



Call Center Benchmark United States

Outsourced Call Centers

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Performance Benchmarking

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Benchmarking Overview

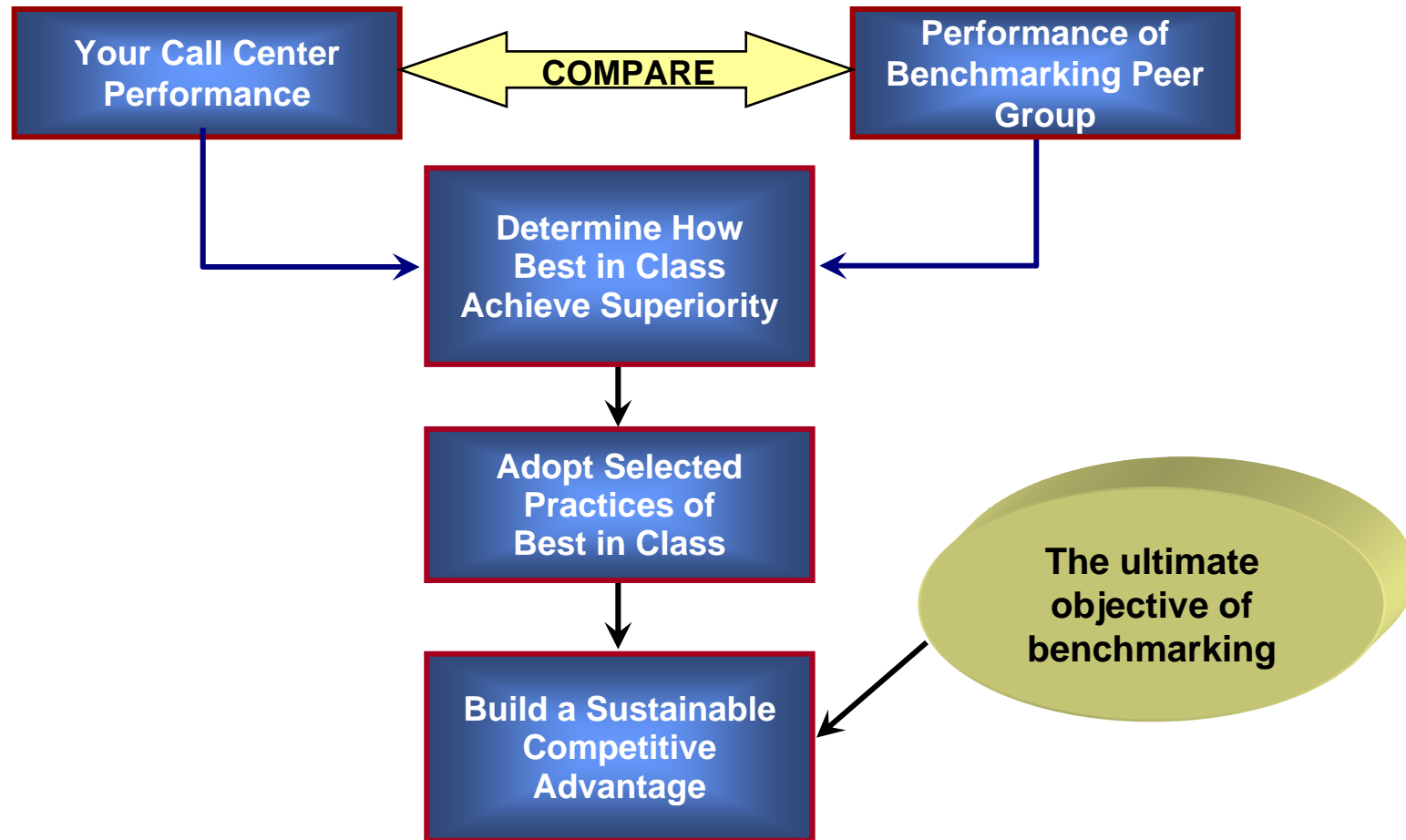
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The Benchmarking Methodology



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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

Price

- ❑ Price per Inbound Contact
- ❑ Price per Minute of Handle Time

Quality

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

Call Handling

- ❑ Inbound Contact Handle Time
- ❑ IVR Completion Rate

Service Level

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



MetricNet's Benchmarking Database is Global

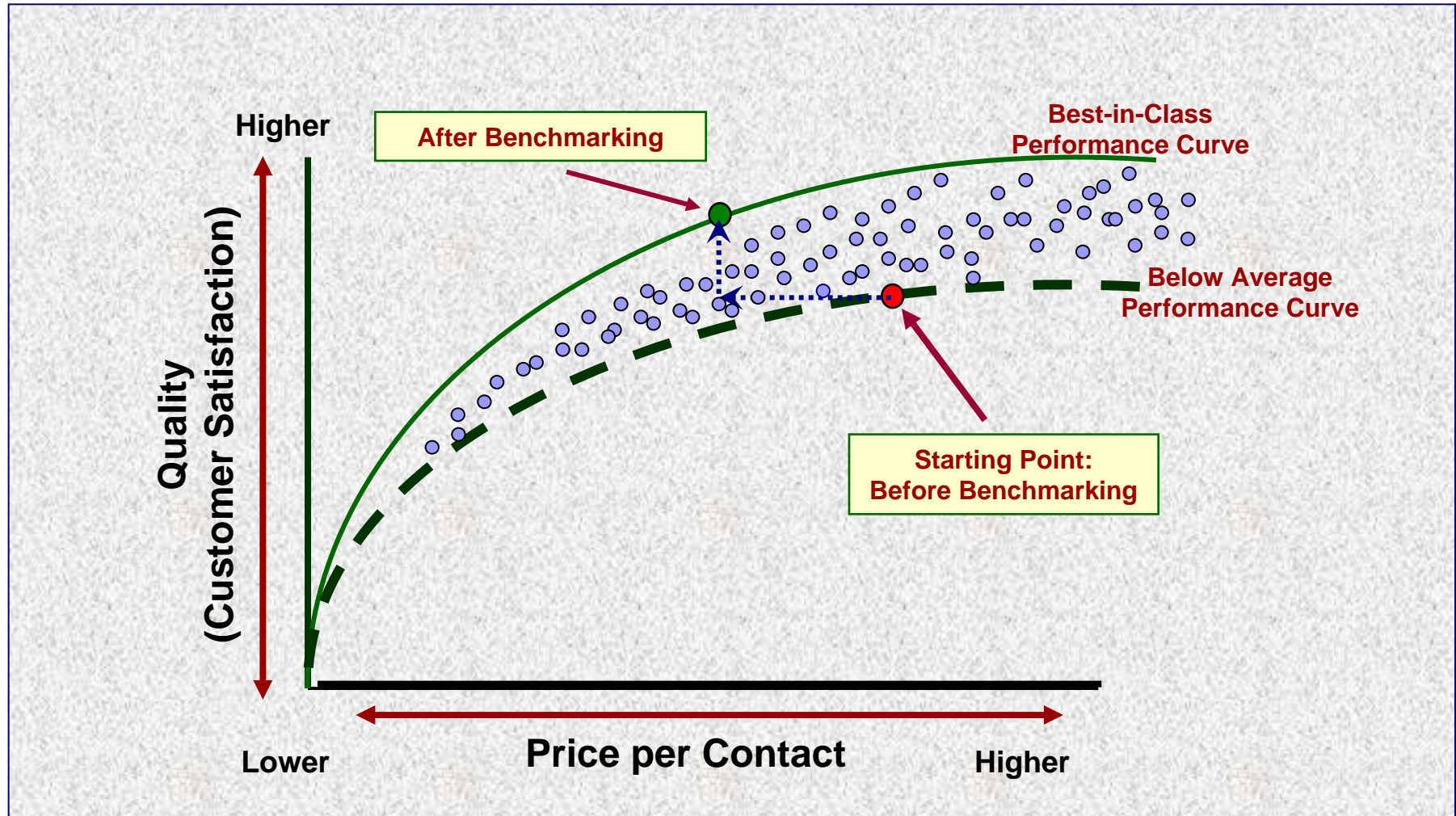


Characteristics of a World-Class Call Center

- 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
 - Price 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





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
Price	Price per Inbound Contact	\$19.11	\$0.26	\$12.85	\$71.06
	Price per Minute of Handle Time	\$2.73	\$0.12	\$2.44	\$8.74
Quality	Customer Satisfaction	48.4%	19.5%	43.4%	90.4%
	Net First Contact Resolution Rate	47.8%	4.1%	45.6%	95.2%
	Call Quality	49.3%	3.8%	56.0%	94.1%
Service Level	Average Speed of Answer (ASA) (sec)	57	12	53	121
	% of Calls Answered in 30 Seconds	48.1%	11.5%	44.5%	93.3%
	Call Abandonment Rate	7.8%	0.8%	7.8%	18.4%
Contact Handling	Inbound Contact Handle Time	8.03	0.03	7.82	19.05
	IVR Completion Rate	5.2%	0.0%	1.0%	28.7%



Quartile Rankings: Price and Quality Metrics

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Price Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Price per Inbound Contact	\$0.26	\$7.28	\$12.85	\$24.99
	\$7.28	\$12.85	\$24.99	\$71.06
Price per Minute of Handle Time	\$0.12	\$0.85	\$2.44	\$3.74
	\$0.85	\$2.44	\$3.74	\$8.74

Quality Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Customer Satisfaction (%)	90.4%	66.5%	43.4%	28.4%
	66.5%	43.4%	28.4%	19.5%
Net First Contact Resolution Rate	95.2%	64.1%	45.6%	32.5%
	64.1%	45.6%	32.5%	4.1%
Call Quality	94.1%	65.4%	56.0%	22.9%
	65.4%	56.0%	22.9%	3.8%



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Quartile Rankings: Service Level and Call Handling Metrics

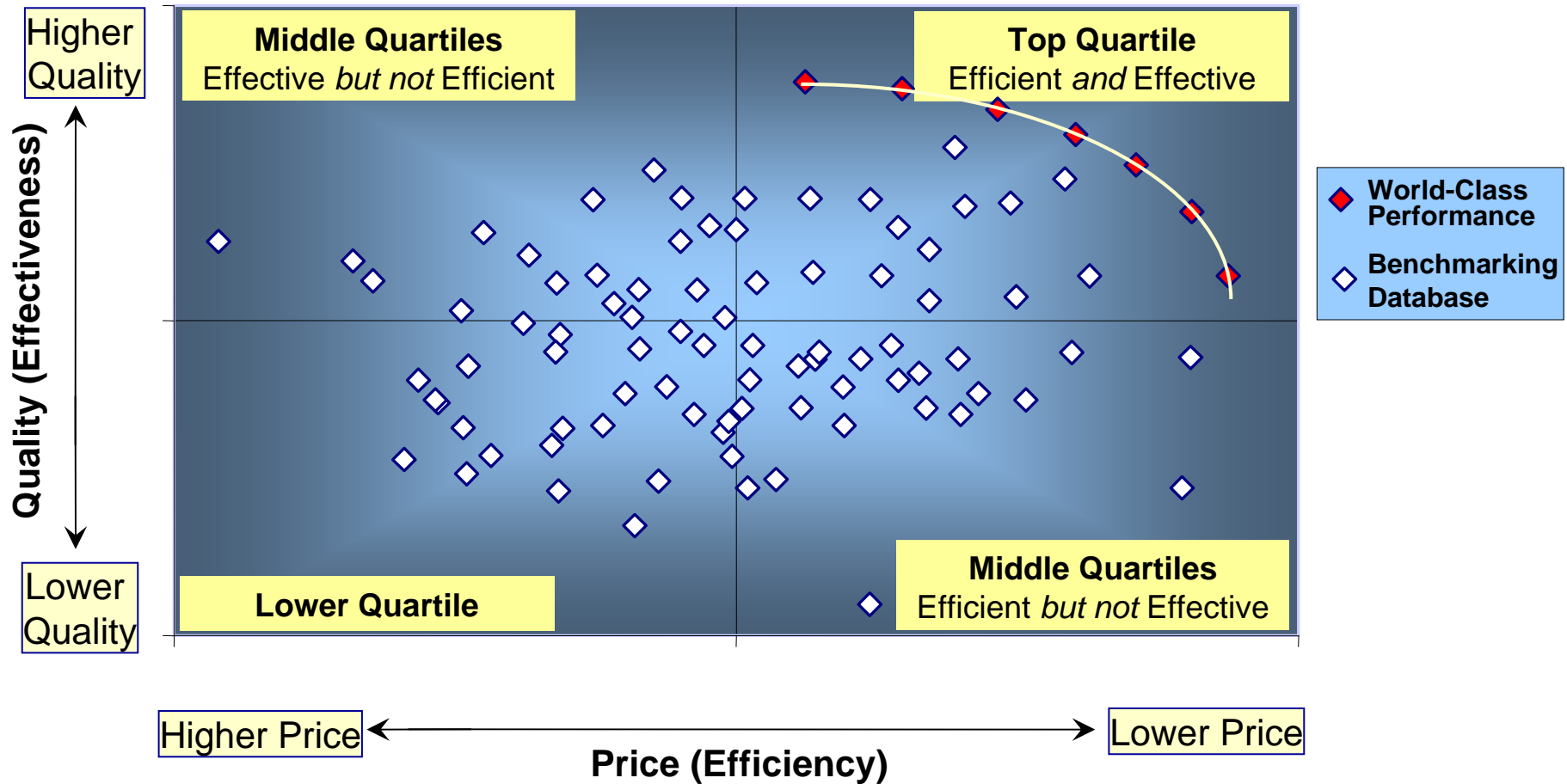
Service Level Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Average Speed of Answer (seconds)	12 36	36 53	53 73	73 121
% Answered in 30 Seconds	93.3% 60.7%	60.7% 44.5%	44.5% 32.4%	32.4% 11.5%
Call Abandonment Rate	0.8% 4.3%	4.3% 7.8%	7.8% 10.3%	10.3% 18.4%

Call Handling Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Inbound Contact Handle Time (minutes)	0.03 3.10	3.10 7.82	7.82 12.40	12.40 19.05
IVR Completion Rate	28.7% 5.3%	5.3% 1.0%	1.0% 0.0%	0.0% 0.0%



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Price vs. Quality for United States Call Centers





Benchmarking Scorecard and Rankings

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The Call Center Scorecard: An Overview

- The Call Center scorecard employs a methodology that produces a single, all-inclusive measure of Call Center performance
- It combines price, quality, service level, and contact handling metrics into an overall performance indicator for an outsourced Call Center
- Each score will range between 0 and 100%, and can be compared directly to the scores of other data records in the benchmark
- By computing an overall score on a monthly or quarterly basis, a Call Center can track and trend its performance over time
- Charting and tracking the Call Center score is an ideal way to ensure continuous improvement in a Call Center!



The Call Center Scorecard*

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Performance Metric	Metric Weighting	Performance Range		Your Performance	Metric Score	Balanced Score
		Worst Case	Best Case			
Price per Minute of Handle Time	40.0%	\$8.74	\$0.12	\$2.73	69.8%	27.9%
Customer Satisfaction	30.0%	19.5%	90.4%	48.4%	40.7%	12.2%
Net First Contact Resolution Rate	20.0%	4.1%	95.2%	47.8%	47.9%	9.6%
Average Speed of Answer	10.0%	121	12	57	59.0%	5.9%
Total	100.0%	N/A	N/A	N/A	N/A	55.6%

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

Database averages have been used in the "Your Performance" column to illustrate the mechanics of how the Scorecard is calculated.

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

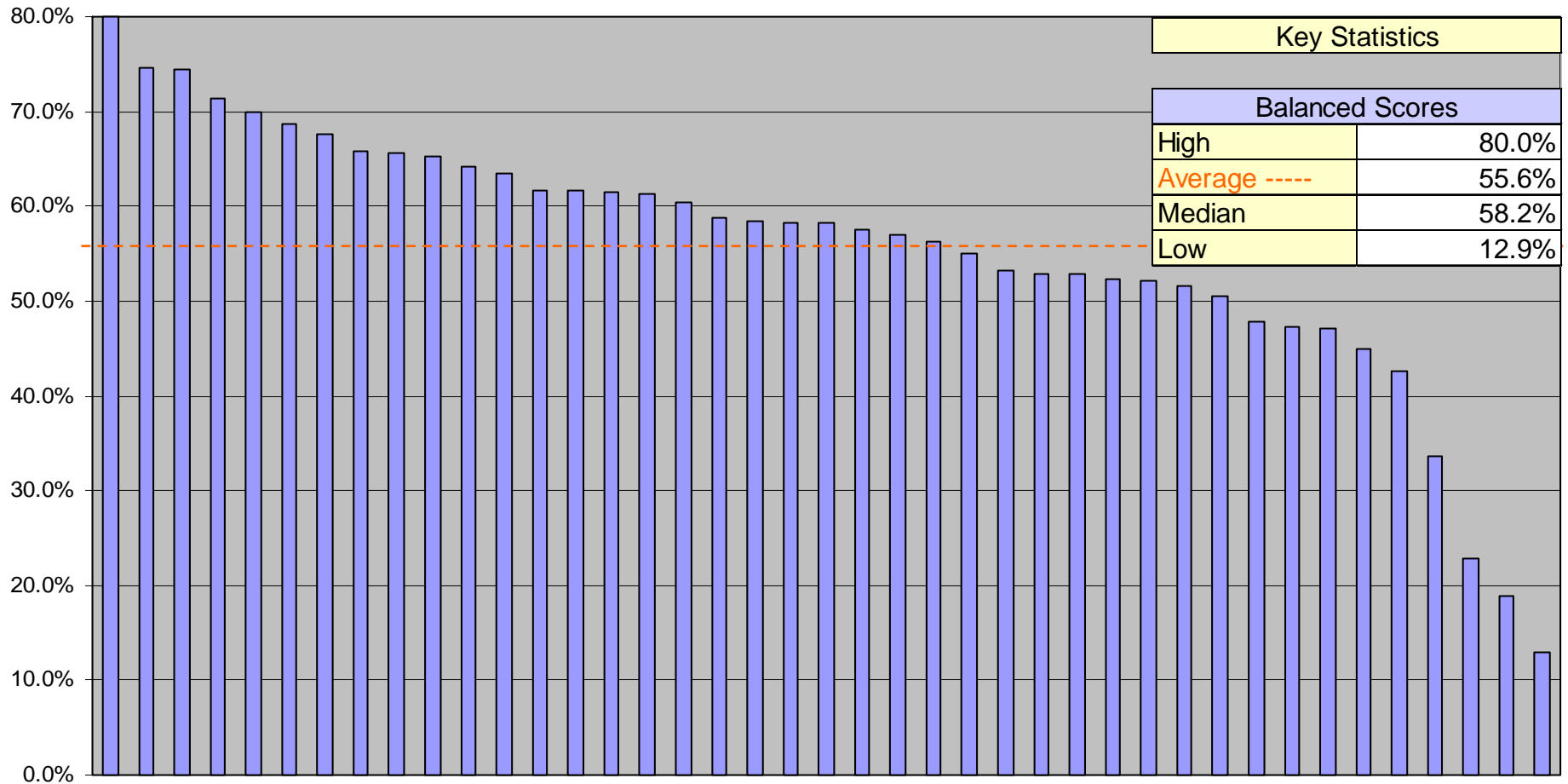
Step 5
Your score for each metric is then calculated: (worst case – actual performance) / (worst case – best case) X 100

Step 6
Your balanced score for each metric is calculated: metric score X weighting



Benchmark Rankings

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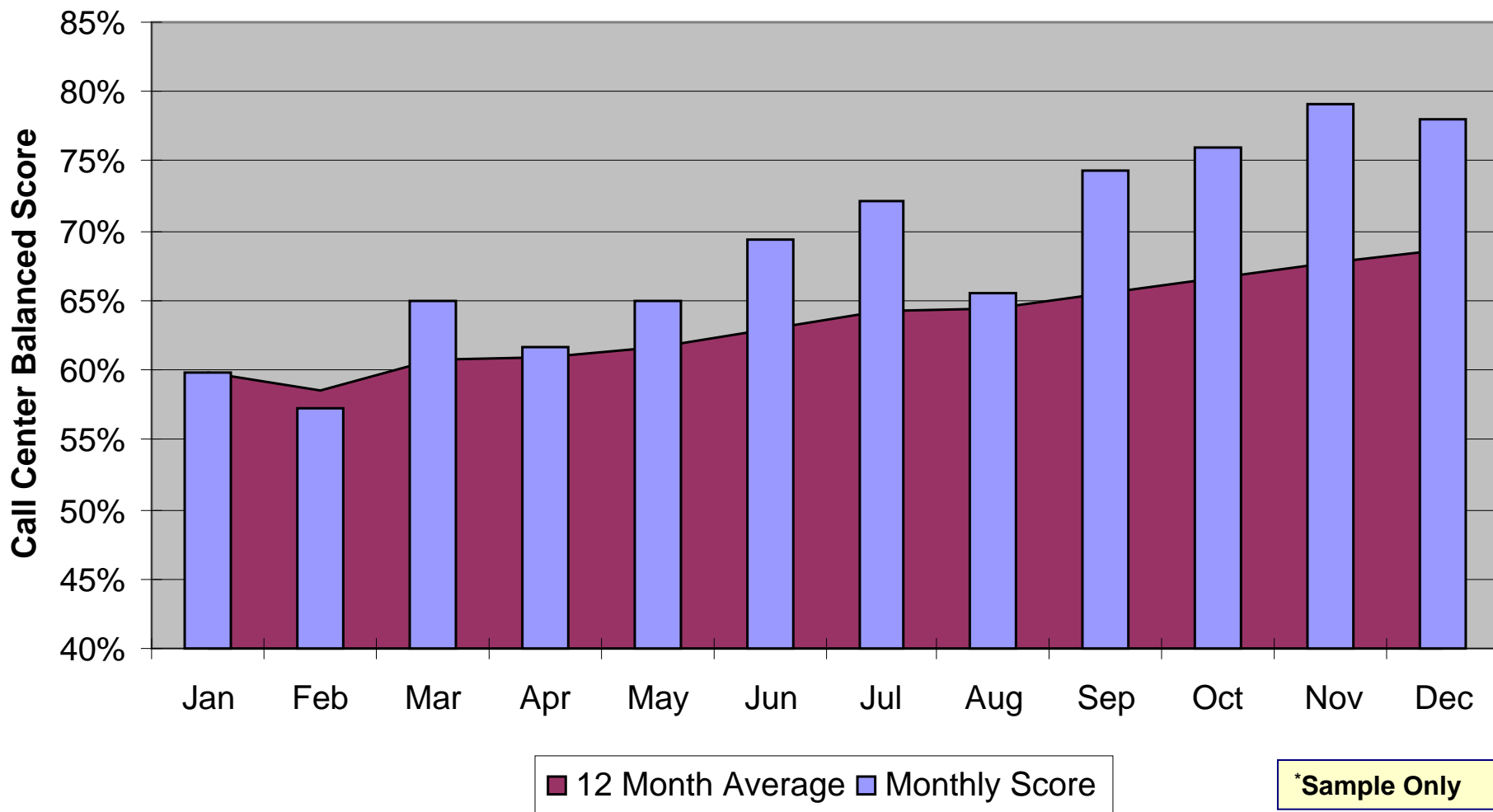


*The scores shown in the chart are based upon the performance metrics, weightings, and data ranges shown on the previous page.



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The Call Center Scorecard is Used to Track and Trend Performance*



Scorecard Summary Data

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- The next two pages illustrate the Balanced Score for each data record in the Benchmark
- The data records are listed in rank order, from best (record #38) to worst (record #4) based upon the balanced score for each data record



Rankings by Balanced Score

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Scorecard Metrics						
Overall Ranking	Record Number	Price per Minute of Handle Time	Customer Satisfaction	Net First Contact Resolution Rate	Average Speed of Answer (seconds)	Total Balanced Score
1	38	\$0.70	68.1%	88.7%	82	80.0%
2	6	\$3.74	89.7%	80.5%	67	74.6%
3	16	\$2.32	90.4%	40.7%	50	74.3%
4	13	\$0.98	76.4%	37.8%	79	71.3%
5	9	\$0.85	66.5%	35.3%	49	70.0%
6	36	\$2.50	61.0%	74.7%	48	68.7%
7	39	\$0.29	56.9%	32.5%	53	67.5%
8	30	\$0.26	38.7%	62.1%	61	65.7%
9	35	\$3.69	60.7%	74.6%	20	65.6%
10	14	\$4.34	76.5%	53.2%	12	65.3%
11	22	\$0.51	43.4%	38.4%	31	64.1%
12	17	\$2.00	28.4%	95.2%	29	63.5%
13	32	\$2.81	68.6%	39.3%	59	61.7%
14	1	\$3.46	72.0%	45.9%	59	61.6%
15	21	\$0.76	22.4%	89.7%	73	61.5%
16	41	\$0.21	23.5%	64.1%	47	61.2%
17	29	\$5.84	76.0%	74.7%	39	60.4%
18	12	\$0.20	35.6%	45.0%	84	58.8%
19	31	\$4.85	87.3%	33.0%	62	58.5%
20	7	\$0.52	23.0%	47.9%	22	58.3%



Rankings by Balanced Score (contd.)

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Scorecard Metrics						
Overall Ranking	Record Number	Price per Minute of Handle Time	Customer Satisfaction	Net First Contact Resolution Rate	Average Speed of Answer (seconds)	Total Balanced Score
21	10	\$1.06	30.5%	45.6%	25	58.2%
22	24	\$1.70	51.8%	16.4%	28	57.6%
23	23	\$1.67	58.6%	38.8%	121	57.0%
24	33	\$2.88	33.9%	80.2%	52	56.3%
25	34	\$3.03	62.5%	29.7%	70	55.0%
26	26	\$0.26	40.0%	12.8%	86	53.1%
27	40	\$5.52	76.8%	53.8%	90	52.9%
28	19	\$1.66	46.7%	37.8%	109	52.9%
29	27	\$2.44	31.2%	60.6%	59	52.3%
30	18	\$4.45	65.0%	28.3%	38	52.1%
31	11	\$2.55	57.6%	4.4%	48	51.6%
32	37	\$3.57	35.1%	61.4%	41	50.5%
33	28	\$0.12	19.5%	4.1%	36	47.8%
34	8	\$2.17	24.5%	47.5%	65	47.3%
35	3	\$1.81	20.1%	55.5%	83	47.2%
36	15	\$4.19	33.3%	65.4%	71	45.0%
37	25	\$3.72	24.3%	73.8%	100	42.6%
38	5	\$4.66	27.0%	20.8%	35	33.7%
39	20	\$6.40	21.7%	18.0%	34	22.8%
40	2	\$8.74	30.8%	31.8%	34	18.8%
41	4	\$8.31	27.7%	18.6%	75	12.9%
Key Statistics	Average	\$2.73	48.4%	47.8%	57	55.6%
	Max	\$8.74	90.4%	95.2%	121	80.0%
	Min	\$0.12	19.5%	4.1%	12	12.9%
	Median	\$2.44	43.4%	45.6%	53	58.2%



Rank Ordering of Scorecard KPI's

- The next two 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 Rankings	Price per Minute of Handle Time	Customer Satisfaction	Net First Contact Resolution Rate	Average Speed of Answer	Total Balanced Score
1	\$0.12	90.4%	95.2%	12	80.0%
2	\$0.20	89.7%	89.7%	20	74.6%
3	\$0.21	87.3%	88.7%	22	74.3%
4	\$0.26	76.8%	80.5%	25	71.3%
5	\$0.26	76.5%	80.2%	28	70.0%
6	\$0.29	76.4%	74.7%	29	68.7%
7	\$0.51	76.0%	74.7%	31	67.5%
8	\$0.52	72.0%	74.6%	34	65.7%
9	\$0.70	68.6%	73.8%	34	65.6%
10	\$0.76	68.1%	65.4%	35	65.3%
11	\$0.85	66.5%	64.1%	36	64.1%
12	\$0.98	65.0%	62.1%	38	63.5%
13	\$1.06	62.5%	61.4%	39	61.7%
14	\$1.66	61.0%	60.6%	41	61.6%
15	\$1.67	60.7%	55.5%	47	61.5%
16	\$1.70	58.6%	53.8%	48	61.2%
17	\$1.81	57.6%	53.2%	48	60.4%
18	\$2.00	56.9%	47.9%	49	58.8%
19	\$2.17	51.8%	47.5%	50	58.5%
20	\$2.32	46.7%	45.9%	52	58.3%



Rank Ordering of Scorecard KPI's (contd.)

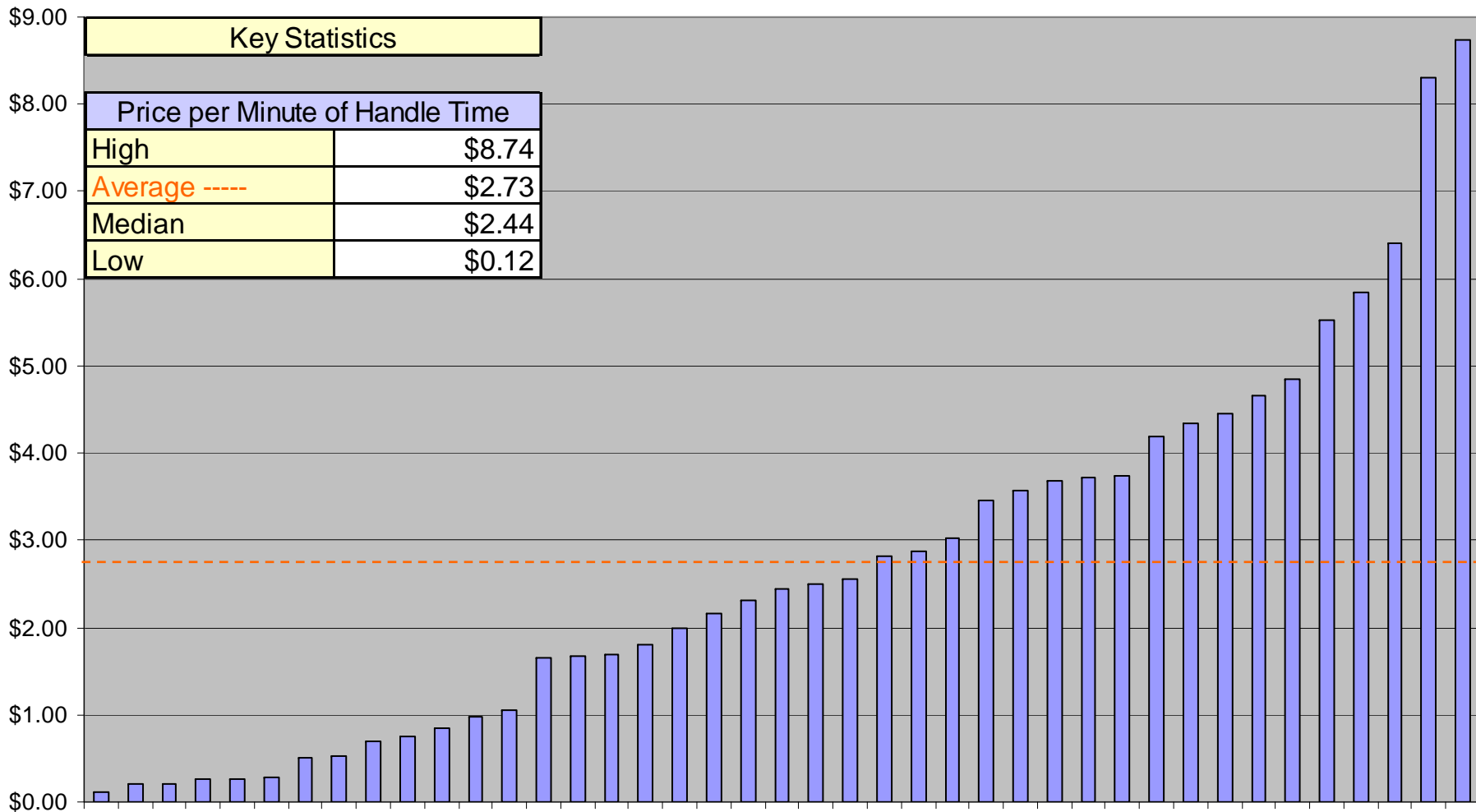
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Scorecard Metrics					
KPI Rankings	Price per Minute of Handle Time	Customer Satisfaction	Net First Contact Resolution Rate	Average Speed of Answer	Total Balanced Score
21	\$2.44	43.4%	45.6%	53	58.2%
22	\$2.50	40.0%	45.0%	59	57.6%
23	\$2.55	38.7%	40.7%	59	57.0%
24	\$2.81	35.6%	39.3%	59	56.3%
25	\$2.88	35.1%	38.8%	61	55.0%
26	\$3.03	33.9%	38.4%	62	53.1%
27	\$3.46	33.3%	37.8%	65	52.9%
28	\$3.57	31.2%	37.8%	67	52.9%
29	\$3.69	30.8%	35.3%	70	52.3%
30	\$3.72	30.5%	33.0%	71	52.1%
31	\$3.74	28.4%	32.5%	73	51.6%
32	\$4.19	27.7%	31.8%	75	50.5%
33	\$4.34	27.0%	29.7%	79	47.8%
34	\$4.45	24.5%	28.3%	82	47.3%
35	\$4.66	24.3%	20.8%	83	47.2%
36	\$4.85	23.5%	18.6%	84	45.0%
37	\$5.52	23.0%	18.0%	86	42.6%
38	\$5.84	22.4%	16.4%	90	33.7%
39	\$6.40	21.7%	12.8%	100	22.8%
40	\$8.31	20.1%	4.4%	109	18.8%
41	\$8.74	19.5%	4.1%	121	12.9%
Average	\$2.73	48.4%	47.8%	57	55.6%
Max	\$8.74	90.4%	95.2%	121	80.0%
Min	\$0.12	19.5%	4.1%	12	12.9%
Median	\$2.44	43.4%	45.6%	53	58.2%



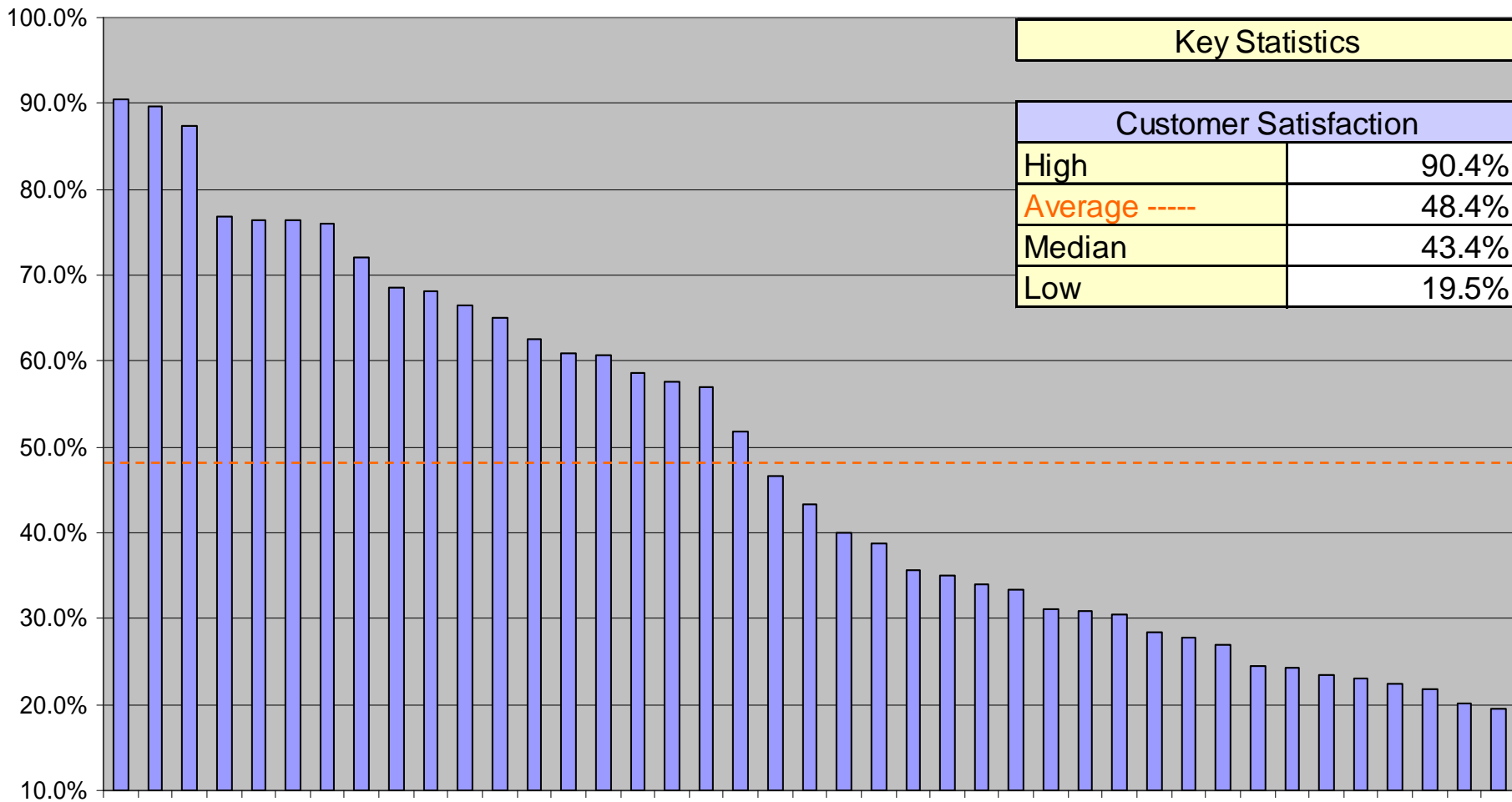
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Scorecard Metrics: Price per Minute of Handle Time



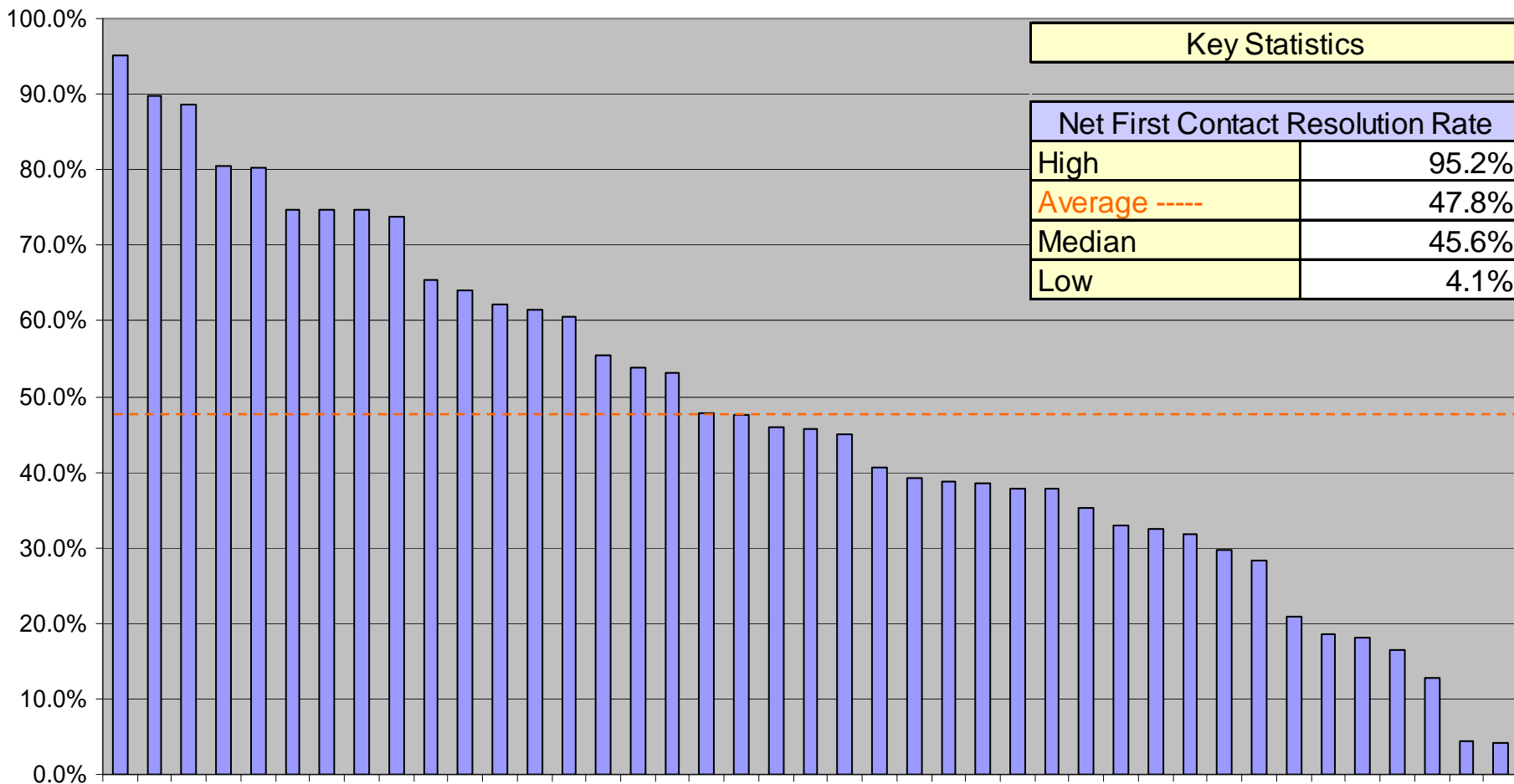
Scorecard Metrics: Customer Satisfaction

SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!
Customer Satisfaction



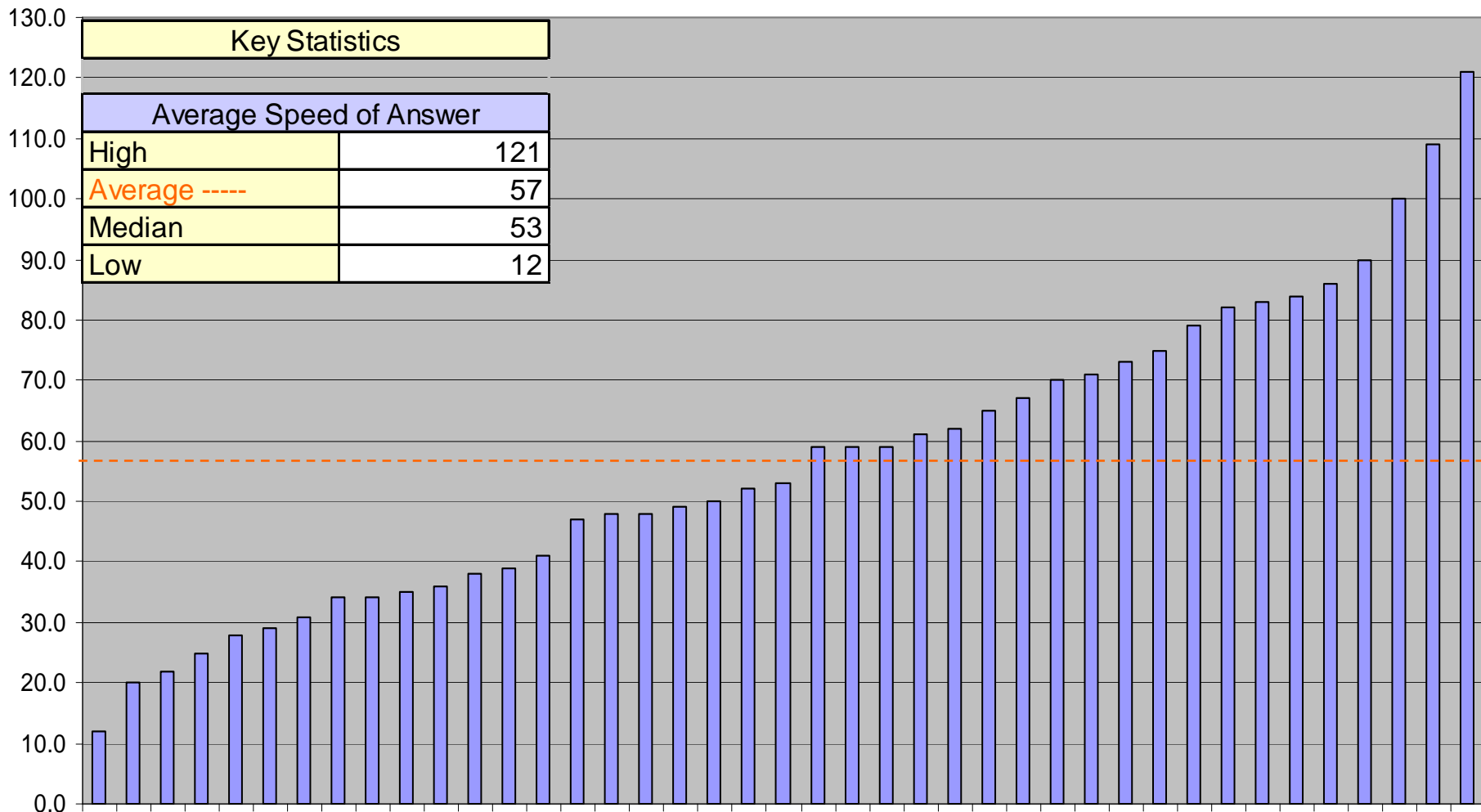
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Scorecard Metrics: Net First Contact Resolution Rate



Scorecard Metrics: Average Speed of Answer

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Detailed Benchmarking Data

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Price Metrics

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Price Metrics: Price per Inbound Contact

Definition

Price per Inbound Contact is the amount paid to the outsourcer for each inbound contact handled. It is typically calculated by dividing the annual fee paid to the outsourcer by the annual inbound contact volume. Contact volume includes contacts from all sources: live voice, voice mail, Email, web, fax, etc.

Why it's Important

Price per Inbound Contact is one of the most important Call Center metrics. It is a measure of contract efficiency and effectiveness with your outsourcer. A higher than average Price per Inbound Contact is not necessarily a bad thing, particularly if accompanied by higher than average quality levels. Conversely, a low Price per Inbound Contact is not necessarily good, particularly if the low price is achieved by sacrificing Customer Satisfaction or service levels. Every outsourced Call Center should track and trend Price per Inbound Contact on an ongoing basis.

Key Correlations

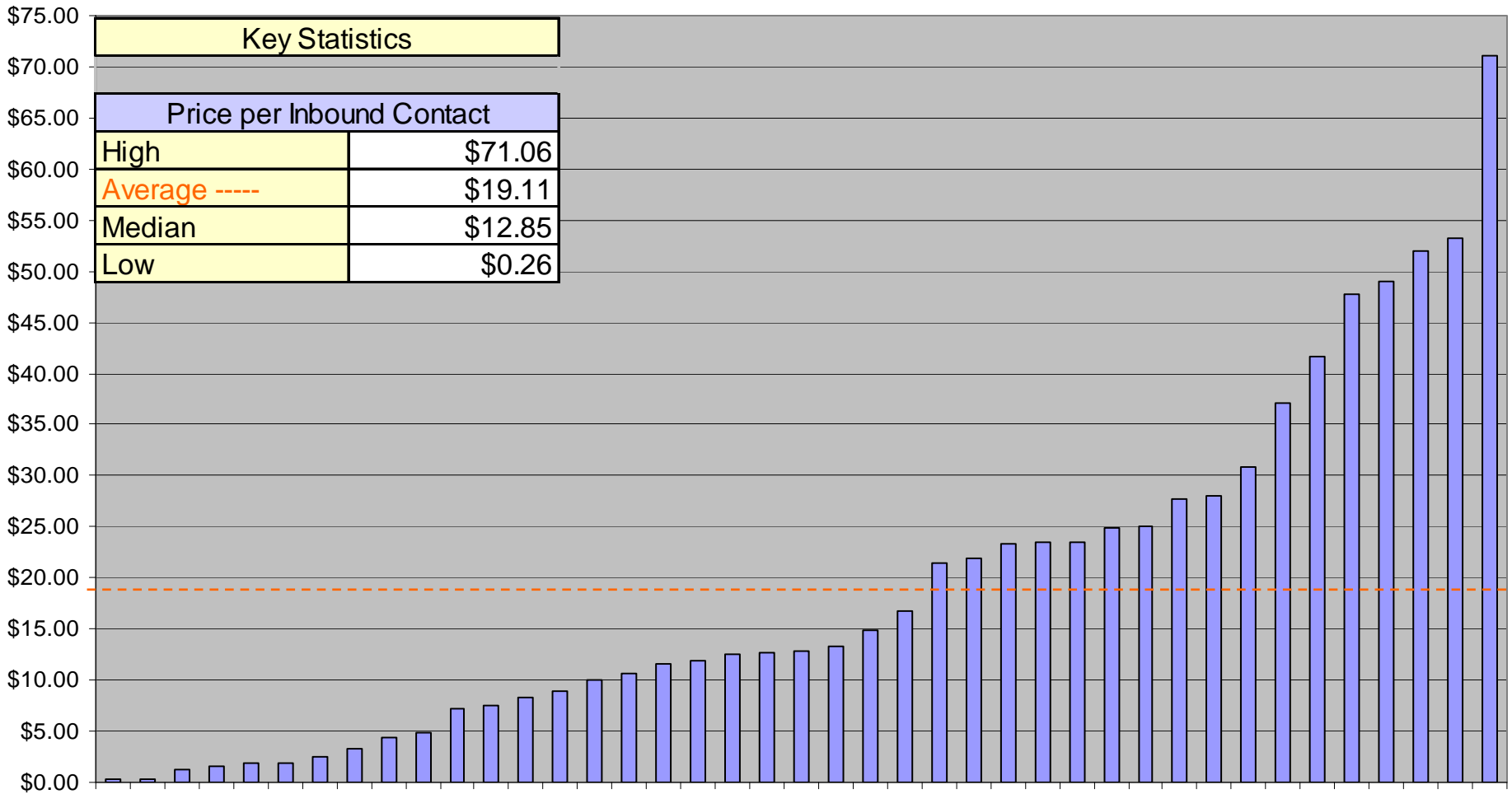
Price per Inbound Contact is strongly correlated with the following metrics:

- Net First Contact resolution rate
- Inbound Contact Handle Time
- IVR Completion Rate
- Average Speed of Answer



Price Metrics: Price per Inbound Contact

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Price Metrics: Price per Minute of Handle Time

Definition

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

Why it's Important

Unlike Price per Contact, which does not take into account the Contact Handle Time or call complexity, Price per Minute of Handle Time is a measure of the per minute price paid to your outsourcer for providing customer service. It enables a more direct comparison of price between call centers and outsourcers because it is independent of the types of calls that come into the call center and the complexity of those calls.

Key Correlations

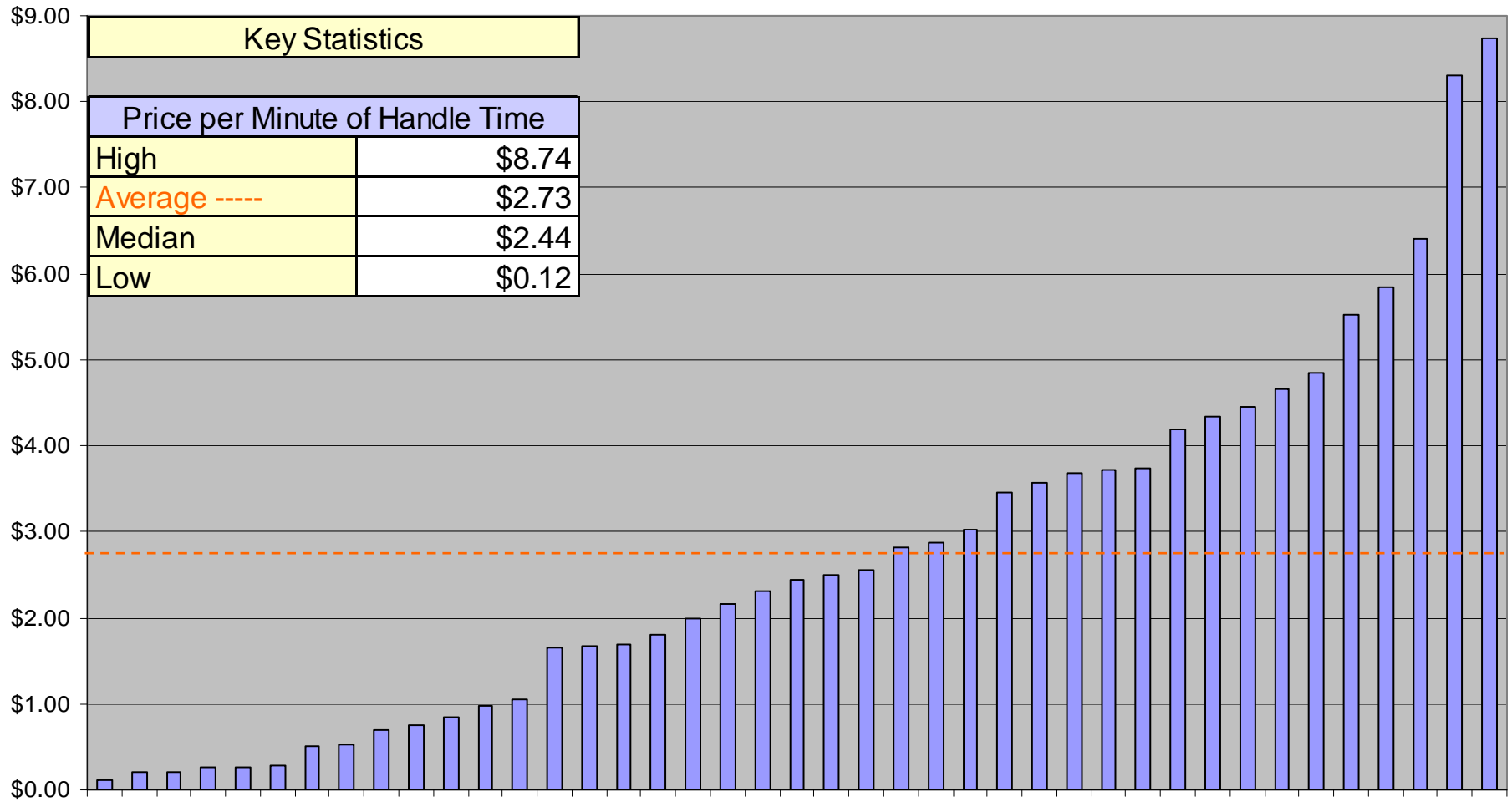
Price per Minute of Handle Time is strongly correlated with the following metrics:

- Net First Contact Resolution Rate
- IVR Completion Rate
- Average Speed of Answer



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Price Metrics: Price per Minute of Handle Time





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 Price 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 Price per Contact can achieve consistently high Customer Satisfaction ratings.

Key Correlations

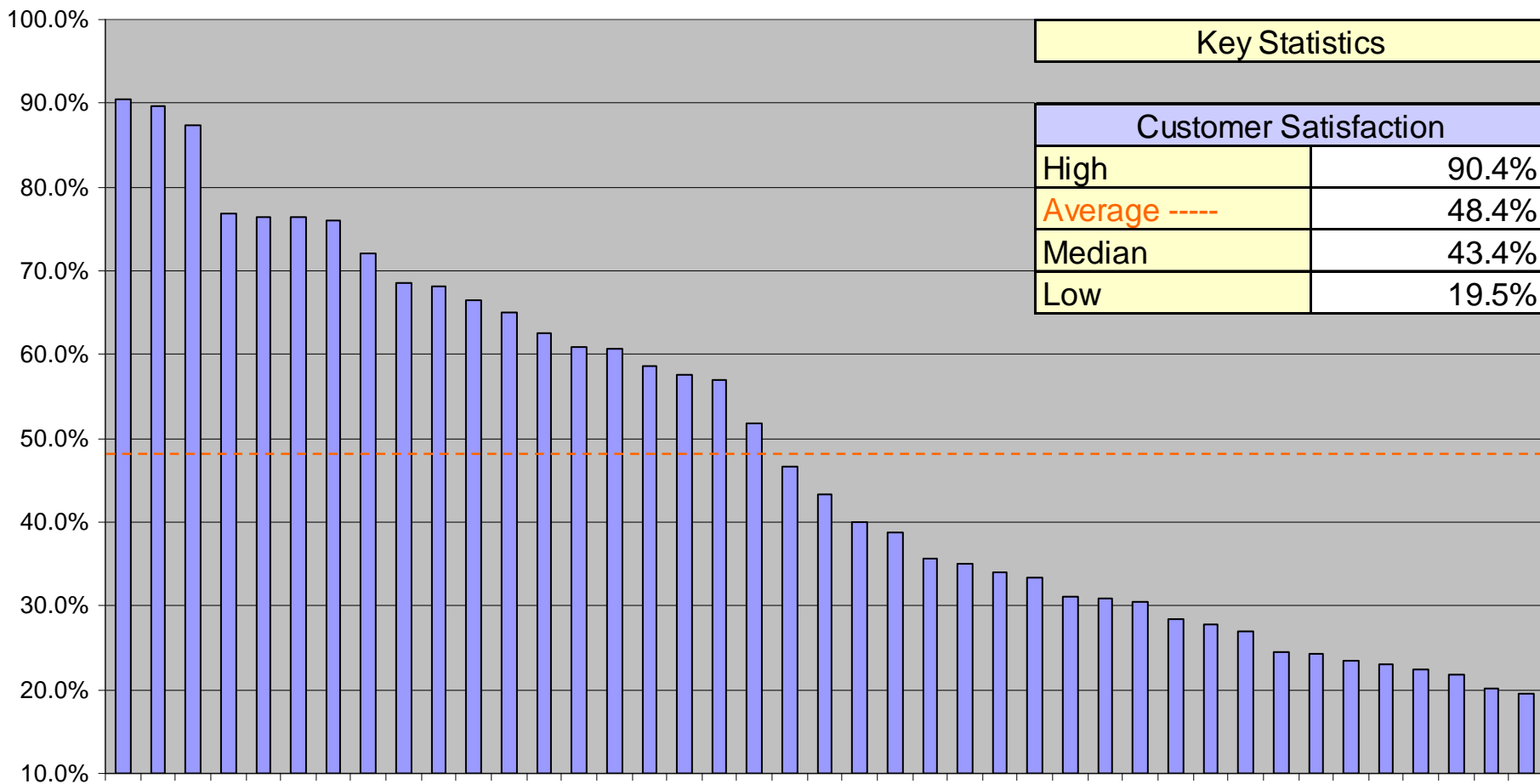
Customer Satisfaction is strongly correlated with the following metrics:

- 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 warranty return, 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

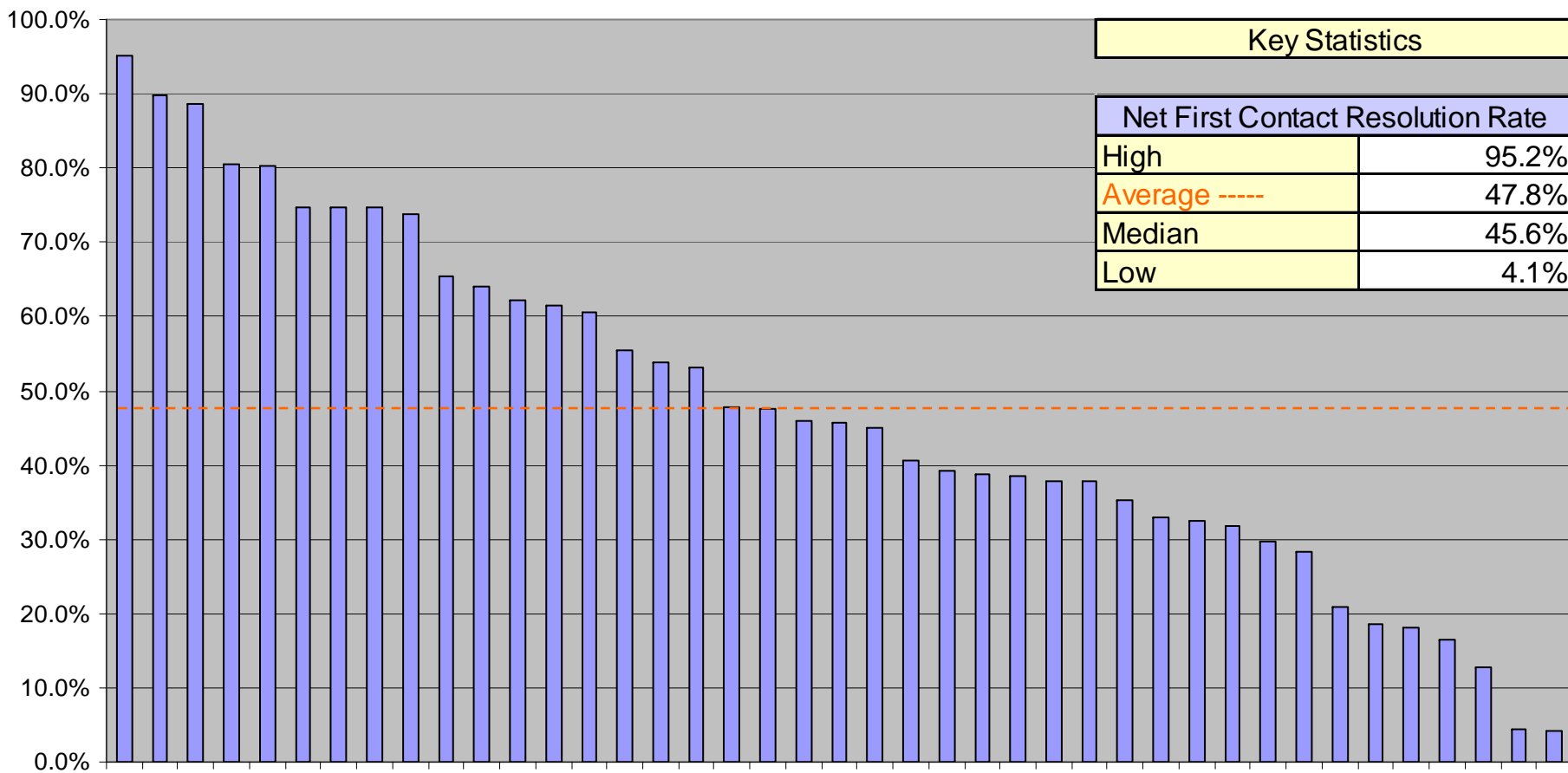
Net First Contact Resolution is strongly correlated with the following metrics:

- Customer Satisfaction
- Inbound Contact Handle Time



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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

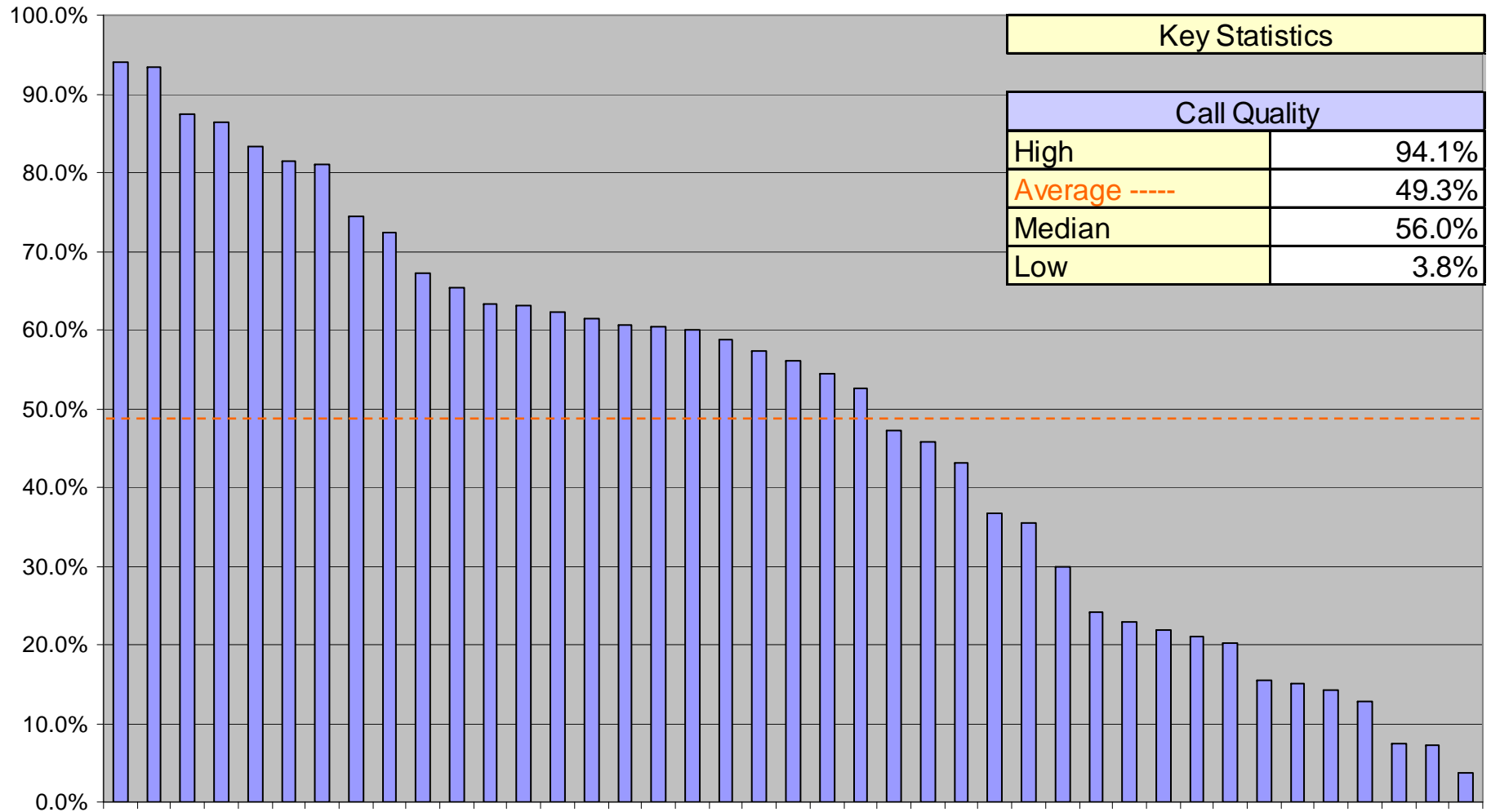
Call Quality is strongly correlated with the following metrics:

- Customer Satisfaction
- Net First Contact Resolution Rate



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Quality Metrics: Call Quality





Service Level Metrics

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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

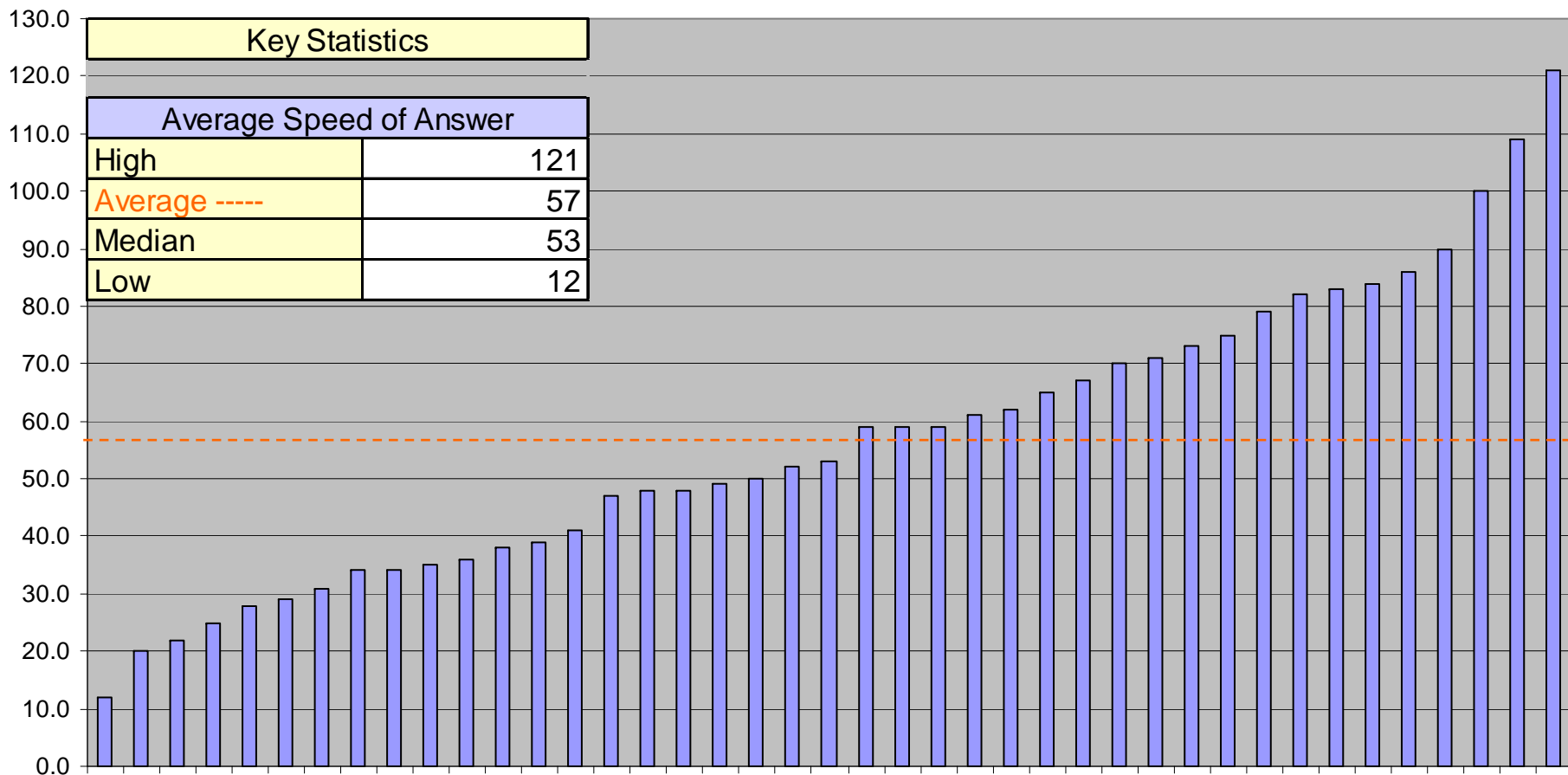
Average Speed of Answer is strongly correlated with the following metrics:

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



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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 30 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

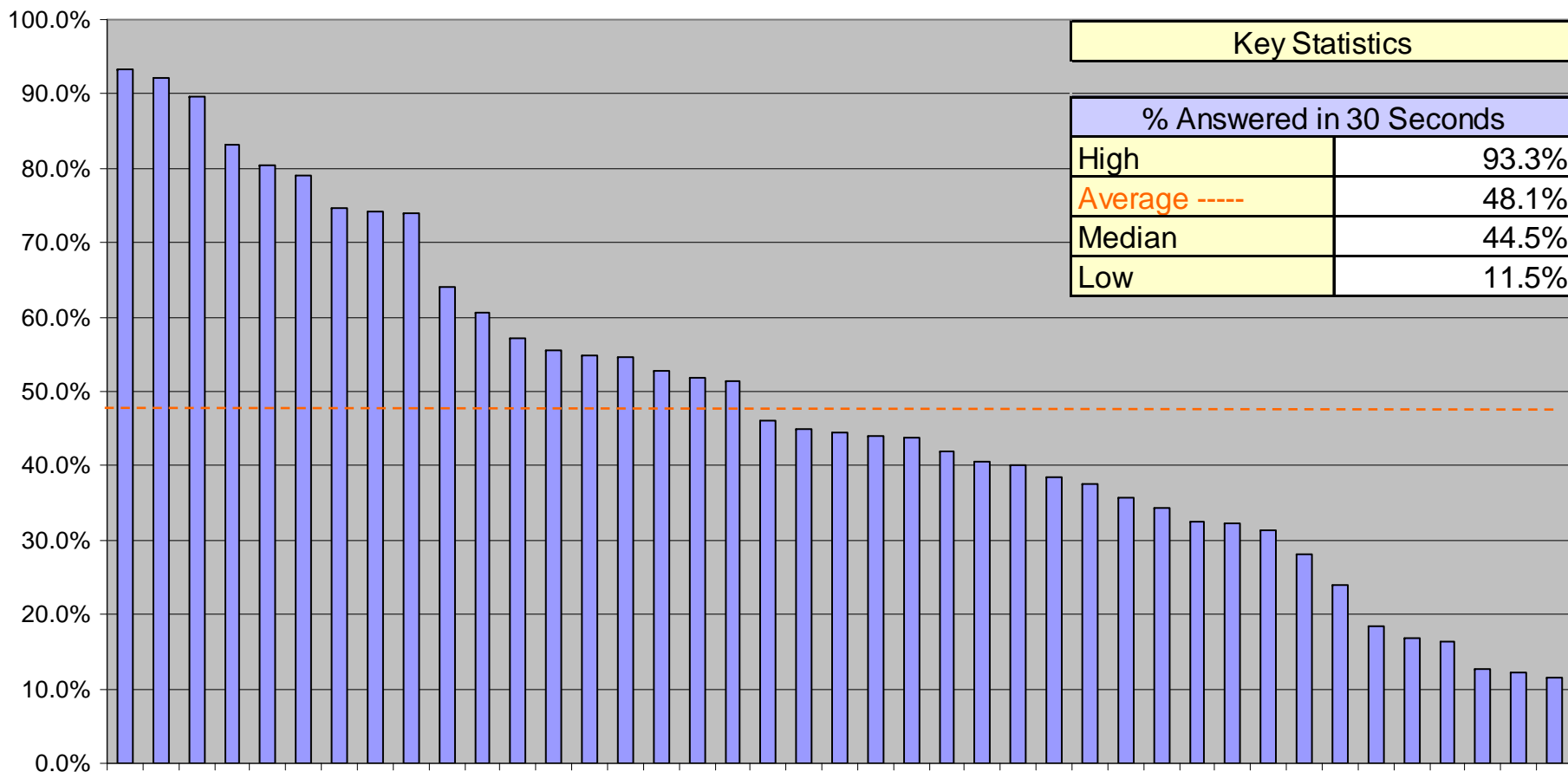
The Percentage of Calls Answered Within 30 Seconds is strongly correlated with the following metrics:

- Average Speed of Answer
- Call abandonment rate



SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!

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

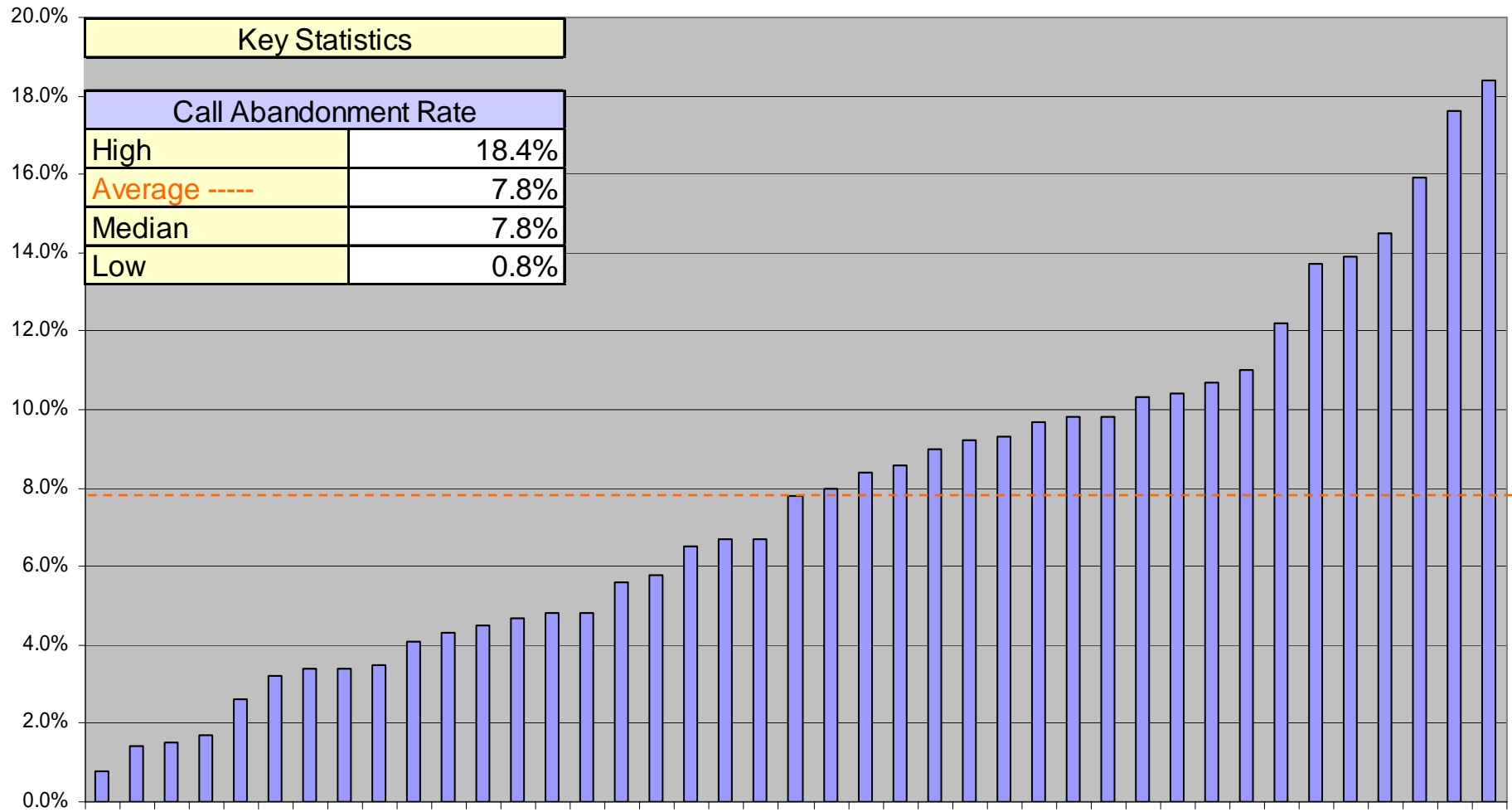
Call Abandonment Rate is strongly correlated with the following metrics:

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



Service Level Metrics: Call Abandonment Rate

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Contact Handling Metrics

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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

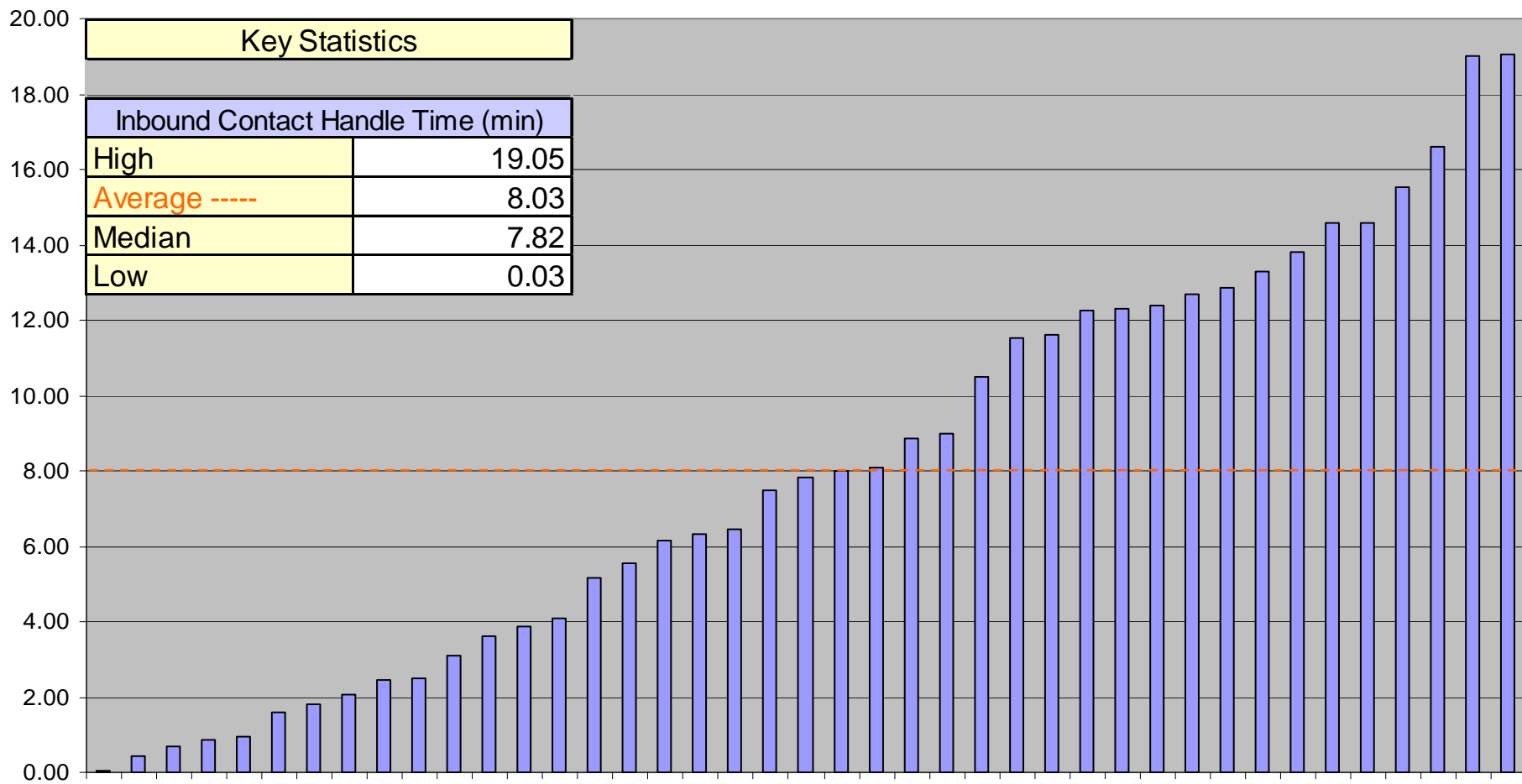
Inbound Contact Handle Time is strongly correlated with the following metrics:

- Cost per Inbound Contact
- Net First Contact Resolution Rate



SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!

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

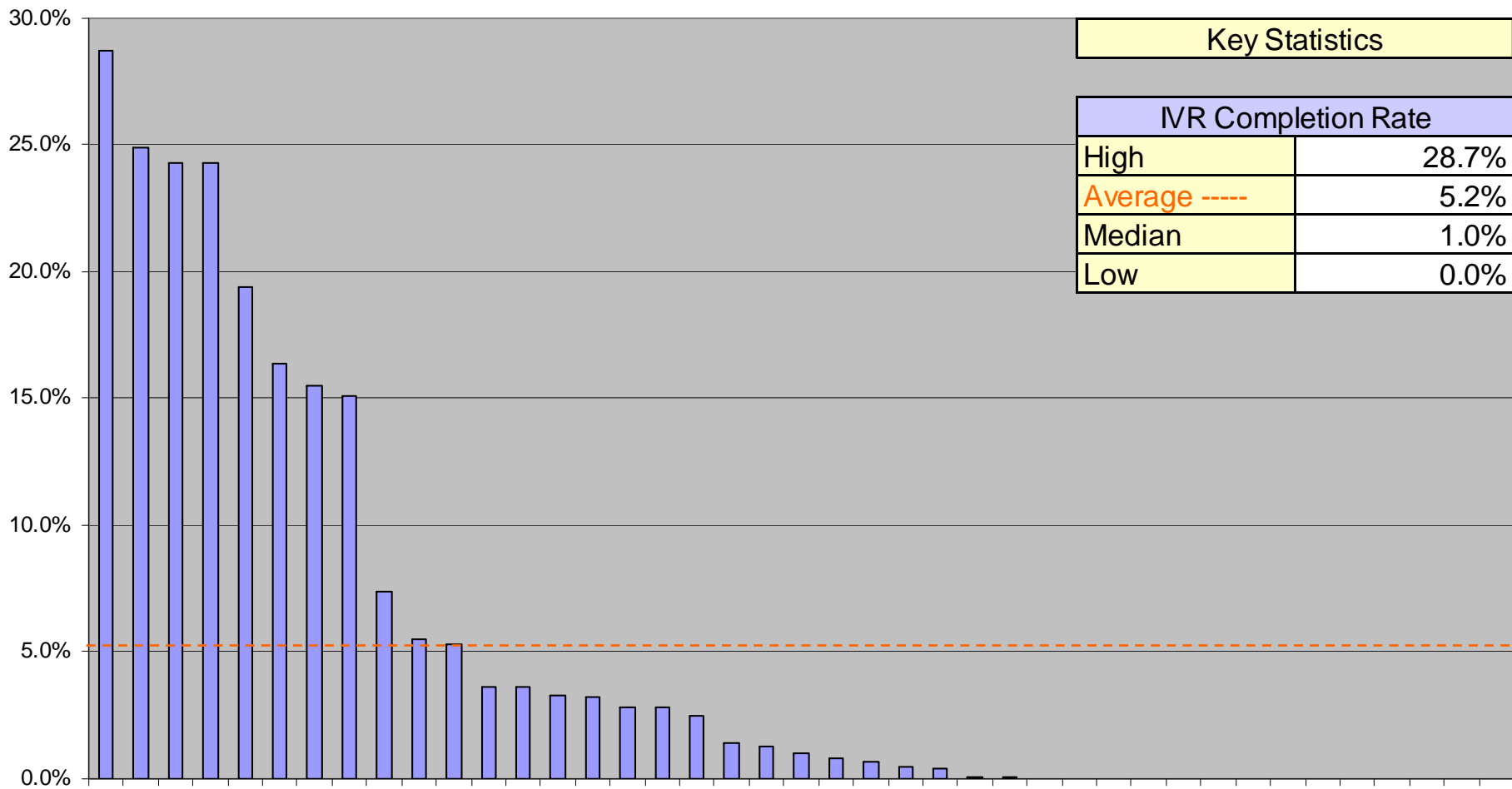
IVR Completion Rate is strongly correlated with the following metrics:

- Cost per Contact



SAMPLE REPORT ONLY: DATA IS NOT ACCURATE!

Contact Handling Metrics: IVR Completion Rate





About MetricNet: *Your Benchmarking Partner*

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Benchmarking is MetricNet's Core Business

Information Technology

- Service Desk
- Desktop Support
- Customer Satisfaction

Call Centers

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- Customer Service
- Telemarketing/Telesales
- Collections

Satisfaction

- Customer Satisfaction
- Employee Satisfaction



MetricNet's Benchmarking Database is Global



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Thank You!

**We look forward
to serving you!**

