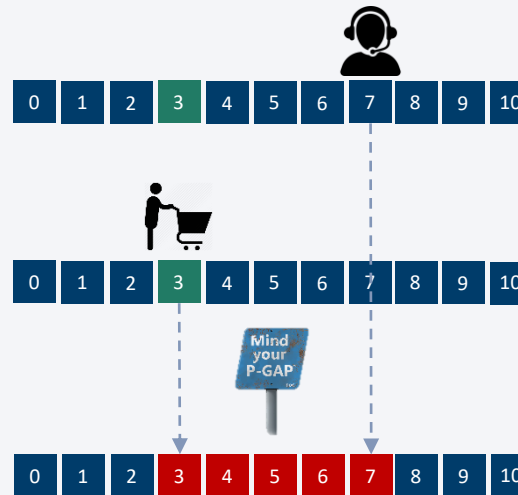


Monthly cycle of training for employees with too much heavy detraction (2 ½ hours pr. employee)

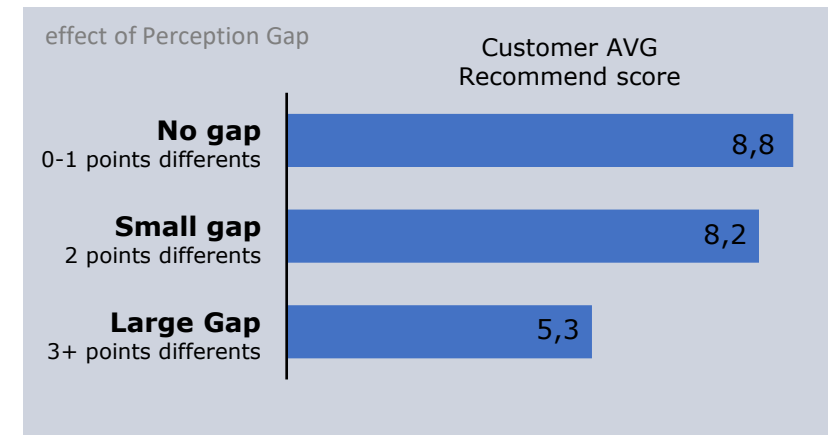
Gap Identification	P-Gap measurement
Gap Reasons	Coach feedback
Gap Closure	Coaching on phone
Gap Evaluation	P-Gap measurement

How to measure Perception Gap

- 1 Employee Survey**
Employee is forced to think of and feel how the customer is left emotionally and to what degree they will recommend the company
- 2 Customer Survey**
After end conversation with employee the customer will be asked in what degree he/she will recommend the company
- 3 Perception Gap**
The Gap between the two scores is called perception Gap. It tells us to what degree the employee understand the customer



Large P-GAP = low recommendation



Process for P-GAP program

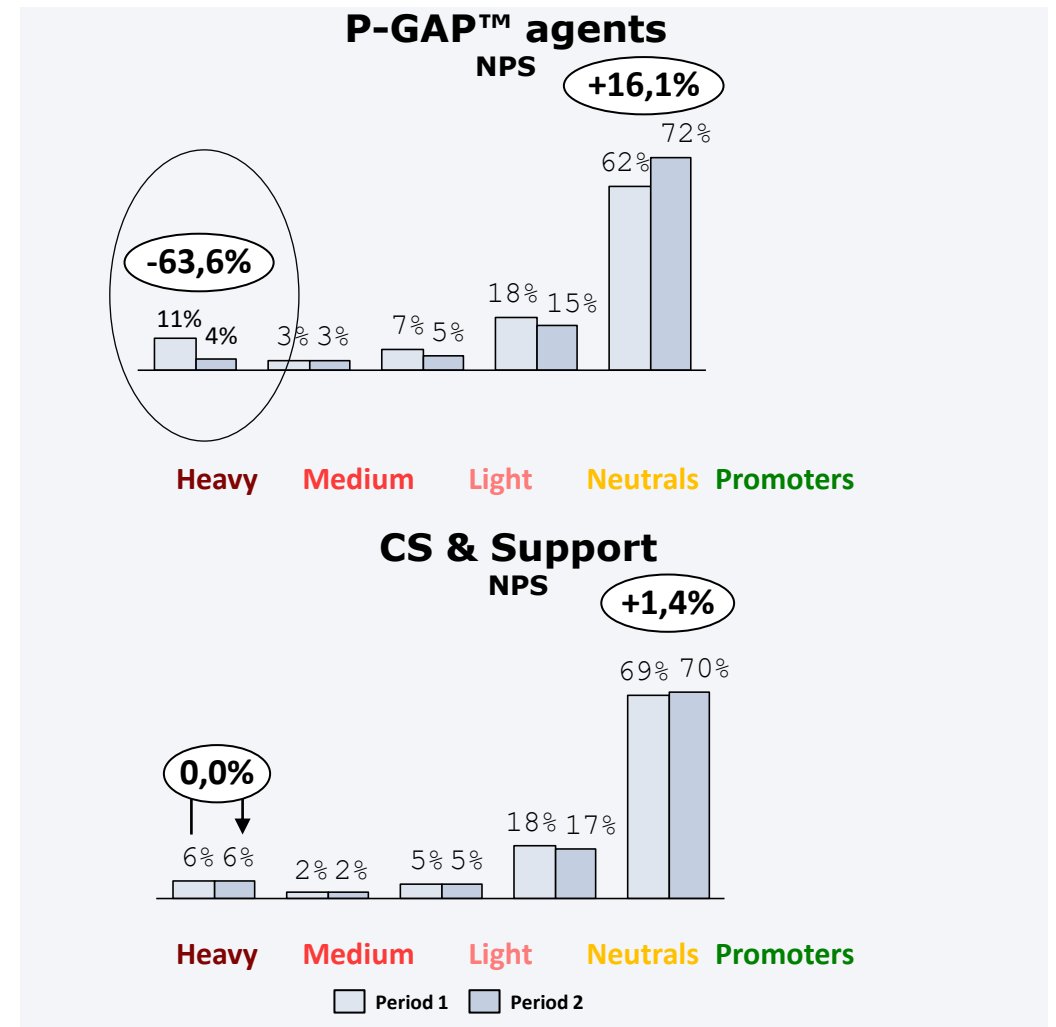
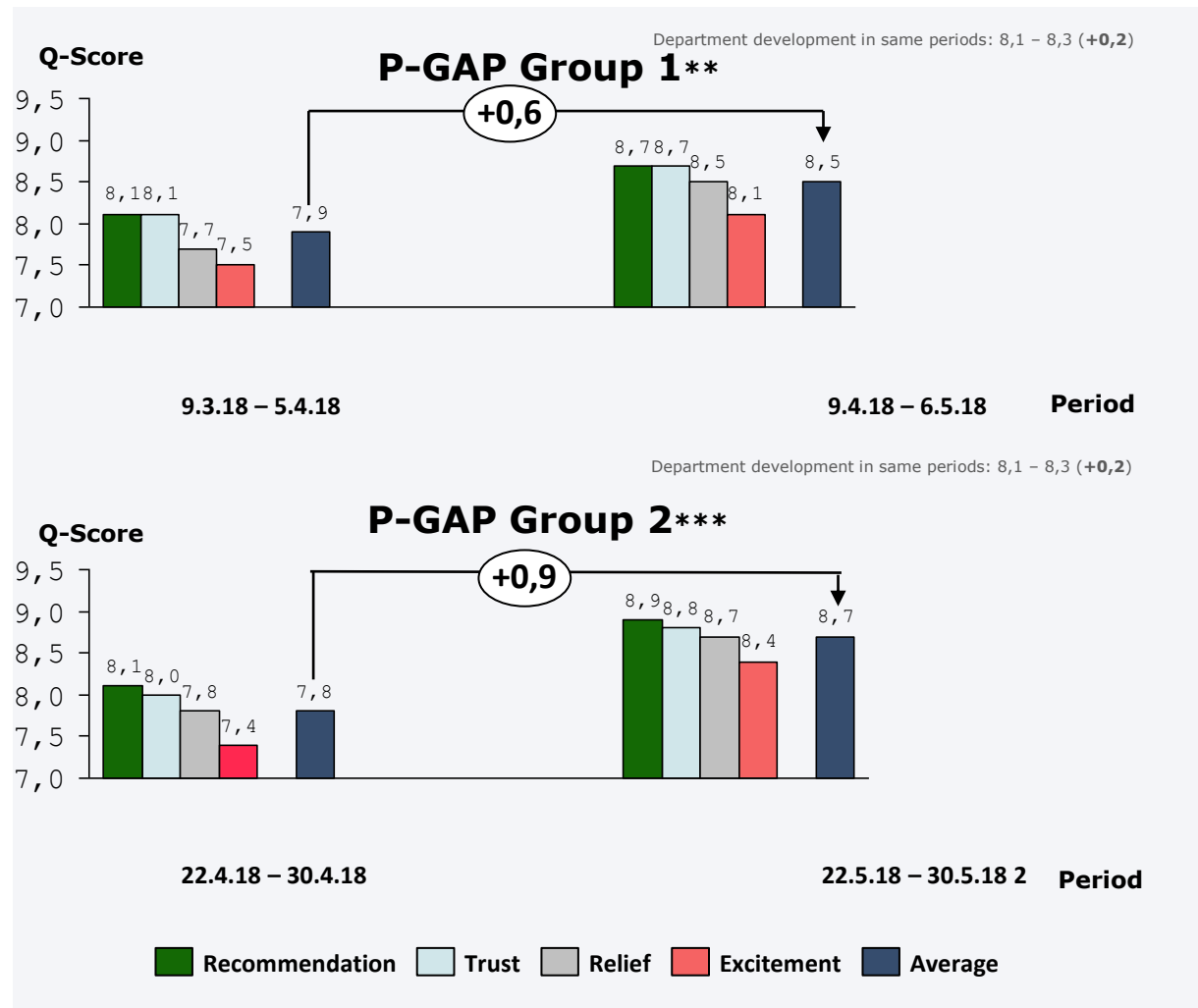
- ✓ **Proof of concept** in Fullrate (done)
- **TDC Business** Pilot testing (done Q1 2019).
- **Full implementation** with IT P-GAP system (done medio feb. 2019)



Perception Gap as the heavy detraction killer

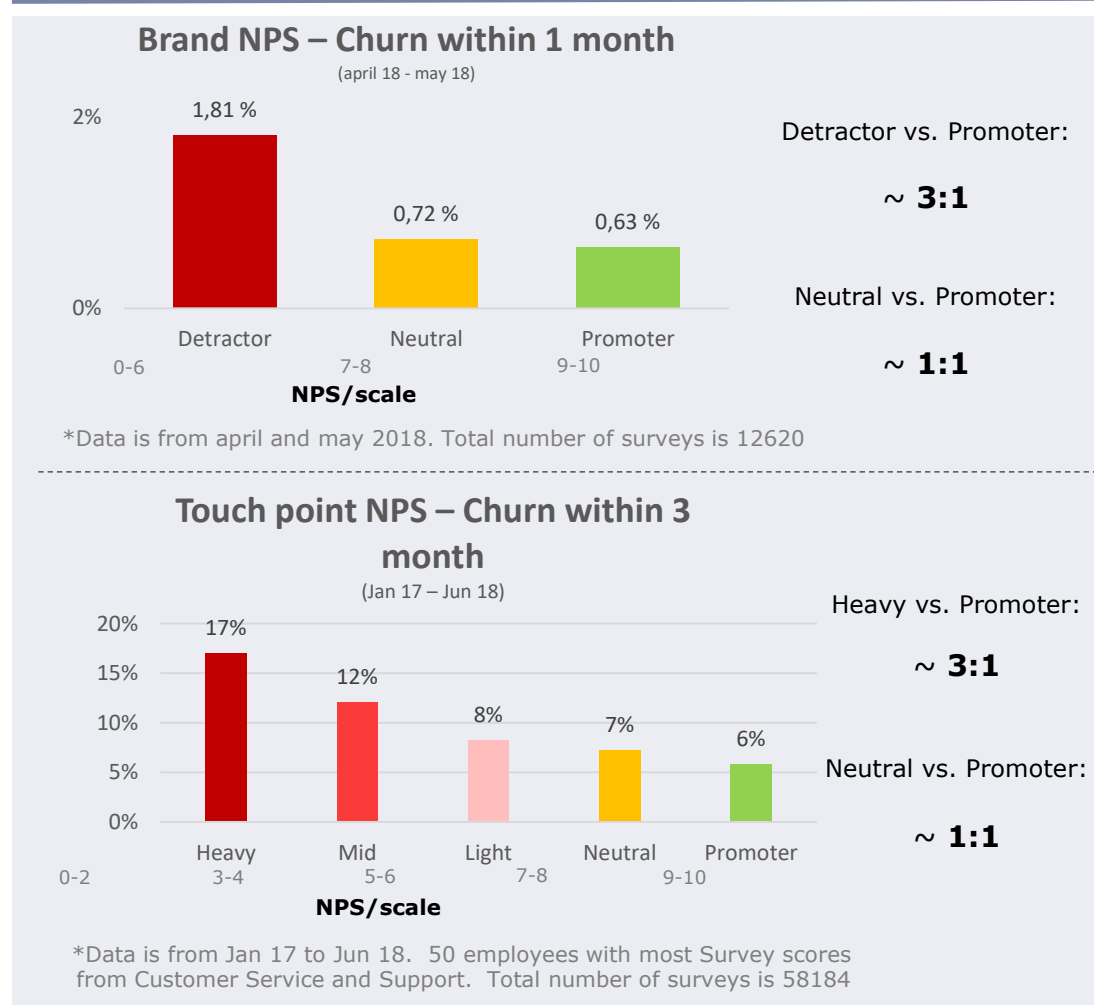
We have trained the employees with most heavy detraction in Fullrate...

...And today they are better than average still

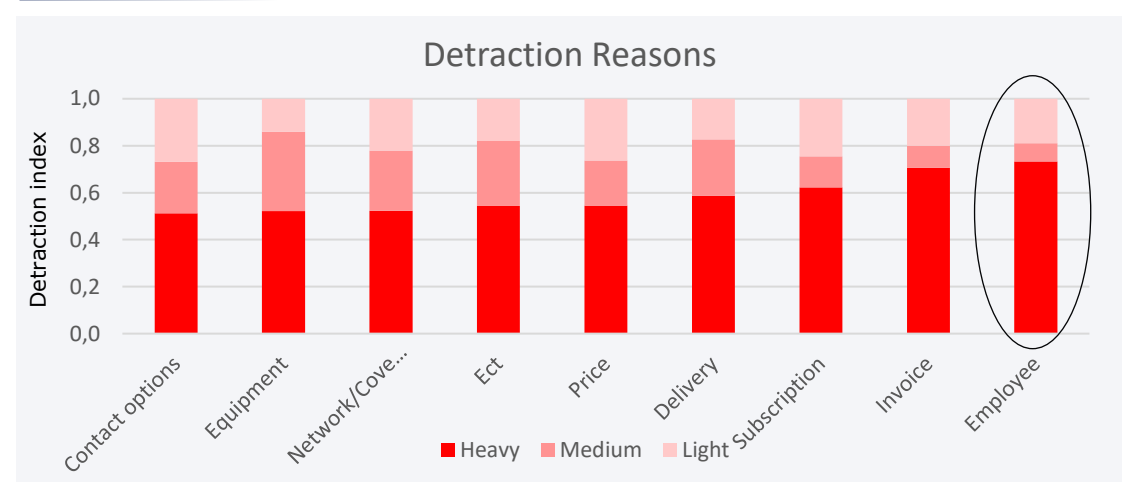


Heavy detraction is the most important factor in frontline service

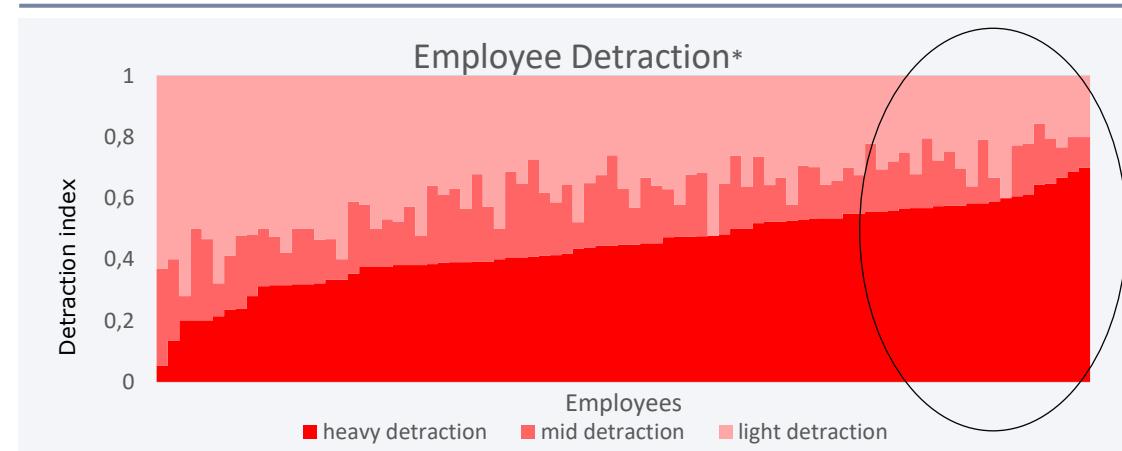
Fullrate bNPS and tNPS show the urgent need to focus on (Heavy) Detraction



Reason map shows main heavy detraction area to fix



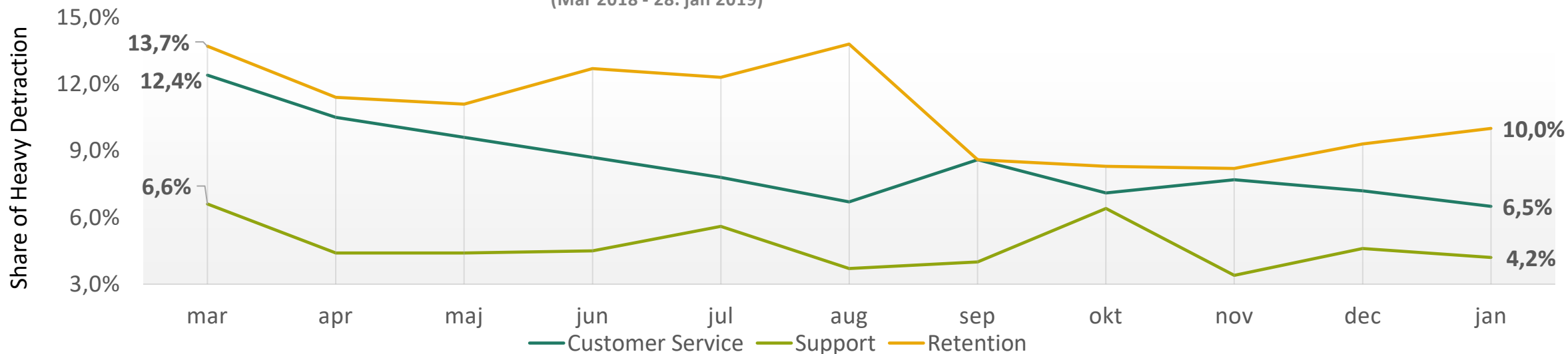
Deep dive analysis in levels shows main drivers for heavy detraction



Det første år med nyt fokus på Kundeoplevelser

Heavy Detraction udvikling i Fullrate privat

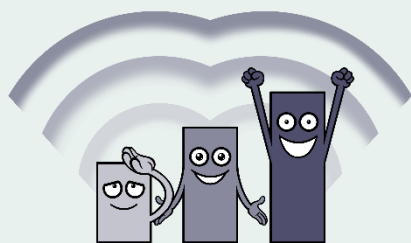
(Mar 2018 - 28. jan 2019)



Mennesket som performance indikator

Emotions™ - Mennesket i fokus

- Onboarding program
- Master Leadership Enneagram
- Hoved, Krop, Hjerte
- Kernekvadranten
- Heavy Detraction/NPS board møder



**FULL
RATE**

- TÆTTERE PÅ KUNDEN

Perception Gap™ - Træning af den menneskelige empati

How to Measure Perception Gap

1

Medarbejder Survey

Employee is forced to think of and feel how the customer is left emotionally and to what degree they will recommend the company



2

Kunde Survey

After end conversation with employee the customer will be asked in what degree he/she will recommend the company



3

Perception Gap

The Gap between the two scores is called perception Gap. I tells us to what degree the employee understand the customer





That's all Folks!