



The UK Contact Centre HR & Operational Benchmarking Report 2021

10th edition

How do you compare to your competitors?



HR Benchmarking: Salaries, bonuses, attrition, short- & long-term absence, recruitment methods & costs

Operational Benchmarking: speed to answer, cost per call / email / web chat / social media, first-contact resolution, call abandonment, call duration, call transfer rate, agent activity, planned growth

Segmented by: 11 vertical markets, 3 size bands, sales / service, inbound / outbound, region

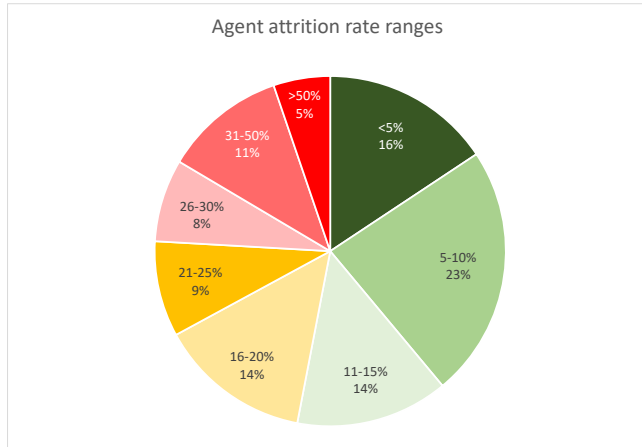
Historical annual data from 2003 onwards; projected figures in 2023

Based on 233 detailed surveys with UK contact centres

Published January 2021

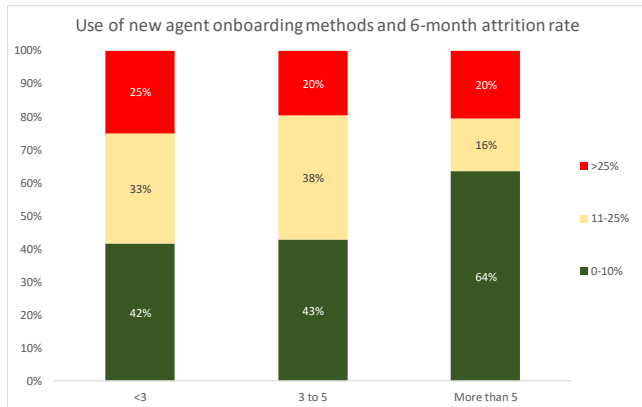
Key findings: HR

Mean agent attrition in outsourcing operations is more than 4 times that of manufacturing contact centres.



Large operations have a median agent attrition rate double that of small contact centres.

New hire attrition rates are demonstrably influenced by agent onboarding methods.



Large contact centres' mean absence rates are 40% higher than those of small contact centres.

The top 3 most-valued attributes of a contact centre agent are:

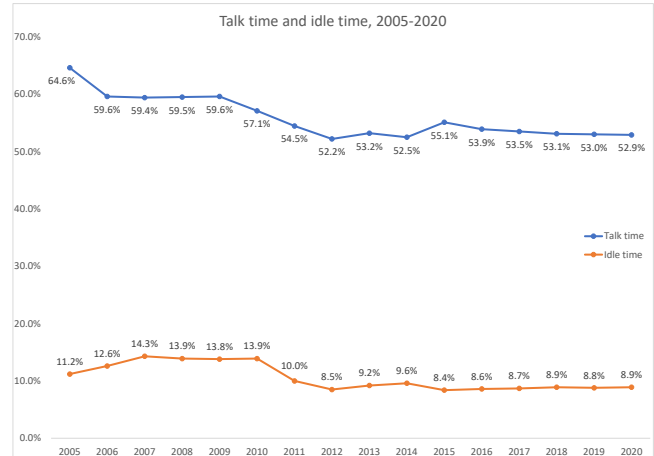
1. Empathy / listening skills
2. Ability to understand complex issues
3. Initiative / ability to self-manage

The manufacturing, housing, finance and utilities sectors pay the highest agent starting salaries, with outsourcing and insurance the lowest.

Average contact centre management salaries have increased to over £42,000.

Key findings: Performance

Customer satisfaction, first-contact resolution rates and adherence to service levels are reported to be the top 3 most important contact centre metrics.

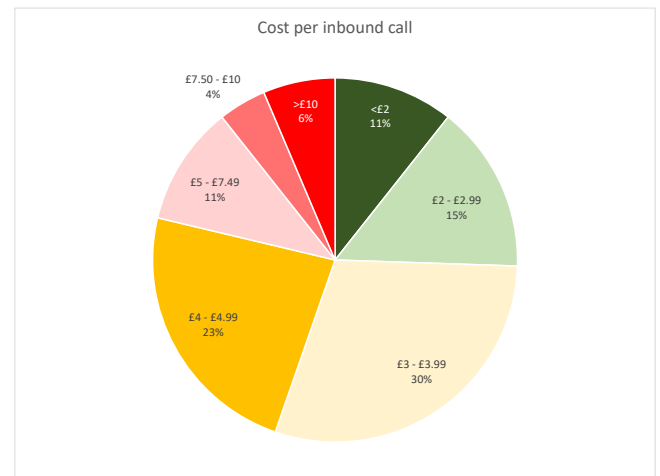


Mean call duration is over 6 minutes for a service call, and almost 7½ minutes for a sales call.

Mean call abandonment rates are highest in the finance and services sectors, and lowest in insurance and outsourcing.

Mean average speed to answer has increased to 82 seconds, with the finance sector and large contact centres considerably higher than average.

Interaction analytics were reported to be the most effective way of measuring first-contact resolution.



Mean average cost per inbound call is £4.55.

Social media is reported to have the lowest cost per interaction.

49% of UK contact centres increased agent numbers in the past 12 months, although 29% expect a decline in 2021.

Report contents:

- 79 charts and data tables show the industry's operational performance and HR benchmarks
- Based on ongoing annual primary research surveys with hundreds of UK contact centres
- Unique historical data patterns, beginning in 2003 with forecasts to 2023

Vertical markets covered for market sizing:

- Finance
- Housing
- Insurance
- Manufacturing
- Outsourcing & Telemarketing
- Public Sector
- Retail & Distribution
- Services
- Technology, Media and Telecoms (TMT)
- Transport & Travel
- Utilities

Size bands:

- Under 50 seats (small)
- 50-200 seats (medium)
- Over 200 seats (large)

Activity types

- Inbound / Mixed / Outbound
- Sales / Mixed / Service

The report is divided into five sections

Agent Attrition

- By vertical market
- By contact centre size
- By activity type (sales / service)
- By inbound / outbound
- By UK region
- Causes of staff attrition
- Short-term attrition
- Methods of motivating agents
- Includes historical data and future trends

Short- & Long-Term Agent Absence

- By vertical market
- By contact centre size
- By inbound / outbound
- By activity type (sales / service)
- By region

Salaries & Bonuses

- Mean and median average salaries for
 - New agents
 - Experienced agents
 - Team Leaders / Supervisors
 - Contact Centre Managers

Segmented by:

- contact centre size bands
- vertical market
- sales/service
- inbound/outbound
- region

- Typical bonuses for service and sales agents
- Historical trends included

Recruitment

- The cost of recruitment
 - By contact centre size
 - By inbound / outbound
 - By activity type (sales / service)
- Most effective recruitment methods
- Key agent attributes
- Languages used within contact centres

Operational Performance Benchmarking

- Performance metrics used & rated
- Average speed to answer
- Call abandonment rates
- First-contact resolution rates & measurement methods
- Service call duration
- Sales call duration
- Call transfer rate
- Agent activity (talk-time / idle / wrap-up)
- Cost per inbound / outbound call
- Cost per email, web chat and social media

Segmented by:

- Vertical market
- Contact centre size
- Contact centre activity type
- Historical data and future trends to 2023

- Contact centre growth plans in 2021

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