



THE UK CONTACT CENTRE HR & OPERATIONAL BENCHMARKING REPORT 2016/17

6TH 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: 11 vertical markets, 3 size bands, sales / service and inbound / outbound

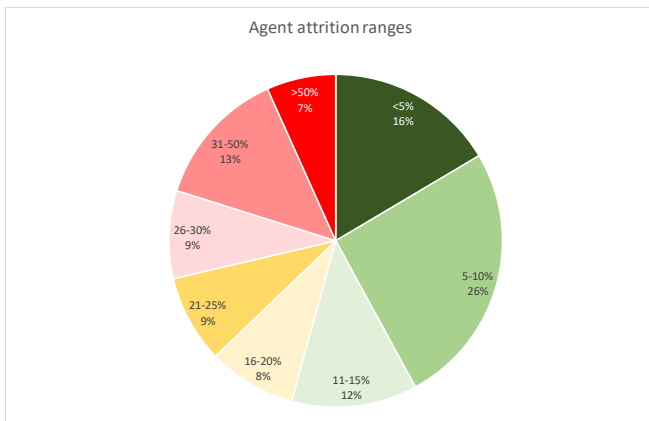
Historical annual data from 2003 onwards; projected figures in 2019

Based on 216 interviews with UK contact centres

Published September 2016

Key findings: HR

Mean agent attrition in large (200+ seat) operations is double that of small (<50 seat) contact centres.



Sales operations have agent attrition rates that are almost double those of than service centres.

New hire attrition rates are demonstrably influenced by starting salaries.

Agent attrition rate within first 6 months of job	Average new agent starting salary
0-10%	£17,507
11-25%	£16,890
26-50%	£16,544
Over 50%	£13,420

Outbound contact centres' mean absence rates are almost 50% higher than the industry average.

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

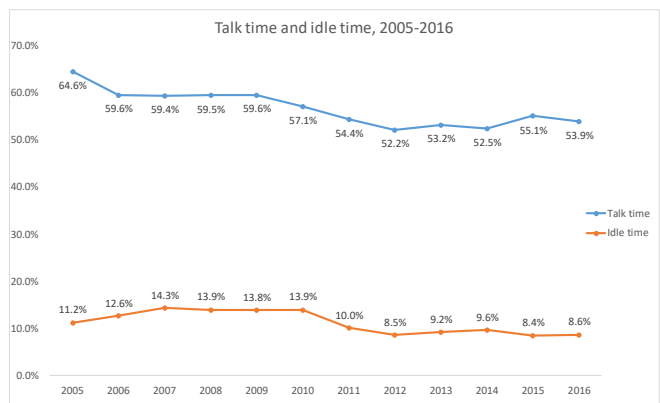
1. Empathy / listening skills
2. Reliability
3. Ability to understand technical / complex issues

The housing, finance and public sectors pay the highest agent starting salaries, with outsourcing and transport & travel the lowest.

Average contact centre management salaries are predicted to hit £44,000 in 2019.

Key findings: Performance

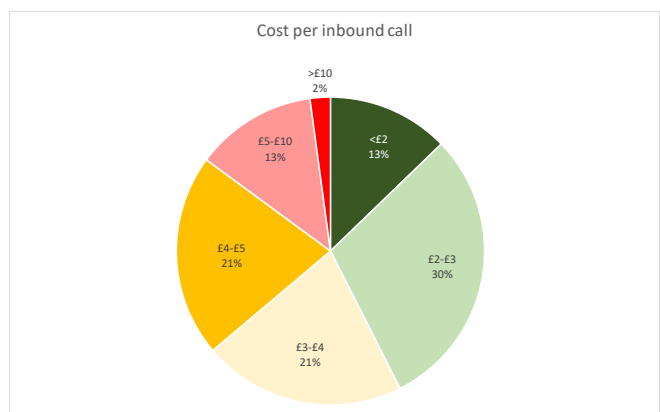
Agents in the manufacturing and services sectors spend the most time of any vertical market in handling email / web chat.



Call duration has increased to almost 5½ minutes for a service call, and almost 7 minutes for a sales call.

Mean call abandonment rates are highest in the retail & distribution and public sectors.

Mean average speed to answer has risen to over 35 seconds, the second-highest recorded figure.



Mean average cost per inbound call is £3.85.

Median agent headcount over the past 12 months increased by 2.5%.

46% of UK contact centres expect to increase agent numbers in the next 12 months, with 25% expecting a decline.

Report contents:

- 74 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 2019

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 region
- Causes of staff attrition
- Voluntary & short-term attrition
- Methods of motivating agents
- Includes historical data and future trends

Agent Absence

- By vertical market
- By contact centre 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 Centre Managers

Segmented by:

- contact centre size bands
- vertical market
- activity type
- inbound/outbound
- region

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

Recruitment

- The cost and purpose of recruitment
 - By contact centre size
 - By contact centre activity
 - By contact centre type
 - By vertical market
- Most effective recruitment methods
- Key agent attributes
- Agent profile by age and education
- Languages used within contact centres

Operational Performance Benchmarking

- Performance metrics used & rated
- 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 centre size
- Contact centre activity type
- Historical data and future trends to 2019

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

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