



Call Center Benchmark Canada

In-house/Insourced Call Centers

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MetricNet™
Performance Benchmarking

Report Contents

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- Benchmarking Overview Page 2
- KPI Statistics and Quartiles Page 8
- Benchmarking Scorecard and Rankings Page 15
- Detailed Benchmarking Data Page 36
 - Cost Metrics Page 37
 - Productivity Metrics Page 42
 - Service Level Metrics Page 51
 - Quality Metrics Page 58
 - Agent Metrics Page 65
 - Contact Handling Metrics Page 82
- About MetricNet Page 87





Benchmarking Overview

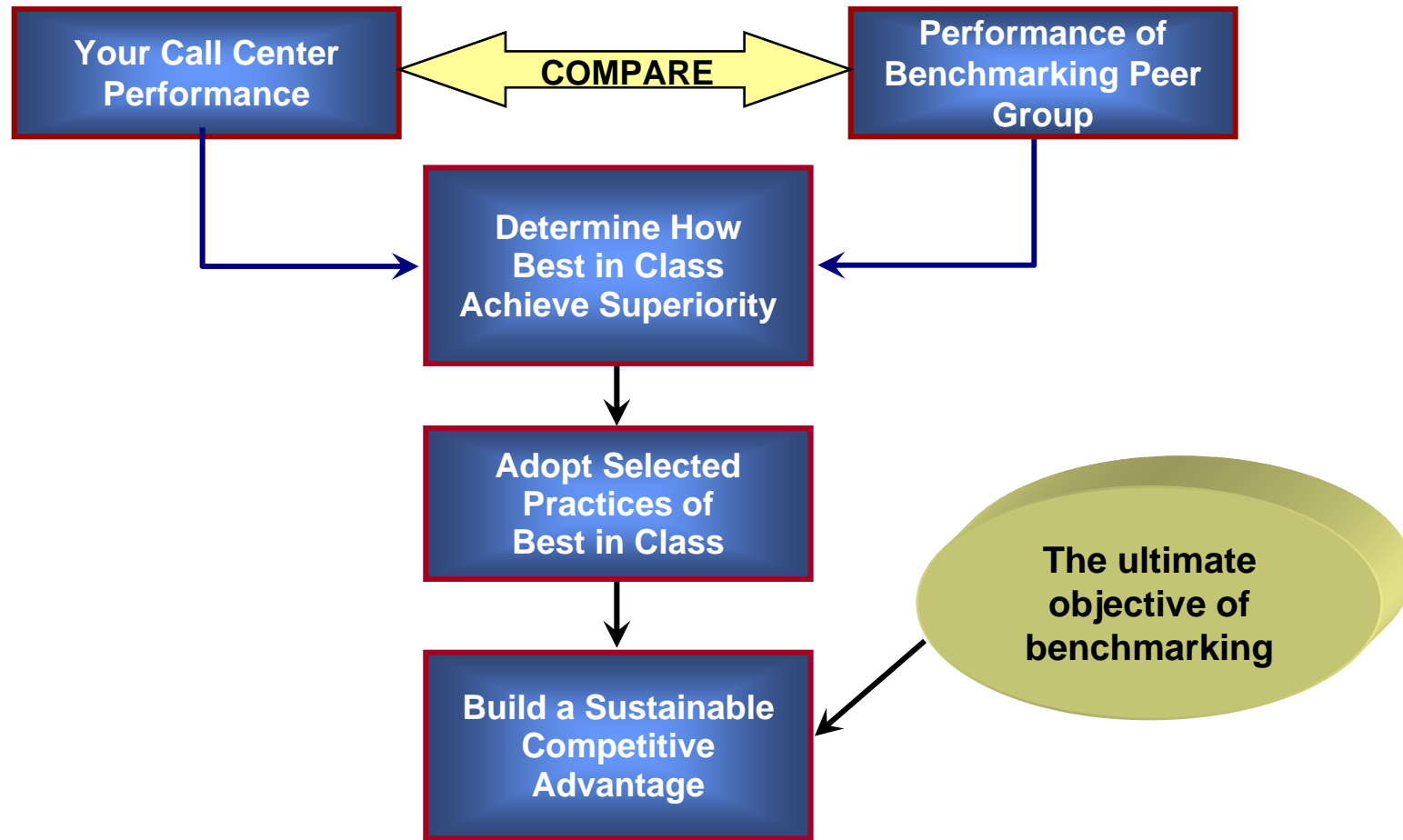
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The Benchmarking Methodology



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Read MetricNet's whitepaper on **Call Center Benchmarking**. Go to www.metricnet.com to receive your copy!



Summary of Included Benchmarking Metrics

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Cost

- Cost per Inbound Contact
- Cost per Minute of Handle Time

Quality

- Customer Satisfaction
- Net First Contact Resolution Rate
- Call Quality

Productivity

- Agent Utilization
- Inbound Contacts per Agent per Month
- Agents as a % of Total Headcount

Agent

- Annual Agent Turnover
- Daily Agent Absenteeism
- Agent Occupancy
- Agent Schedule Adherence
- New Agent Training Hours
- Annual Agent Training Hours
- Agent Tenure (months)
- Agent Job Satisfaction

Service Level

- Average Speed of Answer (ASA)
- % of Calls Answered in 30 Seconds
- Call Abandonment Rate

Call Handling

- Inbound Contact Handle Time
- IVR Completion Rate



MetricNet's Benchmarking Database is Global

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Characteristics of a World-Class Call Center

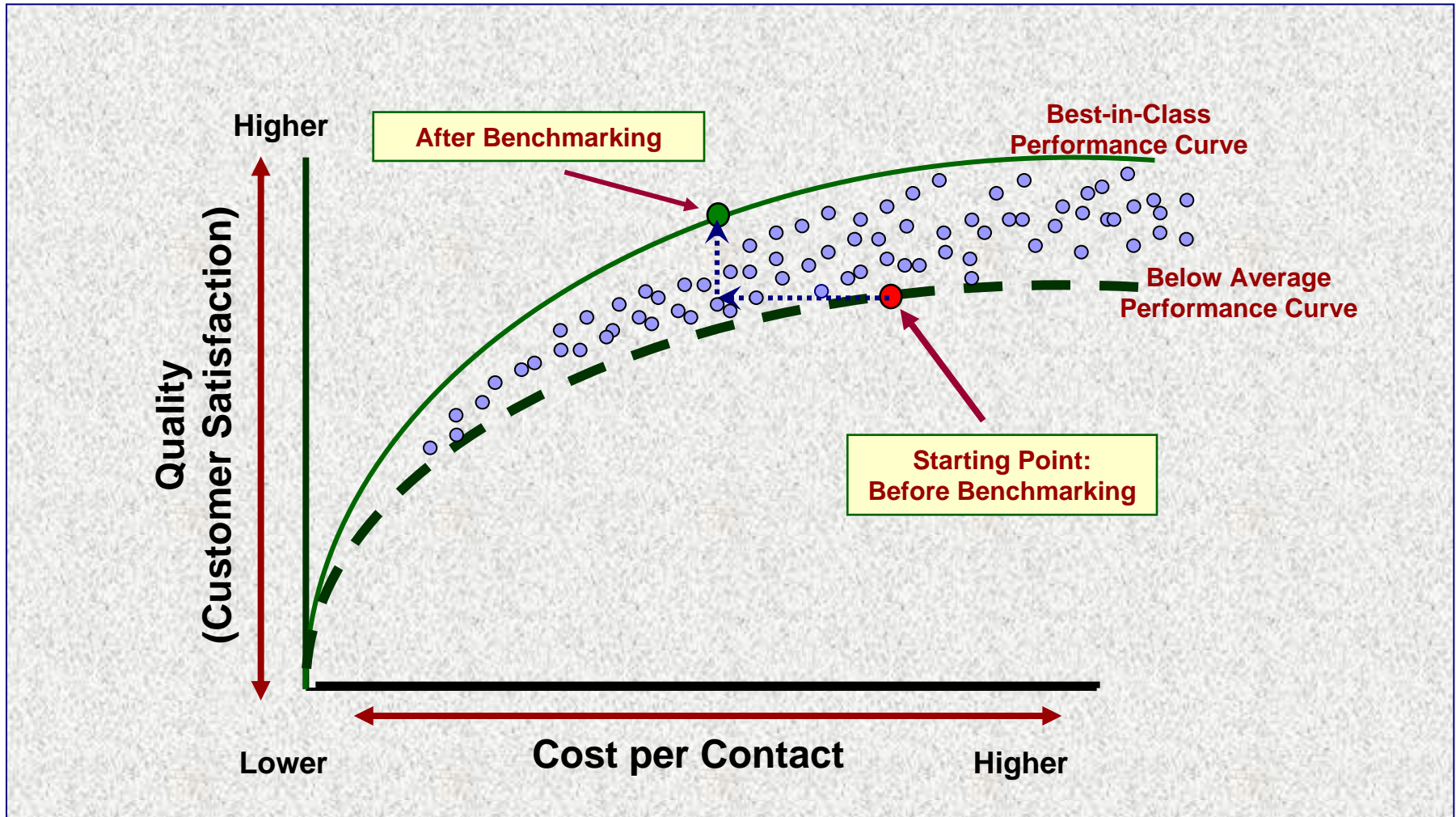
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- Call center consistently exceeds customer expectations – regardless of the transaction type
 - Result is high levels of customer satisfaction
 - Call quality is consistently high
- Business value is managed at or above industry average levels
 - Cost per contact is below industry average levels
 - Revenue generated is above industry average levels
 - Telemarketing and Telesales
 - Debt collections
- Call Center follows industry best practices
 - Industry best practices are defined and documented
 - Call Center follows industry best practices
- Every transaction adds value
 - A positive customer experience
 - Improves customer loyalty
 - Creates positive brand awareness and switching costs



The Goal of Benchmarking

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KPI Statistics and Quartiles

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Benchmarking KPI Performance Summary

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Metric Type	Key Performance Indicator (KPI)	Benchmarking Statistics			
		Average	Min	Median	Max
Cost	Cost per Inbound Contact	\$7.09	\$0.17	\$5.16	\$25.48
	Cost per Minute of Handle Time	\$2.88	\$0.50	\$3.03	\$5.57
Productivity	Agent Utilization	48.8%	25.5%	49.9%	76.8%
	Inbound Contacts per Agent per Month	453	54	355	1,533
	Agents as a % of Total Headcount	49.8%	38.9%	49.8%	59.2%
Service Level	Average Speed of Answer (ASA) (sec)	35.9	1	25.0	127
	% of Calls Answered in 30 Seconds	48.9%	19.1%	48.0%	75.7%
	Call Abandonment Rate	3.8%	1.1%	2.7%	20.0%
Quality	Customer Satisfaction	50.1%	38.6%	50.3%	60.4%
	Net First Contact Resolution Rate	49.5%	33.8%	49.6%	61.6%
	Call Quality	50.1%	39.5%	49.9%	61.0%
Agent	Annual Agent Turnover	41.9%	8.9%	37.5%	91.8%
	Daily Agent Absenteeism	8.5%	1.5%	7.7%	23.1%
	Agent Occupancy	48.7%	31.5%	48.7%	67.0%
	Agent Schedule Adherence	50.6%	42.0%	50.6%	59.7%
	New Agent Training Hours	113	2	102	375
	Annual Agent Training Hours	17	0	11	122
	Agent Tenure (months)	33.4	0.6	28.7	127.6
	Agent Job Satisfaction	49.7%	30.3%	49.3%	65.8%
Contact Handling	Inbound Contact Handle Time	6.36	1.08	5.88	19.63
	IVR Completion Rate	19.9%	0.0%	9.2%	83.0%



Quartile Rankings: Cost and Productivity Metrics

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Cost Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Cost per Inbound Contact	\$0.17 \$3.14	\$3.14 \$5.16	\$5.16 \$9.31	\$9.31 \$25.48
Cost per Minute of Handle Time	\$0.50 \$1.58	\$1.58 \$3.03	\$3.03 \$4.07	\$4.07 \$5.57

Productivity Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Agent Utilization	76.8% 61.6%	61.6% 49.9%	49.9% 35.3%	35.3% 25.5%
Inbound Contacts per Agent per Month	1533 590	590 355	355 218	218 54
Agents as a % of Total Headcount	59.2% 53.1%	53.1% 49.8%	49.8% 47.2%	47.2% 38.9%



Quartile Rankings: Service Level and Quality Metrics

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Service Level Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Average Speed of Answer	1 17	17 25	25 41	41 127
% Answered in 30 Seconds	75.7% 55.9%	55.9% 48.0%	48.0% 42.5%	42.5% 19.1%
Call Abandonment Rate	1.1% 2.0%	2.0% 2.7%	2.7% 4.6%	4.6% 20.0%

Quality Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Customer Satisfaction (%)	60.4% 55.4%	55.4% 50.3%	50.3% 45.6%	45.6% 38.6%
Net First Contact Resolution Rate	61.6% 52.2%	52.2% 49.6%	49.6% 46.3%	46.3% 33.8%
Call Quality	61.0% 52.2%	52.2% 49.9%	49.9% 48.0%	48.0% 39.5%



Quartile Rankings: Agent Metrics

Agent Performance Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Annual Agent Turnover (%)	8.9% 26.8%	26.8% 37.5%	37.5% 52.7%	52.7% 91.8%
Daily Agent Absenteeism (%)	1.5% 5.5%	5.5% 7.7%	7.7% 10.0%	10.0% 23.1%
Agent Occupancy	67.0% 54.4%	54.4% 48.7%	48.7% 43.5%	43.5% 31.5%
Agent Schedule Adherence	59.7% 53.0%	53.0% 50.6%	50.6% 47.8%	47.8% 42.0%
New Agent Training Hours	375 150	150 102	102 70	70 2
Annual Agent Training Hours	122 25	25 11	11 3	3 0
Agent Tenure (months)	127.6 40.3	40.3 28.7	28.7 18.6	18.6 0.6
Agent Job Satisfaction	65.8% 55.3%	55.3% 49.3%	49.3% 43.8%	43.8% 30.3%

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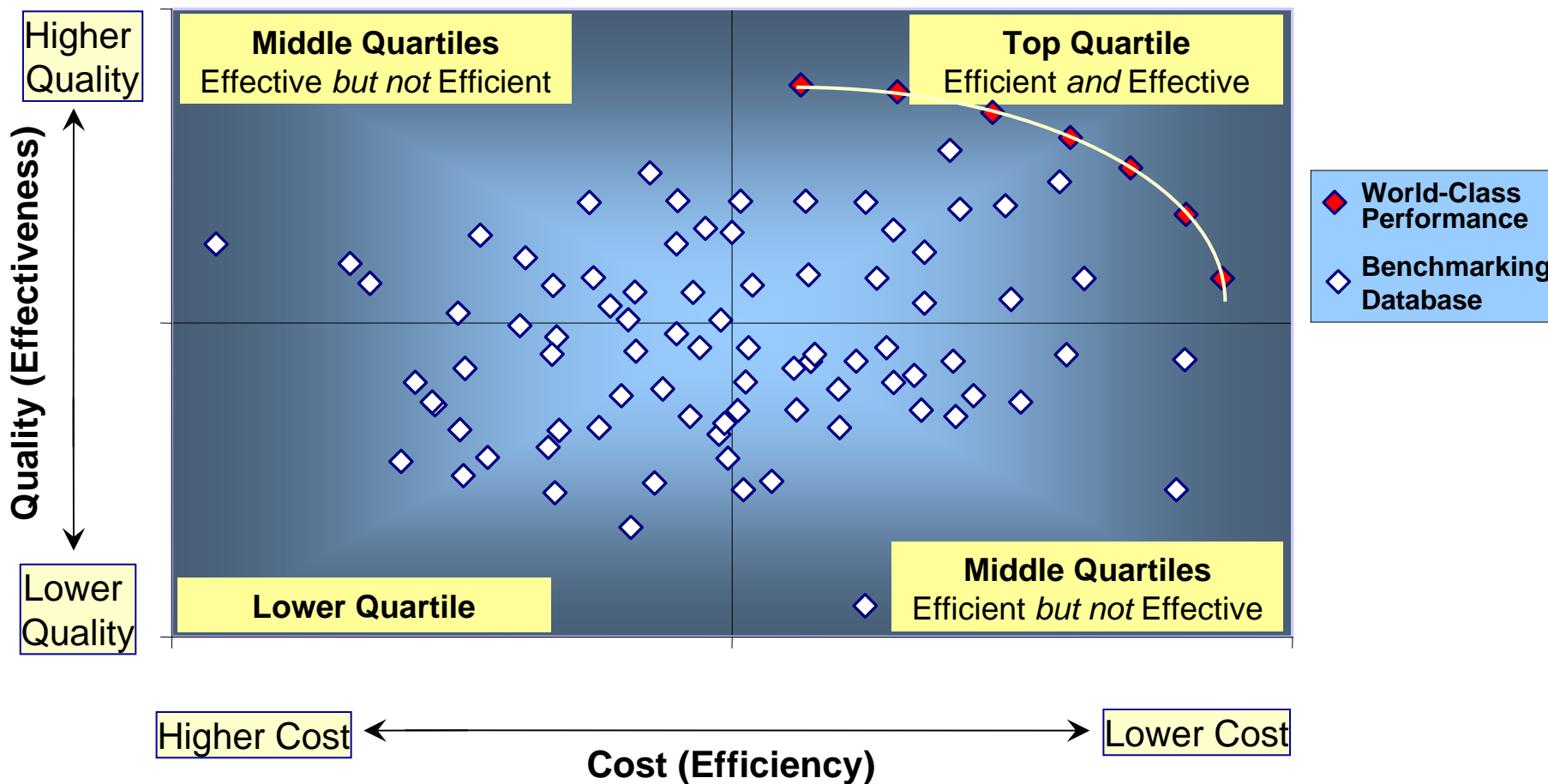
Quartile Rankings: Contact Handling Metrics

Contact Handling Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Inbound Contact Handle Time (minutes)	1.08	3.48	5.88	8.37
	3.48	5.88	8.37	19.63
IVR Completion Rate	83.0%	32.5%	9.2%	0.0%
	32.5%	9.2%	0.0%	0.0%



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Cost vs. Quality for North American Call Centers





Benchmarking Scorecard and Rankings

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15

The Balanced Scorecard: An Overview

- The Balanced Scorecard employs a methodology that provides you with a single, all-inclusive measure of your Call Center performance
- It combines cost, service level, productivity, contact handling, and quality metrics into an overall performance indicator for your Call Center
- Your Balanced Score will range between 0 and 100%, and can be compared directly to the scores of other Call Centers in the benchmark
- By computing your overall score on a monthly or quarterly basis, you can track and trend your performance over time
- Charting and tracking your Call Center score is an ideal way to ensure continuous improvement in your Call Center!



The Balanced Scorecard*

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Performance Metric	Metric Weighting	Performance Range		Your Performance	Metric Score	Balanced Score
		Worst Case	Best Case			
Cost per Minute of Handle Time	25.0%	\$5.57	\$0.50	\$2.88	53.1%	13.3%
Customer Satisfaction	25.0%	38.6%	60.4%	50.1%	52.8%	13.2%
Agent Utilization	15.0%	25.5%	76.8%	48.8%	45.4%	6.8%
Net First Contact Resolution Rate	15.0%	33.8%	61.6%	49.5%	56.4%	8.5%
Agent Job Satisfaction	10.0%	30.3%	65.8%	49.7%	54.6%	5.5%
Average Speed of Answer	10.0%	127	1	36	72.3%	7.2%
Total	100.0%	N/A	N/A	N/A	N/A	54.4%

Step 1
Six critical performance metrics have been selected for the scorecard

*Peer group averages have been used in the "Your Performance" column to illustrate the mechanics of how the Scorecard is calculated for each Call Center.

Step 2
Each metric has been weighted according to its relative importance

Step 3
For each performance metric, the highest and lowest performance levels in the benchmark are recorded

Step 4
Your actual performance for each metric is recorded in this column

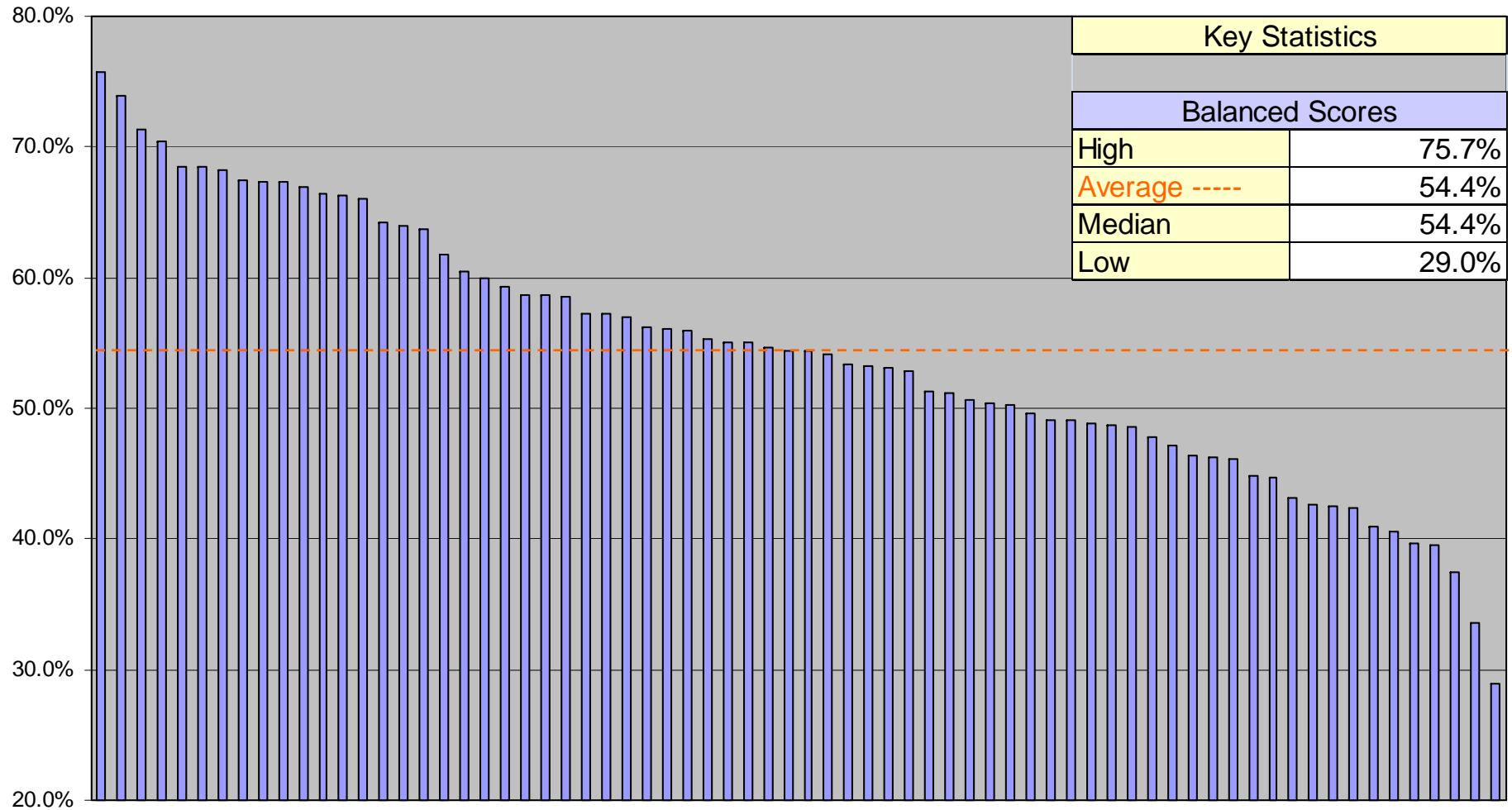
Step 5
Your score for each metric is then calculated: $(\text{worst case} - \text{actual performance}) / (\text{worst case} - \text{best case}) \times 100$

Step 6
Your balanced score for each metric is calculated: $\text{metric score} \times \text{weighting}$



Balanced Score Rankings

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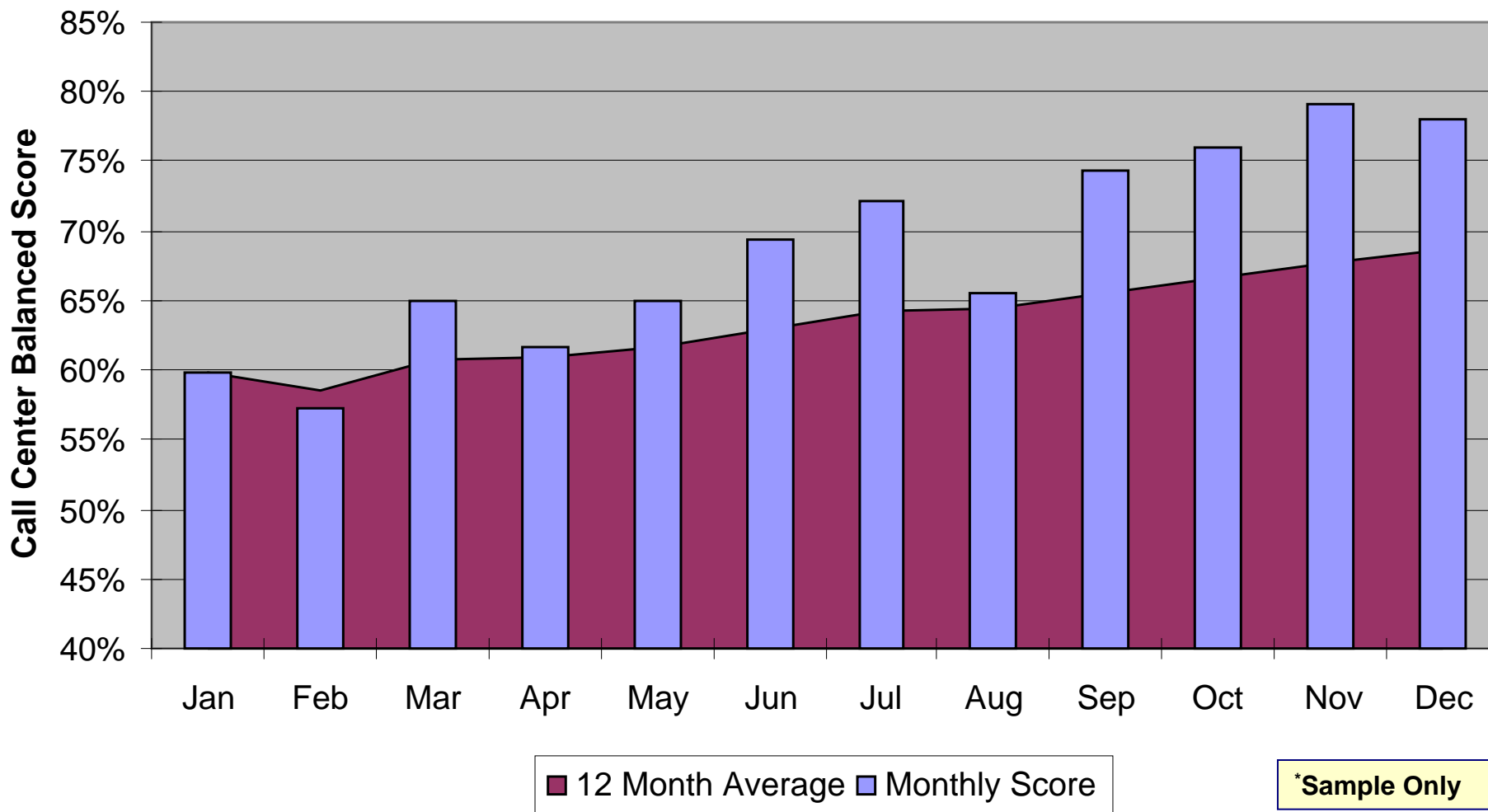


*The scores shown in the chart are based upon the performance metrics, weightings, and data ranges shown on the previous page.



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The Scorecard is Used to Track and Trend Performance*



Scorecard Summary Data

- The next four pages illustrate the Balanced Scorecard performance for each data record in the Benchmark
- The data records are listed in rank order, from best (record #40) to worst (record #43) based upon their balanced scores



Rankings by Balanced Score

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Scorecard Metrics								
Overall Ranking	Record Number	Cost per Minute of Handle Time	Customer Satisfaction	Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer	Total Balanced Score
1	40	\$1.01	55.4%	51.5%	52.2%	59.8%	25	75.7%
2	24	\$3.01	53.1%	71.9%	60.5%	56.8%	10	74.0%
3	68	\$1.20	58.0%	55.0%	44.5%	45.4%	15	71.3%
4	6	\$0.50	54.8%	38.7%	54.5%	45.1%	30	70.5%
5	17	\$1.17	50.3%	67.7%	46.3%	52.5%	25	68.5%
6	30	\$1.57	49.2%	55.2%	50.0%	65.8%	11	68.5%
7	18	\$0.82	56.6%	27.6%	48.3%	50.6%	1	68.2%
8	70	\$4.38	56.6%	74.4%	59.3%	50.1%	35	67.4%
9	57	\$1.31	51.4%	72.0%	48.9%	48.9%	68	67.4%
10	62	\$2.11	56.6%	38.1%	50.9%	64.7%	39	67.3%
11	65	\$1.43	52.4%	48.8%	55.5%	46.6%	32	66.9%
12	54	\$1.05	48.9%	67.7%	53.7%	41.4%	50	66.4%
13	60	\$1.24	48.7%	63.8%	50.0%	43.9%	6	66.3%
14	1	\$1.36	53.7%	64.2%	51.1%	43.7%	83	66.0%
15	58	\$4.54	56.8%	61.2%	53.2%	61.7%	19	64.3%
16	5	\$1.51	58.2%	26.3%	46.4%	49.6%	14	63.9%
17	14	\$1.35	51.4%	50.3%	41.6%	60.1%	21	63.8%
18	28	\$3.05	58.1%	38.6%	48.4%	64.7%	56	61.8%
19	61	\$2.37	44.1%	76.8%	51.1%	50.2%	21	60.4%
20	47	\$1.18	59.7%	31.3%	33.8%	43.0%	15	60.0%



Rankings by Balanced Score (contd.)

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Scorecard Metrics								
Overall Ranking	Record Number	Cost per Minute of Handle Time	Customer Satisfaction	Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer	Total Balanced Score
21	69	\$1.05	58.2%	39.2%	45.9%	38.7%	107	59.3%
22	12	\$0.81	46.1%	34.8%	48.1%	57.5%	20	58.7%
23	19	\$2.74	45.4%	55.6%	56.5%	56.0%	19	58.6%
24	13	\$2.03	47.4%	35.2%	54.1%	57.7%	8	58.5%
25	36	\$2.11	50.1%	35.4%	48.9%	54.1%	10	57.3%
26	34	\$3.76	60.1%	63.6%	40.9%	61.0%	127	57.2%
27	41	\$1.20	39.0%	60.7%	51.0%	56.2%	25	57.0%
28	33	\$4.23	47.8%	69.2%	56.4%	50.8%	22	56.2%
29	4	\$0.99	48.5%	53.8%	44.5%	40.4%	61	56.1%
30	20	\$3.62	50.3%	62.3%	50.8%	48.6%	29	55.9%
31	27	\$4.34	56.2%	55.9%	50.2%	52.3%	62	55.3%
32	42	\$1.73	38.6%	44.1%	57.7%	64.6%	24	55.1%
33	55	\$3.17	55.5%	50.2%	39.6%	49.4%	25	55.0%
34	22	\$4.29	56.5%	63.4%	50.8%	45.4%	85	54.7%
35	23	\$3.65	48.4%	65.9%	45.2%	52.5%	7	54.4%
36	25	\$3.43	51.1%	37.2%	57.8%	47.3%	22	54.4%
37	66	\$3.88	59.0%	28.1%	52.2%	38.8%	9	54.2%
38	11	\$1.88	43.6%	56.8%	49.1%	41.8%	17	53.3%
39	52	\$2.46	45.6%	49.5%	51.1%	48.1%	20	53.2%
40	48	\$5.45	60.4%	62.0%	42.6%	41.5%	14	53.1%



Rankings by Balanced Score (contd.)

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Scorecard Metrics								
Overall Ranking	Record Number	Cost per Minute of Handle Time	Customer Satisfaction	Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer	Total Balanced Score
41	7	\$4.30	53.0%	55.2%	44.9%	57.4%	30	52.8%
42	44	\$4.53	42.5%	67.7%	58.2%	61.4%	34	51.2%
43	10	\$1.87	43.0%	44.1%	47.4%	58.3%	36	51.2%
44	26	\$1.94	54.5%	32.9%	49.9%	43.0%	126	50.6%
45	8	\$4.13	41.8%	64.6%	59.2%	50.8%	17	50.4%
46	15	\$2.72	51.3%	38.2%	49.2%	49.5%	74	50.3%
47	46	\$4.19	58.0%	41.5%	44.4%	46.2%	56	49.6%
48	56	\$2.33	46.5%	30.8%	47.0%	52.3%	11	49.1%
49	64	\$1.92	42.2%	56.2%	45.3%	42.7%	23	49.1%
50	51	\$2.51	51.3%	28.0%	46.5%	46.8%	39	48.9%
51	2	\$3.28	52.5%	34.8%	51.0%	39.8%	42	48.7%
52	9	\$4.97	44.6%	66.0%	57.3%	49.1%	15	48.5%
53	67	\$4.32	50.6%	56.7%	41.7%	46.9%	4	47.7%
54	53	\$3.33	47.5%	35.0%	52.1%	50.4%	31	47.2%
55	59	\$3.89	48.8%	33.1%	50.0%	55.7%	22	46.4%
56	32	\$3.68	56.8%	34.1%	48.4%	39.3%	88	46.2%
57	50	\$4.19	51.1%	59.2%	47.7%	49.0%	98	46.1%
58	37	\$1.61	45.6%	34.7%	40.0%	43.6%	33	44.8%
59	21	\$3.27	40.8%	55.2%	60.1%	52.4%	105	44.7%
60	35	\$4.80	50.0%	42.7%	45.3%	53.4%	19	43.2%



Rankings by Balanced Score (contd.)

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Scorecard Metrics								
Overall Ranking	Record Number	Cost per Minute of Handle Time	Customer Satisfaction	Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer	Total Balanced Score
61	49	\$2.72	42.0%	39.4%	47.8%	48.6%	27	42.7%
62	3	\$3.21	41.9%	32.6%	50.0%	58.6%	23	42.5%
63	29	\$3.58	49.3%	31.2%	46.7%	41.8%	21	42.4%
64	38	\$5.48	40.6%	61.7%	61.6%	48.7%	33	41.0%
65	39	\$5.00	47.4%	58.9%	42.9%	41.3%	3	40.5%
66	16	\$3.50	42.8%	48.7%	51.2%	50.6%	93	39.6%
67	45	\$3.35	39.9%	37.1%	55.0%	44.9%	25	39.5%
68	63	\$5.57	55.2%	26.5%	49.0%	38.9%	32	37.5%
69	31	\$3.70	43.3%	39.3%	46.6%	37.8%	52	33.6%
70	43	\$4.53	51.4%	25.5%	34.3%	30.3%	15	29.0%
Key Statistics	Average	\$2.88	50.1%	48.8%	49.5%	49.7%	35.9	54.4%
	Max	\$5.57	60.4%	76.8%	61.6%	65.8%	127.0	75.7%
	Min	\$0.50	38.6%	25.5%	33.8%	30.3%	1.0	29.0%
	Median	\$3.03	50.3%	49.9%	49.6%	49.3%	25.0	54.4%



Rank Ordering of Scorecard KPI's

- The next four pages show the ranking of each KPI in the scorecard
- Each KPI is listed in rank order, from best (top row), to worst (bottom row)



Rank Ordering of Scorecard KPI's

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Scorecard Metrics							
KPI Ranking	Cost per Minute of Handle Time	Customer Satisfaction	Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer	Total Balanced Score
1	\$0.50	60.4%	76.8%	61.6%	65.8%	1	75.7%
2	\$0.81	60.1%	74.4%	60.5%	64.7%	3	74.0%
3	\$0.82	59.7%	72.0%	60.1%	64.7%	4	71.3%
4	\$0.99	59.0%	71.9%	59.3%	64.6%	6	70.5%
5	\$1.01	58.2%	69.2%	59.2%	61.7%	7	68.5%
6	\$1.05	58.2%	67.7%	58.2%	61.4%	8	68.5%
7	\$1.05	58.1%	67.7%	57.8%	61.0%	9	68.2%
8	\$1.17	58.0%	67.7%	57.7%	60.1%	10	67.4%
9	\$1.18	58.0%	66.0%	57.3%	59.8%	10	67.4%
10	\$1.20	56.8%	65.9%	56.5%	58.6%	11	67.3%
11	\$1.20	56.8%	64.6%	56.4%	58.3%	11	66.9%
12	\$1.24	56.6%	64.2%	55.5%	57.7%	14	66.4%
13	\$1.31	56.6%	63.8%	55.0%	57.5%	14	66.3%
14	\$1.35	56.6%	63.6%	54.5%	57.4%	15	66.0%
15	\$1.36	56.5%	63.4%	54.1%	56.8%	15	64.3%
16	\$1.43	56.2%	62.3%	53.7%	56.2%	15	63.9%
17	\$1.51	55.5%	62.0%	53.2%	56.0%	15	63.8%
18	\$1.57	55.4%	61.7%	52.2%	55.7%	17	61.8%
19	\$1.61	55.2%	61.2%	52.2%	54.1%	17	60.4%
20	\$1.73	54.8%	60.7%	52.1%	53.4%	19	60.0%



Rank Ordering of Scorecard KPI's (contd.)

SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!

Scorecard Metrics							
KPI Ranking	Cost per Minute of Handle Time	Customer Satisfaction	Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer	Total Balanced Score
21	\$1.87	54.5%	59.2%	51.2%	52.5%	19	59.3%
22	\$1.88	53.7%	58.9%	51.1%	52.5%	19	58.7%
23	\$1.92	53.1%	56.8%	51.1%	52.4%	20	58.6%
24	\$1.94	53.0%	56.7%	51.1%	52.3%	20	58.5%
25	\$2.03	52.5%	56.2%	51.0%	52.3%	21	57.3%
26	\$2.11	52.4%	55.9%	51.0%	50.8%	21	57.2%
27	\$2.11	51.4%	55.6%	50.9%	50.8%	21	57.0%
28	\$2.33	51.4%	55.2%	50.8%	50.6%	22	56.2%
29	\$2.37	51.4%	55.2%	50.8%	50.6%	22	56.1%
30	\$2.46	51.3%	55.2%	50.2%	50.4%	22	55.9%
31	\$2.51	51.3%	55.0%	50.0%	50.2%	23	55.3%
32	\$2.72	51.1%	53.8%	50.0%	50.1%	23	55.1%
33	\$2.72	51.1%	51.5%	50.0%	49.6%	24	55.0%
34	\$2.74	50.6%	50.3%	50.0%	49.5%	25	54.7%
35	\$3.01	50.3%	50.2%	49.9%	49.4%	25	54.4%
36	\$3.05	50.3%	49.5%	49.2%	49.1%	25	54.4%
37	\$3.17	50.1%	48.8%	49.1%	49.0%	25	54.2%
38	\$3.21	50.0%	48.7%	49.0%	48.9%	25	53.3%
39	\$3.27	49.3%	44.1%	48.9%	48.7%	27	53.2%
40	\$3.28	49.2%	44.1%	48.9%	48.6%	29	53.1%



Rank Ordering of Scorecard KPI's (contd.)

SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!

Scorecard Metrics							
KPI Ranking	Cost per Minute of Handle Time	Customer Satisfaction	Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer	Total Balanced Score
41	\$3.33	48.9%	42.7%	48.4%	48.6%	30	52.8%
42	\$3.35	48.8%	41.5%	48.4%	48.1%	30	51.2%
43	\$3.43	48.7%	39.4%	48.3%	47.3%	31	51.2%
44	\$3.50	48.5%	39.3%	48.1%	46.9%	32	50.6%
45	\$3.58	48.4%	39.2%	47.8%	46.8%	32	50.4%
46	\$3.62	47.8%	38.7%	47.7%	46.6%	33	50.3%
47	\$3.65	47.5%	38.6%	47.4%	46.2%	33	49.6%
48	\$3.68	47.4%	38.2%	47.0%	45.4%	34	49.1%
49	\$3.70	47.4%	38.1%	46.7%	45.4%	35	49.1%
50	\$3.76	46.5%	37.2%	46.6%	45.1%	36	48.9%
51	\$3.88	46.1%	37.1%	46.5%	44.9%	39	48.7%
52	\$3.89	45.6%	35.4%	46.4%	43.9%	39	48.5%
53	\$4.13	45.6%	35.2%	46.3%	43.7%	42	47.7%
54	\$4.19	45.4%	35.0%	45.9%	43.6%	50	47.2%
55	\$4.19	44.6%	34.8%	45.3%	43.0%	52	46.4%
56	\$4.23	44.1%	34.8%	45.3%	43.0%	56	46.2%
57	\$4.29	43.6%	34.7%	45.2%	42.7%	56	46.1%
58	\$4.30	43.3%	34.1%	44.9%	41.8%	61	44.8%
59	\$4.32	43.0%	33.1%	44.5%	41.8%	62	44.7%
60	\$4.34	42.8%	32.9%	44.5%	41.5%	68	43.2%



Rank Ordering of Scorecard KPI's (contd.)

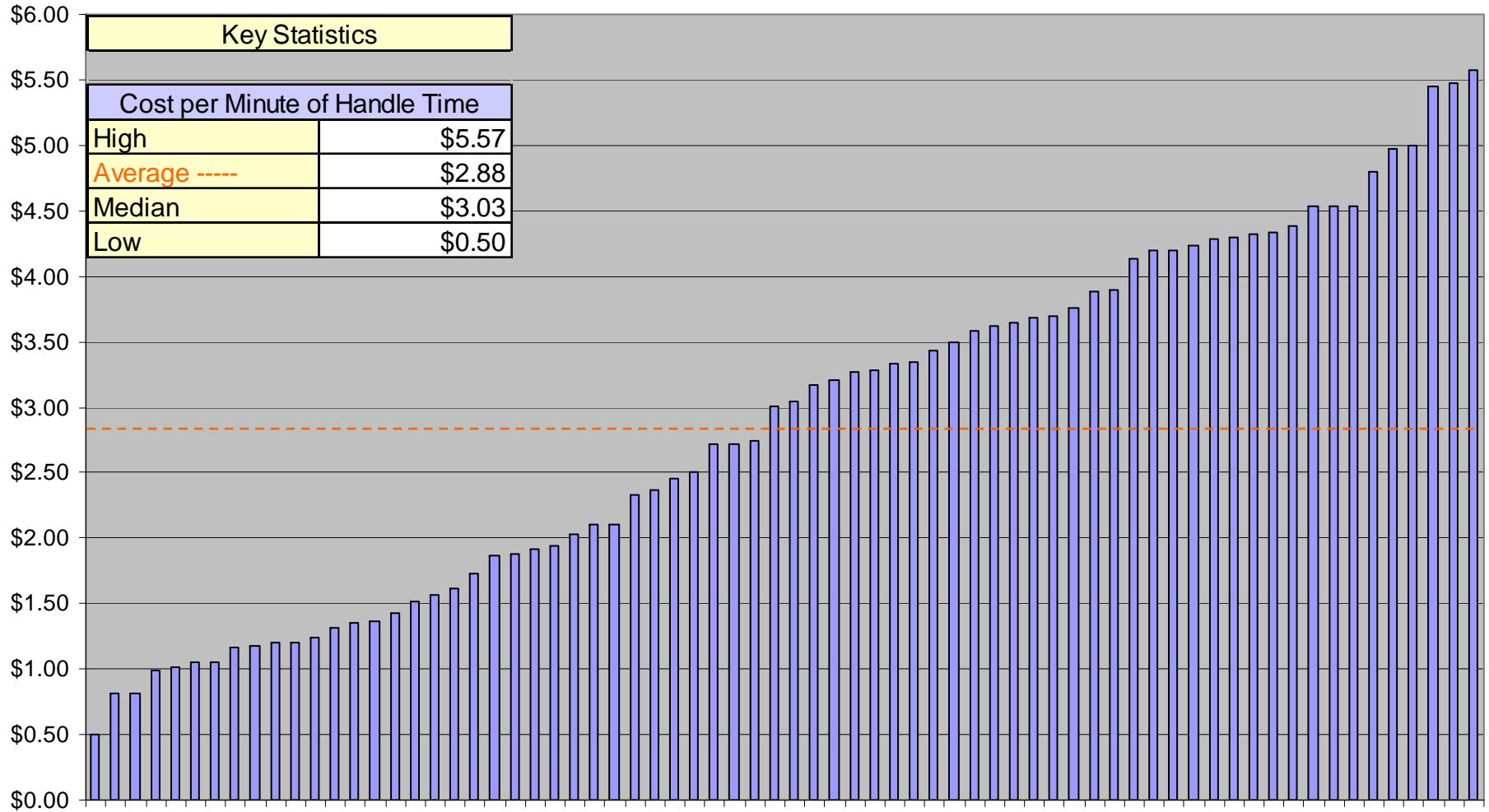
SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!

Scorecard Metrics							
KPI Ranking	Cost per Minute of Handle Time	Customer Satisfaction	Agent Utilization	Net First Contact Resolution Rate	Agent Job Satisfaction	Average Speed of Answer	Total Balanced Score
61	\$4.38	42.5%	32.6%	44.4%	41.4%	74	42.7%
62	\$4.53	42.2%	31.3%	42.9%	41.3%	83	42.5%
63	\$4.53	42.0%	31.2%	42.6%	40.4%	85	42.4%
64	\$4.54	41.9%	30.8%	41.7%	39.8%	88	41.0%
65	\$4.80	41.8%	28.1%	41.6%	39.3%	93	40.5%
66	\$4.97	40.8%	28.0%	40.9%	38.9%	98	39.6%
67	\$5.00	40.6%	27.6%	40.0%	38.8%	105	39.5%
68	\$5.45	39.9%	26.5%	39.6%	38.7%	107	37.5%
69	\$5.48	39.0%	26.3%	34.3%	37.8%	126	33.6%
70	\$5.57	38.6%	25.5%	33.8%	30.3%	127	29.0%
Average	\$2.88	50.1%	48.8%	49.5%	49.7%	35.9	54.4%
Max	\$5.57	60.4%	76.8%	61.6%	65.8%	127	75.7%
Min	\$0.50	38.6%	25.5%	33.8%	30.3%	1.0	29.0%
Median	\$3.03	50.3%	49.9%	49.6%	49.3%	25.0	54.4%



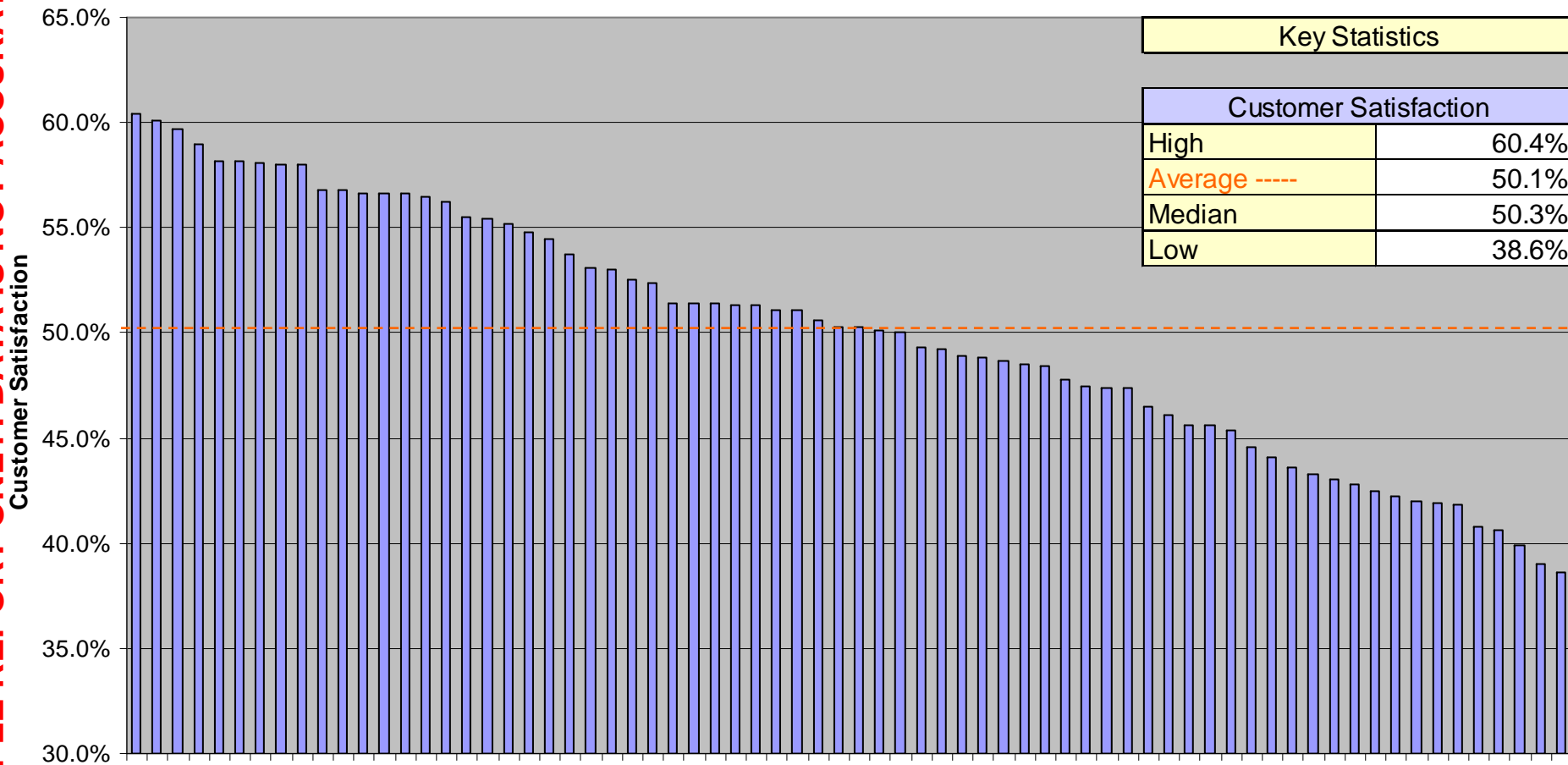
Scorecard Metrics: Cost per Minute of Handle Time

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Scorecard Metrics: Customer Satisfaction

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Key Statistics	
Customer Satisfaction	
High	60.4%
Average -----	50.1%
Median	50.3%
Low	38.6%



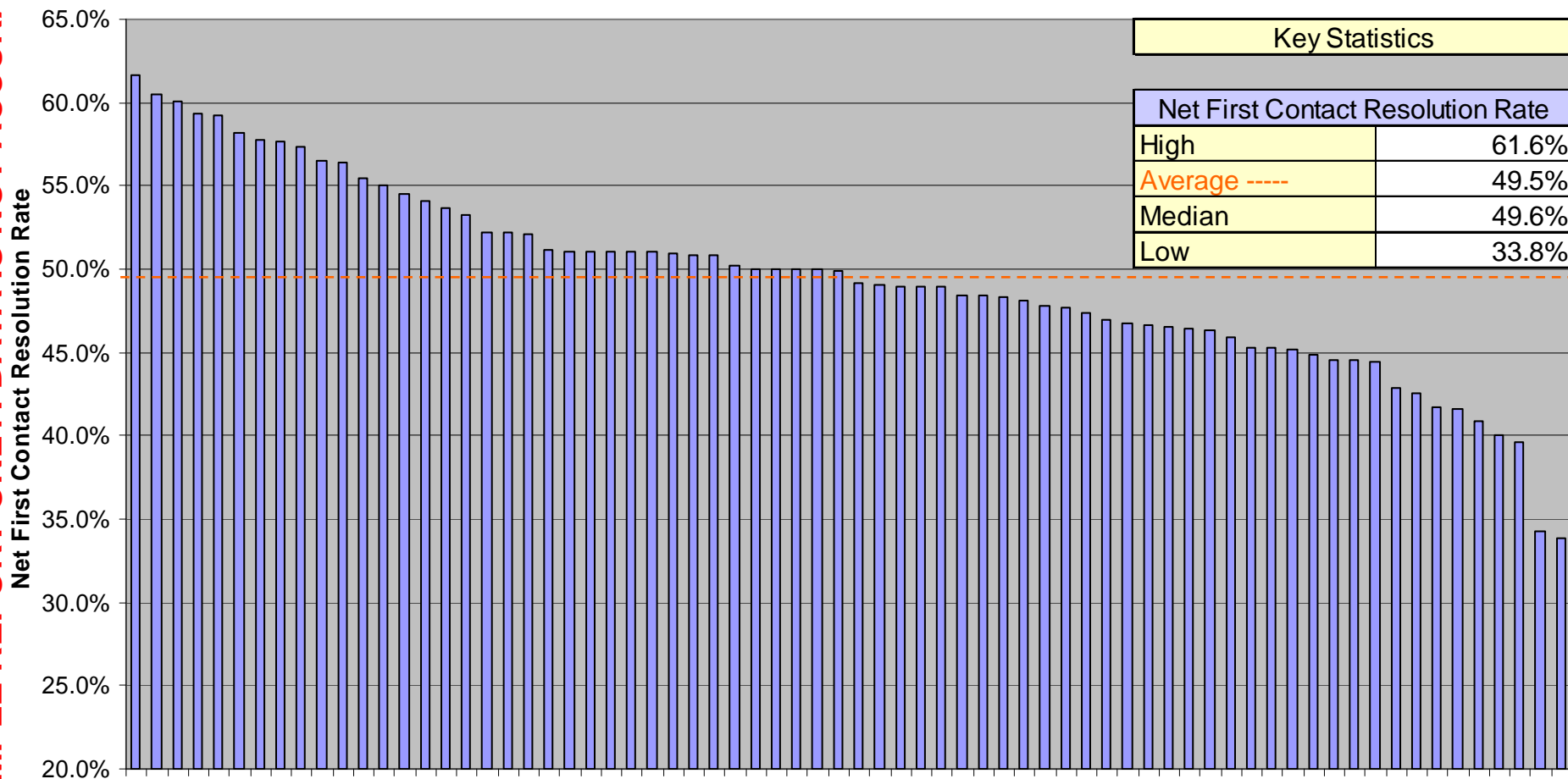
Scorecard Metrics: Agent Utilization

SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!



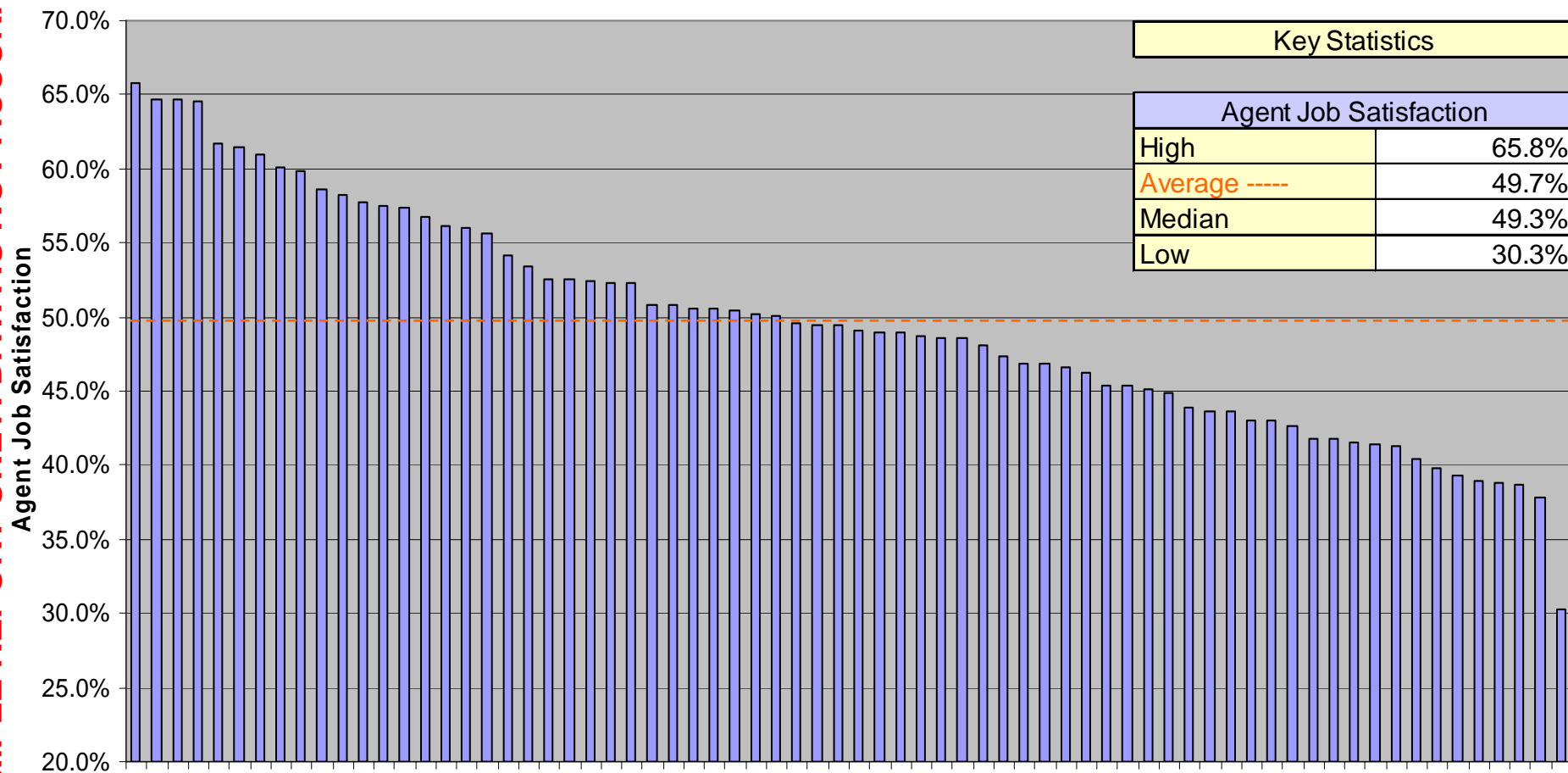
Scorecard Metrics: Net First Contact Resolution Rate

SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!



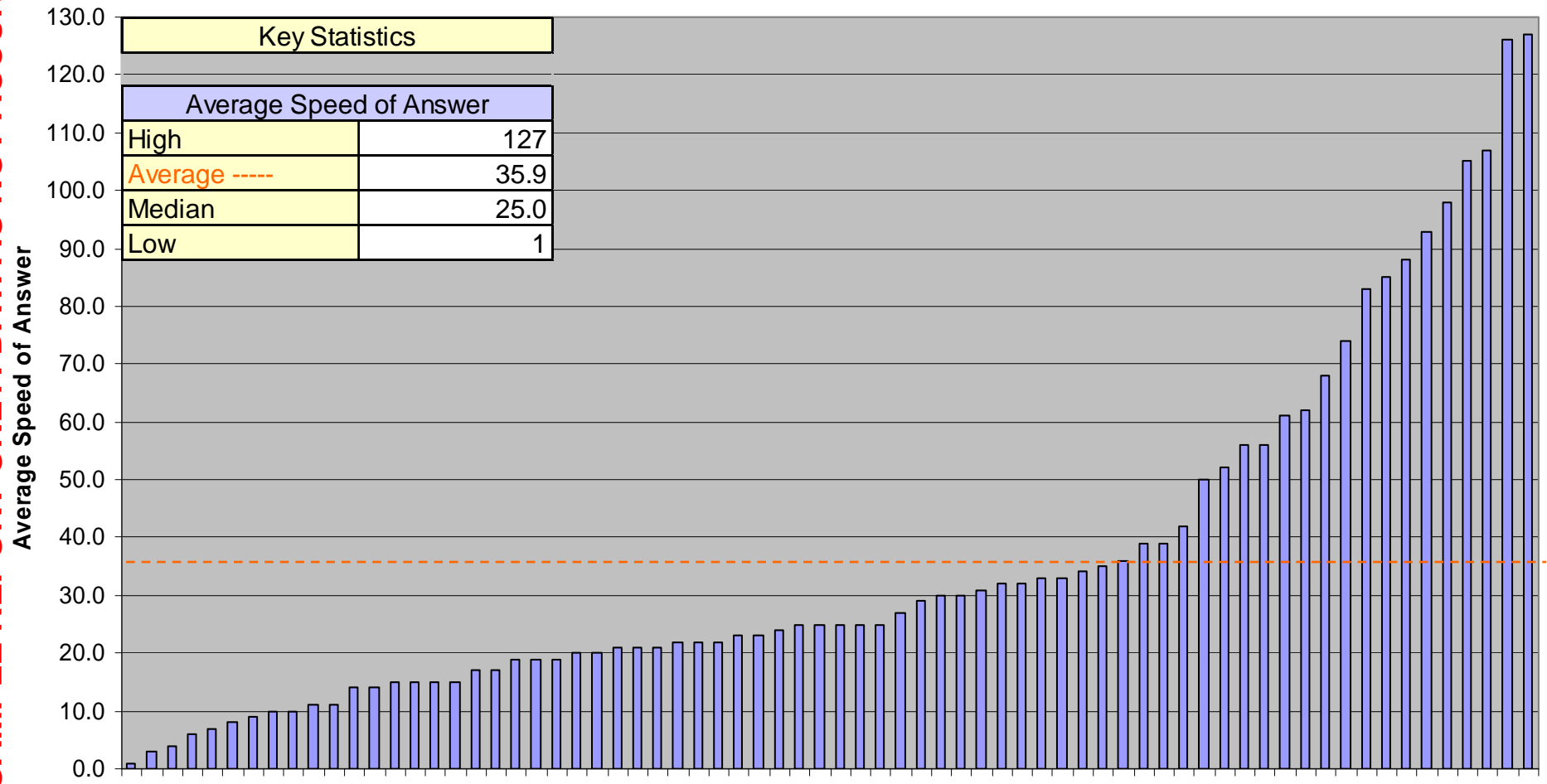
Scorecard Metrics: Agent Job Satisfaction

SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!



SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!

Scorecard Metrics: Average Speed of Answer





Detailed Benchmarking Comparisons

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36



Cost Metrics

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37

Cost Metrics: Cost per Inbound Contact

Definition

Cost per Inbound Contact is the total annual operating expense of the Call Center divided by the annual inbound contact volume of the Call Center. Operating expense includes all employee salaries, overtime pay, benefits, and incentive compensation, contractor costs, facilities expense, telecom costs, desktop computing, software licensing, training, travel, office supplies, and miscellaneous expenses. Contact volume includes contacts from all sources: live voice, voice mail, Email, web, fax, etc.

Why it's Important

Cost per Contact is one of the most important Call Center metrics. It is a measure of how efficiently your Call Center conducts its business. A higher than average Cost per Contact is not necessarily a bad thing, particularly if accompanied by higher than average quality levels. Conversely, a low Cost per Contact is not necessarily good, particularly if the low cost is achieved by sacrificing Call Quality or service levels. Every Call Center should track and trend Cost per Contact on a monthly basis.

Key Correlations

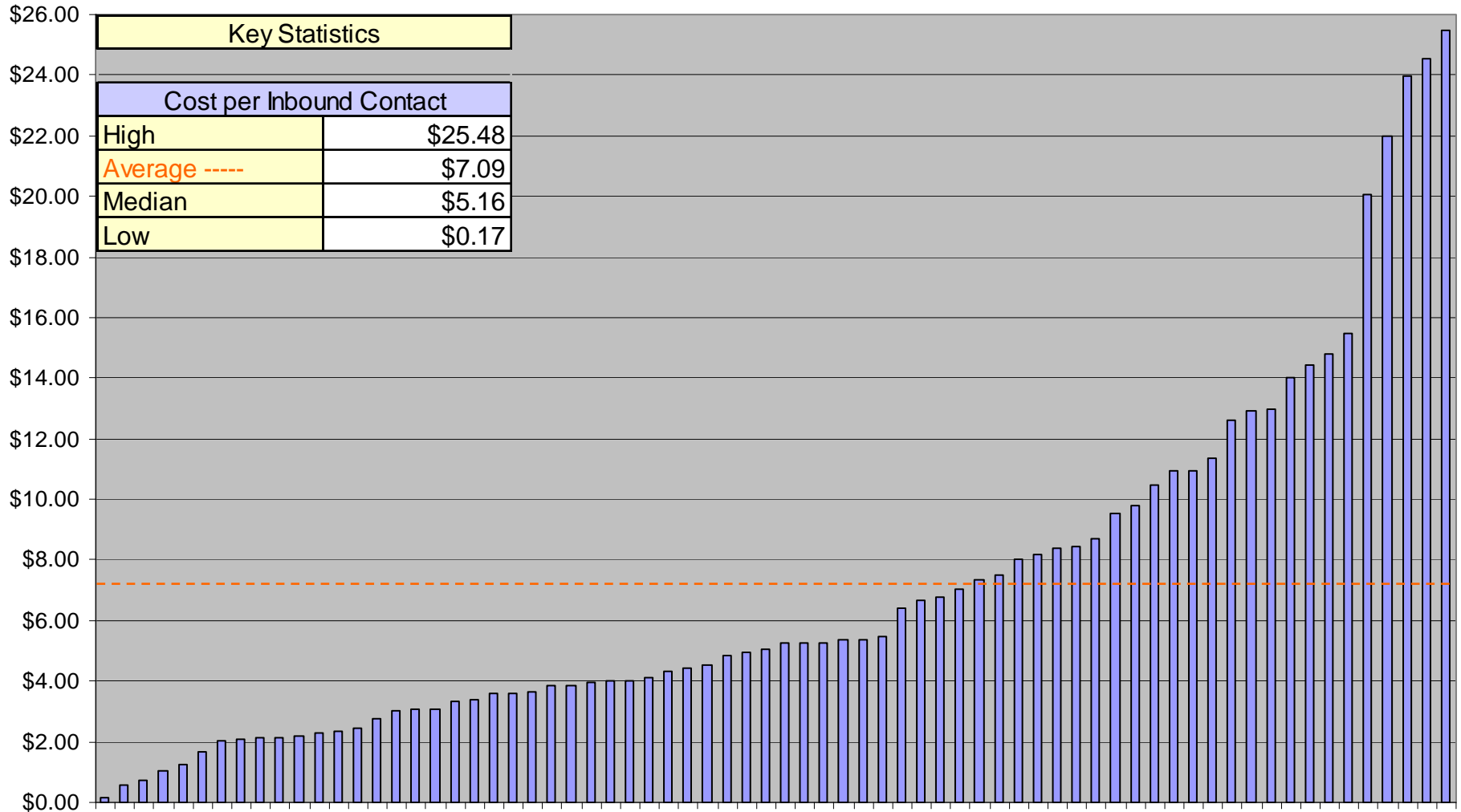
Cost per Inbound Contact is strongly correlated with the following metrics:

- Agent Utilization
- First Contact Resolution Rate
- Inbound Contact Handle Time
- IVR Completion Rate
- Average Speed of Answer



Cost Metrics: Cost per Inbound Contact

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Cost Metrics: Cost per Minute of Handle Time

Definition

Cost per Minute of Handle Time is simply the Cost per Contact divided by the average Contact Handle Time.

Why it's Important

Unlike Cost per Contact, which does not take into account the Contact Handle Time or call complexity, Cost per Minute of Handle Time is a measure of the per minute cost of providing customer service. It enables a more direct comparison of costs between contact centers because it is independent of the types of calls that come into the contact center and the complexity of those calls.

Key Correlations

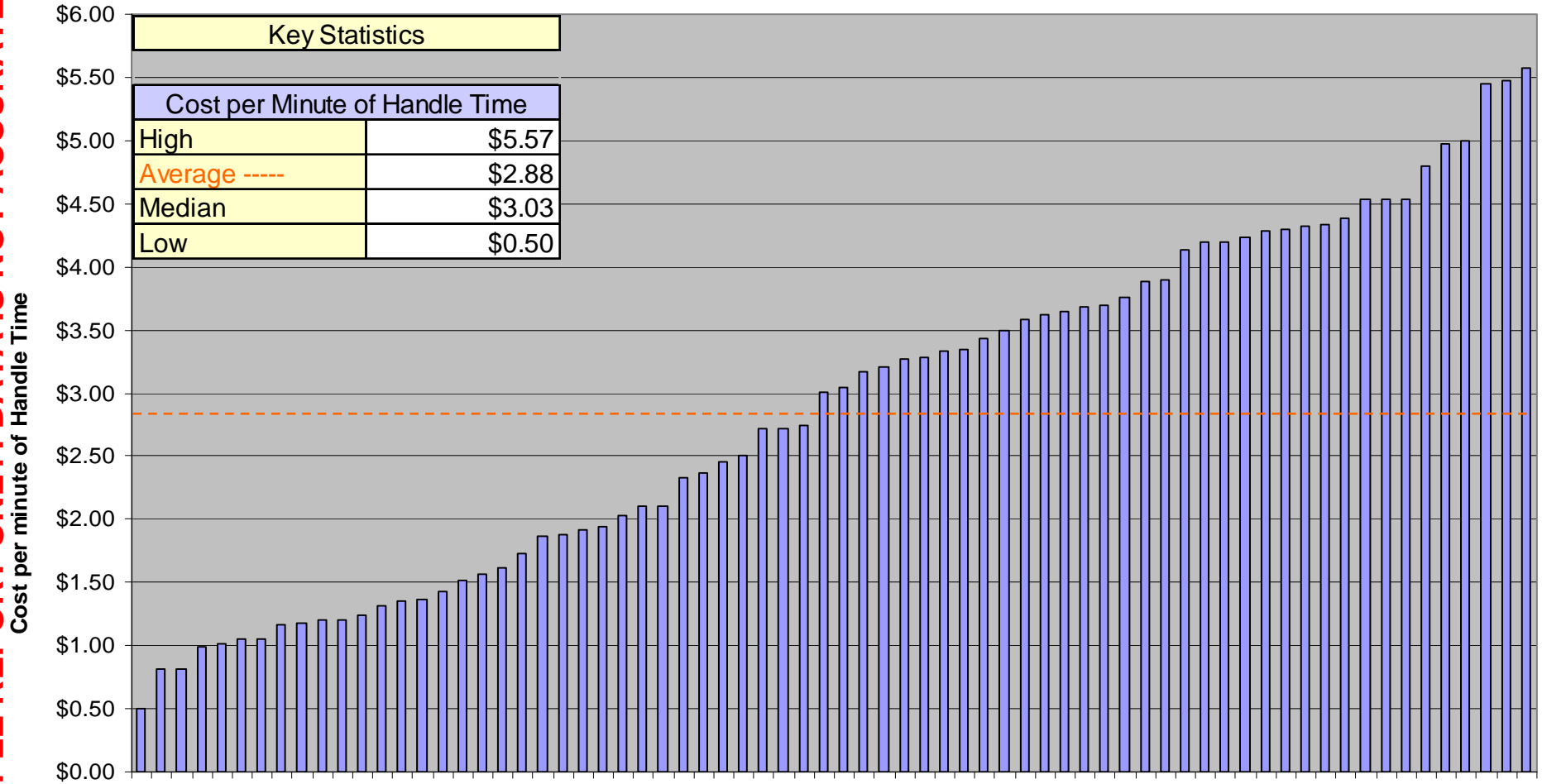
Cost per Minute of Handle Time is strongly correlated with the following metrics:

- Agent Utilization
- First Contact Resolution Rate
- Agent-less Completion Rate
- Average Speed of Answer



Cost Metrics: Cost per Minute of Handle Time

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Productivity Metrics

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42

Productivity Metrics: Agent Utilization

Definition

Agent Utilization is the average time that an agent spends handling both inbound and outbound contacts, divided by the number of hours spent at work. The calculation for Agent Utilization is shown on the next page.

Why it's Important

Agent Utilization is the single most important indicator of agent productivity. It measures the percentage of time that the average agent is in “work mode”, and is independent of Contact Handle Time or call complexity.

Key Correlations

Agent Utilization is strongly correlated with the following metrics:

- Contacts per Agent per Month
- Cost per Contact
- Agent Occupancy



Agent Utilization Defined

$$\text{Agent Utilization} = \frac{((\text{Average number of inbound Contacts handled by an agent in a month}) \times (\text{Average inbound handle time in minutes}) + (\text{Average number of outbound Contacts handled by an agent in a month}) \times (\text{Average outbound handle time in minutes}))}{(\text{Average number of days worked in a month}) \times (\text{Number of work hours in a day}) \times (60 \text{ minutes/hr})}$$

- Agent Utilization is a measure of actual time worked by agents in a month, divided by total time at work during the month
- It takes into account both inbound and outbound contacts handled by the agents
- But it does not make adjustments for sick days, holidays, training time, project time, or idle time



Example: Call Center Agent Utilization

- Inbound Contacts per Agent per Month = 375
- Outbound Contacts per Agent per Month = 225
- Average Inbound Contact Handle Time = 10 minutes
- Average Outbound Contact Handle Time = 5 minutes

Agent Utilization =

$$\frac{((\text{Average number of inbound Contacts handled by an Agent in a month}) \times (\text{Average inbound handle time in minutes}) + (\text{Average number of outbound Contacts handled by an Agent in a month}) \times (\text{Average outbound handle time in minutes}))}{(\text{Average number of days worked in a month}) \times (\text{Number of work hours in a day}) \times (60 \text{ minutes/hr})}$$

Agent Utilization =

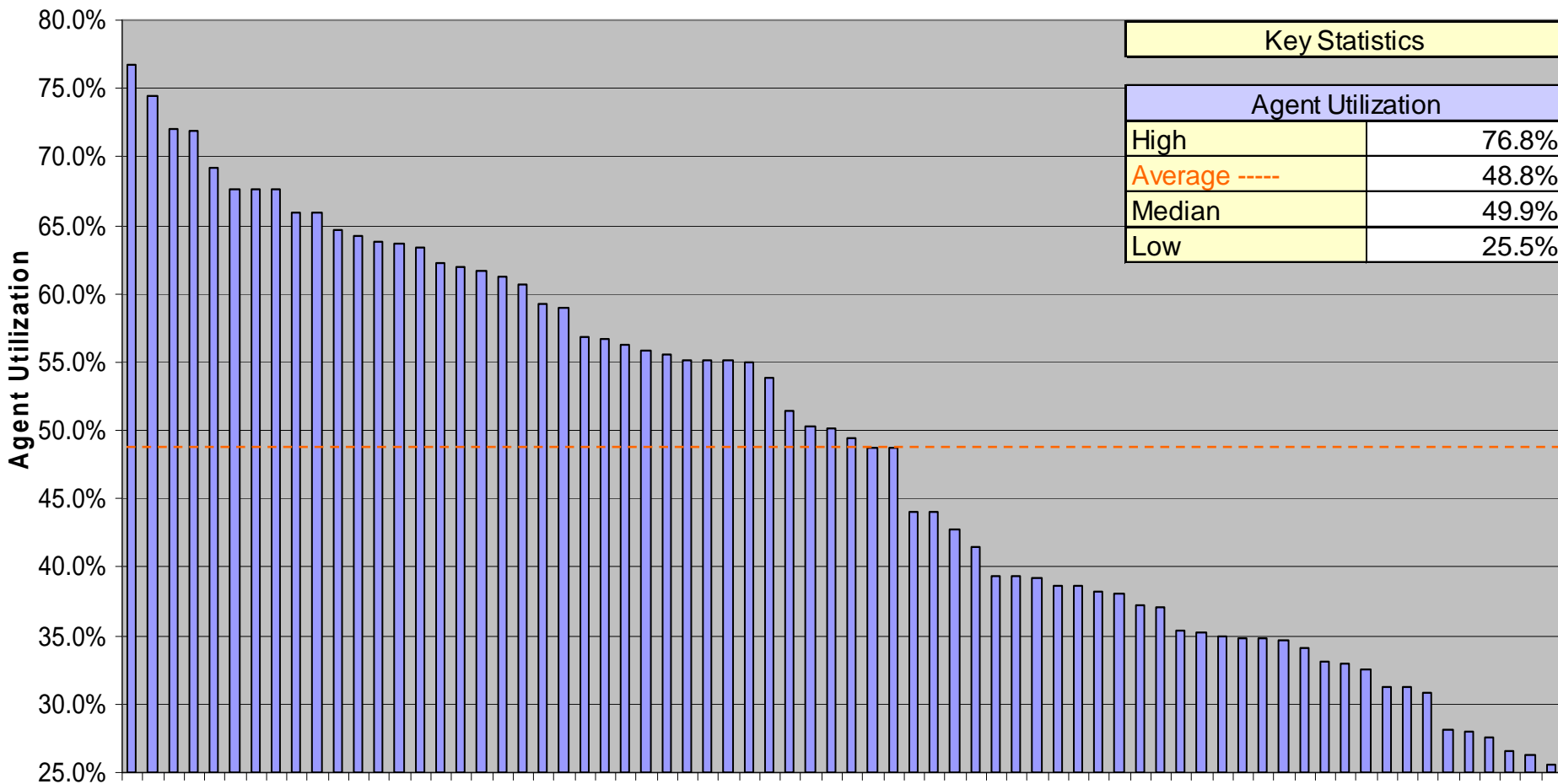
$$\frac{((375 \text{ Inbound Contacts per Month}) \times (10 \text{ minutes}) + (225 \text{ Outbound Contacts per Month}) \times (5 \text{ minutes}))}{(21.5 \text{ working days per month}) \times (7.5 \text{ work hours per day}) \times (60 \text{ minutes/hr})} = \mathbf{50.4\% \text{ Agent Utilization}}$$

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Productivity Metrics: Agent Utilization

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Productivity Metrics: Inbound Contacts per Agent per Month

Definition

Inbound Contacts per Agent per Month is the average monthly inbound contact volume divided by the average Full Time Equivalent (FTE) Agent headcount. Contact volume includes contacts from all sources: live voice, voice mail, Email, web, fax, etc. Agent headcount is the average FTE number of employees and contractors handling customer contacts.

Why it's Important

Inbound Contacts per Agent per Month is an important indicator of Agent productivity. A low number could indicate low Agent Utilization, poor scheduling efficiency or schedule adherence, or a higher than average Contact Handle Time. Conversely, a high number of Agent handled contacts may indicate high Agent Utilization, good scheduling efficiency and schedule adherence, or a lower than average Contact Handle Time. Every Call Center should track and trend this metric on a monthly basis.

Key Correlations

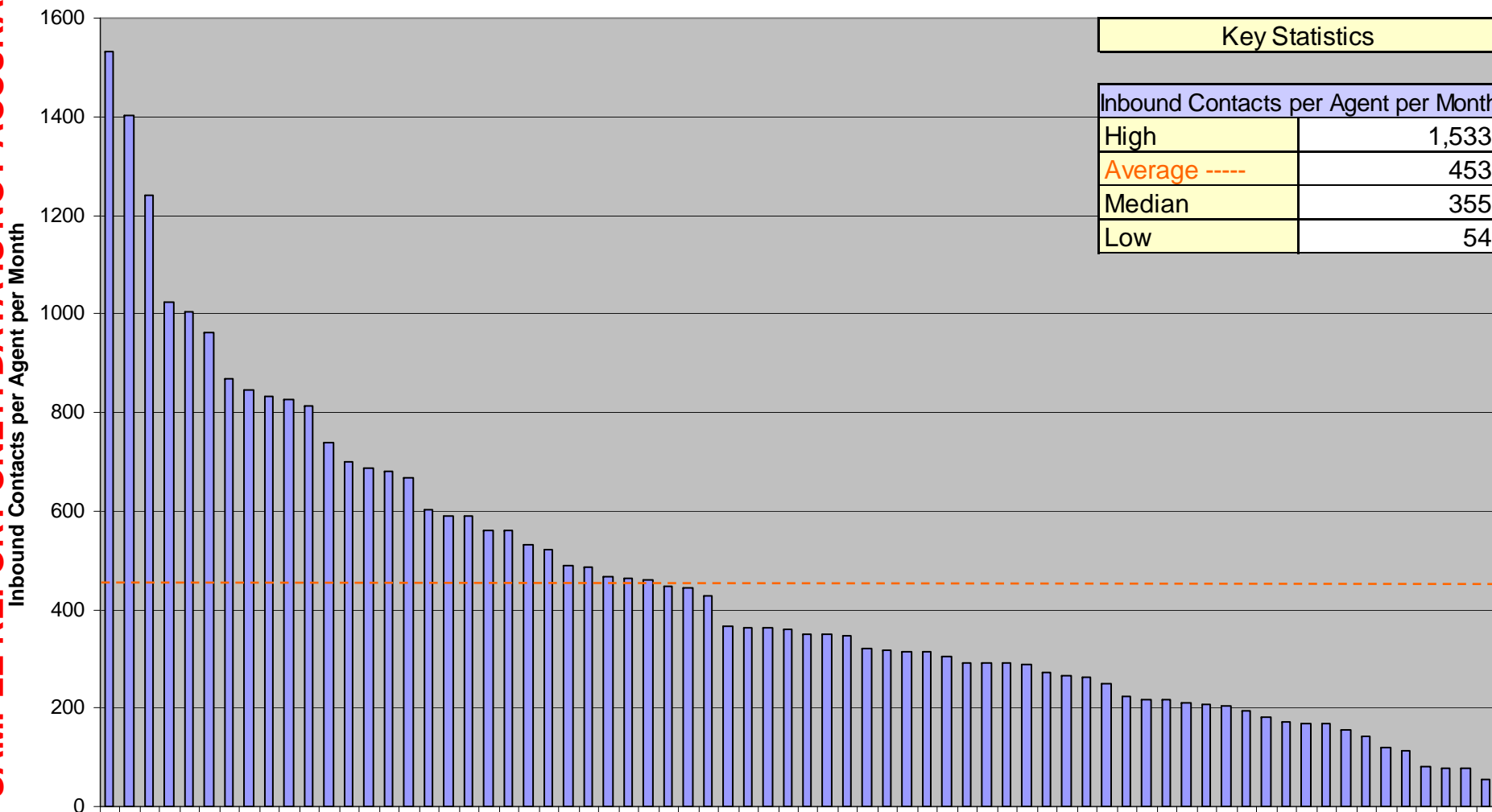
Inbound Contacts per Agent per Month is strongly correlated with the following metrics:

- Agent Utilization
- Inbound Contact Handle Time
- Cost per Inbound Contact
- Cost per Minute of Inbound Handle Time
- Agent Occupancy
- Average Speed of Answer



Productivity Metrics: Inbound Contacts per Agent per Month

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Productivity Metrics: Agents as a % of Total Headcount

Definition

This metric is the Full Time Equivalent agent headcount divided by the total Call Center headcount. It is expressed as a percentage, and represents the percentage of total Call Center personnel who are engaged in direct customer service activities.

Why it's Important

The agent headcount as a percent of total Call Center headcount is an important measure of management and overhead efficiency. Since non-agents include both management and non-management personnel (e.g., supervisors and team leads, QA/QC, trainers, etc.), this metric is not a pure measure of management span of control. It is, however, a more useful metric than management span of control because the denominator of this ratio takes into account all personnel that are not directly engaged in customer service activities.

Key Correlations

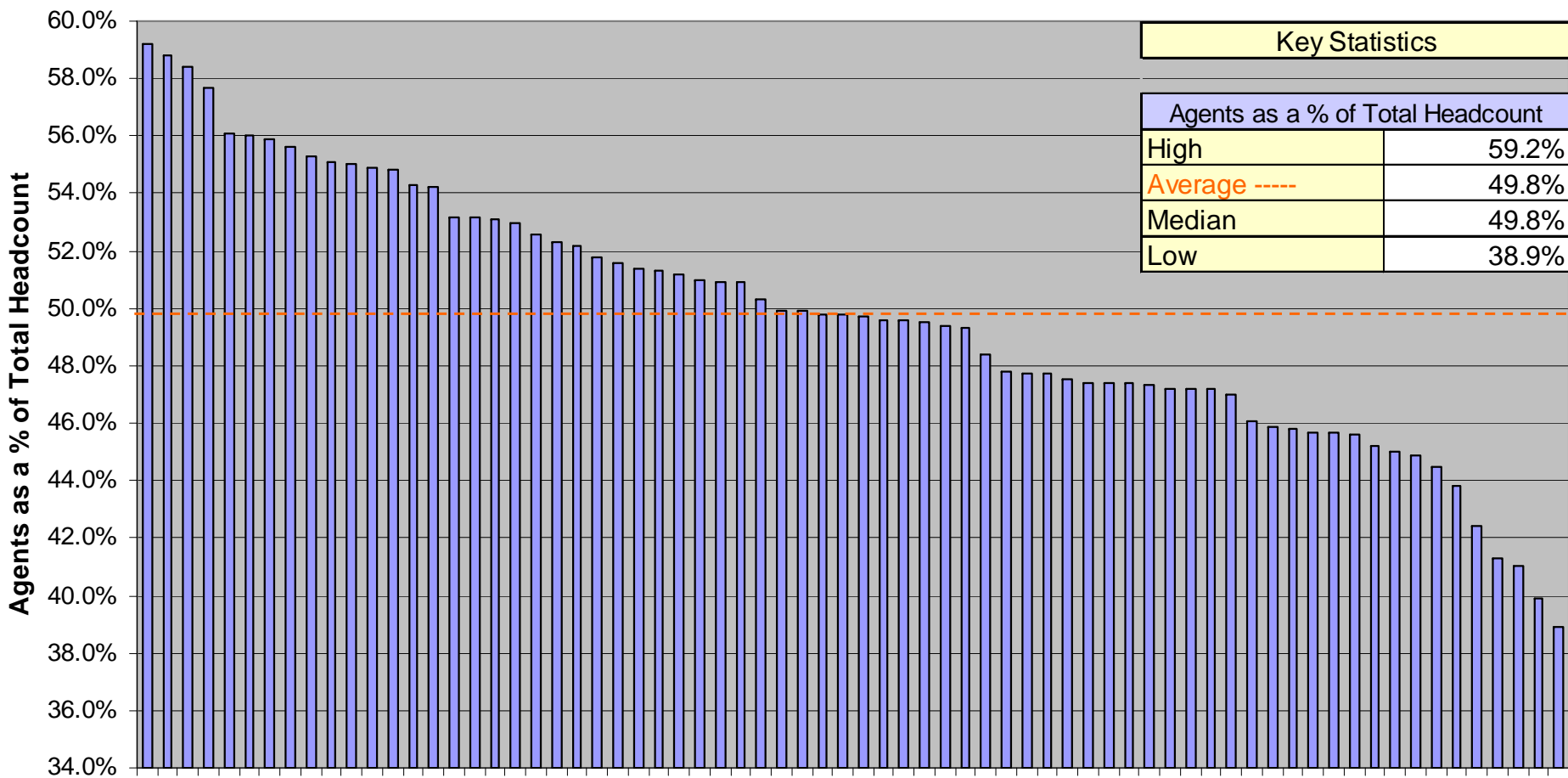
Agents as a % of Total Headcount is strongly correlated with the following metrics:

- Cost per Inbound Contact
- Cost per Minute of Inbound Handle Time



Productivity Metrics: Agents as a % of Total Headcount

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Service Level Metrics

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51

Service Level Metrics: Average Speed of Answer (ASA)

Definition

Average Speed of Answer is the total wait time that callers are in queue, divided by the number of calls handled. This includes both IVR-handled calls as well as calls handled by a live agent. Most ACD systems provide this number.

Why it's Important

ASA is a common service level metric in the contact center industry. It is an indication of how responsive a contact center is to incoming calls. Since most contact centers have an ASA service level target, the ASA is tracked to ensure service level compliance.

Key Correlations

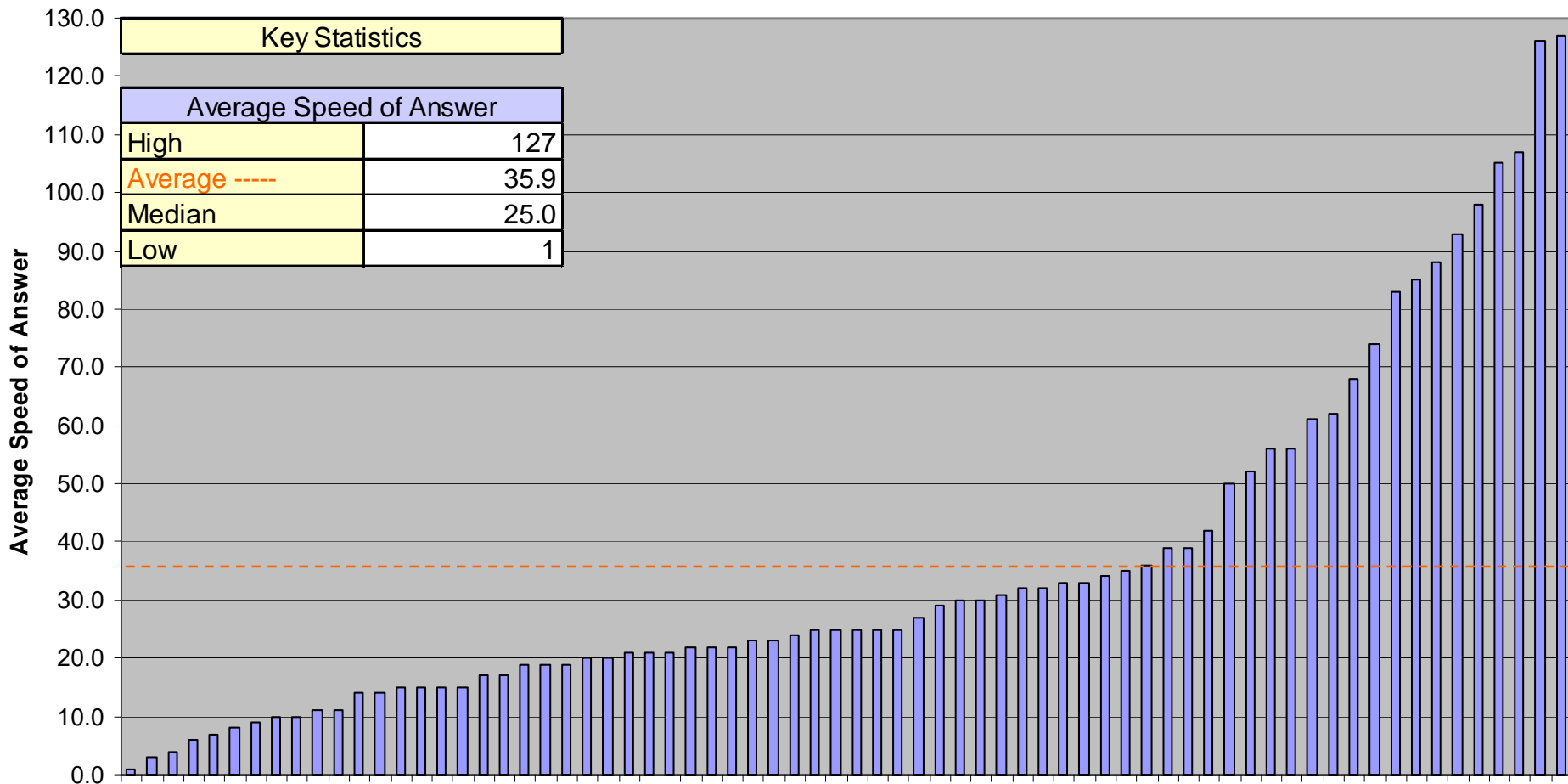
Average Speed of Answer is strongly correlated with the following metrics:

- Call abandonment rate
- Percentage of calls answered within 30 seconds
- Agent Utilization



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Service Level Metrics: Average Speed of Answer



Service Level Metrics: % Answered in 30 Seconds

Definition

This metric is fairly self explanatory. It is the percentage of all incoming calls that are answered by a live agent within 30 seconds. For those who don't track this exact metric, but track a similar metric such as % answered within 20 seconds, MetricNet uses a conversion formula to calculate the equivalent percentage of calls answered within 20 seconds.

Why it's Important

The percentage of calls answered within 30 seconds is a common service level metric in the industry. It is an indication of how responsive a contact center is to incoming calls. Many contact centers have a service level target for the percentage of calls answered within 30 seconds, so the metric is tracked to ensure service level compliance.

Key Correlations

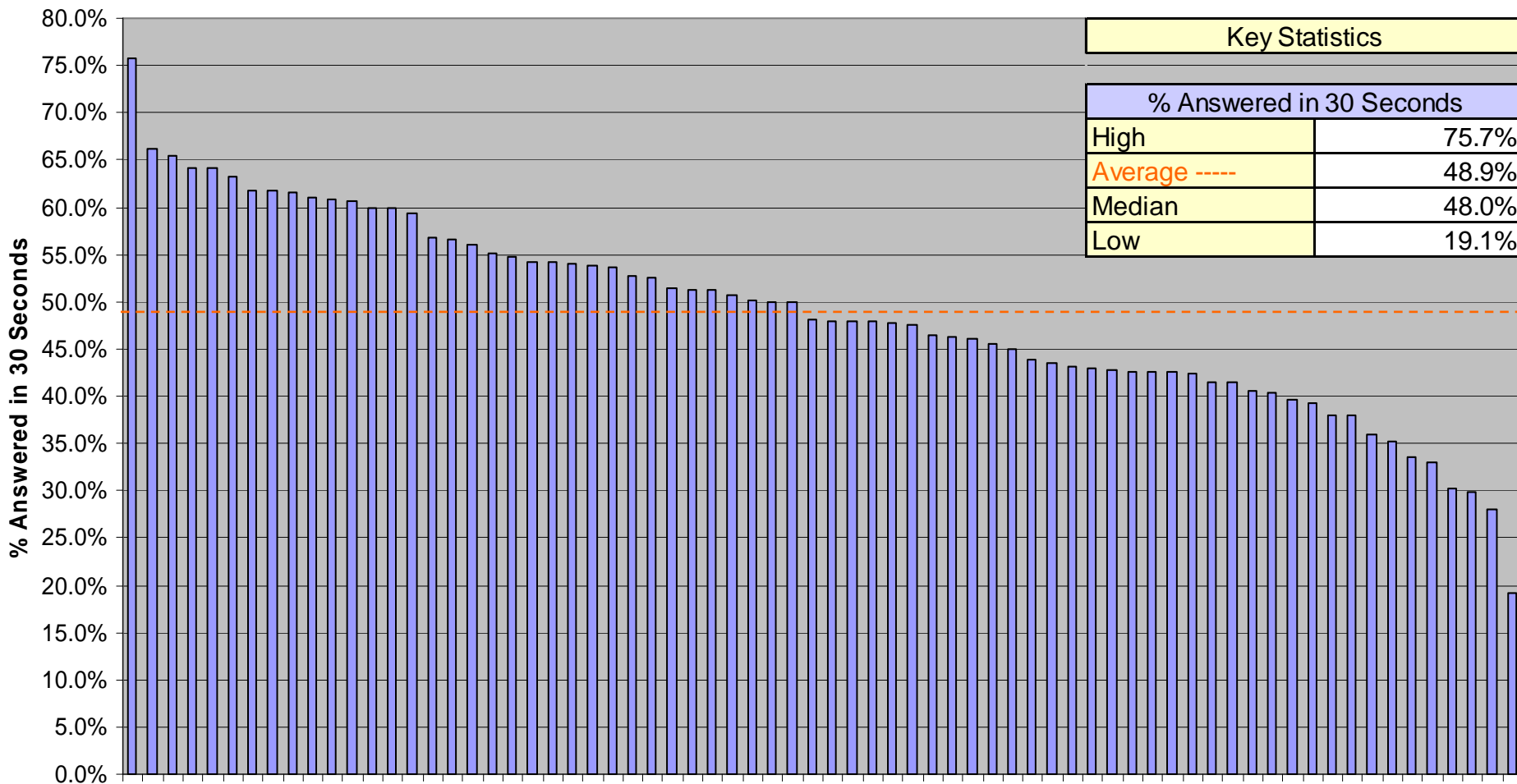
The Percentage of Calls Answered Within 30 Seconds is strongly correlated with the following metrics:

- Average Speed of Answer
- Call abandonment rate
- Agent Utilization



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Service Level Metrics: % Answered in 30 Seconds



Service Level Metrics: Call Abandonment Rate

Definition

Call abandonment rate is the percentage of calls that were connected to the ACD, but were disconnected by the caller before reaching an agent, or before completing a process within the IVR.

Why it's Important

Call abandonment rate is a common service level metric in the contact center industry. An abandoned call is an indication that a caller has given up, and hung up the phone before receiving service from a live agent or from an IVR. Since most contact centers have an abandonment rate service level target, the call abandonment rate is tracked to ensure service level compliance.

Key Correlations

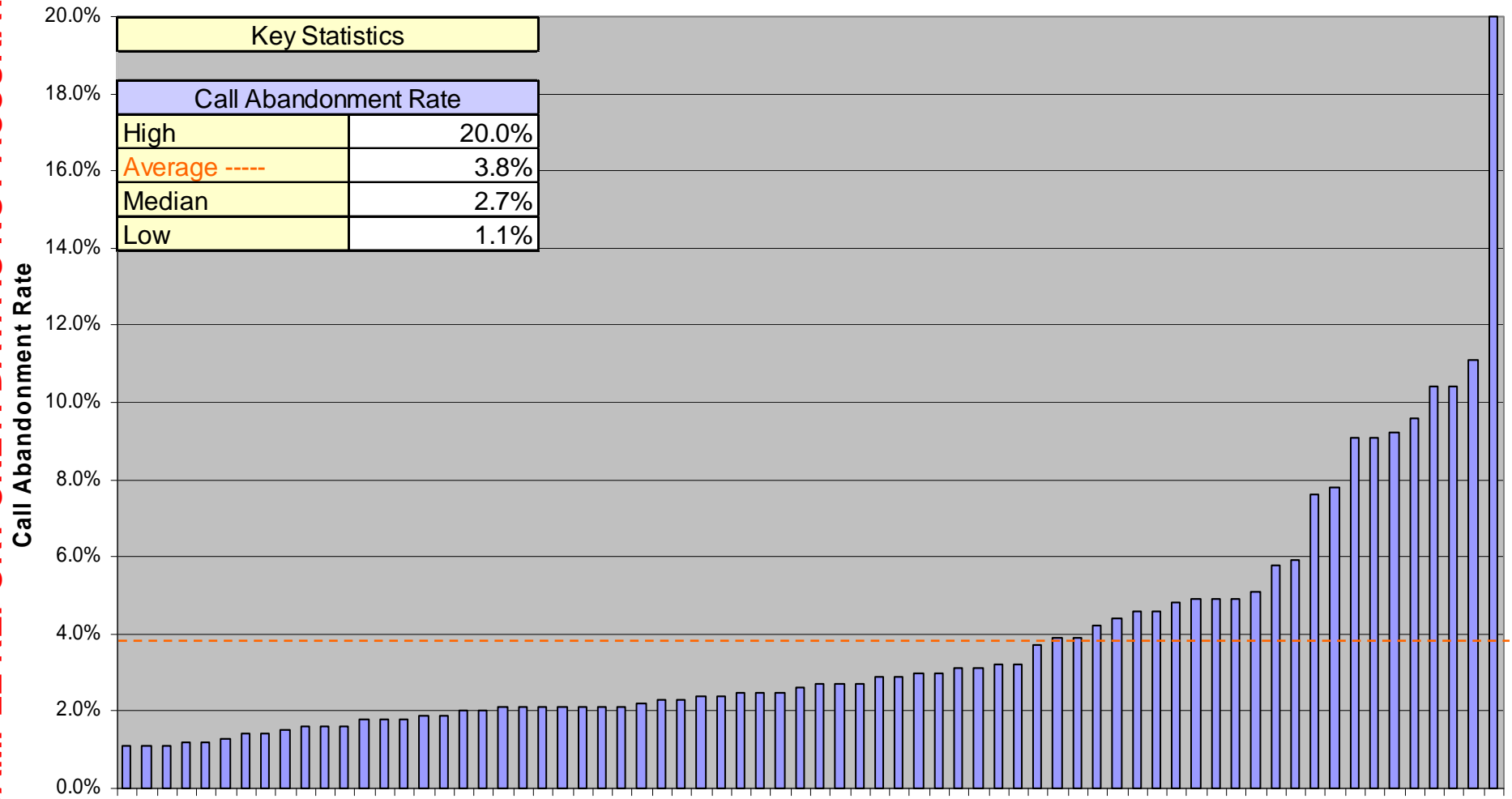
Call abandonment rate is strongly correlated with the following metrics:

- Average Speed of Answer
- Percentage of calls answered within 30 seconds
- Agent Utilization



Service Level Metrics: Call Abandonment Rate

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Quality Metrics

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Quality Metrics: Customer Satisfaction

Definition

Customer Satisfaction is the percentage of customers who are either satisfied or very satisfied with their contact center experience. This metric can be captured in a numbers of ways including automatic after-call IVR surveys, follow-up outbound (live agent) calls, follow-up Email surveys, etc.

Why it's Important

Customer Satisfaction is perhaps the single most important measure of contact center performance. Any successful contact center will have consistently high Customer Satisfaction ratings. Some contact center managers are under the impression that a low Cost per Contact may justify a lower level of Customer Satisfaction. But this is not true. MetricNet's research shows that even contact center's with a very low Cost per Contact can achieve consistently high Customer Satisfaction ratings.

Key Correlations

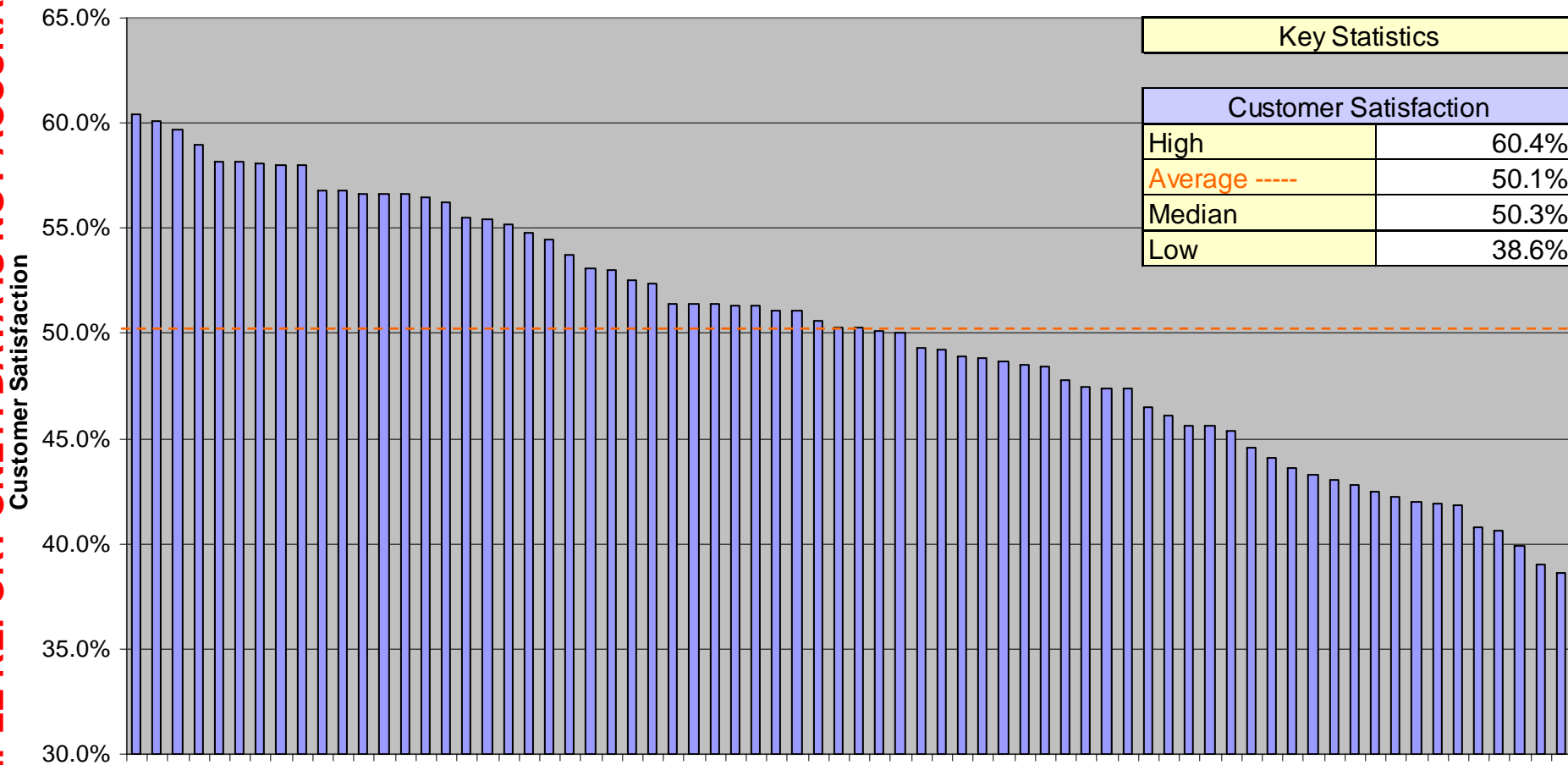
Customer Satisfaction is strongly correlated with the following metrics:

- First Contact Resolution Rate
- Call Quality



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Quality Metrics: Customer Satisfaction



Quality Metrics: Net First Contact Resolution Rate

Definition

Net First Contact Resolution applies only to live (telephone) contacts. It is the percentage of calls that are resolved on the first interaction with the customer divided by all calls that are potentially *resolvable* on first contact. Calls that cannot be resolved on first contact, such as a product break/fix, are not included in the denominator of Net First Contact Resolution Rate. Calls that require a customer callback, or are otherwise unresolved on first contact for any reason, do not qualify for Net First Contact Resolution.

Why it's Important

Net First Contact Resolution is perhaps the single biggest driver of Customer Satisfaction. A high Net First Contact Resolution Rate is almost always associated with high levels of Customer Satisfaction. Contact centers that emphasize training (i.e., high training hours for new and veteran agents) generally enjoy a higher than average Net First Contact Resolution Rate.

Key Correlations

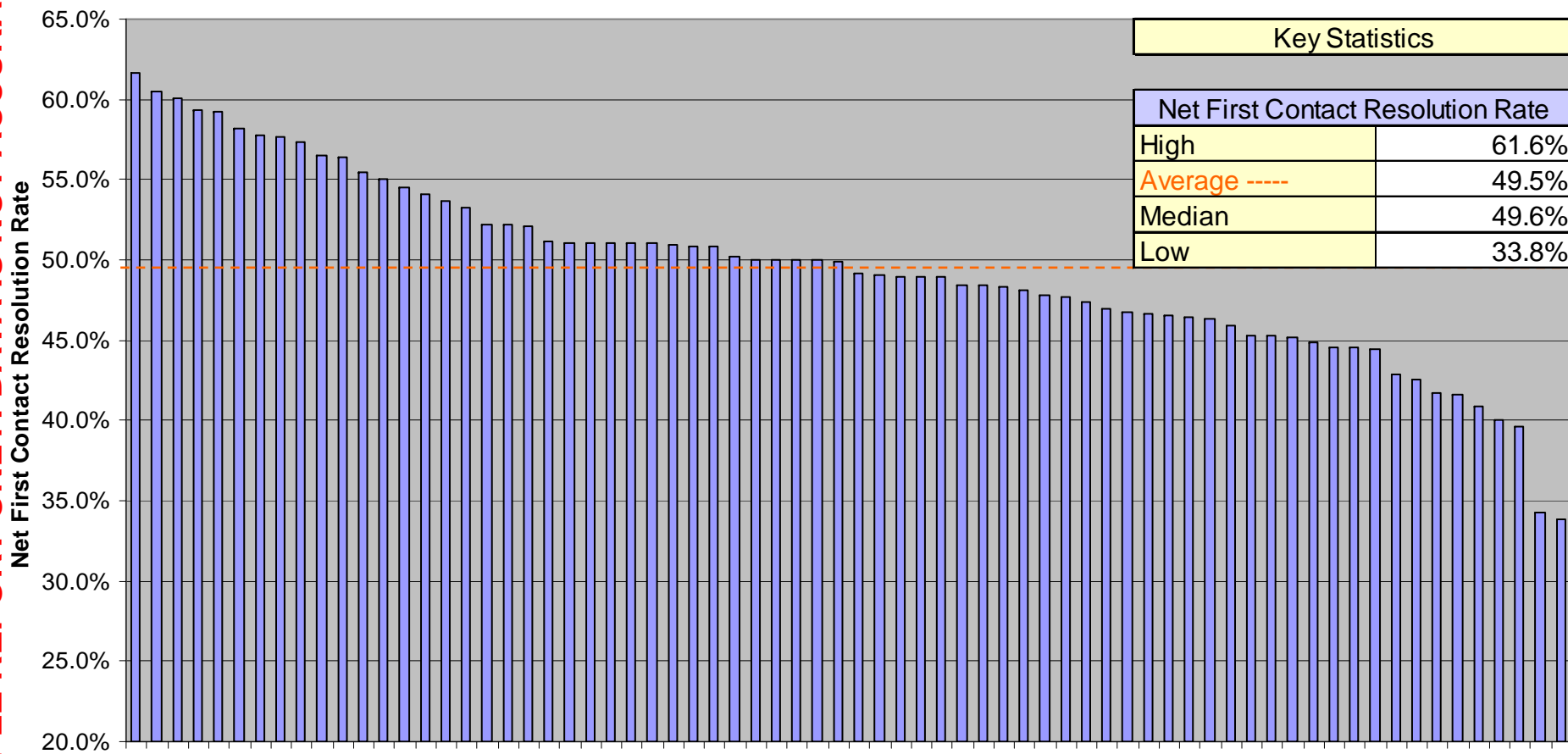
Net First Contact Resolution is strongly correlated with the following metrics:

- New Agent Training Hours
- Veteran Agent Training Hours
- Customer Satisfaction
- Contact Handle Time
- Contacts per Agent per Month



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Quality Metrics: Net First Contact Resolution Rate



Quality Metrics: Call Quality

Definition

Although there is no consistent methodology for measuring Call Quality in the contact center industry, most contact centers have developed their own scoring system for grading the quality of a call. Most will measure call quality on a scale of 0 to 100%, and include such things as agent courtesy, professionalism, empathy, timeliness of resolution, quality of resolution, following the script, etc. in their Call Quality evaluations

Why it's Important

Call Quality is the cornerstone of Customer Satisfaction. Good Call Quality takes into account agent knowledge and expertise, call efficiency (i.e. Call Handle Time), and agent courtesy and professionalism. Unless Call Quality is consistently high, it is difficult to achieve consistently high levels of Customer Satisfaction. When measured properly, Call Quality and Customer Satisfaction should track fairly closely.

Key Correlations

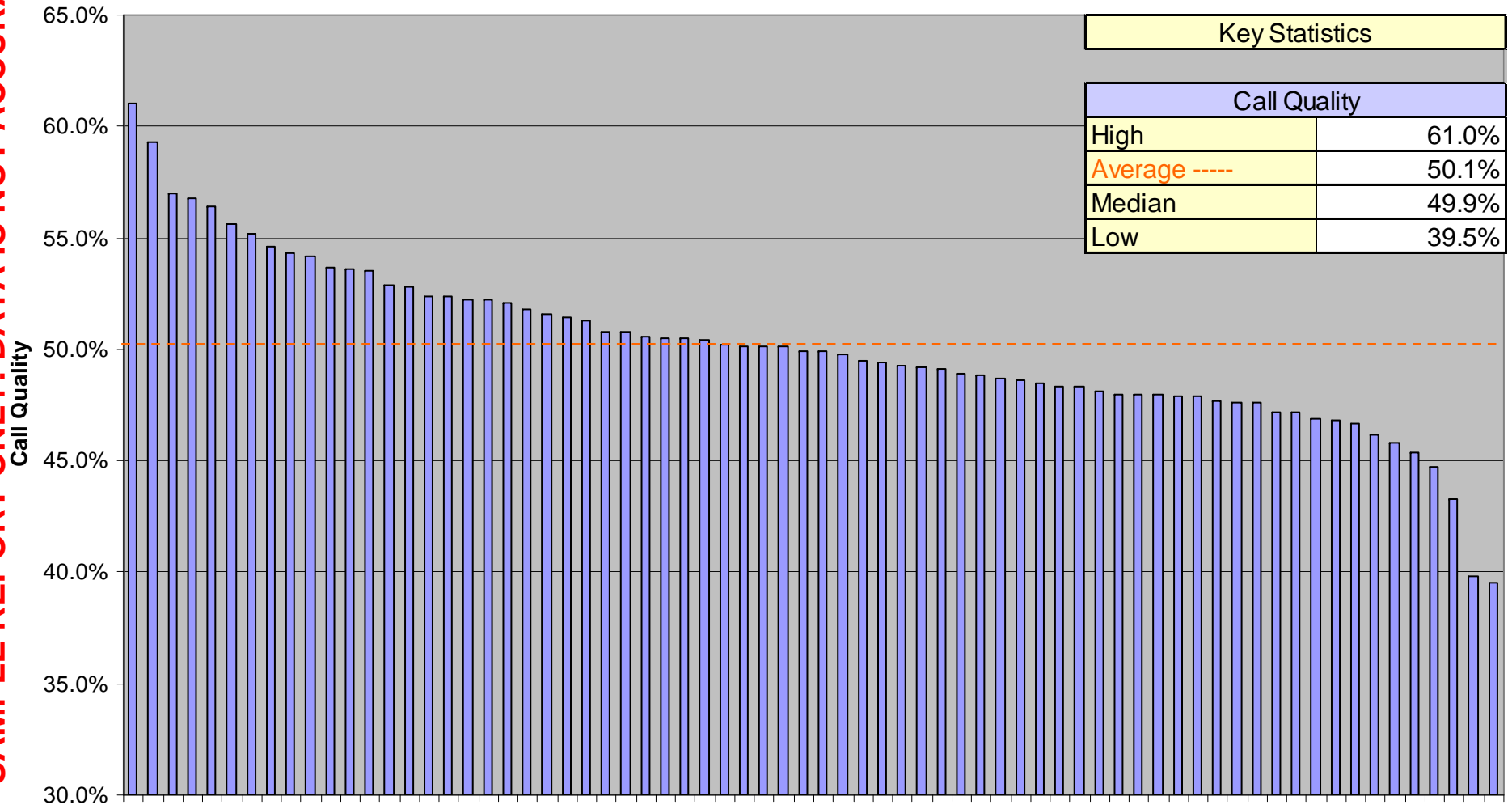
Call Quality is strongly correlated with the following metrics:

- Customer Satisfaction
- First Contact Resolution Rate



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Quality Metrics: Call Quality





Agent Metrics

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65

Agent Metrics: Annual Agent Turnover

Definition

Annual Agent Turnover is the percentage of agents (tier 1 and tier 2) that leave the contact center (voluntarily or involuntarily) on an annual basis.

Why it's Important

Agent turnover is costly. Each time an agent leaves the contact center, a new agent needs to be hired to replace the outgoing agent. This results in costly recruiting, hiring, and training expenses. Additionally, it is typically several weeks or even months before an agent is fully productive, so there is lost productivity associated with agent turnover as well. High agent turnover is generally associated with low agent morale in a contact center.

Key Correlations

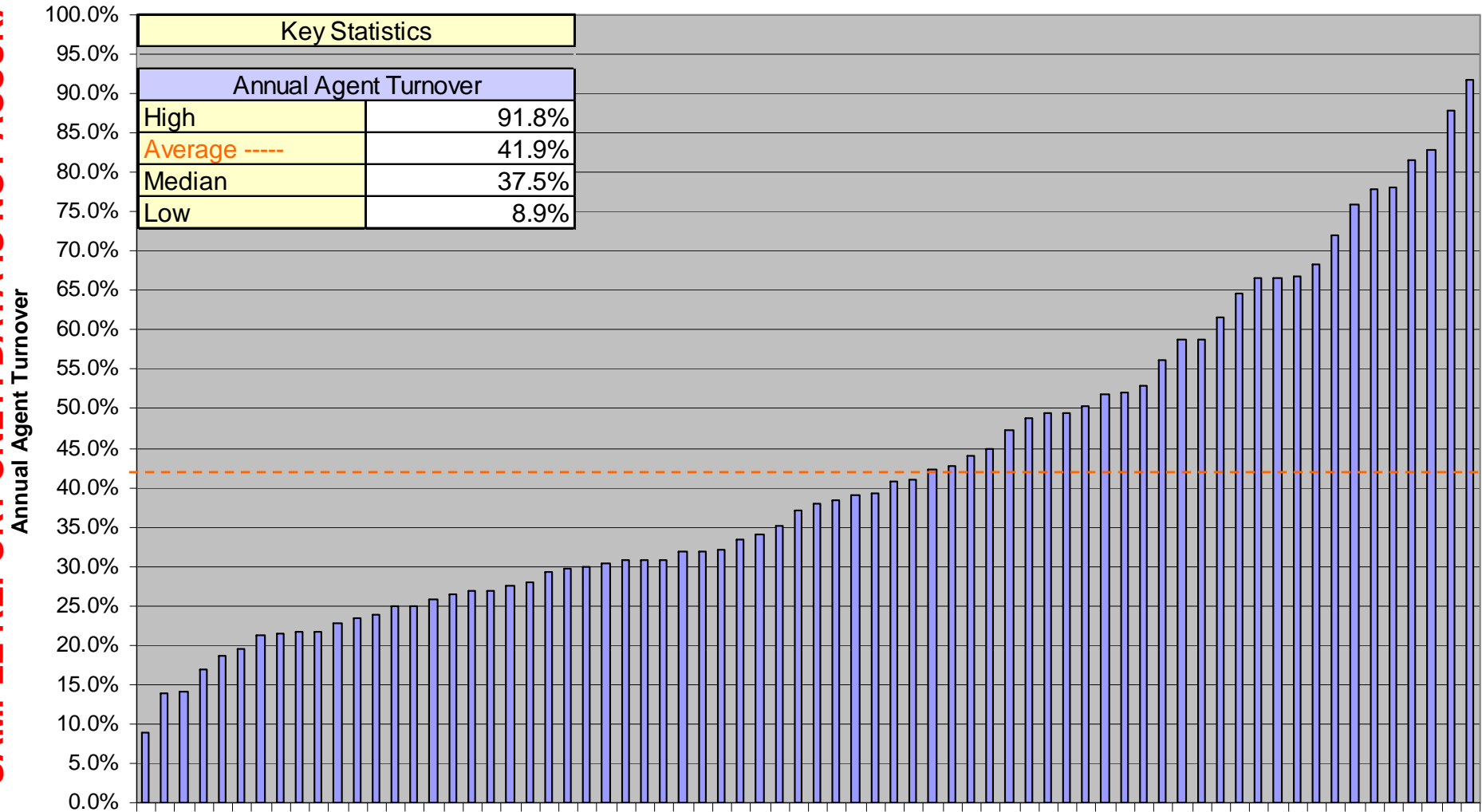
Annual Agent Turnover is strongly correlated with the following metrics:

- Daily Agent Absenteeism
- Customer Satisfaction
- Annual Agent Training Hours
- Cost per Contact
- Agent Job Satisfaction



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Agent Metrics: Annual Agent Turnover



Agent Metrics: Daily Agent Absenteeism

Definition

Daily absenteeism is the average percentage of agents with an unexcused absence on any given day. It is calculated by dividing the number of absent agents by the total number of agents that are scheduled to be at work.

Why it's Important

High absenteeism is problematic because it makes it difficult for a contact center to schedule resources efficiently. High absenteeism can severely impact a contact center's operating performance, and increase the likelihood that service level targets will be missed. A contact center's ASA and Call Abandonment Rate typically suffer when absenteeism is high. Also, chronically high absenteeism is often a sign of low agent morale.

Key Correlations

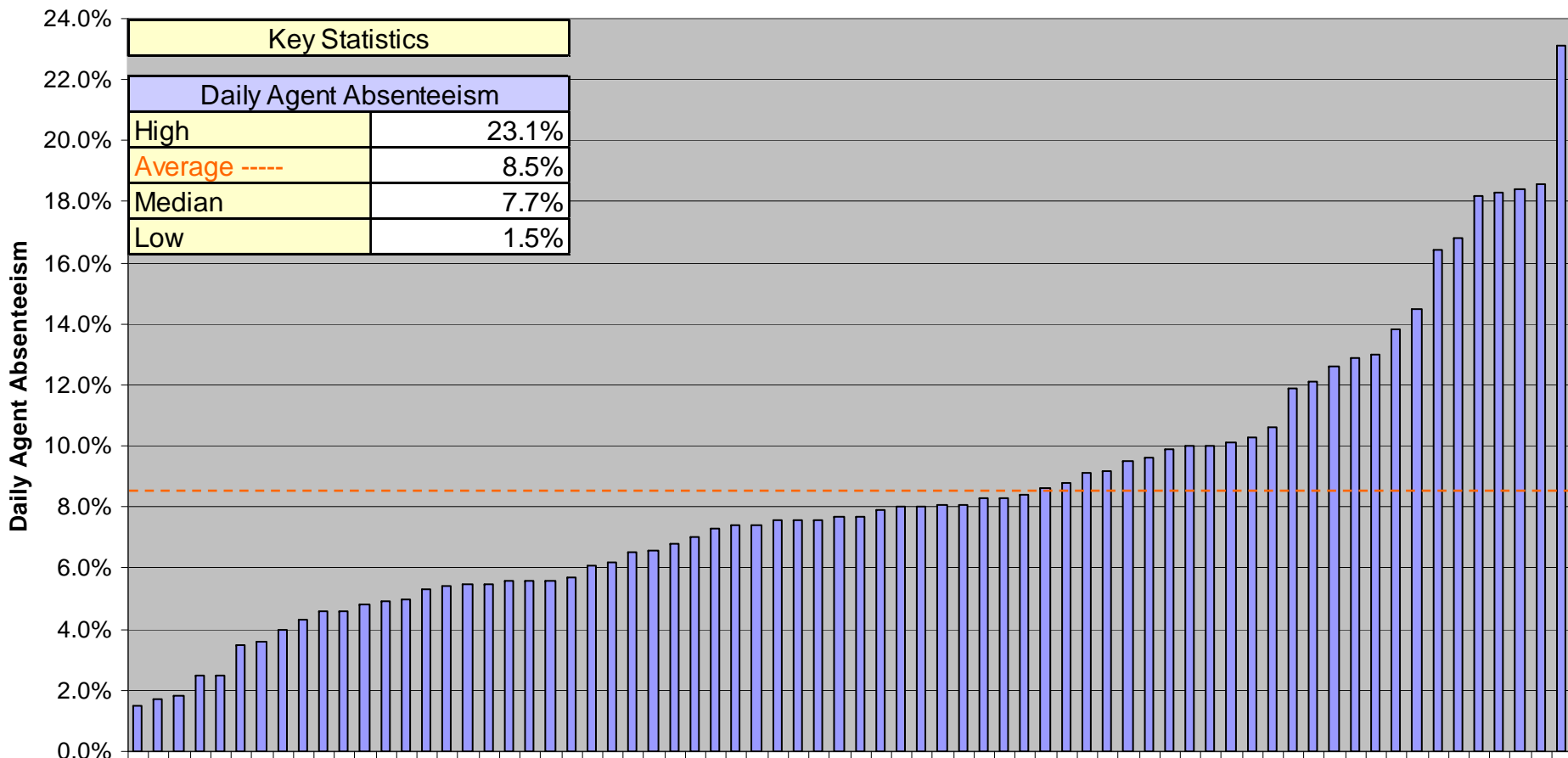
Daily Agent Absenteeism is strongly correlated with the following metrics:

- Annual Agent Turnover
- Agent Job Satisfaction
- Agent Utilization
- Cost per Contact
- Contacts per Agent per Month



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Agent Metrics: Daily Agent Absenteeism



Agent Metrics: Agent Occupancy

Definition

Agent Occupancy is the percentage of time that an Agent is in their seat connected to the ACD, and either engaged in a call or ready to answer a call, divided by the total number of hours at work (excluding break time and lunch time).

Why it's Important

Agent Occupancy is an indirect measure of Agent productivity and Schedule Adherence. High levels of Agent Occupancy are indicative of an orderly, disciplined work environment. Conversely, low levels of Agent Occupancy are often accompanied by a chaotic, undisciplined work environment. Agent Occupancy and Utilization are sometimes confused. Although Agent Occupancy and Agent Utilization are correlated, they are very different metrics. It is possible to have a high Occupancy (when Agents are logged into the ADC a large percentage of the time) but a low Agent Utilization (when few calls are coming in).

Key Correlations

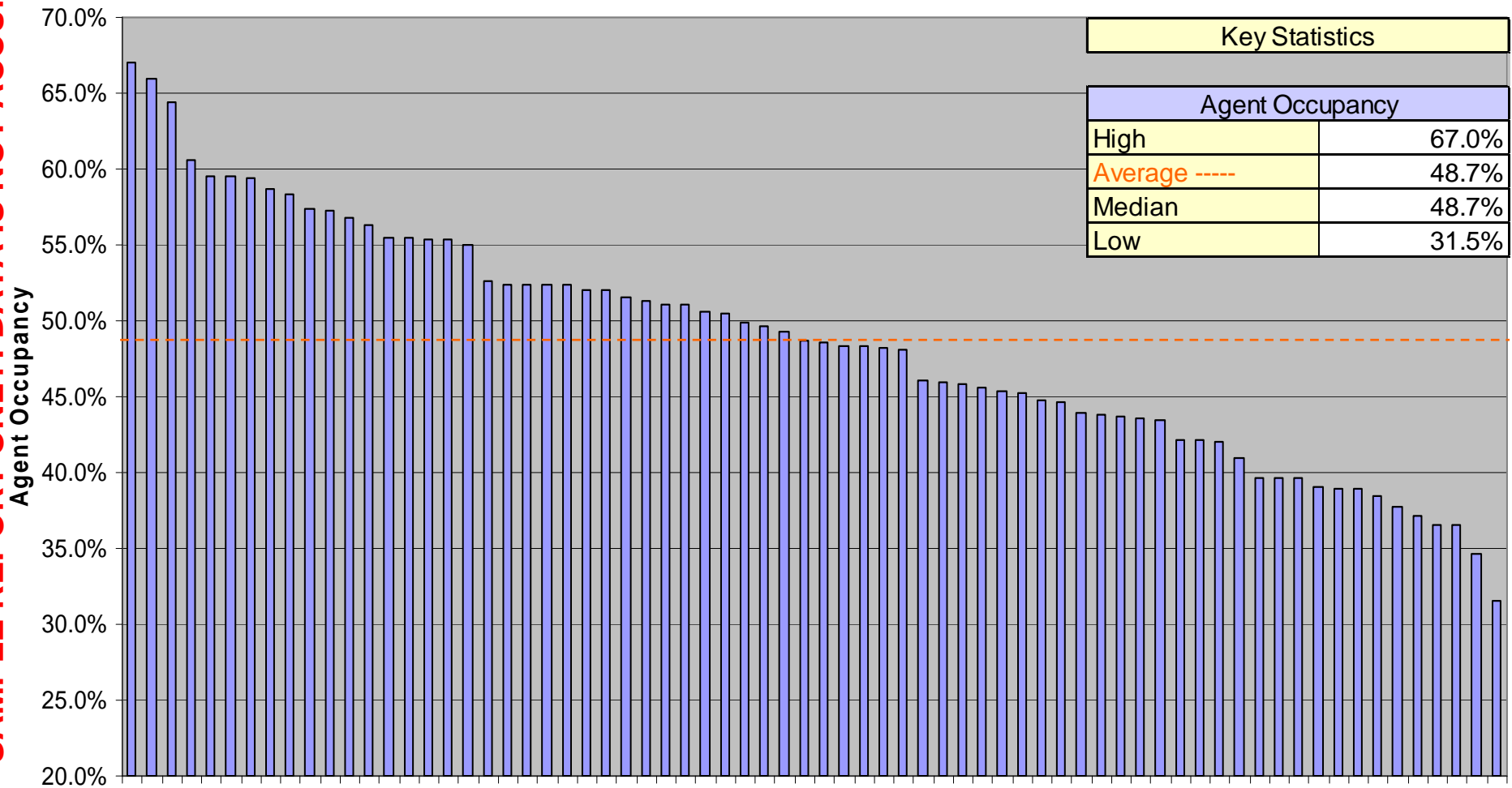
Agent Occupancy is strongly correlated with the following metrics:

- Agent Utilization
- Agent Schedule Adherence
- Contacts per Agent per Month
- Cost per Inbound Contact



Agent Metrics: Agent Occupancy

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Agent Metrics: Agent Schedule Adherence

Definition

Agent Schedule Adherence is a measure of whether agents are in their seats ready to accept calls as scheduled. It measures how well a Call Center's agents are "adhering" to the schedule. Agent Schedule Adherence is equal to the actual time that an agent is logged in to the system ready to accept calls, divided by the total time the agent is scheduled to be available to accept calls.

Why it's Important

Effective agent scheduling is critical to achieving a Call Center's service level goals and maximizing Agent Utilization. However, a work schedule, no matter how well constructed, is only as good as the adherence to the schedule. It is therefore important for agents to adhere to the schedule as closely as possible to ensure that these productivity and service level goals are met.

Key Correlations

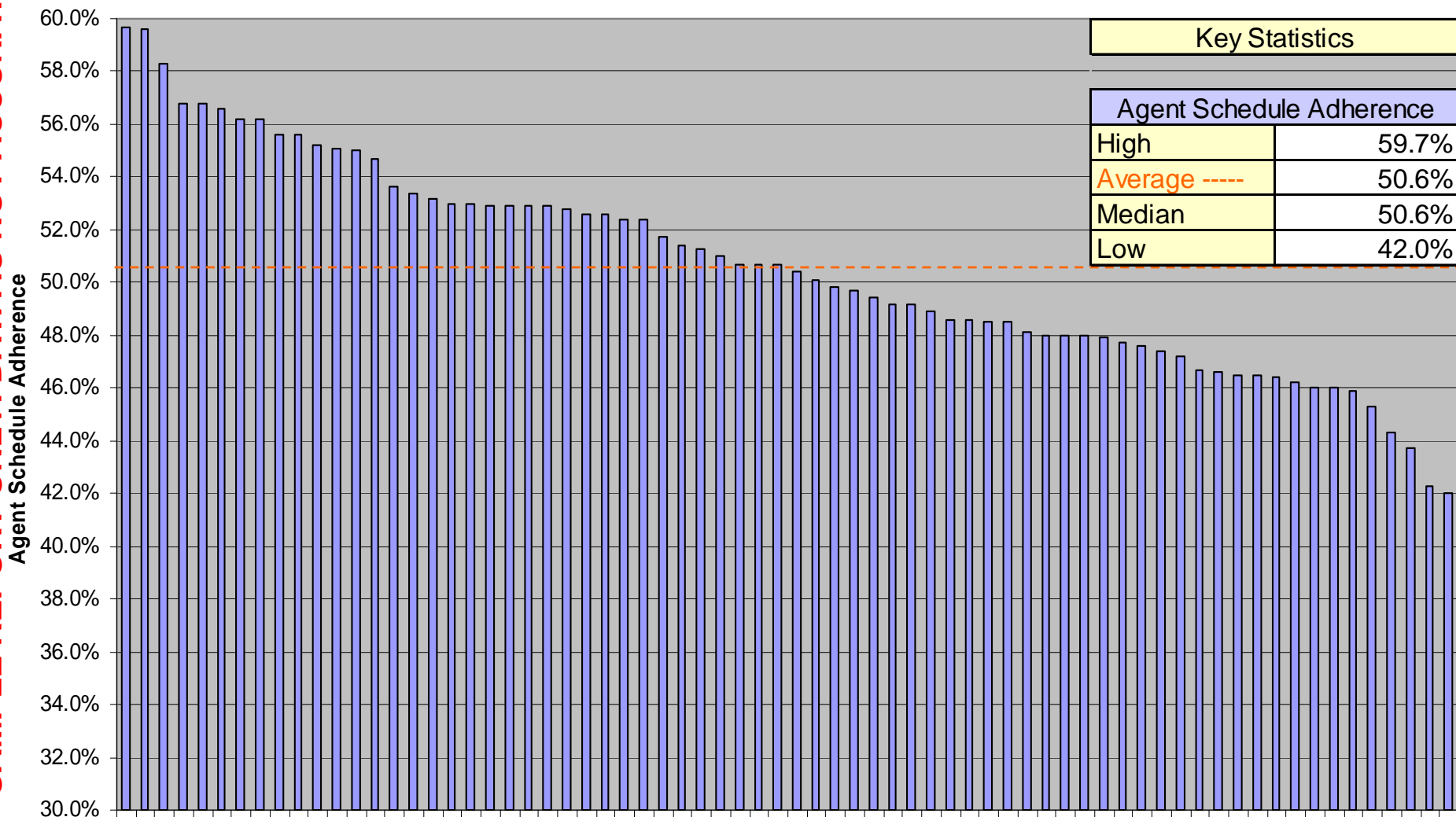
Agent schedule adherence is strongly correlated with the following metrics:

- Agent Utilization
- Inbound Contacts per Agent per Month
- Agent Occupancy
- Average Speed of Answer



Agent Metrics: Agent Schedule Adherence

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Agent Metrics: New Agent Training Hours

Definition

The name of this metric is somewhat self explanatory. New Agent Training Hours are the number of training hours (including classroom, CBT, self-study, shadowing, being coached, and OJT) that a new agents receives before he/she is allowed to handle calls independently.

Why it's Important

New Agent Training Hours are strongly correlated with Call Quality, particularly during an agent's first few months on the job. The more training a new agent receives, the higher the Call Quality will typically be. This, in turn, has a positive effect on many other performance metrics including Customer Satisfaction, and Net First Contact Resolution. Perhaps most importantly, training levels have a strong impact on agent morale: agents who receive more training typically have higher levels of job satisfaction.

Key Correlations

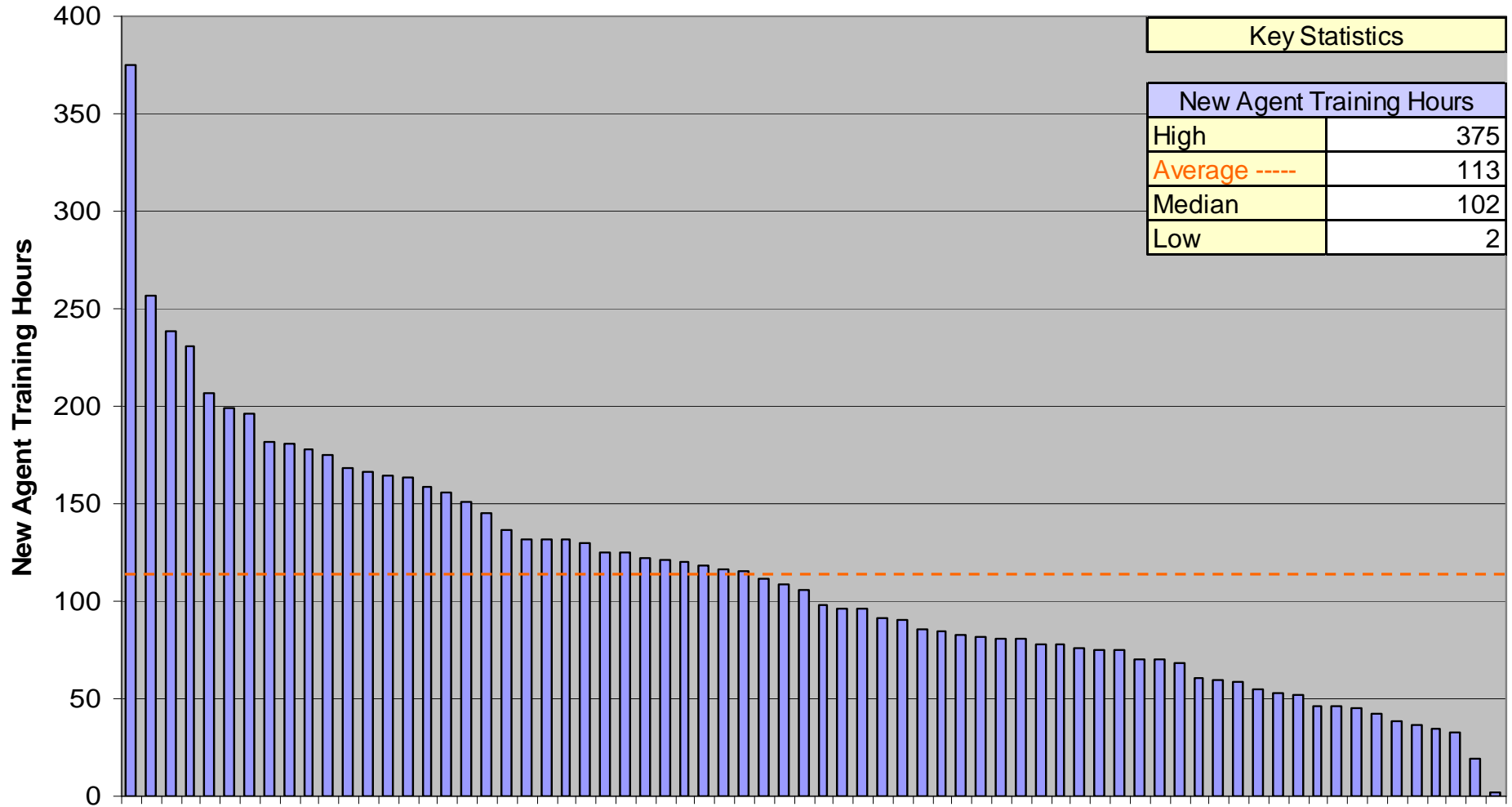
New Agent Training Hours are strongly correlated with the following metrics:

- Call Quality
- First Contact Resolution Rate
- Customer Satisfaction
- Contact Handle Time



SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!

Agent Metrics: New Agent Training Hours



Agent Metrics: Annual Agent Training Hours

Definition

Annual Agent Training Hours are the average number of training hours (including classroom, CBT, self-study, shadowing, etc.) that an agent receives on an annual basis. This number includes any training hours that an agent receives that are not part of the agent's initial (new agent) training.

Why it's Important

Annual Agent Training Hours are strongly correlated with Call Quality, Customer Satisfaction, and Net First Contact Resolution. Perhaps most importantly, training levels have a strong impact on agent morale: agents who train more typically have higher levels of job satisfaction.

Key Correlations

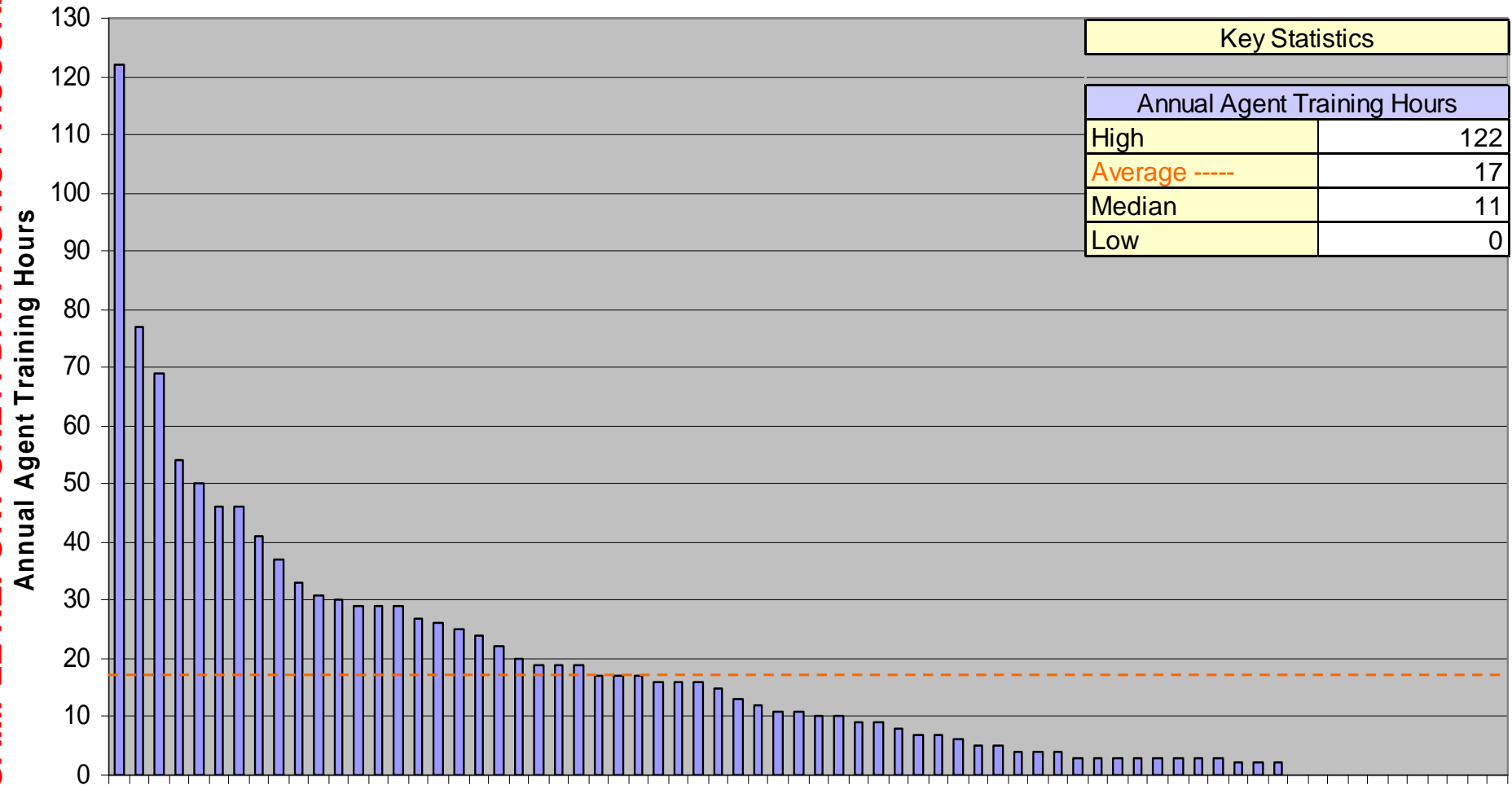
Annual Agent Training Hours are strongly correlated with the following metrics:

- Call Quality
- First Contact Resolution Rate
- Customer Satisfaction
- Contact Handle Time



SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!

Agent Metrics: Annual Agent Training Hours



Agent Metrics: Agent Tenure

Definition

Agent tenure is the average number of months the agents have worked in a particular call center.

Why it's Important

Agent tenure is a measure of agent experience. Virtually every measure related to call center cost and quality is impacted by the tenure of a call center's agents.

Key Correlations

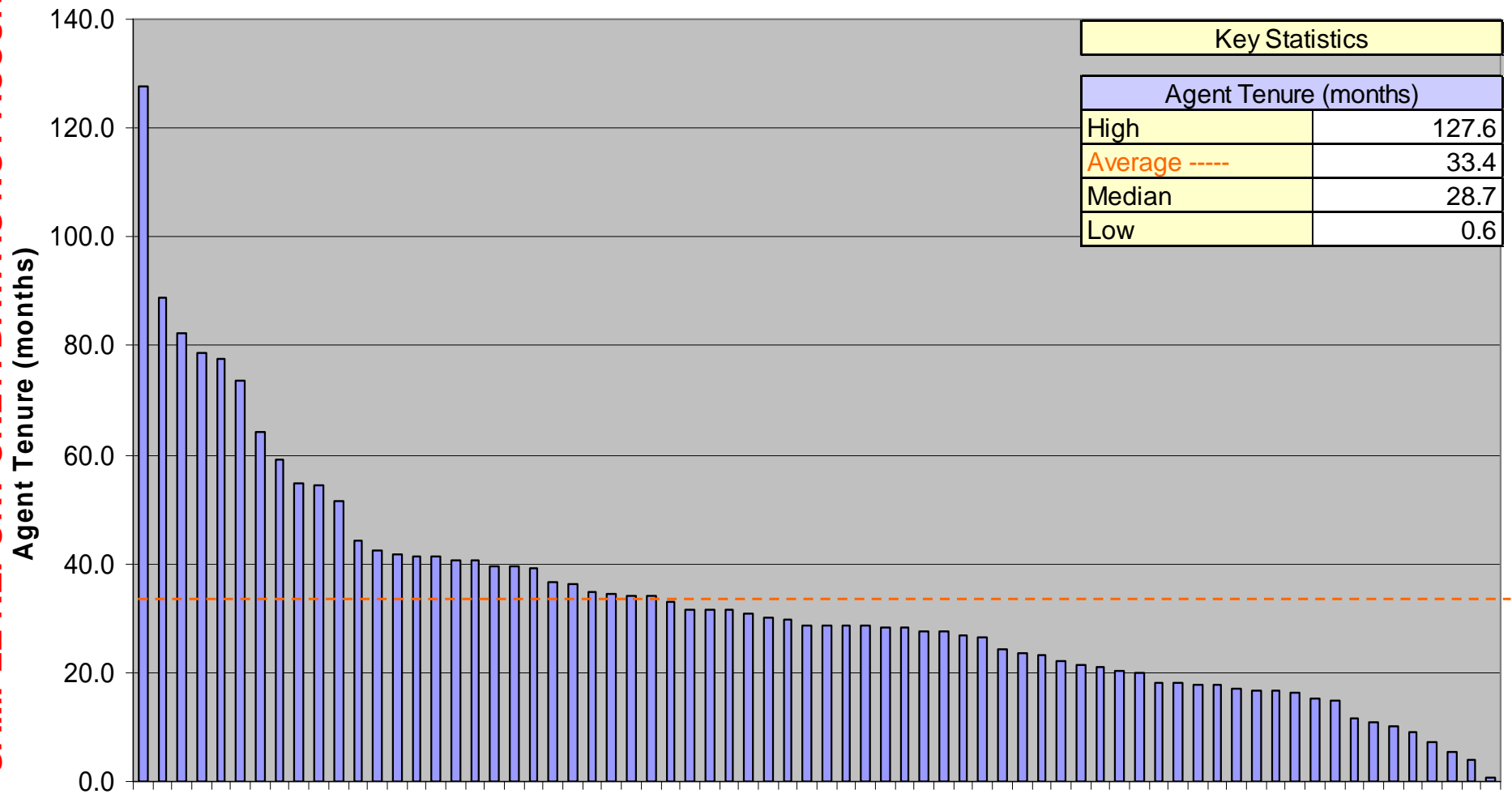
Agent tenure is strongly correlated with the following metrics:

- Cost per Contact
- Call Quality
- Customer Satisfaction
- Agent Turnover
- Training Hours
- Coaching Hours
- Contact Handle Time
- First Contact Resolution Rate
- Agent Job Satisfaction



SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!

Agent Metrics: Agent Tenure



Agent Metrics: Agent Job Satisfaction

Definition

Agent Job Satisfaction is the percent of agents in a Call Center that are either satisfied or very satisfied with their jobs.

Why it's Important

Agent Job Satisfaction is a proxy for agent morale. And morale, while difficult to measure, is a bellwether metric that affects almost every other metric in the call center. High performance call centers almost always have high levels of Agent Job Satisfaction. Perhaps more importantly, this metric can be controlled and improved through training, coaching, and career pathing.

Key Correlations

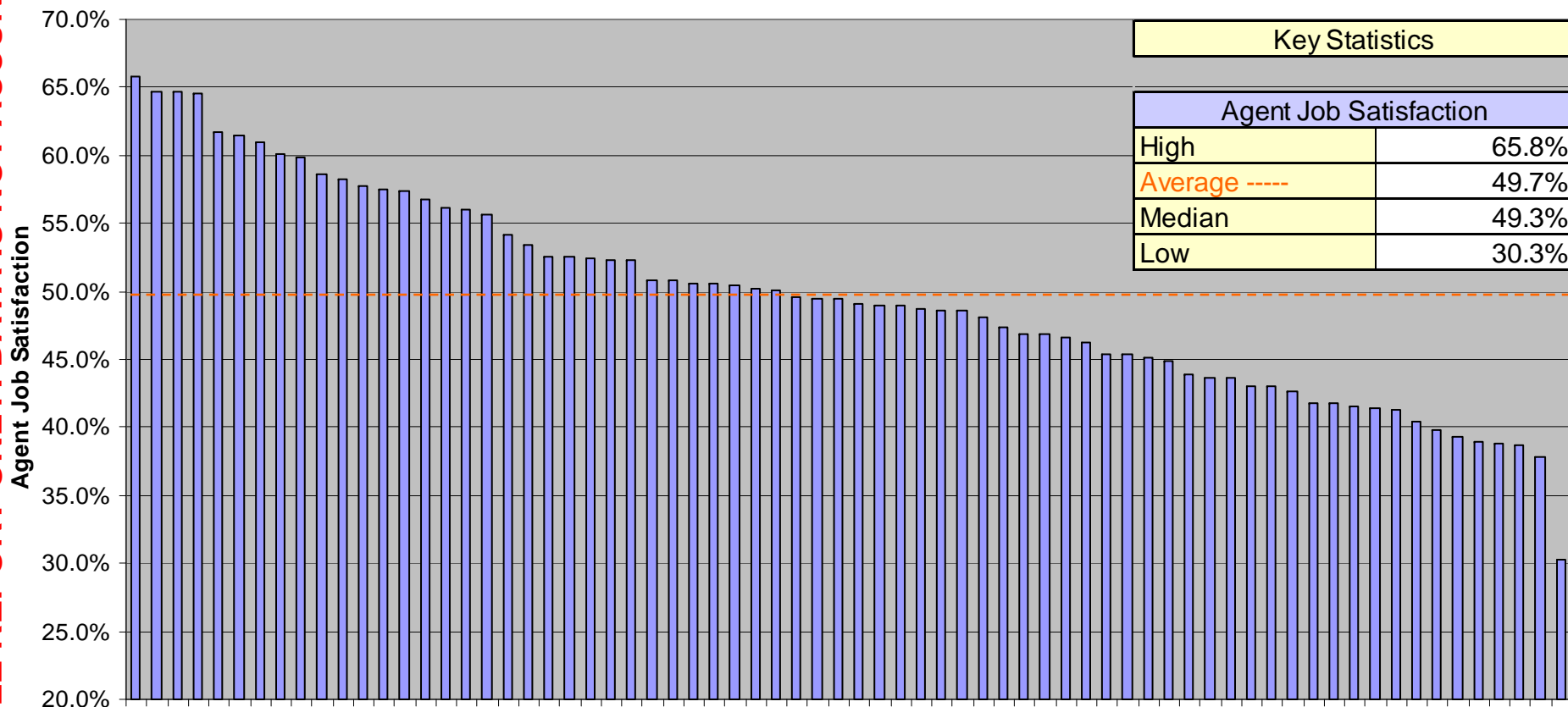
Agent Job Satisfaction is strongly correlated with the following metrics:

- Agent Turnover
- Daily Agent Absenteeism
- Agent Training Hours
- Agent Coaching Hours
- Customer Satisfaction
- Net First Contact Resolution Rate
- Contact Handle Time
- Cost per Contact



SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!

Agent Metrics: Agent Job Satisfaction





Contact Handling Metrics

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82

Contact Handling Metrics: Inbound Contact Handle Time

Definition

Inbound Contact Handle Time for a live (telephone) contact is the average time that an Agent spends on the contact, including Talk Time, wrap time, and After Call Work Time. For non-live contacts, such as Email, voice mail, and faxes, the Inbound Contact Handle Time is the average time that an Agent spends resolving the contact.

Why it's Important

A contact is the basic unit of work in a Call Center. Contact Handle Time, therefore, represents the amount of labor required to complete one unit of work.

Key Correlations

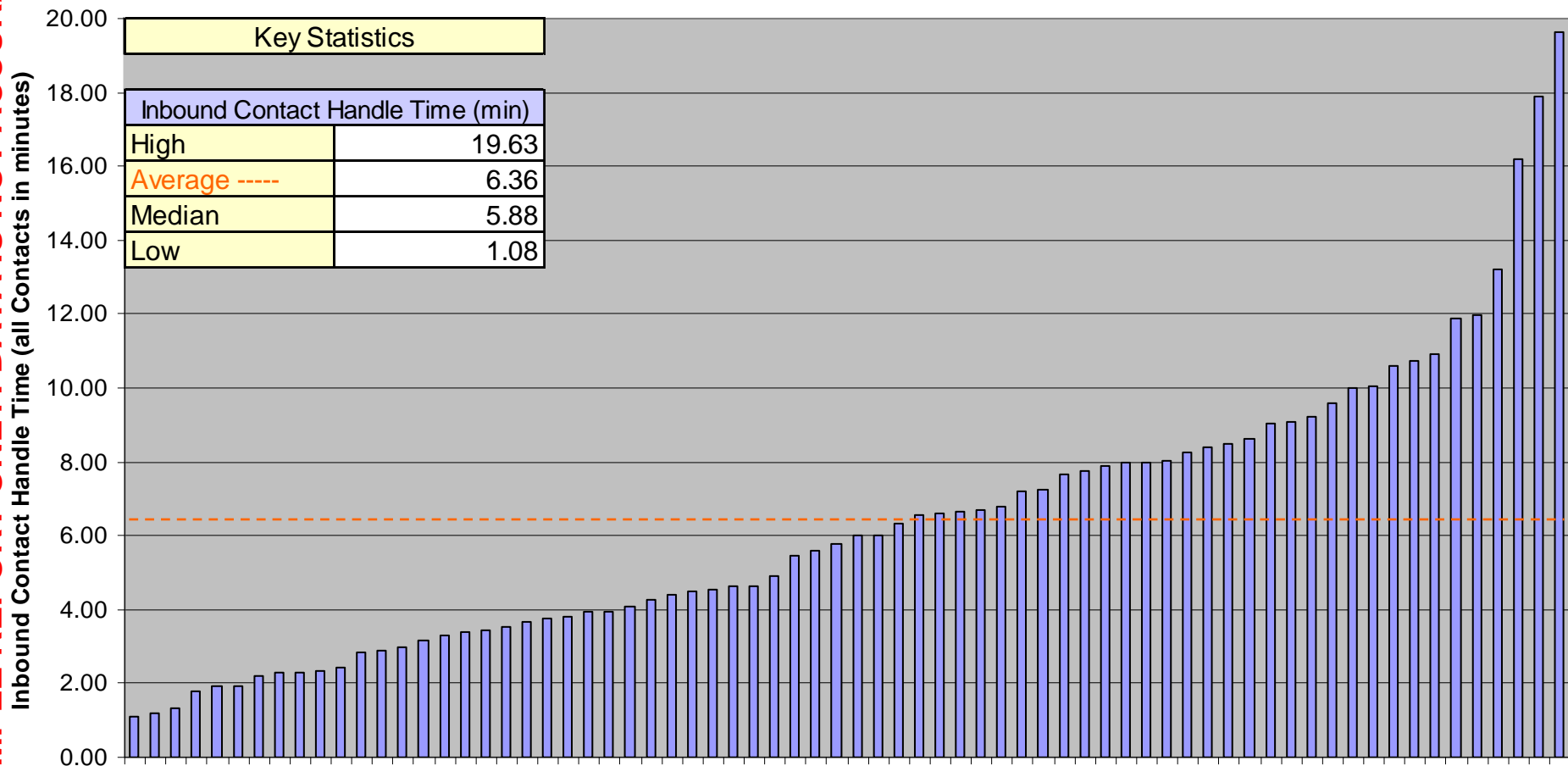
Inbound Contact Handle Time is strongly correlated with the following metrics:

- Cost per Inbound Contact
- Inbound Contacts per Agent per Month
- Net First Contact Resolution Rate



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Contact Handling Metrics: Inbound Contact Handle Time



Contact Handling Metrics: IVR Completion Rate

Definition

The IVR Completion Rate is the percentage of contacts that are contained within the IVR, and resolved without the assistance of a live agent.

Why it's Important

The Cost per Contact for IVR completed calls is significantly less than for agent assisted calls. By increasing the number of contacts resolved at the IVR, the average Cost per Contact can be reduced. Many call centers, recognizing the potential to reduce their costs, constantly strive to increase their IVR usage and resolution rates.

Key Correlations

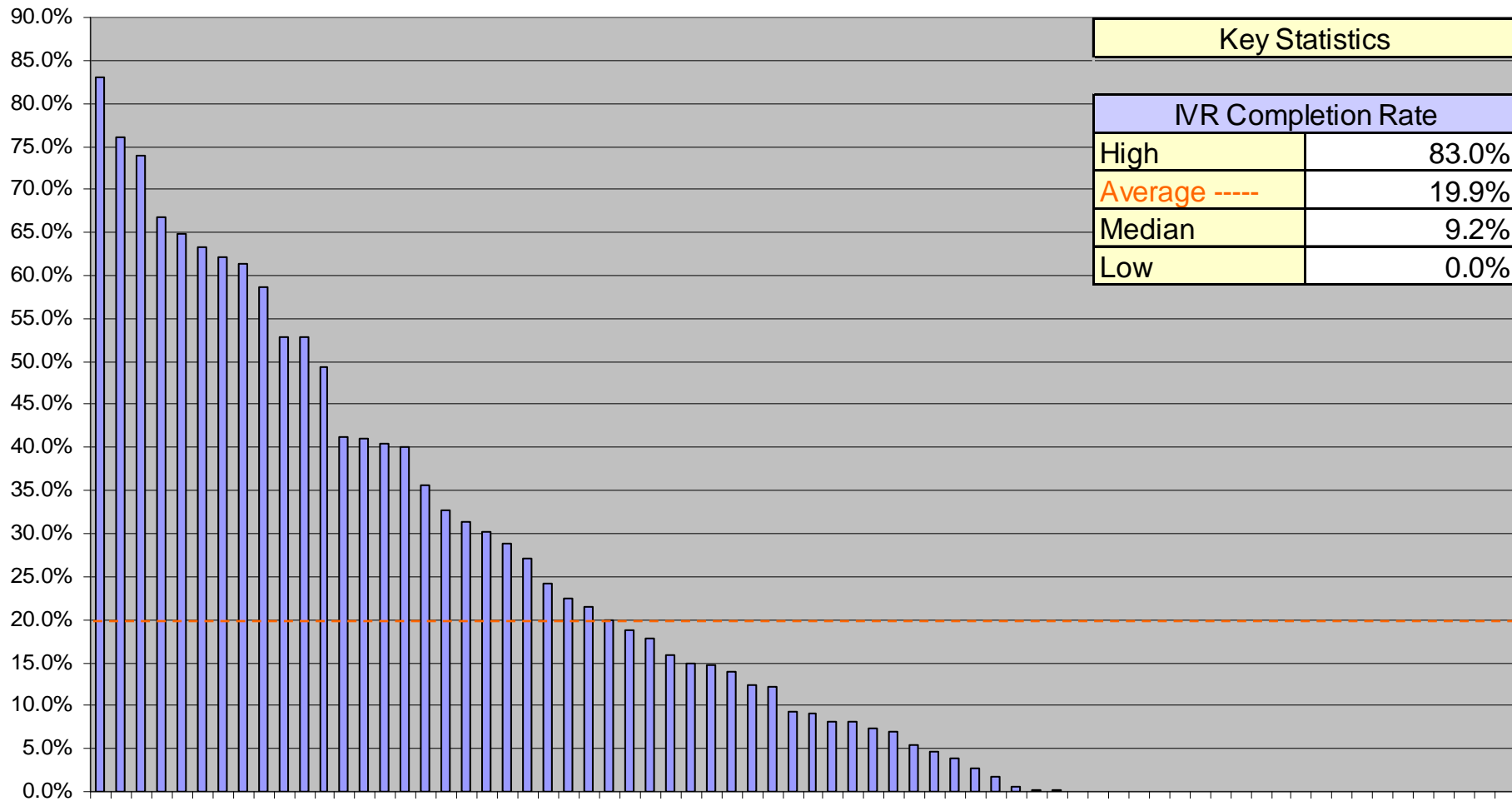
IVR Completion Rate is strongly correlated with the following metrics:

- Cost per Contact



SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!

Contact Handling Metrics: IVR Completion Rate





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87

Benchmarking is MetricNet's Core Business

Call Centers

- Customer Service
- Technical Support
- Telemarketing/Telesales
- Collections

Information Technology

- Service Desk
- Desktop Support
- Field Services

Satisfaction

- Customer Satisfaction
- Employee Satisfaction



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Thank You!

**We look forward
to serving you!**

