



THE US CONTACT CENTER HR & OPERATIONAL BENCHMARKING REPORT 2017/18

4TH EDITION

HOW DO YOU COMPARE TO YOUR COMPETITORS?



HR Benchmarking: Salary, bonuses, attrition, absence, recruitment

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

Segmented by: 9 vertical markets, 3 size bands, sales / service and inbound / outbound

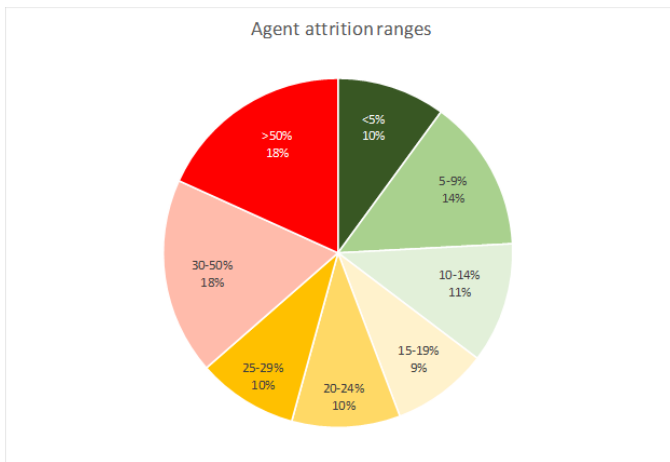
Historical annual data from 2007 onwards; projected figures in 2020

Based on 214 interviews with US contact centers

Published August 2017

Key findings: HR

Median agent attrition in large (200+ seat) operations is almost three times that of small (<50 seat) contact centers.



The gap between sales and service operations' attrition rates has almost disappeared.

New hire attrition rates are demonstrably influenced by starting salaries:

Agent attrition rate within first 6 months of job	Mean new agent starting salary
0-10%	\$30,638
Over 25%	\$24,656

Outsourcing contact centers' absence rates are double that of the lowest vertical markets'.

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

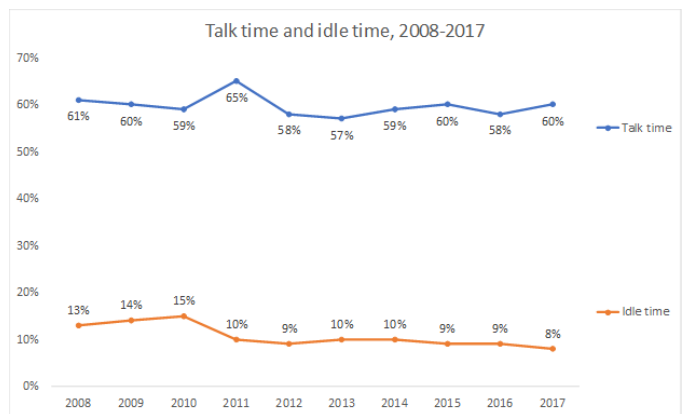
1. Empathy / listening skills
2. Reliability
3. Ability to self-manage & show initiative

Manufacturing, insurance, public sector and technology/media/telecoms respondents pay the highest agent starting salaries, of over \$30,000.

Average contact center management salaries are predicted to hit \$71,500 in 2020.

Key findings: Performance

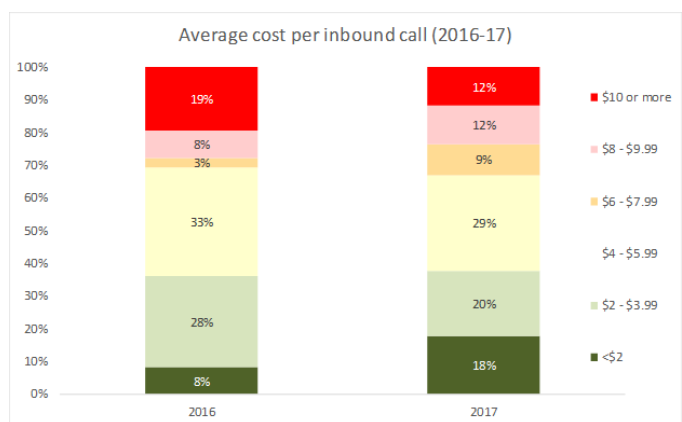
Agents in the finance sector spend the most time of any vertical market in handling phone calls.



Call duration has increased to well over 6 minutes for a service call, and almost 10 minutes for a sales call.

Call abandonment rates are highest in the finance & technology/media/telecoms sectors.

Average speed to answer is 50 seconds, 70% higher than it was in 2009.



Mean average cost per inbound call is \$5.25.

Median agent headcount change over the past 12 months was an increase of 10%, showing strong growth in much of the industry.

64% of US contact centers expect to increase agent numbers in 2018, with only 10% expecting a decline.

Report contents:

- 81 charts and data tables show the industry's operational performance and HR benchmarks
- Based on ongoing annual primary research surveys with hundreds of US contact centers
- Unique historical data patterns, beginning in 2007 with forecasts to 2020

Vertical markets covered for market sizing:

- Finance
- Insurance
- Manufacturing
- Medical
- Outsourcing
- Public Sector
- Retail & Distribution
- Services
- Technology, Media and Telecoms (TMT)

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 center size
- By activity type (sales / service)
- By inbound / outbound
- Causes of staff attrition
- Includes historical data and future trends

Agent Absence

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

Salaries & Bonuses

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

Segmented by:

- contact center size bands
- vertical market
- activity type
- inbound/outbound

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

Recruitment

- The cost and purpose of recruitment
 - By vertical market
 - By contact center size
 - By contact center activity
- Most effective recruitment methods
- Key agent attributes
- Agent profile by age

Operational Performance Benchmarking

- Use & importance of performance metrics
- Average speed to answer
- Call abandonment rates
- First-call 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

Segmented by:

- Vertical market
- Contact center size
- Contact center activity type
- PLUS historical data and future trends to 2020

FREE BONUS REPORT: "The 2017 US Contact Center Decision-Makers' Guide", the largest in-depth primary research survey of US contact centers available, looking at technology, business processes and strategy.

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