

1-800-FLOWERS used a project team to develop a comprehensive performance management and benchmarking system for the company. The following documents are part of the service performance report package that the team put together.

— Editor  
*Customer Service Newsletter*  
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# Performance Measurement Plan

Effective Measures		Efficient Measures	
Quality	Target	Productivity	Target
Contact Quality	92%	Conversion	85%
Accuracy	92%	Transactions per Hour	10
Complaints per 1000	1	AHT	360 sec.
Service Level		People	
Calls	80 / 20 sec.	% Cross-Trained	95%
E-mail	90 / 2 hrs.	% E-mail Trained	95%
Chat	80/15	Attrition	12%
Cost Efficiency		Transactions	
Labor as a % of Revenue		Calls	
Labor Cost per Order		E-Mail	
Attendance	92%	Chat	
Schedule Adherence	96%	Orders	

# Daily Operations Report - Service Level

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	
<b>WESTBURY</b>	7/12/02	7/13/02	7/14/02	7/15/02	7/16/02	7/17/02	7/18/02	TOT. WKLY
<b>SALES</b>								
Service Level %	64%	79%	84%	88%				79%
Abandon %	10.9%	4.5%	6.0%	5.1%				6.6%
AHT (Sec)	408	427	378	399				403
<b>CUSTOMER SATISFACTION</b>								
Service Level %	56%	85%	89%	89%				80%
Abandon %	0.0%	3.9%	5.3%	5.3%				3.6%
AHT (Sec)	430	195	355	355				334

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	
<b>ENTERPRISE</b>	8/19/02	8/20/02	8/21/02	8/22/02	8/23/02	8/24/02	8/25/02	TOT. WKLY
<b>SALES</b>								
Service Level %	77%	76%	93%	92%				85%
Abandon %	4.3%	4.3%	3.3%	4.0%				4.0%
AHT (Sec)	443	434	445	455				444
<b>CUSTOMER SATISFACTION</b>								
Service Level %	82%	78%	96%	94%				87%
Abandon %	2.0%	2.1%	4.0%	3.6%				2.9%
AHT (Sec)	407	330	393	383				378

# Key Metrics / Management Summary Report

Fiscal July 2003	2003	2002	Variance %	Plan	Variance%
	This Year (TY)	Last Year (LY)	(TY / LY)		(TY / PLAN)
<b>TOTAL CALLS OFFERED</b>	284930	343485	-17.0%	353925	19.49%
Inbound CSI's Offered	67005	106153	-36.9%	94519	29.11%
Inbound Sales Offered	217925	237333	-8.2%	259406	15.99%
<b>TOTAL ORDERS</b>	380535	352374	8.0%	376864	-0.97%
Telephonic	150401	157630	-4.6%	149816	-0.39%
Interactive	230134	194744	18.2%	227048	-1.36%
E-mails	62556	55791	12.1%	65184	4.03%
Chat	6459	2328	177.4%	7515	14.05%
Queues	216329	448259	-51.7%	278654	22.37%
<b>SERVICE LEVEL</b>					
Calls	85.0%	73.0%	16.5%	80% w/in 20 sec.	6.27%
E-mail	87.1%	57.4%	51.9%	90% w/in 2 hours	-3.18%
Chat	95.5%	N/A	N/A	80% w/in 20 sec.	N/A
% Issues Resolved in One & Done	54.3%	27.2%	99.6%	60%	9.50%

# Key Metrics / Management Summary Report

Fiscal July 2003	2003	2002	Variance %	Plan	Variance%
	This Year (TY)	Last Year (LY)	(TY / LY)		(TY / PLAN)
<b>QUALITY</b>					
Contact Quality	87%	83%	4.8%	92%	-5.43%
Accuracy	84%	78.0%	6.0%	92%	-8.70%
<b>PRODUCTIVITY</b>					
Converted Sales Calls	83%	77%	7.8%	85%	-2.35%
Transactions per paid hour	7.80	8.2	-4.9%	10	-22.00%
<b>PEOPLE</b>					
% of People Cross-Trained	92.0%	70.3%	30.9%	95%	-3.16%
% of People Cross-Trained in E-Mail	84.0%	60.1%	39.8%	95%	-11.58%
Attrition	7.40%	9.6%	-22.9%	5%	48.00%
<b>COST EFFICIENCY</b>					
Total Labor Cost per Order	\$6.04	\$6.79	-10.99%	\$5.18	16.68%
Attendance	85%	82%	3.7%	90%	-5.56%
Schedule Adherence	88%	81%	8.6%	95%	-7.37%

# Executive Report Card

Productivity				Customer Satisfaction			
Cost Per Workload Unit	This Week \$	Last Week \$	Difference vs. Last Week %	Cust. Sat. score	This Week	Last Week \$	Difference vs. Last Week %
Internal Sites				Westburg			
Madison				Ardmore			
TPUSA				Alamogordo			
Connection				Madison			
Alpine Access				TPUSA			
Willow				Connection			
EXL				Alpine Access			
Web				Willow			
				EXL			
				Web			
Overall Cost/Workload Unit							
Overall Cost Per Order	N/A			Overall Cust. Sat			

Please note, Customer Satisfaction data is reported on a monthly basis

Volume						
	Orders This Week	Orders Last Week	Net Revenues This Week \$		Workload Units This Week	Workload Units Last Week
Westburg				Internal Sites		
Ardmore				Madison		
Alamogordo				TPUSA		
Madison				Connection		
TPUSA				Alpine Access		
Connection				Willow		
Alpine Access				EXL		
Willow				Web		
EXL						
Web						
Overall						

# Executive Report Card

<b>Cost Per Workload Unit</b>		<b>Sales AHT</b>			<b>Service AHT</b>		
<b>Contributing Factors</b>	<b>This Week</b>	<b>Last Week</b>	<b>Ys. Last Week</b>	<b>This Week</b>	<b>Last Week</b>	<b>Ys. Last Week</b>	
	<b>Sec</b>		<b>%</b>	<b>Sec</b>		<b>%</b>	
Internal							
Madison							
TPUSA							
Alpine Access							
Willow							
EXL							
Web							
<b>Overall</b>							

  

<b>Cost Per Workload Unit</b>		<b>Workload Units Per Hour</b>			<b>Workload Units Per Order</b>		
<b>Contributing Factors</b>	<b>This Week</b>	<b>Last Week</b>	<b>Ys. Last Week</b>	<b>This Week</b>	<b>Last Week</b>	<b>Ys. Last Week</b>	
	Internal Sites						
Madison							
TPUSA							
Alpine Access							
Willow							
EXL							
Web							
<b>Overall</b>							

  

<b>Cost Per Workload Unit</b>		<b>Conversion</b>			<b>Quality Score</b>		
<b>Contributing Factors</b>	<b>This Week</b>	<b>Last Week</b>	<b>Ys. Last Week</b>	<b>This Week</b>	<b>Last Week</b>	<b>Ys. Last Week</b>	
	<b>%</b>						
Internal							
Madison							
TPUSA							
Alpine Access							
Willow							
EXL							
Web							
<b>Overall</b>							

# Executive Report Card

Customer Satisfaction Index				Customer Satisfaction Index			
Contributing Factors	Service Level			Contributing Factors	Service Level		
	This Week %	Last Week %	% Vs Last Week		This Week %	Last Week %	% Vs Last Week
Sales				Westburg			
Service				Ardmore			
CGS				Alamogordo			
Bloomnet				Madison			
Kana				TPUSA			
Eshare				Connection			
				Alpine Access			
				Willow			
				EXL			
				Web			
<b>Overall</b>				<b>Overall</b>			
<b>Data Sources</b>							
<b>Cost Per Workload Unit</b>	Cost / Workload Units = [Cost is from Variable Labor \$, Workload units is from Daily Workload Actuals, Outsourcers from Variable Labor]						
<b>Orders</b>	2400 Database						
<b>Net Revenue</b>	2400 Database						
<b>Workload Units</b>	Total Workload Units= Daily Workload Actuals for enterprise wide backing into internal by deducting outsource volume (as per Variable Labor) from the enterprise total to get internal.						
<b>Sales &amp; Service AHT</b>	From CMS split reports						
<b>Workload Units Per Hour</b>	Workload Units as stated above / Hours from Variable Labor						
<b>Workload Units Per Order</b>	Workload Units as stated above / Orders as stated above						
<b>Conversion</b>	Data from Interval Volume by Sales Calls						
<b>Quality Score</b>							
<b>Sales &amp; Service Service Le</b>	From Service Level Database						

