



The UK Contact Centre HR & Operational Benchmarking Report

2014-15 - 4th edition

How do you compare to your competitors?



HR Benchmarking: salary, bonuses, attrition, absence, recruitment, agent demographics

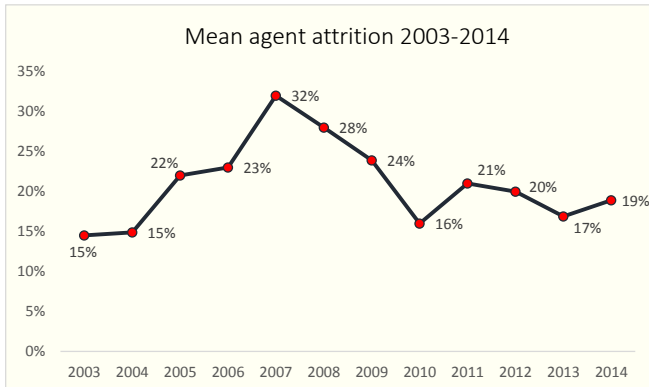
Performance Benchmarking: speed to answer, cost per call, first-call resolution, call abandonment, call duration, call transfer rate, target service level, agent occupancy

Split by 11 vertical markets and 3 size bands as well as region, activity and type, plus historical & future trends

Based on 215 interviews with UK contact centres

Key findings: HR

Agent attrition in large (200+ seat) operations is 2.5 times that of small (<50 seat) contact centres.



Sales operations have agent attrition rates that are twice as high as 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%	£16,393
Over 40%	£13,854

Outbound contact centres' absence rates are 2.5x higher than the industry average.

The top 3 methods of retaining and encouraging agents are said to be:

1. Offering opportunities to progress within the company
2. Empowering agents within the call
3. Tying bonuses to performance targets

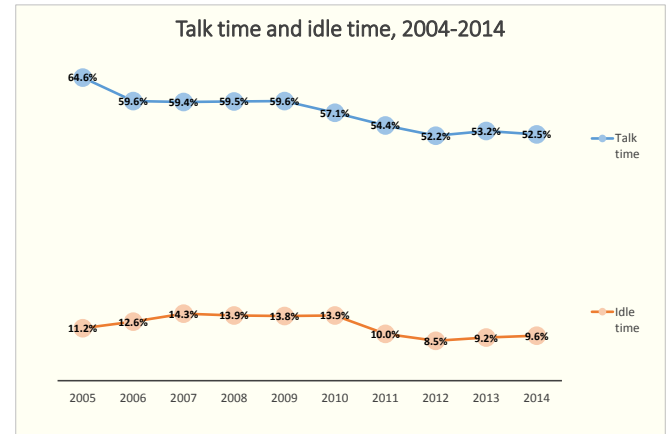
New agent salaries increases by 2.1% over the past 12 months to £16,027.

Housing, manufacturing and public sector pay the highest agent starting salaries, with retail & distribution and outsourcing the lowest.

Average London contact centre management salaries will hit £55,000 in 2017.

Key findings: Performance

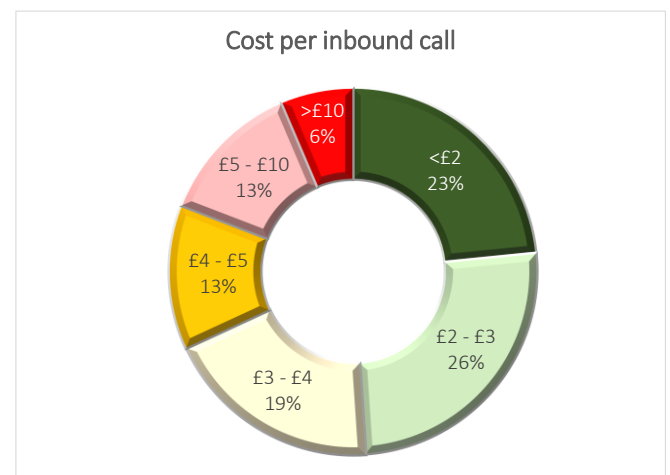
Agents in the technology/media/telecoms (TMT), retail & distribution and manufacturing sectors spend an average of 15% or more of their time handling emails and web chats.



Call duration has increased to almost 5 minutes for a service call, and over 6½ minutes for a sales call.

Call abandonment rate has increased to 5.5%.

Average speed to answer jumps by 27%, with large contact centres seeing the highest increases.



Mean average cost per inbound call is £3.77.

Median headcount change over the past 12 months is 1.5%.

54% of UK contact centres expect to increase agent numbers in 2015, with 27% expecting a decline.

Report contents:

- 82 charts and data tables provide the hard metrics to judge your operation's success
- Based on surveys from 215 UK contact centres – the largest annual survey of its kind
- Historical data from 2003 onwards, and forecasts for 2017

Vertical markets covered:

- Finance
- Housing
- Insurance
- Manufacturing
- Outsourcing
- 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
and
- Service / Mixed / Sales

The report is divided into 7 sections:

HR - Salaries and Bonuses

- Mean and median average salaries for
 - New agents
 - Experienced agents
 - Team Leaders / Supervisors
 - Contact Centre Managers
- Segmented by
 - contact centre size
 - vertical market
 - region
 - activity type
 - inbound/outbound
- Typical bonuses for service & sales agents
- Factors affecting agent bonuses
- Historical trends included to 2017

HR - Agent Absence

- By vertical market
- By contact centre size
- By activity type
- By inbound / outbound
- Includes historical data and future trends to 2017

HR - Agent Attrition

- By vertical market
- By contact centre size
- By region
- By activity type
- By inbound / outbound
- Causes of agent attrition
- Voluntary attrition
- Short-term attrition
- Destinations of departing agents
- Methods of motivating & retaining agents
- Includes historical data and future trends to 2017

HR - Recruitment and Retention

- Effectiveness of recruitment methods
- Agent recruitment purpose (growth/replacement)
- Cost of agent recruitment
- Effectiveness of agent retention methods
- Graduate agents
- Age demographics of agents

Operations - Key Performance Indicators

- Average speed to answer
- Call abandonment rates
- First-call resolution rates
- Service call duration
- Sales call duration
- Call transfer rate
- Agent activity (occupancy / idle / wrap-up, etc.)
- Cost per inbound & outbound call
- Segmented by:
 - Vertical market
 - Contact centre size
 - Contact centre activity type
 - Historical data and future service levels in 2017
- The relative use and importance of contact centre performance metrics
- First-call resolution measurement

Operations - Budgets

- How is operating budget spent?
- Changes in Opex and Capex in past 12 months, and in 2015
- Current and future changes in headcount

FREE BONUS REPORT: "The 2014 UK Contact Centre Decision-Makers' Guide – 12th edition", the largest in-depth primary research survey of UK contact centres available, looking at technology, business processes and strategy.

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