



## Setting customer satisfaction goals

The Call Center Learning Center is pleased to continue the tutorial series on measuring customer satisfaction. This tutorial series pulls from Prosci's research-based toolkits and best practices reports. [Module 1](#) explained why customer satisfaction surveys are a sound business strategy. [Module 2](#) provided guidelines for how to accurately measure customer satisfaction. [Module 3](#) explained how to report customer satisfaction survey results. This module will focus on setting and achieving customer satisfaction goals.

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### Setting goals for customer satisfaction success

The best contact centers have **established goals** based on business needs that everyone works towards. Goals help you determine what success means to your organization - otherwise you won't know it when you get there. Establishing goals and assessing performance is an ongoing process that **defines how well the center is doing over time** in the important area of customer satisfaction.

Base your customer satisfaction goals on the following areas:

- 1. Business goals**  
The call center goals must be aligned with the overall business goals of your organization. This will ensure that the organization as a whole will see how the call center contributes to achieving the big picture goals set by the company.
- 2. Competitive position and overall market performance in your industry area**  
A good working knowledge of how your competition treats their customers will give some insight into what your customers expect of you. Set your goals to be at the same level or a higher level of customer satisfaction than your main competitors.
- 3. What customers indicate they value on the customer survey, such as:**
  - short queue time or Web response time
  - courtesy
  - few or no transfers
  - knowledgeable, accurate transaction handling
  - quick delivery of products or service
  - first contact resolution

Additional guidelines for setting customer satisfaction goals include:

1. Be clear about what you are measuring and why.
2. Set your goals and standards so they are ambitious but attainable.
3. Performance objectives should be expressed as a range, such as *90% or greater satisfied* or *very satisfied*.

### Impact of technology on customer performance objectives

Technology is impacting customer satisfaction data collection in two ways:

1. Technology enables different **methods** of customer service, including email and Web service, and with these channels the task of collecting and evaluating customer service changes. Measuring customer satisfaction for email is different than with online Web services. Moreover, both measurement processes for these contact channels are different than that used for voice transactions.
2. Technology also enables different **tools** for measuring customer satisfaction. These tools include such features as:
  - Automated VRU surveys after a caller speaks to an agent
  - Automatic call back of selected customers for a customer interview with an agent
  - Web surveys
  - Auto-reply email

Just remember - measuring customer satisfaction is **critical for business success** regardless of the media used for customer contact. Be sure to consider your method of customer contact when setting customer satisfaction goals and formulating your measurement process. You may find it necessary to develop a separate set of goals for each type of customer contact. Also, take advantage of the technology-enabled tools for collecting customer data. Determine which collection method will be most cost-effective for your organization and also the most **convenient and non-imposing** for your customers.

## ***Revisiting customer satisfaction goals***

Customer satisfaction performance objectives will again be important when you are reporting the results of your measurements. ([Module 3](#) in this tutorial series covered the reporting component of this process.) You will need to compare your current performance with your performance objective. Routinely missing the target or goal is not acceptable and a new improvement plan would need to be enforced.

To get started immediately on effectively measuring and reporting customer satisfaction in your call center, the [Call Center Measurement Toolkit](#) provides valuable guidelines for measuring and improving customer satisfaction. If you have specific questions, please [contact a Prosci analyst](#) for more information.



## ***Resource guide***

### **Benchmarking Reports and Management Toolkits**

#### **[Call Center Measurement Toolkit](#)**

How to measure and improve call center performance; an excellent guide to developing a performance measurement system with concrete recommendations for improving call center performance.

#### **[Call Center Best Practices - Operations Edition](#)**

Benchmarking report - Over 240 call centers from around the world share how they have improved service quality, productivity and customer satisfaction. This report shares lessons learned by call center managers regarding their most effective management practices. It includes industry benchmarking data for 10 key performance measures.

#### **[Complete Call Center Series](#)**

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#### **[Call Center Planning and Design Toolkit](#)**

A comprehensive guide to call center strategy, planning and design; an excellent resource for new contact center start-ups, existing call center improvement and future planning with detailed templates and planning roadmaps.