

Global Contact Centre Benchmarking Report 2008

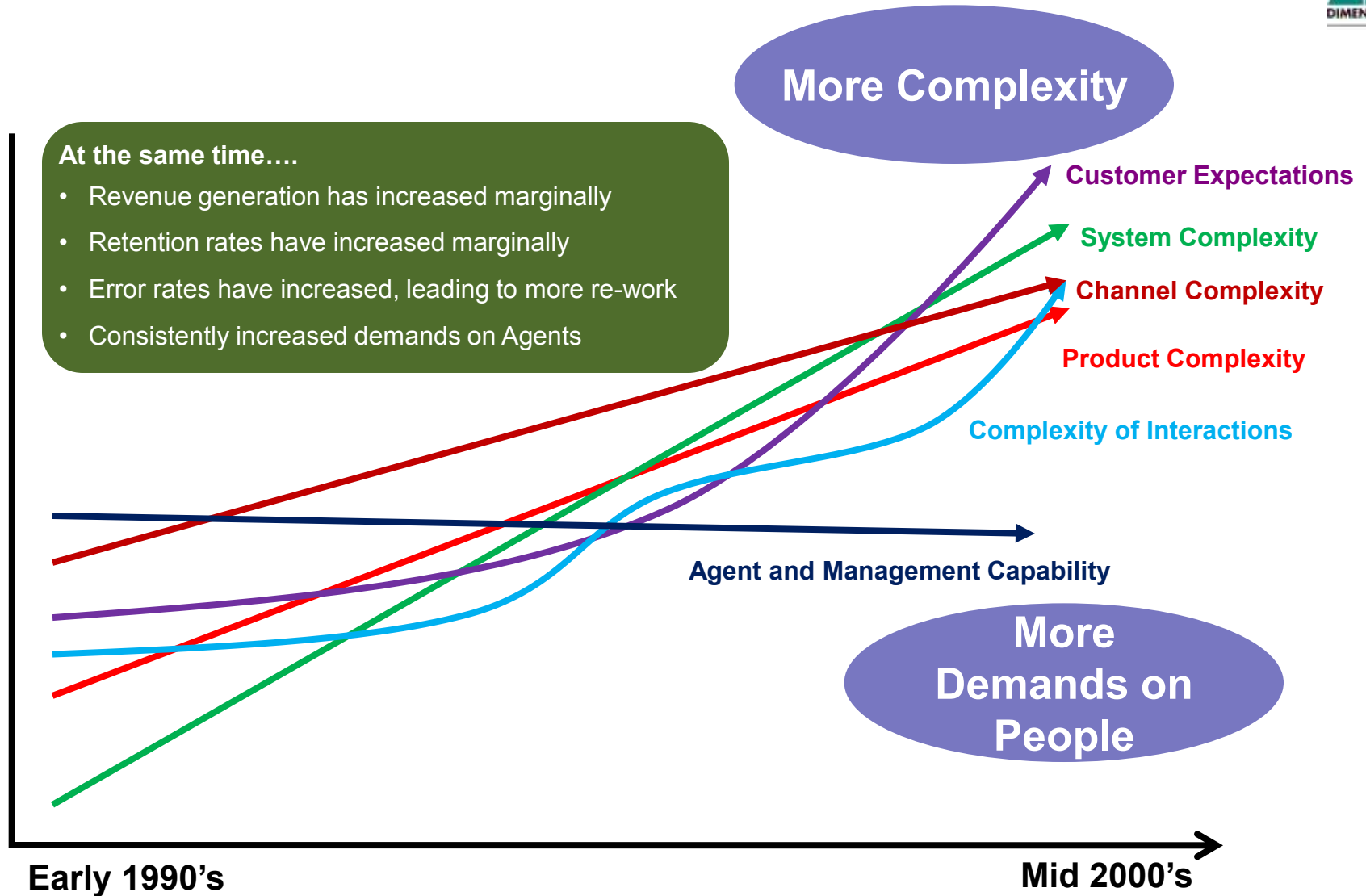
**A DECADE OF  
INSIGHT**



# 08 **Global Contact Centre Benchmarking Report 2008**

**Strategic Overview & 10 Year  
Benchmarking Comparison**

# What's happened to Customer Contact?



1997

10 year comparison

2007

Commercial drivers ...

Customer Centric



Customer Relevant

Key strategies and initiatives ...

Consolidate Contact



Multi-channel automation

Technology initiatives

CRM single view



CRM multi-channel

Performance metrics	1997	2007
% of calls answered < 10 seconds	72%	▼ 63.5%
Average % calls abandoned (total calls offered)	6%	▲ 13.6%
1 <sup>st</sup> call resolution rate	83%	▼ 81%
Average speed to answer	23 seconds	▲ 39 seconds
Average wait time until call abandoned	53 seconds	▼ 45 seconds
% of total agent capacity utilised on speaking to customers	57%	▼ 56.3%
Average time taken to respond to customer message (voicemail)	11 hours	▲ 20 hours

People metrics	1997	2007
% agent turnover moving to another role within the organisation	10%	▲ 13%
% annual agent attrition rate	14%	▲ 27%
% agent absenteeism rate	5%	▲ 11%
% supervisor absenteeism rate	2%	▲ 4%
Average number of training days per agent per annum	13 days	13 days
% full time permanent agent FTEs (permanent employment)	87%	▼ 73%
Agent : supervisor ratio	1 : 12	1 : 12

CRM capability	1997	2007
Multi-functional capability (service and sales / marketing)	38%	▲ 45%
Gather feedback from customers on service experience	47%	▲ 55%
Initiate up/cross selling due to inbound service ‘trigger events’	12%	▲ 26%
Single view of customer across all channels (complete and partial)	40%	▼ 34%
Measure customer lifetime value (able to measure and use)	14%	▼ <10%
Measure customer profitability (able to measure and use)	25%	▼ 18%
Utilise defined customer / market segments	19%	▲ 31%

- ⑩ Technology alone will not make the difference
- ⑩ Focus on business requirements and outcomes
- ⑩ Business cases drive change, but need to deliver outcomes
- ⑩ Developing a roadmap provides context and consistency
- ⑩ Programmes that self fund tend to maintain momentum

- Where are we now?
- Where do we want to get to?
- Do we have a map?



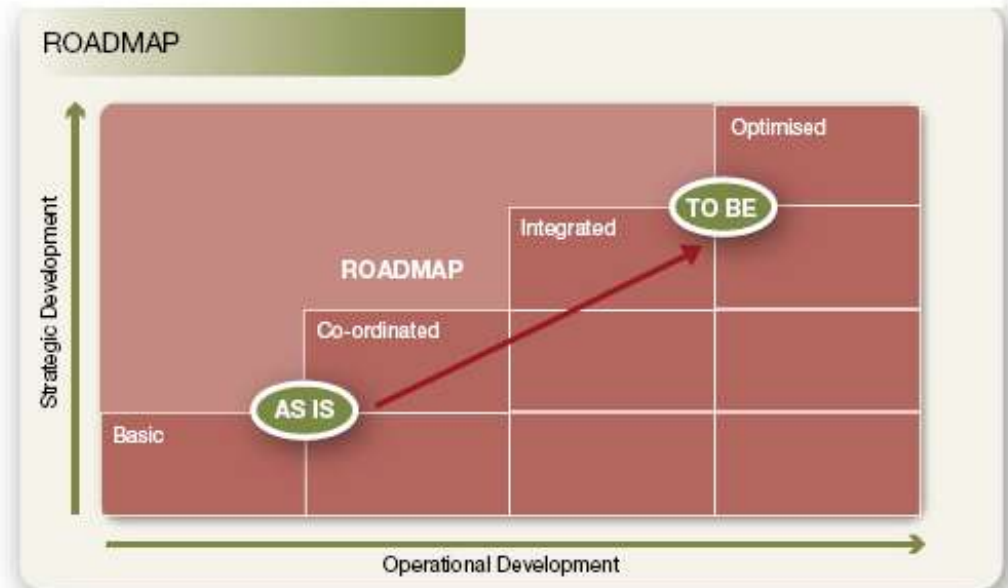


## Operational

- 1 Management
- 2 People
- 3 Process
- 4 Technology
- 5 Information
- 6 Reporting

## Strategic

- 1 Customer Management
- 2 Customer Experience
- 3 Business Integration
- 4 Architecture
- 5 Customer Knowledge
- 6 Strategic Value





- The Study is free for participants
- Participants get a free copy of the report
- Their own comparison report
- Face-to-face presentation of the results
- This years study is open now!

Go online to register:

[www.ccbenchmarking.com](http://www.ccbenchmarking.com)

Or complete our participation form in your collateral packs