



Customer Support Blueprint:

Your Guide to Key Performance Indicators

How can broadband service providers (BSPs) differentiate and grow their business? By delivering an exceptional subscriber experience. However, a major challenge for support organizations—particularly smaller teams—is identifying key metrics to monitor. You also need to track those metrics over time so you can continuously improve and optimize the subscriber experience. By becoming more data driven, support teams can dramatically increase their efficiency, reduce operational expenses (OPEX), and boost subscriber satisfaction. Conversely, ignoring these metrics can result in higher support costs, lower satisfaction rates, and increased subscriber churn.

This guide will help you identify key performance indicators (KPIs) to strengthen your support operations and elevate the subscriber experience. We will share examples of how BSPs are using KPIs to achieve their most important business objectives.

What are key performance indicators?

A key performance indicator is a quantifiable measurement used to evaluate an organization's success in meeting specific objectives for performance. In a technical support center environment, KPIs can be used to create an operational strategy and help you execute against it. In a technical support center environment, KPIs can be used to create an operational strategy and help you execute against it. KPIs also provide critical data that can be used to monitor your performance in strategic areas and set goals to support your subscribers more efficiently and cost-effectively.

USE CASE:

With a large service area (more than 4,500 fiber route miles), **Dobson Fiber** was seeking ways to reduce unnecessary truck rolls and improve operational efficiency. Improvements to this KPI required a comprehensive understanding of all aspects of its current operations. After analyzing the detail behind trouble tickets, **Dobson** streamlined and simplified its processes to generate actionable insights. By leveraging this data, **Dobson** was able to slash truck rolls by 50 percent (significantly reducing OPEX) and decrease repeat trouble tickets by 30 percent.

Why is it important to track support KPIs?

Using KPIs to improve the way you support your subscribers can significantly impact your business—helping you increase support center efficiency, improve subscriber experience, and build brand loyalty. It can also contribute to reductions in OPEX, subscriber churn, and call center attrition.

On the other hand, if you opt for a “gut feel” over the data-driven approach, there will almost certainly be consequences for your business. Overspending on OPEX is one likely outcome of an underperforming technical support organization, along with poor subscriber experience and missed revenue opportunities.

USE CASE:

One of the KPIs that Wyoming-based **Silver Star Communications** tracks are first call resolution (FCR) rates. By using data-driven insights to identify areas of improvement, they have been able to resolve issues more quickly and completely the first time a customer calls—increasing their FCR rate to 74 percent while reducing truck rolls by 35 percent.

Which KPIs should you measure?

Different support organizations track different KPIs, but a handful are essential for determining how efficiently and cost-effectively you deal with your subscribers' challenges. Armed with this data, you can make informed decisions. Over time, these decisions will help you improve your subscriber support practices, reduce costs, and improve the subscriber experience.

- **Trouble tickets.** While you will want to monitor the total number of trouble tickets in a specific period, it is equally important to understand the specific detail behind the numbers. Before you can reduce the number of incoming support calls, you need to know what is driving the calls in the first place.
- **Truck rolls.** The number of truck rolls per month is the most critical KPI for BSP support organizations to track. Averaging \$120-\$150 per instance, sending field technicians to subscribers' homes is expensive and labor intensive, and contributes to subscriber dissatisfaction.
- **First call resolution.** FCR rate measures your ability to resolve subscriber problems within a single call, with no follow-up required. With a higher FCR (50 percent or greater is the industry benchmark), you have greater efficiency, lower costs, and higher subscriber satisfaction.
- **Escalation to Tier 2 support.** Another important KPI to track is rate of escalations to Tier 2 support. Because Tier 2 support agents earn more per hour than Tier 1 agents, each escalation sends costs higher—not to mention the negative impact on subscriber satisfaction.
- **Average talk time and average handle time.** As their names imply, these metrics look at the average amount of time agents spend talking on each call, and the average time it takes to handle a call from start to finish. The more time CSRs spend on the phone, the higher the costs. However, some BSPs are de-emphasizing these measures as they spend more time up front to educate subscribers on self-serve capabilities that will reduce the number or length of support calls in the future.
- **Customer satisfaction (CSAT) and Net Promoter Score (NPS).** CSAT has a direct impact on your company's revenue and profitability. Research indicates that businesses with high CSAT scores generate up to 18 times more revenue than companies with low CSAT. Similarly, NPS measures customer satisfaction and loyalty and is a strong predictor of a company's future growth. Expressed as a number from -100 to +100, NPS is calculated by subtracting the percentage of customers who are detractors from the percentage of customers who are promoters. According to a recent study from Parks Associates, the NPS for internet service providers is +11.¹

USE CASE:

As it rapidly expands to connect communities across Nebraska and Colorado with fiber, **ALLO Communications** has effectively harnessed data to increase its ticket close ratio to 60 percent and cut call times by 30 seconds per call, while achieving an NPS of +71 for technical support.



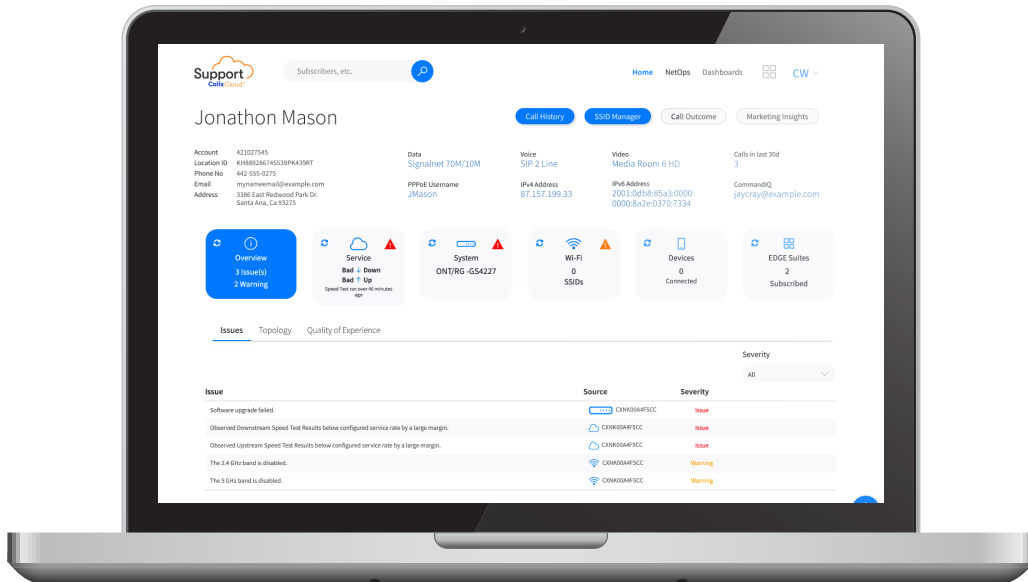


Figure 1: Support Cloud provides unprecedented insights into the end-to-end subscriber experience.

How can you get started with KPIs?

Once you determine the right KPIs to measure for your business, one of the key challenges to implementing a data-driven culture in your support organization is finding the platforms that will deliver the intelligence you need to measure and track your performance against your goals.

Calix Support Cloud (Support Cloud), purpose-built for BSPs, empowers users across the entire customer support organization with data-driven intelligence to remediate issues quickly and proactively. Support Cloud arms support teams with an intuitive, customizable “cockpit” view that delivers unprecedented visibility into the home network, systems, devices, and applications.

Support Cloud reporting dashboards featuring data visualization tools, widgets, and graphs enable customer experience teams to easily view and analyze data and quickly act on insights integrated in their daily workflows and processes. The subscriber quality of experience (QoE) score allows support teams to instantly gauge the holistic subscriber experience in real time and historically.

Integration with key systems helps decrease resolution time and escalations by automatically identifying issues impacting subscriber experience and their severity, along with recommended actions. And the mobile version (available on smartphones or tablets running standard browsers) gives your entire organization, including field technicians, access to the powerful capabilities of Support Cloud, right in the palm of their hand.

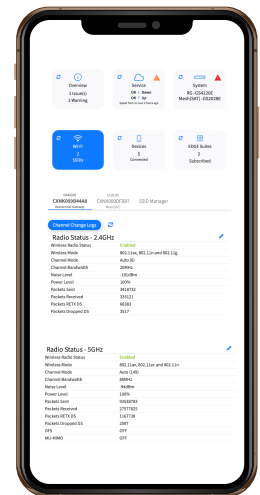


Figure 2: Support Cloud automatically adapts to mobile devices used in the field.

¹Tracking Adoption, Purchases, and Demand,” Parks Associates, Q1 2021.

