World Wide Industry Report (Sample) Industry

Benchmark Portal

The **SOURCE** for Contact Centers

Industry Report

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World Wide Industry Benchmark Report
for Contact Centers in the (Sample) Industry

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Acknowledgements

We wish to extend our thanks to the many contact center managers who have kept our database current and growing over the years. We would also like to acknowledge the contribution of colleagues who have provided both inspiration and perspiration to make this effort useful to managers all over the world. In particular, we note the founding contributions of our former partners, Dr. Jon Anton and David Machin, and the constant support of Professor Richard Feinberg of Purdue University.

Bruce L. Belfiore, Senior Research Executive
John Chatterley, Senior Research Manager

Chapter 1: Introduction

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"Every enterprise, in every sector, can benefit from comparing itself to other similar operations. This promotes a process of creative soul-searching regarding comparative strengths and weaknesses, which in turn leads to identification and adoption of best practice improvements. We have repeatedly seen the truly transformative power of systematic benchmarking."
~ Bruce Belfiore, BenchmarkPortal

Benchmarking has proven to be an important management tool, especially since the late 1970's. Comparing operating metrics and methodologies with other enterprises in the same industry has provided managers with useful insights that, in turn, result in a virtuous process of discovery, action and improvement that leads, in turn, to superior performance.

Superior performance in customer contact is more important today than ever. As products become commoditized, it is the service aspect which determines loyalty and repeat sales in more and more industries. Knowing your competitive position on the customer service you provide is key.

Contact centers are ideal operations for benchmarking for several reasons:

- ✓ They all have systems (such as Automatic Call Distributors, or ACDs) that automatically capture reams of data on key performance metrics. Unlike industries where gathering apples-to-apples data is a long and laborious process, gathering data for contact centers is easier - - and can now be largely automated.

- ✓ Senior managers look to contact centers to prove their value to the organization on a regular basis. Benchmarking the contact center provides management the performance-based information needed to make decisions on staffing, technology acquisition, and other budget-related matters

- ✓ Contact centers are one of the enterprise's keys to the customer experience, satisfaction and, ultimately, loyalty. The center's relative performance on quality metrics can reveal volumes about its competitive position against its industry.

In addition, we have found that a rigorous methodology, which is based on balancing quality and costs, and which maps negative gaps in key metrics to specific processes and

technologies in the contact center, can reveal much about what is going well - - and what is going poorly - - in a contact center. This, in turn, allows management to study and take actions that will build competitive strength for the center over time.

BenchmarkPortal has developed a balanced scorecard process which is explained in Appendix B (The Tonchev Performance Index) and which lies at the heart of benchmark reports which are provided to individual centers that input their data into the BenchmarkPortal database.

Our industry reports have evolved over time, and continue to do so. We have recently launched our Multi-Channel Benchmark Survey, which includes more data from the email, chat, white mail and social media channels. It will take time to develop enough data to provide these metrics on an industry-specific basis. In the meantime, we include here metrics that are gathered from all industries.

We hope that you find this report useful and a stimulant for improvement. If comparing your metrics to your industry causes you to take just one important action to improve your operations, we will feel we have done our job. If it causes you to consider benchmarking a valuable management tool in your continuous improvement toolbox, we will be even more pleased. Please feel free to contact us with any questions or requests for further assistance. Contact centers are our passion, and we are happy to share our insights with you.

Chapter 2: Methodology

Chapter 2: Methodology

The BenchmarkPortal database, founded at Purdue University in 1995, is the world's first, largest and most respected database of contact center metrics. Data is gathered on a continuous basis using one of three means:

- ➢ Participants can go to the BenchmarkPortal website and input their metrics into the survey found there;
- ➢ Participants can download the benchmarking survey from the BenchmarkPortal Website. They can print and complete the survey by hand and then fax it to us for insertion into our database; or
- ➢ Participants can subscribe to iBenchmark, our automated process that receives the majority of metrics directly from the participants' systems and enters them into our database. Data that does not come directly from systems (such as budget and agent turnover) is input manually once or twice a year via a survey portal.

Data that are submitted by survey participants are subject to three levels of rigorous quality checking, to ensure that our database remains accurate. The first level involves static parameters, which are set by our statistical experts. The second level of quality assurance involves a series of cross-check formulae, which utilize data provided to validate key pieces of data. For example, if the sum of the average talk time plus the average after call work time multiplied by the average number of calls per agent per hour yields a number over 60 minutes, the anomaly will result in a red flag for our database department. We will then reach out and work with the participant to identify the proper metric from their management reports. The third level of scrutiny is provided directly by our Research team members, who review each survey report for coherence.

This commitment to quality distinguishes BenchmarkPortal's database from other industry sources which simply take in metrics as entered by participants. While this level of scrutiny requires considerable effort, we are committed to providing the best data possible to our industry.

We note that, as more centers adopt the patented iBenchmark automated benchmarking, the less impact there will be from human error. Automating the entry of data and provision of reports, utilizing our patent-protected system, ensures that the correct data are being entered "at the source" for the majority of metrics.

All individual metrics are held as confidential and are never revealed with the name of the participant to third parties. Only aggregated data are published in our Industry Reports, such as the one you are reading now.

The data sets are all tagged by industry sector, as well as by other characteristics, such as country of origin. This allows us to create reports that are drawn entirely from one industry sector.   In addition, we can create our World-Wide Industry Reports by gathering data sets by geographical region. Custom reports can be generated by using parameters agreed with the client. The data sets are selected and downloaded from the database. The report generator accesses the data and calculates the industry average. It also segregates the top quartile (25%) of the data sets and shows the average for these top-performing centers under the "Best of Industry" column.

To determine which centers to include in the Best of Industry calculation, we do the following:

• We separate the performance metrics into two categories: efficiency metrics that correspond to costs (these are metrics such as cost per call, talk time, after-call work time, etc.) and effectiveness metrics, which correspond to quality (caller satisfaction, first contact resolution, etc.). In this way we place balanced emphasis on the elements that reflect quality of customer service and elements that indicate careful use of company resources.

• The two groupings of metrics are put through separate expert formulas to calculate two coefficients: the cost index (indicating efficiency) and the quality index (indicating relative effectiveness).

• The two indices are added together for each center, and the centers are stack ranked by their combined scores.

• The top quartile of the centers is selected out.

• The averages for each metric are calculated from this upper quartile of centers and presented as "Best of Industry Averages".

Note that use of this methodology means that not every "Best of Industry" average will be better than the overall industry average. Centers that perform better overall may be less strong (compared with the industry) for specific metrics.

Thank you for acquiring this report. Please let us know if you have any questions or comments.

If you would like to consider benchmarking your own metrics through an individualized report, please feel free to contact us for a chat.

Chapter 3: Highlights and Interpretation of the Worldwide (Sample) Industry Key Performance Indicators (KPIs)

Chapter 3: Highlights and Interpretation of the (Sample) Industry Key Performance Indicators (KPIs)

In this chapter, we graphically highlight benchmark comparisons of the averaged responses that call center managers from three global regions – The Americas, EMEA (Europe, Middle East, Africa), and Asia Pacific** - offered to selected questions related to their call centers.

The metrics are grouped according to the following categories:

Section One: Contact Center Classification

Section Two: Contact Center Costs

Section Three: Contact Center Performance

Section Four: Customer Satisfaction

Section Five: Human Resource Management

Section Six: Multi-Channel Metrics

Section One: Contact Center Classification

In this section we graphically depict the answers that contact center managers gave to questions related to their contact center classification.

Inbound Calls by Type

■ Business to Business   ■ Consumer to Business

Region	Business to Business	Consumer to Business
Americas	12.13%	89.22%
EMEA	16.84%	83.16%
Asia Pacific	21.21%	78.79%
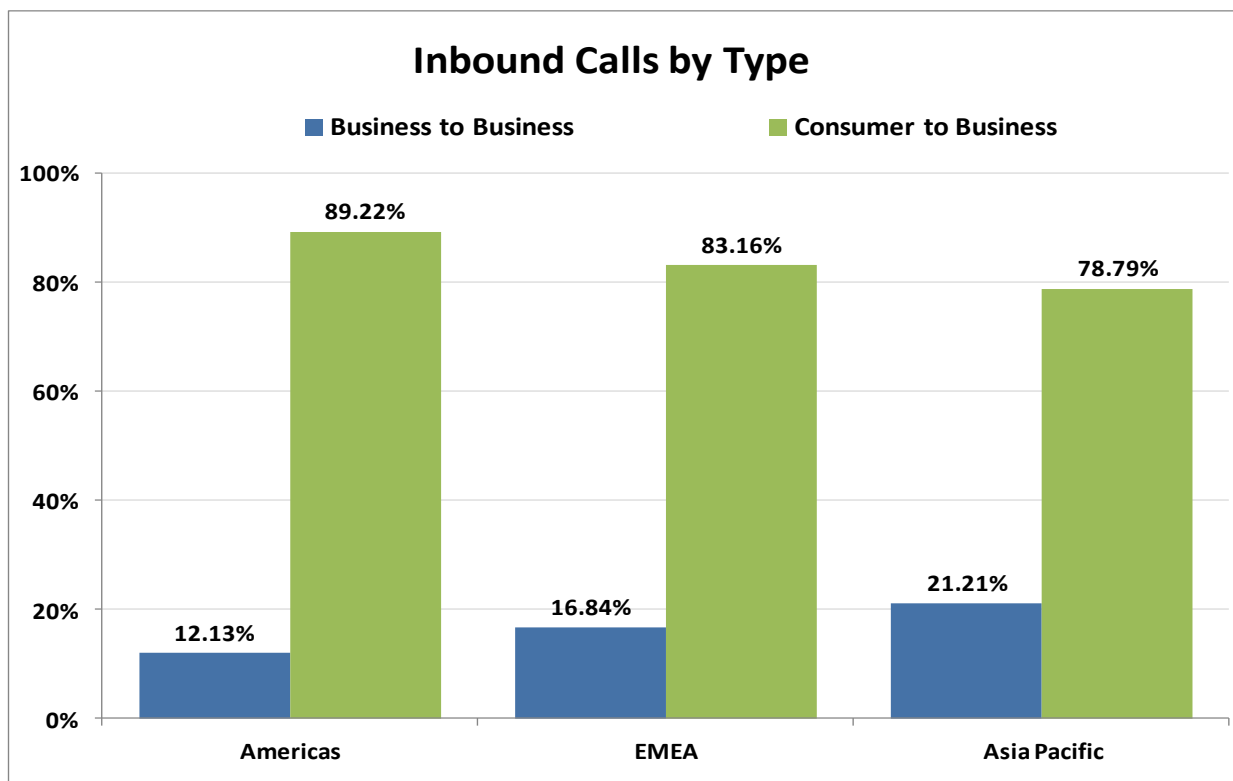
Figure 1. Inbound Contact Types

Question:	How do your inbound contacts break down in the following two categories?

- Business to Business (B2B), and
- Consumer to Business (C2B).

Interpretation:	Consumer to business calls constitute the majority of all inbound calls for all geographical regions. These calls are most often for customer service questions and inquiries, which represent the major reason for inbound calls as shown in the next figure.

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Reasons for Inbound Calls
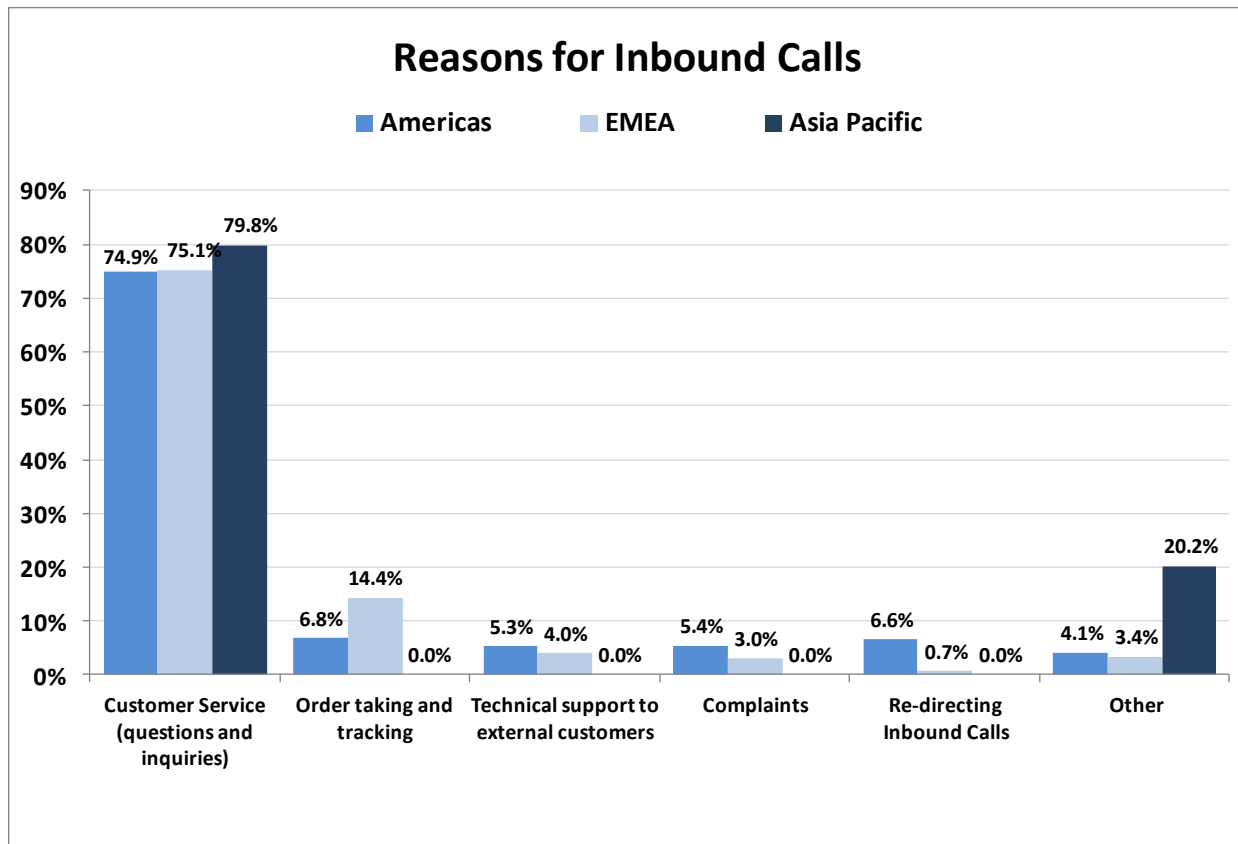
Figure 2. Reasons for Inbound Contacts

Question: Which functions do your agents provide regarding inbound contacts?

Interpretation: Between 75% and 80% percent of all inbound calls are for customer service questions and inquiries, as illustrated in the chart above. Worth noting is that call centers in the EMEA geographical region average a higher incidence of order taking/tracking than the centers in the other two regions, and call centers in the Americas geographical region average the highest incidence of complaints.

There are 15 Additional KPI Industry Highlights in this Chapter

.

Chapter 4: Detailed Benchmark Results for the Americas, EMEA, and Asia Pacific Geographical Regions

Classification Questions - Americas	(Sample) - Americas	Best of (Sample) - Americas
• Calls Offered	* * * * *	* * * * *
• Calls Handled Annually	* * * * *	* * * * *
• Annual Call Volume Handled by Agents	* * * * *	* * * * *
• Annual Call Volume Handled by IVR	* * * * *	* * * * *
• Business to Business	* * * * *	* * * * *
• Business to Consumer	* * * * *	* * * * *
• Full Time Agents	* * * * *	* * * * *
• Part Time Agents	* * * * *	* * * * *
• Full Time Equivalents (FTE's)	* * * * *	* * * * *
• Labor Union (Yes)	* * * * *	* * * * *
• Labor Union (No)	* * * * *	* * * * *
• Call Type (Question & Inquiries)	* * * * *	* * * * *
• Call Type (Order Taking / Tracking)	* * * * *	* * * * *
• Call Type (Technical Support)	* * * * *	* * * * *
• Call Type (Complaints)	* * * * *	* * * * *
• Call Type (Re-directing Inbound Calls)	* * * * *	* * * * *
• Call Type (Other)	* * * * *	* * * * *
	0.00%	0.00%

Financial	(Sample) - Americas	Best of (Sample) - Americas
• Annual Budget	* * * * *	* * * * *
• Agents Base Salary	* * * * *	* * * * *
• Average Hourly Wage Front Line Agents	* * * * *	* * * * *
• Average Starting Hourly Wage Front Line Agents	* * * * *	* * * * *
• Average Cost Per Call	* * * * *	* * * * *

Agent Time Per Channel	(Sample) - Americas	Best of (Sample) - Americas
• Inbound Phone	* * * * *	* * * * *
• Outbound Phone	* * * * *	* * * * *
• E-mail	* * * * *	* * * * *
• Web Chat	* * * * *	* * * * *
• Other	* * * * *	* * * * *
	0.00%	0.00%

Voice Channel Performance Metrics	(Sample) - Americas	Best of (Sample) - Americas
• Average Speed of Answer in Seconds	* * * * *	* * * * *
• Average Talk Time in Minutes	* * * * *	* * * * *
• Average After Call Work Time in Minutes	* * * * *	* * * * *
• Average Queue Time in Seconds	* * * * *	* * * * *
• Average Caller Hold Time in Seconds	* * * * *	* * * * *
• Average Abandoned Rate in Percent	* * * * *	* * * * *
• Calls Resolved on First Call In Percent (FCR)	* * * * *	* * * * *
• Agent Occupancy in Percent	* * * * *	* * * * *
• Adherence to Schedule in Percent	* * * * *	* * * * *
• Average Attendance in Percent	* * * * *	* * * * *
• Average Calls Transferred in Percent	* * * * *	* * * * *
• Average Auxiliary (AUX) Time in Percent	* * * * *	* * * * *
• Average Utilization in Percent	* * * * *	* * * * *
• Calls Per Agent Per Hour	* * * * *	* * * * *

Human Resources Metrics	(Sample) - Americas	Best of (Sample) - Americas
• Span of Control (Agent:Supervisor Ratio)	* * * * *	* * * * *
• Annual Turnover	* * * * *	* * * * *
• Promotional Turnover	* * * * *	* * * * *
• All Other Turnover	* * * * *	* * * * *
• Number of Shifts (Full Time)	* * * * *	* * * * *
• Number of Shifts (Part Time)	* * * * *	* * * * *
• Shift Length in Minutes (Full Time)	* * * * *	* * * * *
• Shift Length in Minutes (Part Time)	* * * * *	* * * * *
• Formal Method Collect Agent Satisfaction (Yes)	* * * * *	* * * * *
• Formal Method Collect Agent Satisfaction (No)	* * * * *	* * * * *
• Top Box Agent Satisfaction	* * * * *	* * * * *
• Bottom Box Agent Satisfaction	* * * * *	* * * * *

Caller Satisfaction Metrics	(Sample) - Americas	Best of (Sample) - Americas
• Formal Method Collect Caller Satisfaction (Yes)	* * * * *	* * * * *
• Formal Method Collect Caller Satisfaction (No)	* * * * *	* * * * *
• Top Box Caller Satisfaction	* * * * *	* * * * *
• Bottom Box Caller Satisfaction	* * * * *	* * * * *

Classification Questions - EMEA	(Sample) - EMEA	Best of (Sample) - EMEA
• Calls Offered	* * * * *	* * * * *
• Calls Handled Annually	* * * * *	* * * * *
• Annual Call Volume Handled by Agents	* * * * *	* * * * *
• Annual Call Volume Handled by IVR	* * * * *	* * * * *
• Business to Business	* * * * *	* * * * *
• Business to Consumer	* * * * *	* * * * *
• Full Time Agents	* * * * *	* * * * *
• Part Time Agents	* * * * *	* * * * *
• Full Time Equivalents (FTE's)	* * * * *	* * * * *
• Labor Union (Yes)	* * * * *	* * * * *
• Labor Union (No)	* * * * *	* * * * *
• Call Type (Question & Inquiries)	* * * * *	* * * * *
• Call Type (Order Taking / Tracking)	* * * * *	* * * * *
• Call Type (Technical Support)	* * * * *	* * * * *
• Call Type (Complaints)	* * * * *	* * * * *
• Call Type (Re-directing Inbound Calls)	* * * * *	* * * * *
• Call Type (Other)	* * * * *	* * * * *

Financial	(Sample) - EMEA	Best of (Sample) - EMEA
• Annual Budget	* * * * *	* * * * *
• Agents Base Salary	* * * * *	* * * * *
• Average Hourly Wage Front Line Agents	* * * * *	* * * * *
• Average Starting Hourly Wage Front Line Agents	* * * * *	* * * * *
• Average Cost Per Call	* * * * *	* * * * *

Agent Time Per Channel	(Sample) - EMEA	Best of (Sample) - EMEA
• Inbound Phone	* * * * *	* * * * *
• Outbound Phone	* * * * *	* * * * *
• E-mail	* * * * *	* * * * *
• Web Chat	* * * * *	* * * * *
• Other	* * * * *	* * * * *

Voice Channel Performance Metrics	(Sample) - EMEA	Best of (Sample) - EMEA
• Average Speed of Answer in Seconds	* * * * *	21.00
• Average Talk Time in Minutes	* * * * *	2.93
• Average After Call Work Time in Minutes	* * * * *	0.25
• Average Queue Time in Seconds	* * * * *	15.94
• Average Caller Hold Time in Seconds	* * * * *	17.75
• Average Abandoned Rate in Percent	* * * * *	6.55%
• Calls Resolved on First Call In Percent (FCR)	* * * * *	84.50%
• Agent Occupancy in Percent	* * * * *	79.48%
• Adherence to Schedule in Percent	* * * * *	93.00%
• Average Attendance in Percent	* * * * *	97.35%
• Average Calls Transferred in Percent	* * * * *	3.17%
• Average Auxiliary (AUX) Time in Percent	* * * * *	10.51%
• Average Utilization in Percent	* * * * *	68.16%
• Calls Per Agent Per Hour	* * * * *	10.22

Human Resources Metrics	(Sample) - EMEA	Best of (Sample) - EMEA
Span of Control (Agent:Supervisor Ratio)	* * * * *	* * * * *
Annual Turnover	* * * * *	* * * * *
Promotional Turnover	* * * * *	* * * * *
All Other Turnover	* * * * *	* * * * *
Number of Shifts (Full Time)	* * * * *	* * * * *
Number of Shifts (Part Time)	* * * * *	* * * * *
Shift Length in Minutes (Full Time)	* * * * *	* * * * *
Shift Length in Minutes (Part Time)	* * * * *	* * * * *
Formal Method Collect Agent Satisfaction (Yes)	* * * * *	* * * * *
Formal Method Collect Agent Satisfaction (No)	* * * * *	* * * * *
Top Box Agent Satisfaction	* * * * *	* * * * *
Bottom Box Agent Satisfaction	* * * * *	* * * * *

Caller Satisfaction Metrics	(Sample) - EMEA	Best of (Sample) - EMEA
Formal Method Collect Caller Satisfaction (Yes)	* * * * *	* * * * *
Formal Method Collect Caller Satisfaction (No)	* * * * *	* * * * *
Top Box Caller Satisfaction	* * * * *	* * * * *
Bottom Box Caller Satisfaction	* * * * *	* * * * *

Classification Questions - Asia Pacific	(Sample) - Asia Pacific	Best of (Sample) - Asia Pacific
• Calls Offered	* * * * *	* * * * *
• Calls Handled Annually	* * * * *	* * * * *
• Annual Call Volume Handled by Agents	* * * * *	* * * * *
• Annual Call Volume Handled by IVR	* * * * *	* * * * *
• Business to Business	* * * * *	* * * * *
• Business to Consumer	* * * * *	* * * * *
• Full Time Agents	* * * * *	* * * * *
• Part Time Agents	* * * * *	* * * * *
• Full Time Equivalents (FTE's)	* * * * *	* * * * *
• Labor Union (Yes)	* * * * *	* * * * *
• Labor Union (No)	* * * * *	* * * * *
• Call Type (Question & Inquiries)	* * * * *	* * * * *
• Call Type (Order Taking / Tracking)	* * * * *	* * * * *
• Call Type (Technical Support)	* * * * *	* * * * *
• Call Type (Complaints)	* * * * *	* * * * *
• Call Type (Re-directing Inbound Calls)	* * * * *	* * * * *
• Call Type (Other)	* * * * *	* * * * *
	0.00%	0.00%

Financial	(Sample) - Asia Pacific	Best of (Sample) - Asia Pacific
• Annual Budget	* * * * *	* * * * *
• Agents Base Salary	* * * * *	* * * * *
• Average Hourly Wage Front Line Agents	* * * * *	* * * * *
• Average Starting Hourly Wage Front Line Agents	* * * * *	* * * * *
• Average Cost Per Call	* * * * *	* * * * *

Agent Time Per Channel	(Sample) - Asia Pacific	Best of (Sample) - Asia Pacific
• Inbound Phone	* * * * *	* * * * *
• Outbound Phone	* * * * *	* * * * *
• E-mail	* * * * *	* * * * *
• Web Chat	* * * * *	* * * * *
• Other	* * * * *	* * * * *

Voice Channel Performance Metrics	(Sample) - Asia Pacific	Best of (Sample) - Asia Pacific
• Average Speed of Answer in Seconds	* * * * *	* * * * *
• Average Talk Time in Minutes	* * * * *	* * * * *
• Average After Call Work Time in Minutes	* * * * *	* * * * *
• Average Queue Time in Seconds	* * * * *	* * * * *
• Average Caller Hold Time in Seconds	* * * * *	* * * * *
• Average Abandoned Rate in Percent	* * * * *	* * * * *
• Calls Resolved on First Call In Percent (FCR)	* * * * *	* * * * *
• Agent Occupancy in Percent	* * * * *	* * * * *
• Adherence to Schedule in Percent	* * * * *	* * * * *
• Average Attendance in Percent	* * * * *	* * * * *
• Average Calls Transferred in Percent	* * * * *	* * * * *
• Average Auxiliary (AUX) Time in Percent	* * * * *	* * * * *
• Average Utilization in Percent	* * * * *	* * * * *
• Calls Per Agent Per Hour	* * * * *	* * * * *

Human Resources Metrics	(Sample) - Asia Pacific	Best of (Sample) - Asia Pacific
Span of Control (Agent:Supervisor Ratio)	* * * * *	* * * * *
Annual Turnover	* * * * *	* * * * *
Promotional Turnover	* * * * *	* * * * *
All Other Turnover	* * * * *	* * * * *
Number of Shifts (Full Time)	* * * * *	* * * * *
Number of Shifts (Part Time)	* * * * *	* * * * *
Shift Length in Minutes (Full Time)	* * * * *	* * * * *
Shift Length in Minutes (Part Time)	* * * * *	* * * * *
Formal Method Collect Agent Satisfaction (Yes)	* * * * *	* * * * *
Formal Method Collect Agent Satisfaction (No)	* * * * *	* * * * *
Top Box Agent Satisfaction	* * * * *	* * * * *
Bottom Box Agent Satisfaction	* * * * *	* * * * *

Caller Satisfaction Metrics	(Sample) - Asia Pacific	Best of (Sample) - Asia Pacific
Formal Method Collect Caller Satisfaction (Yes)	* * * * *	* * * * *
Formal Method Collect Caller Satisfaction (No)	* * * * *	* * * * *
Top Box Caller Satisfaction	* * * * *	* * * * *
Bottom Box Caller Satisfaction	* * * * *	* * * * *

Multi-Channel Metrics

Outbound Call Metrics	Average	Upper Quartile
• Average Annual Volume (Outbound)	* * * * *	* * * * *
• Average Talk Time in (Minutes)	* * * * *	* * * * *
• Average After Call Work Time (Minutes)	* * * * *	* * * * *
• Average Cost Per Call (US Dollars)	* * * * *	* * * * *

E-mail Metrics	Average	Upper Quartile
• Average Annual Volume (E-Mail)	* * * * *	* * * * *
• Average Speed of Answer (Hours)	* * * * *	* * * * *
• Average Handle Time (Minutes)	* * * * *	* * * * *
• Average First Contact Resolution - FCR (Percent)	* * * * *	* * * * *
• Average Cost Per E-mail (US Dollars)	* * * * *	* * * * *

Web Chat Metrics	Average	Upper Quartile
• Average Annual Volume (Web Chat)	* * * * *	* * * * *
• Average Speed of Answer (Seconds)	* * * * *	* * * * *
• Average Handle Time (Minutes)	* * * * *	* * * * *
• Average First Contact Resolution (Percent)	* * * * *	* * * * *
• Average Cost Per Web Chat (US Dollars)	* * * * *	* * * * *

Social Media Metrics	Average	Upper Quartile
Average Annual Volume (Social Media)	* * * * *	* * * * *
Average Speed of Answer (Hours)	* * * * *	* * * * *
Average Handle Time (Minutes)	* * * * *	* * * * *
Average Cost Per Social Media (US Dollars)	* * * * *	* * * * *

Fax	All Industry Average	Upper Quartile
Average Annual Volume (Fax)	* * * * *	* * * * *
Average Handle Time (Minutes)	* * * * *	* * * * *
Average Cost Per Fax (US Dollars)	* * * * *	* * * * *

Postal Mail	Average	Upper Quartile
Average Annual Volume (Postal Mail)	* * * * *	* * * * *
Average Handle Time (Minutes)	* * * * *	* * * * *
Average Cost Per Postal Mail (US Dollars)	* * * * *	* * * * *

Other	Average	Upper Quartile
Average Annual Volume (Other)	* * * * *	* * * * *
Average Handle Time (Minutes)	* * * * *	* * * * *
Average Cost Per E-mail (US Dollars)	* * * * *	* * * * *

Chapter 5: Trends
in Selected Contact Center Metrics

(All Industries Averages)

Introduction

As heir to the industry's first call center benchmark studies, launched at Purdue University over two decades ago, BenchmarkPortal has a wealth of data of interest to contact center managers and consultants. The statistical trends in this section reflect yearly changes in contact center KPIs across All Industries, with focus on the past decade.

The first groups of graphics look at quality-related items, while the second group considers cost-related metrics over time.

Effectiveness (Quality) Performance Trends

1. Customer Satisfaction:

Customer Satisfaction (CSAT) is the metric used by the majority of contact centers to measure customer sentiment. It is typically derived from the survey question: "Overall, how satisfied were you with the transaction you had with ABC contact center." The industry has largely standardized on a 1 to 5 scale, where 5 represents "very satisfied" and 1 represents "very dissatisfied". A 5 rating (also called "top box" rating) is seen as a good indicator of future loyalty, although a reliable, consistent correlation is not something that has been proven across industries.

Other measures of customer sentiment include Net Promoter Score (NPS), which uses the question "How likely would you be to recommend ABC Company to your family and friends." It uses a 0 to 10 scale where 0 is highly unlikely and 10 is highly likely. Analysts will then subtract the sum of the 0-6 scores, expressed as a percent, from the sum of the 9 and 10 scores, again as a percent, to compute the "net" score. While it has become popular over the last decade as a loyalty indicator, NPS is considered by many to be a better measure of a customer's overall impression of a company and its products than a measure useful for a specific contact center transaction. That is, it does a better job of indicating overall "relationship" than performance on a specific transaction and is more commonly used on annual relationship surveys. If the question is used on a transactional survey, it needs the following qualifier: "Based on this most recent interaction with the contact center, how likely would you be to recommend ABC Company to your family and friends?" Even with this adjustment, it may still measure the overall relationship more than the sentiment left from the transaction.

Finally, Customer Effort Score (CES) is a newer metric, which has been adopted by a smaller number of centers. It assumes that the most loyal customers are those who invest the least effort in resolving issues with you, and uses the question "The company made it easy for me to handle my issue", posed on a 1-to-7 Agreement scale.

Note that the research studies underpinning both NPS and CES have drawn criticism from academic and industry researchers, and the ability of either metric to predict loyalty and repurchase more reliably and consistently than Customer Satisfaction has not been convincingly established.

Currently, not enough centers use NPS and CES to provide a statistically robust basis for benchmarking across industries. However, BenchmarkPortal is following the situation closely and will report those metrics when we can.

Top Box Customer Satisfaction

Note that while top box customer satisfaction is the traditional "gold standard" for excellent customer service, bottom box dissatisfaction is the glowing red flag. Not only do these dissatisfied customers tend to take their business elsewhere, they also let their feelings be known through word-of-mouth and through social media. In this way, their loss may portend the loss of other business as well. When analyzing the survey results, focus strongly on those who give you low scores. Therein lay the most immediate opportunities for improvement.

Analysis:

The following chart suggests that contact center managers understand the importance of customer satisfaction and have been focused on improving this metric over time. Top box scores have risen by a very impressive 17.3 percentage points on average over the last decade, while the bottom box average has decreased by 1.7 percentage points.
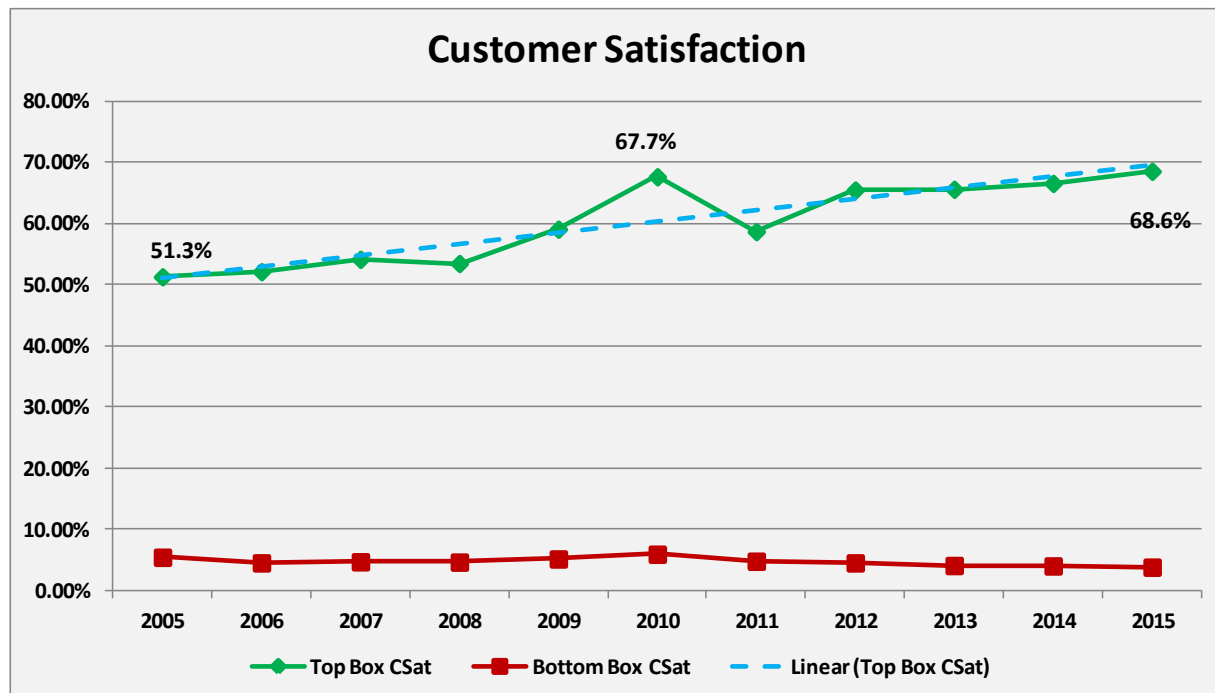

Figure 16. Customer Satisfaction Trends - 2005-2016 (All Industries Averages)

There Are 13 Additional Trends Charts & KPI Analysis in this Chapter

Chapter 6: Frequently Asked Questions

This FAQ contains common questions asked by Contact Center Professionals who have purchased our Industry Reports

Question	Answer
How are your Industry Reports produced?	Benchmark members are constantly providing us data via surveys. When a Contact Center Professional participates in our flagship survey, the In-Depth RealityCheck (IDRC), their data is scrubbed, validated, cataloged in their industry, and then housed in our databases. We then take the data and run the averages that appear in the Industry Reports.
What Industries are reported on within an Industry Report?	Each standard Industry Report covers a single Industry. Please refer to our website at www.BenchmarkPortal.com/store and click on Industry Reports at the top for a complete list of the industries offered.
What kind of Key Performance Indicators (KPIs) are measured within your Industry Reports?	We report metrics for the following Contact Center areas: general classification (i.e. size, business orientation), Contact Center costs (operational), Contact Center performance measures, customer satisfaction, human resources, and alternate contact channel KPIs. You may download a sample Industry Report at the following Web address: http://www.benchmarkportal.com/ store_files/IndustryReportSAMPLE.zip
What geographical regions do the Industry Reports cover?	Our standard Industry Reports cover North America only (USA & Canada). Our World Wide Industry Reports cover The Americas, Europe/ Middle-East/Africa (EMEA), and Asia Pacific geographical regions. Custom reports for other geographical regions can be produced on a custom basis.
I'm looking for a report that can breakdown the performance of Contact Centers within specific geographical regions. Do you have any reports that will suit my needs?	Our World Wide Industry Reports cover the Americas, Europe/ Middle-East/Africa, and Asia Pacific geographical regions. Chapter 5 of the report depicts the KPIs broken out separately for each geographical region. Custom reports for other geographical regions can be produced on a custom basis.
How current is the data contained in your Industry Reports?	The reports are updated every 6 months.

Question	Answer

How do I know when the report I have has been published?	The publication date of the report is on the inside title page of the report.
Can I get a list of the Contact Centers that participated in your Industry Report(s)?	Our confidentiality policy prevents us from disclosing the identity/contact information for any one participant who participates in Benchmarking with us. A copy of the confidentiality agreement can be found at the following Web address: www.benchmarkportal.com/cs.pdf
I would like to order an Industry Report, what is the earliest I can get it after placing an order?	Reports that are current (updated within the past 6 months) are shipped within 2 business days ARO. Reports that require updating will be shipped in 3 – 5 business days ARO.
Where can I purchase additional Industry Reports?	Additional reports can be purchased via our Web site at www.BenchmarkPortal.com (then click on Industry Benchmark Reports under the heading Performance Benchmark Reports).
What format does the report come in? Can I get the report in an electronic format (e-copy)?	Industry Reports are delivered electronically in Adobe PDF format using a download link(s) and password(s) sent to the purchaser by email.
I have recently purchased an Industry Report and would like additional copies for my colleagues. How would I obtain these copies?	Additional copies of Industry Reports may be purchased for $100 each. To do so, please contact sales@benchmarkportal.com
What if I am looking for a custom cut within an Industry (i.e. Contact Centers in the Consumer Products Industry that handle a majority customer service questions)? Can an Industry Report be produced that can suit my needs?	We can do custom cuts within major industry sectors (*e.g. Financial Services, (Sample), Telecom, etc.*). Custom Industry Reports take time to produce, so it will take longer to produce, typically 10 – 14 days ARO. Prices of custom reports are quoted on an individual basis.
I have a list of companies I would like Industry data on. Can you produce a custom Industry Report?	For a fee of $50, we will scan the database to determine the percentage of companies you listed that are included in our database that we could roll-up into a custom Industry Report. However, as per our confidentiality statement we cannot and will not disclose the name of any single company or group of companies included in a specific report. If an order is subsequently placed, the $50 search fee will be deducted from the purchase price.
In Chapters 3 & 4 of the report, how do you define "Best of Industry"?	See Chapter 2 – Methodology.

Question	Answer
In looking at my report I noticed the "Best of Industry" average was lower than the Industry average for a certain metric when it is advantageous to have the "Best of Industry" average for this metric as low as attainable. How is this possible?	See Chapter 2 – Methodology. Also see more on the Tonchev Performance Index in Appendix B.

Appendix A: Glossary of Terms for Contact Centers

A

Abandon Rate: This is the percentage of calls that get connected to the ACD, but get disconnected by the caller before reaching an Agent, or before completing a process within the IVR. The abandon rate is the percentage of calls that are abandoned compared to calls received.

ACD: See Automatic Call Distributor.

Adherence to Schedule: A measure of whether Agents are "on the job" as scheduled. This percentage represents how closely an Agent adheres to his/her detailed work schedule as provided by the workforce management system. 100% adherence means that the Agent was exactly where they were supposed to be at the time projected in their schedule. The scheduled time allows for meetings with the supervisor, education, plus answering customer phone calls and supporting other channels. The question, "how often do Agents deviate from their schedule" is answered by this metric.

After Call Work Time: Call-related work that is done when an Agent is not on a call. This is the cumulative amount of time Agents spend on performing follow-up work after the Agent has disconnected from the caller, divided by the total number of calls handled by Agents. The data for after call work time is taken from the system.

Agent: A general term for someone who handles telephone calls and/or other channel transactions in a Contact center. Other common names for the same job include, but are not limited to: operator, associate, sales associate, collections specialist, customer service representative (CSR), or customer care representative.

Agent Development: A process designed to address the Agent's individual needs, and to help them build their work skills and achieve their career objectives. This may include, but not be limited to, work behaviors expected, taught, measured and tracked; continuous education offered and encouraged; and career planning.

Agent Occupancy: The percentage of total paid hours of an Agent's shift during which the Agent is logged in to the ACD or other technology and is available to handle inbound phone, outbound phone, e-mail, chat and other productive work (white mail or back office work), divided by the total scheduled hours at work.

Agent Turnover: The number of Agents who left their "Agent job" (voluntarily or involuntarily) during the previous 12-month period, divided by the total number of Agents working, expressed as a percentage. Track those who were hired during the period, minus those who left their job during the same period. The average number of Agents working is calculated by taking the beginning-of-the-year Agent head count plus the end-of-year Agent head-count and dividing that number by two. ***Do not include attrition during training.***

$$AnnualTurnover \quad (\%) = \left(\frac{P}{A + R - P} \right) * 100$$

Where:
> A = the total number of Agents working during the specified period;
> R = the number of new-hires during the specified period; and
> P = the number of Agents that left the center during the specified period.

Agent Utilization Rate (a.k.a. Utilization): *(NOTE: this definition was expanded in November, 2012, to account for the shift towards multi-channel operations. Dedicated inbound call centers are not affected by this change; only multi-channel centers are affected.).* Utilization is the percentage of the Agents' shift engaged in productive work. For centers which are completely or almost-completely engaged in taking inbound calls, this will mean the percentage of logged-in time during which the Agent is in active telephone mode (involving talk time, hold time and after-call work time). For multi-channel centers, utilization will also capture productive time engaged in e-mail, chat, outbound and other productive work (responding to postal mail or performing productive administrative/"back-office" work). Managers of multi-channel centers must work to gather accurate information on productive time from appropriate systems (e-mail, chat, outbound systems, etc.), and be ready to make those reports available for review.

NOTE! FOR SINGLE-FUNCTION, DEDICATED AGENT CENTERS, PLEASE USE THE FOLLOWING FORMULA:
(e.g., Agents that handle only inbound calls or only e-mail or outbound calls)
 AVERAGE SINGLE FUNCTION UTILIZATION PER DAY =

(Avg. Contact Time in Min. + After Contact Time in Min) X (Avg Contacts per Shift)
Logged-in Time-in-Minutes per Shift

NOTE! FOR BLENDED MULTI-CHANNEL CENTERS, PLEASE USE THIS FORMULA:

Inbound calls: (Avg. Contact Time + Avg. After Contact Work Time) X (Avg Contacts per Shift) **PLUS**

Outbound calls: (Avg. Contact Time + Avg. After Contact Time) X (Avg Contacts per Shift) **PLUS**

E-mails: (Avg. Contact Time + Avg. After Contact Time) X (Avg Contacts per Shift) **PLUS**

Web Chats: (Avg. Contact Time + Avg. After Contact Time) X (Avg Contacts per Shift) **PLUS**

Social Media: (Avg. Contact Time + Avg. After Contact Time) X (Avg Contacts per Shift) **PLUS**

Postal Mail/Back Ofc work: (Postal Mail/Back Ofc Work Time) X (Avg Transactions per Shift) **=**

Total Utilized Minutes per Shift

AVERAGE MULTI-CHANNEL/FUNCTION UTILIZATION PER DAY =

 Total Utilized Minutes per Shift
Logged-in Time-in-Minutes per shift

Alternate Points of Contact: Refers to contact channels other than phone that a customer can use to communicate with a contact center, such as email, web chat, fax, social media, and postal mail. (See also Contact Channel.)

Analytics and Reporting Process: A process designed to provide a means to collect, store, and analyze contact center performance data, and customer inquiry data. The products of this process are actionable reports for Agents, Supervisors, Mangers, and other departments. As financial margins in small centers are often narrow, these centers are more prone to "bleed red" when not managed efficiently.

Automatic Call Distributor (ACD): A device used to manage and distribute incoming calls to a specific group of terminals (Agents).

Automatic Dialer (aka, Autodialer): A device used to generate outbound calls based on a call list, and distribute answered outbound calls to a specific group of terminals (Agents) for completion.

Automatic Number Identification (ANI): ANI is a service of telecommunications carriers, which identifies the telephone number of the calling party. It is commonly used for billing, call routing and database synchronization. There are several specific technologies that fit under the umbrella of ANI, including caller ID.

Auto Response: An auto-response system automatically returns a prewritten message to anyone who submits e-mail to a particular address, whether an individual or a Web site. Auto-response systems are widely used by Web sites for the purpose of responding to visitor comments and suggestions in a preliminary way. You may see an auto-responder in cases where you purchase something online, receiving a "thank you for your order" e-mail, etc.

Auxiliary (AUX) Time in Percent: This is the average amount of time per shift, in percent, that an Agent is logged into an AUX state. Auxiliary time may include, but is not limited to, work in non-call channels, times for training, meetings, assigned off-line work, e-mails, or other job-related tasks. After Call Work Time and Outbound dialing activity is work related, therefore it is not considered Auxiliary Time and therefore it is inappropriate for AUX-codes to be used as such.

Average Attendance in Percent: Actual number of shifts worked divided by the planned number of shifts multiplied by 100. This is a percentage representing how often Agents are NOT absent from work due to an unplanned absence (not to include excused absences, i.e., vacation, authorized leave, FMLA, jury duty, etc.). This is calculated by dividing the total number of unexcused absences by the total number of planned shifts, then subtracting the resulting number from 100.

Average Cost per Call/Contact: See Cost per Call/Contact.

Average Dials per Hour per Agent. This is the sum of all outbound calls manually or automatically dialed and connected to an Agent divided by the total of the Agent hours devoted to outbound calls.

Average Handle Time: See Handle Time.

Average Hold Time: The time during which an Agent placed a call on hold during the body of a call. This is the cumulative total of all hold time, divided by the number of calls placed on hold, for the period that is measured (please use annual metrics).

Average Occupancy in Percent: See Occupancy.

Average Paid Shift Length in Hours: The average length of an Agent shift, including lunch and breaks, e.g., 8 hours, 10 hours, etc.

Average Response Time: This is an average of the amount of time, rounded to hours, that elapse while a contact center to respond to a non-voice inbound customer contact (E-mail, Web Chat, FAX, White Mail, etc.).

Average Sale Value per Call: This number is determined by taking the total sales in dollars and dividing it by the total number of calls handled that result in a sale during the same period of time.

Average Sale Value per Contact: This number is determined by taking the total sales in dollars and dividing it by the total number of contacts by channel or total contacts handled that result in a sale during the same period of time.

Average Speed of Answer (ASA): This is the cumulative total length of time of calls that are in queue or that are ringing before being answered by an Agent, divided by the total numbers of calls answered. This includes both IVR-handled calls and calls handled by an Agent.

Average Talk Time: This is the sum total of Agents' time-in-talk mode, divided by the total number of calls handled by Agents.

Average Time between Calls (a.k.a. Idle Time): This is the average number of minutes during which the Agent is logged into the system in a ready state, waiting for the next call. In other words, it is the average idle time in minutes an Agent spends in waiting mode between calls.

Average Time between Contacts (a.k.a. Idle Time): This is the average number of minutes during which the Agent is logged into a system in a ready state, waiting for the next contact. In other words, it is the average idle time in minutes an Agent spends in waiting mode between contacts.

Average Time in Queue: This is the cumulative total length of time of calls spend in queue before being answered by an Agent. It is the time-in-wait time incurred by a call directed to a split/skill, which includes the time of wait during transfers. This is the average wait time that a caller endures waiting for an Agent to answer the telephone after being placed in the queue by the ACD. This differs from average speed of answer, because this calculation includes only calls that actually had a wait time. This metric is also known as Average Time of Delay. Most ACD systems provide this number.

Average Time to Abandonment: This is the average amount of time a customer will wait in queue before abandoning.

Average Total Live Connects per Agent per Hour: This is the sum of Live Outbound Call Connects divided by total Agent hours. This includes all live conversations to numbers dialed.

Average Total Right Party Connects (RPC) per Agent per Hour: This is the sum of all Right Party (Decision-Maker) Outbound Call Connects divided by total of all Agent hours. (Typically, the correct party connection is able to lead to a resolution.)

B

Base Salary per Year: This is the gross annual base earnings (or guaranteed earnings before incentive pay) of an Agent. (Based on 2080 annual paid hours for a full time employee).

Benchmarking: A structured, analytical methodology that is designed to establish a reference point for performance measures. The outcomes of this process enable managers to identify,

assess, and deploy those proven practices that are highly likely to enable them to gain and maintain a competitive advantage.

Best Practice: Best practice is used to describe the best performing metric in a category, or a proven process or technology that results in optimal performance as measured through benchmarking.

Blended Agents: The term "Blended Agents" refers to Agents that are scheduled to split their workload between handling inbound calls and making outbound calls. Blended Agents can also refer to Agents who spend a portion of their work schedule engaged in non-telephone activities such as handling e-mails, chat sessions, back-office work, and so forth.

Bonus or Incentive Compensation: Annual compensation that is over and above the base wage. This is measured, per Agent, by dollar or percentage above the hourly wage.

Bottom Box Agent Satisfaction: The percentage of lowest possible scores received on the question: "Overall, how satisfied are you with your position?" (a "lowest" score of 1 out of 5, or the bottom of whatever scale you use.)

Bottom Box Customer Satisfaction: The percentage of lowest possible scores received on the question: "Overall, how satisfied were you with the service you received during your contact to our center?" (A "lowest" score of 1 out of 5, or the bottom of whatever scale you use.)

Budget: The annual contact center budget is the total annual dollar amount attributed to and allocated for <u>all</u> expenses associated with the operation of the contact center <u>for which the contact center manager is accountable</u>. The annual budget should include all fully loaded direct and indirect costs for budgetary line items such as: labor, benefits, and incentives for Agents, management, training, and support personnel; HR costs (e.g., recruiting, screening, training); telephony expenses (toll, trunks, equipment); technology purchases/installation (hardware, and software); technology maintenance (hardware and software) network; furniture, fixtures, decorations, etc.; utilities (gas, water, power, UPS backup); maintenance (repair, janitorial, upkeep); supplies; overhead expenses and charge-backs for shared corporate costs (e.g., legal, risk management, payroll administration, IT support, security, accounting, groundskeeping, real estate, floor space, common areas, etc.) as applicable.)

Burdened Cost per Agent: The annualized average cost of an Agent, including salary, commissions, bonus, and benefits.

Business to Business: This is the percentage of contacts exchanged with other businesses as opposed to end-users (individual customer).

C

Calculated Cost per Call in Dollars: The Annual Budget divided by Annual Calls Handled (total of IVR-handled and Agent-handled calls). In blended outbound activity, include the percent of the Annual Budget dedicated to outbound call-occupied time, divided by live outbound calls handled.

Calculated Cost per Call Minute in Dollars: The quotient of Annual Budget divided by Annual Calls Handled (both technology-handled and Agent-handled calls), divided by Average Call Handle Time (the sum of Talk Time + Hold Time + After Call Work Time).

Annual Budget	Live calls handled	Live call time per call	Cost per minute
$800,000	/ 200,000 = $4 cost per call	/ 5 minutes	$4 / 5 = $0.80

Calculated Cost per Contact in Dollars: The Annual Budget divided by Annual Contacts Handled by channel and Total.

Calculated Cost per Contact Minute in Dollars: The quotient of Annual Budget divided by Annual Contacts Handled (both technology-handled and Agent-handled calls), divided by Average Contact Handle Time.

Annual Budget	Live contacts handled	Live handle time per contact	Cost per minute
$800,000	/ 200,000 = $4 cost per call	/ 5 minutes	$4 / 5 = $0.80

Calculated Cost per Contact in Dollars: The Annual Budget divided by total Annual Contacts from all channels (Agent handled and automated) that are handled by the contact center or location.

Calculated Cost per Full-Time Equivalent (FTE) in Dollars: The value derived from dividing the annual budget by the total number of FTE's. (Annual Budget / Total FTE's)

Calculated Self-Service in Percent: The value given from total number of annual calls handled by the IVR divided by the sum of all IVR-handled calls and Agent-handled calls, expressed as a percent.

((Annual IVR-Handled Calls) / (Annual IV-R Handled Calls + Annual Agent-Handled Calls) X 100)

Contact Center Performance Evaluation: This is a process designed to provide a visible means to manage the contact center and report its accomplishments to upper management. Properly implemented, it defines those key performance indicators (KPIs) that are optimal to manage the contact center, determines the frequency with which to collect and analyze performance KPIs, and provides an understanding and guidance of how to manage the center if KPIs fall below goals.

Contact Quality Monitoring: A process designed to observe and evaluate from 5 to 10 contacts per month for each Agent, and to record the evaluations on a monitoring form to be discussed by the Supervisor and the Agent during the coaching process.

Call Recording: A technology that enables contact centers to capture and record most customer/Agent telephone interactions. See Call Quality Monitoring Process.

Call Routing Process: (See also ACD) This is a process designed to ensure that each call is routed to the next available Agent with the proper skills and training to handle the call in the most

effective and efficient manner possible. Call routing often includes identifying "high-value callers" and routing them to a shorter queue.

Caller Satisfaction: This is a state of mind that a customer has regarding his or her most recent voice interaction with a call center. It is typically measured by asking the question: "Overall, how satisfied were you with the telephone interaction you just had?"

Caller Satisfaction Collection Process: An established, routine process of gathering customer feedback regarding a recent call center contact experience. This process includes after-call IVR surveys, follow-up outbound (live Agent) calls, follow-up email surveys, and the like.

Caller Satisfaction Outbound Process: A standard (1 to 5) rating process of gathering customer feedback regarding a recent contact center-initiated call experience. This process includes after-call IVR surveys, follow-up outbound (live Agent) calls, follow-up e-mail surveys, and the like.

Caller Self-Service Process: This is a process designed to a) to have the caller input into the IVR information about themselves and the reason for their call in order to minimize live-Agent time, and b) to migrate low-value calls to the IVR, where the caller's question can be answered by the IVR without the caller talking to an-Agent.

Customer Satisfaction (Customer Experience Survey-CES): This is a state of mind that a customer has regarding his or her most recent interaction with a contact center regardless of channel. It is typically measured by asking the question: "Overall, how satisfied were you with the experience you just had?"

Customer Service Recovery: This process is designed ensure that follow-up to "disgruntled" customers is properly executed, that their issues are understood and, where possible and reasonable, their issues are acted upon and resolved with a win-win solution. This process is different from that of Service Improvement in that it, Service Recovery, is designed to win back disgruntled or lost customers.

Calls Blocked in Percent: The total number of calls that did not connect with the ACD divided by the total number of calls offered plus blocked calls multiplied by 100. These are calls that never make it to the ACD. Examples of blocked calls are: "busy signals," "number not in service" messages, etc. This number is commonly furnished by the telecommunications provider.

Calls Handled: These are the total number of unique inbound calls received in a given year by the center that are completed by an Agent, plus those completed by the IVR. The numeric value for calls handled must be equal to or less than calls offered, and should be approximate to the numeric value of calls offered less those abandoned. (This number is often provided by your ACD.)

Contacts Handled: These are the total number of unique contacts received in a given year by the center that are completed by an Agent, plus those completed by the IVR. The numeric value for contacts handled must be equal to or less than contacts offered, and should be approximate to the numeric value of contacts offered less those abandoned. (This number is often provided by your channel reporting systems.)

Calls Handled by Agent-Inbound: These are the total number of unique inbound calls received in a given year by the center that are completed by an Agent. The sum of this value, when added to the sum of calls handled by the IVR, should equal the value for calls handled by the center. (This number is often provided by your ACD.)

Calls Handled by Agent-Outbound: These are the total number of outbound calls connected during a given period of time by the center that are completed by an Agent.

Calls Handled by IVR: These are the total number of unique inbound calls received in a given year by the center that are completed by the IVR. The sum of this value, when added to the sum of calls handled by Agents, should equal the value for calls handled by the center. (This number is often provided by your ACD.)

Calls Offered: This is the total number of inbound calls received at the ACD in a given year by the center. (This number is provided by your ACD.)

Calls per Hour: The total number of calls handled per Agent per shift divided by the total number hours worked; i.e., 48 live calls per shift / 6 hours occupied per shift = 8 calls per hour

Calls Resolved on First Call: This is the total numbers of calls that were completely resolved during the course of the first inbound call initiated by the customer (and that therefore do not require a call back to resolve the issue) divided by total numbers of calls handled by Agents – expressed as a percent. Also known as first call resolution (FCR) and first time final.

Calls Transferred in Percent: The total number of calls transferred by Agents (due to their inability to properly or completely handle the call – for whatever reason), divided by the total number of unique calls handled by Agents. This would not include voluntary transfers to other departments after resolution occurs for the initial call reason.

Campaign: See Outbound Call Campaign

Campaign List: Outbound call dialing list(s) used in connection with Automatic (Predictive) Outbound Dialers. These lists are fed into the automatic dialer throughout the calling day until all calls have been completed or until an answering machine response protocol has been employed. Uncompleted campaigns are carried over to the next day(s).

Chat Session: See Web Chat.

Computer-Telephony Integration (CTI): This refers to the technology that enables the coordination and integration of computers with telephone systems. Functions of CTI include: Calling Line Information Display, Screen Population (on call answer), On Screen Dial, Preview and Predictive Dial, and On Screen Call Control. For outbound calling such as telemarketing, CTI pre-dials the callers, matches the number of a called party with a customer record and displays it for reference by the Agent when talking to the customer.

Connects: See Live Connect Percent.

Consumer to Business: This is the percentage of calls exchanged with people working for businesses as opposed to calls from individuals contacts in their private capacity.

Contact Channel: See Customer Access Channels.

Contacts per Hour: The total number of customer contacts from all channels handled per Agent per shift, divided by the total hours worked- i.e., 48 live contacts per shift / 6 hours occupied per shift = 8 contacts per hour

Contacts Resolved on First Contact: This is the total numbers of customer contacts from all channels that were completely resolved during the course of the first contact initiated by the customer (and therefore do not require a follow-up contact to resolve the issue) divided by total numbers of contacts from all channels handled by Agents – expressed as a percent (Also known as First Contact Resolution (FCR) or First Time Final).

Cost per Call: This is the sum of all costs for running the contact center for the period divided by the number of calls handled in the contact center for the same period. This includes all calls for all reasons whether handled by an Agent or technology, such as IVR. You can also just calculate the cost per call for Agent-handled calls. The number of calls received will be captured by the ACD. The total cost of the center can be obtained from your accounting department.

Cost per Contact:

   a) Across all channels: This is the sum of all costs for running the contact center for the specified period, divided by the number of contacts handled in the contact center for the same period for all contact channels, including phone (live Agent and IVR), e-mail, web-chat.

   b) By channel: This is the sum of all costs for running the contact center for the specified period divided by the number of contacts handled in the contact center for the same period for each contact channel, factored by its percentage of total contacts for all channels for the period, as follows:

   1. Cost per Agent Handled phone contact = (Budget / # Agent Handled phone contacts) x (# Agent Handled phone contacts / total sum of all contacts)

   2. Cost per IVR Self-Service contact = (Budget / # IVR Self-Service contacts) x (# IVR Self-Service contacts / total sum of all contacts)

   3. Cost per E-mail contact = (Budget / # E-mail contacts) x (# E-mail contacts / total sum of all contacts)

   4. Cost per Web Chat contact = (Budget / # Web Chat contacts) x (# Web Chat contacts / total sum of all contacts)

Cross-Sell: A cross-sell occurs when an Agent recognizes that the customer might be able to use a product from the same company, but in a totally different product line. For instance, an Agent at a banking contact center who is opening a savings account for a customer might recognize the advantage for the customer to purchase a CD from the bank at a higher interest rate.

CTI: See Computer-Telephony Integration.

Customer Access Channels: Customer access channels are the multiple ways that customers can reach out and contact a company. A few of the obvious access channels are telephone, e-mail, fax, normal mail, kiosk, and face-to-face.

Customer Centric: Placing the wants and needs of the customer as the central focus of all business practices within the firm. Seeing your business through the "eyes of the customer."

Customer Lifetime Value: The imputed dollar revenues or profits (depending on formula) generated by the customer for as long as the customer remains with the firm.

Customer Relationship Management (CRM): This process is designed to ensure that the Agent taking a contact is aware of all aspects of the customer's information, including such things as purchasing history, previous contacts, credit rating, channel preferences, value to the company, and many more. The CRM process allows the Agent to use this customer information to better serve the customer's needs during the contact handling experience.

Customer Retention: The process of keeping a customer as opposed to losing the customer to the competition. A percentage of this figure would be the tenure of the average customer with the firm as computed by the sum of the time of all customers with the firm divided by the number of customers.

Customer Satisfaction: This is a state of mind that a customer has about a company in which their expectations have been met or exceeded over the lifetime of the product. This leads to company loyalty and product repurchase.

Customer Share: The percent of those who purchase the item of interest from a given firm. This is computed as the number of customers who purchase the item from a given firm divided by the number of customers who purchase the item from all firms combined.

Customer Value Segment: Customer value segmentation strives to segment customers based on their financial value to the company. This value is usually based on a combination of the total amount of money that a customer spends with the company, and the profitability of that revenue stream. The best example would be the frequent flyer programs that the airlines have. United, for instance, has the following value segments with its frequent flyer program: a) regular frequent flyer, b) premium frequent flyer, and c) 1K frequent flyer.

D

Dedicated Outbound Agent: This describes the differentiated skill of an Agent who is assigned and occupied full time to an outbound team or department in the Contact Center. Such Agents typically will not switch to inbound calls or other activity during the day. This is in contrast with Blended Agent activity.

Dial Attempts: A volume measure of all dials made to a predetermined customer list. The attempt includes the ring, no answer, voice mail, and/or connects. It becomes the baseline of outbound activity typically used for occupancy confirmation.

DNIS: Dialed Number Identification Service. A carrier service for 800/888 and 900 numbers that forwards the number dialed by the caller to the called party.

E

Effectiveness Index: The index is calculated by statistically combining into an index those metrics that are indicative of effective performance. This is considered to be a quality metric and impacts customer-focused processes.

Efficiency Index: The index is calculated by statistically combining into an index those metrics that are indicative of efficient performance. This is considered to be a productivity metric and focuses on the cost investment of time or money in operating the business.

E-Mail Auto Response: See Auto Response.

External Metrics: These are usually characterized as "soft" numbers as they are the collected attitudes, opinions, and emotions of customers or other interested parties. The data may be collected by survey, focus group, or interview methods. This represents the customer perspective.

F

Full-time Agents: A full-time Agent is one who works 40 hours or more per week, or for whatever comparable equivalent is used. In some cases, full-time Agents are counted at 36 hour per week. As this is an operational metric, the specific hours worked is less important than the number of Agents working in the capacity of a full-time Agent.

Full-time Equivalent (FTE): This is an operations and workforce metric that aggregates the amount of all labor used in terms of a full-time workforce. It is derived by adding the cumulative sum of labor hours for both full-time and part-time employees for a specified period and dividing its sum by 40.

Total FTE's = (total average hours of full-time Agents + total average hours of part-time Agents)/40

Agent Type	Agent Head-Count	Average Hrs Worked /Wk / Agent	Total Weekly Hours	Full-Time Equivalent Hours	Total FTE's
Full-time	50	40	2000		50
Part-time	20	30	600	40	15
Totals	<u>70</u>	70	2600	40	<u>65</u>

H

Handle Time:

    Inbound Call: The sum of talk time, hold time, and after-call work time.

    IVR: The average amount of time a caller spends in the IVR before the caller either hangs up or is forwarded to the Agent queue.

    Outbound Call: The sum of talk time and after-call work time.

    E-mail: This is the total time, including after work time to process an e-mail transaction.

FAX: This is the total time, including after work time to process a facsimile transaction.

Web Chat: This is the total time, including after work time to process a web chat transaction.

White Mail: This is the total time, including after work time to process a White Mail transaction.

Social Media: This is the total time, including after work time to process a social media transaction.

Help Desk: The term typically applied to a contact center that primarily handles contacts from employees about technical problems with their computer, monitor, printer, and the like.

Hold Time: The cumulative sum total of all hold time, divided by the number of calls placed on hold for the period measured. This measurement may also be derived from percent of calls held.

Hours per Shift (a.k.a. Shift Hours): See Average Paid Shift Length in Hours.

I

Idle Time: (See also Average Time between Contacts.) This is the average number of minutes during which the Agent is logged into a system in a "ready" state waiting for the next contact, or in other words, the average idle time in minutes an Agent is in waiting mode between contacts.

Information Access: An internal process designed to make all information needed by the Agent easily accessible on the Agent's desktop for quick and accurate answers to customer's questions. In theory, the Information Access process defines those access points used by Agents to tap into the knowledge base management system (KBMS) of the company.

Internal Metrics: These are generated by computers internal to contact center technology (PBS, ACD, or VRU) or by departments such as Accounting, Finance, or Human Resources. Internal metrics are commonly perceived as "hard" numbers. Examples include average handle time, queue time, and abandon rate. These metrics generally do not reflect the view the customer has of your company.

IVR (Interactive Voice Response): Technology that both routes calls and allows a customer to interact with the data systems by responding to a menu of options. Responses are typically entered by pressing the keys on the telephone keypad; however, voice recognition is becoming more commonly integrated into the process.

IVR Containment: See Percent IVR Containment.

IVR Opt Out: Measured in percent, this is the number of callers who, during their call to your center, initially attempt to find solutions via the IVR, but then elect to speak with an Agent. This is not the same as those who choose to speak to an Agent as an initial menu option.

K

Key Performance Indicator (a.k.a. KPI): A set of quantifiable measures that a contact center uses to gauge or compare performance in terms of meeting their operational and strategic goals. Common KPI metrics include cost per call, average speed of answer, hold time, occupancy, and utilization.

L

Labor Union: A legally recognized professional body organized for the purpose of supporting the needs of its members through the collective bargaining of wages, benefits, and working conditions.

List Penetration: (See also Campaign List.) A telemarketing metric that measures the percentage of the daily calling list (or "campaign") that result in a completed live call.

Live Connect Percent: This is the percentage of calls made where a person answers divided by the total calls attempted. Within the live connects, you can measure "Right-Party (Decision Maker) Connect." Live connects do not to include hang-ups, voice-recorders, call intercepts, busy tones, etc.).

M

Minutes of Telephone Usage: This is the annual number of minutes of telephone usage by the call center for calls. This does not include the phone usage for executive, administrative, and support personnel. This number is often provided by your telecommunications service provider (the phone company).

Moment of Truth: MOT is a critical interaction between the customer and the product or service or employee that determines whether the customer will continue to purchase from the vendor.

Multi-Channel Center: In a multi-channel contact center, an Agent handles incoming and outgoing calls, e-mail, live chats, and other tasks such as letters, Faxes etc. as needed. Need is determined by contact center traffic levels as they occur randomly throughout the shift. This differs from a blended contact center in that the traffic flow is not forecasted, regulated, or managed on a business-rules driven, scheduled basis.

O

Occupancy: This is the total staffed time logged in to the ACD (including ready/available, engaged on call, in ACW, or other active states) or other technology and is available to handle inbound phone, outbound phone, e-mail, chat and other productive work (white mail or back office work), divided by the total scheduled (paid) hours at work.

Order Taking and Tracking: This is a specific function of customer service and it means that this contact center specializes in taking and tracking orders.

Outbound Call Campaign: For outbound call centers, a campaign is a specific operation to call a pre-selected list of individuals for a specific purpose. (See Outbound Call Types below.)

Outbound Call Types: In benchmarking you can compare to others by call function in three distinct service call types: (1) Sales / Leads / Telemarketing; (2) Collections; (3) Surveys /Research / Follow-up Contacts.

Outbound Performance Metrics: These are all the measurements that indicate the performance of an outbound telephone Agent or contact center. Examples include Sales per Agent per Shift or measures related to results, revenue, or resolution.

Outsourcing: The process of contracting through a third-party, teleservices company to manage the contact-handling experience for a company that: a) doesn't have the core competency to handle various or multiple contacts from its customers, and/or b) has too many contacts to handle for its existing base of trained Agents. The third-party teleservices company typically specializes in contact handling as their only core competency.

P

Part-time Agents: A Part-time Agent is one who works a schedule of less than 36 hours per week or whatever equivalent part-time cap is used by your center. As this is an operational metric, the specific hours worked is less important than the number of Agents working in the capacity of a part-time Agent, e.g.,. if an Agent works 30 hours part-time compared to 40 hours full-time, they are .75 equivalent.

PBX: A telephone switching device owned by a private company vs. one owned by a common carrier.

Peer Group: Peer Group most often refers to the contact centers that have the same profile of activities as your company. For instance, a peer group might be all contact centers handling mostly inbound contacts that are mostly business-to-business in a contact center of over 100 Agents for a company with annual revenues of over one billion dollars. Peer group does not necessarily connote competitors.

Penetration Level: See List Penetration.

Percent Abandoned: See Abandon Rate.

Percent Agent Utilization: See Agent Utilization Rate.

Percent Attendance: See Average Attendance in Percent.

Percent Blocked Calls: See Calls Blocked.

Percent Contacts Handled on the First Contact (a.k.a. First Time Final): See Contacts Resolved on First Contact.

Percent IVR Containment (aka, Percentage of IVR Self-Service): This is the percentage of calls that were completely resolved within the IVR and were not forwarded to an Agent.

Percentage Live Connects to Total Attempts: This is the total number of calls answered by an person divided by the total number of calls attempted. This is not the same as Right-Party Connects.

Percentage of Calls Placed in Queue: See Average Time in Queue.

Percentage of Calls Transferred: See Calls Transferred in Percent.

Power Dialer: A power dialer is more than simply an automatic dialer. It not only helps connect and manage the call; it can personalize calls to existing customers by bringing up related customer history and personal preferences. This can help to convey the feeling that each customer is receiving preferential treatment.

Predictive Dialer: A type of autodialer. A predictive dialer dials ahead of Agents becoming available or when the predictive dialer matches a forecast number of available Agents with a forecast number of available called parties. These processes provide large increases in dial rates and Agent productivity.

Preview Dialer: A preview dialer automatically presents an Agent with contact information prior to dialing the number. The Agent has complete control over the dialing process and can inform the preview dialer if and when the call is to be placed. If the Agent does not wish to proceed with the call, the preview dialer can present another contact for the Agent to review. Preview dialing is an effective automated dialing technique when the Agent requires more control over the call process and may prioritize which contacts are to be made. Also, if the Agent requires additional time prior to the call to read through notes or call history, this technique is useful because it lets the Agent manage contact preview time.

Public Business (or Branch) eXchange : See PBX.

Q

Queue Time: See Average Time in Queue.

R

Real-Time Expert Hub: A process designed to enhance the probability that each contact is completed on the first contact. A Real-Time Expert Hub is often staffed by subject matter experts (SME).

Right-Party Connects (RPC): This is the percentage of calls made where the intended party answers, divided by the total calls attempted. This is not to be confused with "Live Connect" which measures anyone providing a response to an outbound call connection

Rejection: The customer's state of mind such that disengagement from the current relationship has already been decided and has been or soon will be implemented. Negative word of mouth is likely to occur.

S

Semi-automatic Dialer: An Agent-controlled dialer. All actions (dialing, playing audio message, recording, and the like) are initiated by an Agent, normally with the press of a key. It is a productivity tool for telemarketing Agents.

Service Improvement: A process designed to use customer feedback from the contact-handling experience to improve how future contacts are handled. Properly implemented, it involves conducting customer feedback surveys, documenting complaints, fixing the customer's problem, and the process that caused the problems of the customer.

Service Level: This is a broad-based term that is used to measure productivity; however, its use is not exclusive to the productivity of contact handling. In contact centers it commonly defines X amounts of output in Y amounts of time. For example, 80 percent of calls answered in 20 seconds.

Shifts per Year: On average, a full-time Agent works approximately 250 shifts per year for an 8-hour shift, or 200 shifts per year for a 10-hour shift. However, the number of shifts worked by

part-time Agents may actually be more or less than this, depending upon the average length of shifts and numbers of shifts worked per year. This may also be interpreted as the average number of times that an Agent reports to work.

Single Channel Center: Contact Centers that support a single contact channel and/or Customer function only. (e.g., Inbound Telephone calls, Outbound Calls, e-mail, etc.).

Skills-based Routing: A technology enabling the routing of contacts to Agents assigned a particular skill or set of skills. A common component of most ACD systems.

Smart Autodialer: A Smart Autodialer is an autodialer capable of personalizing messages and collecting touchtone or speech feedback. A speech engine is usually included for converting text to speech and recognizing speech over the phone.

Span of Control (Agents to Supervisor Ratio): This is the total number of Agents, including leads (if used,) assigned to the control of each supervisor, expressed as a ratio.

Speech Recognition: A technology designed to use interpreted human speech that enables people to interact with a computerized (telephone) system.

Staffing Model: The Workforce Management method employed by contact center management to determine the optimal number of Agents to schedule per shift by using a third-party workforce management system or an in-house scheduling system. Blended staffing models are used to assign time spent on inbound vs. outbound contact activity and occupancy.

Subject Matter Expert (SME): This is a designation specific to an organization, business unit, process, or item this is assigned to someone who demonstrates exceptional levels of expertise, knowledge, and abilities in the performance of a particular job-skill, task, or function related to the topic: a person that has an extended sense or in-depth knowledge of a particular subject.

T

Talk Time: See Average Talk Time.

Telephone Grade of Service (80% of calls answered in xx seconds): This is a productivity measure of the average time in seconds it requires for a center to answer 80% of its calls offered. This differs from standard service level measurements that set a goal in time to which the center shall attempt to handle a prescribed volume of calls within.

Use the following formula to calculate this value: Let X = your service level time; let Y = your service level percentage; S = the time in which 80% of calls are answered. S = (X .80)/Y). For example, if you answer 93% of your calls in 20 seconds, the results are as follows: S = (20 .80)/.93 = 17.20 seconds.)

Top Box Agent Satisfaction: The percentage of perfect scores received on the question, "Overall, how satisfied are you with your position?" (A "highest" score of 5 out of 5, or the top of whatever scale you use.)

Top Box Customer Satisfaction: The percentage of perfect scores received on the question, "Overall, how satisfied were you with the service you received during your contact with our center?" (A "highest" score of 5 out of 5, or the top of whatever scale you use.)

Total Calls Offered: See Calls Offered.

Touch-point: Touch-point is a "buzzword" for customer access channels. (See also Alternate Points of Contact, Customer Access Channels.)

U

Up-Sell: To sell a higher value product to an existing customer. For example, to lease a more expensive copier to an existing customer. (Also see Cross Sell).

Utilization: See Agent Utilization Rate.

V

Value-based Routing: A programmable form of Skills Based Routing targeted at Customer Value where customers are ranked in revenue or sensitivity value and their contacts are handled by designated Agents.

Value Creating Gap: This represents a performance gap where your contact center is doing better than your peer group.

Value Destroying Gap: This represents a performance gap where your contact center is doing worse than your peer group.

Voice Response Unit (VRU): See IVR.

W

Web Chat: An interactive keyboard messaging exchange between a customer / client / individual and a customer support representative (CSR) conducted over the company's Internet web site.

Web Chat Session: This is the total elapsed time from the beginning to the conclusion of an interactive Web Chat exchange, expressed in minutes.

Workforce Management: Related to Workforce Optimization, a process often used for contact forecasting and Agent scheduling using historical contact data. Other functions of workforce management may include skills-based scheduling, schedule adherence, time-off administrations, performance management tools and reporting

Workforce Optimization: A process designed to ensure that all Contact Center personnel with the right skills are in the right seats at the right times to maximize the contact center's productivity with the fewest possible resources.

Wrap-Up Time (a.k.a. Wrap time): See: "After Contact Work Time".

Appendix B:

Tonchev Performance Index

1. Introduction

Indexes have been widely used to measure the market performance of companies active in diverse industry sectors. However, as the business processes become more complex and inter-dependent there is an emerging need for a structural analytical methodology that thoroughly examines all the aspects of the company's performance. In response to this challenge, the Tonchev Performance Index (TPI) was developed to match the performance requirements of the Contact Center Industry. The index's objectives, structure, calculation and characteristics are briefly described in this paper to facilitate its understanding and utilization.
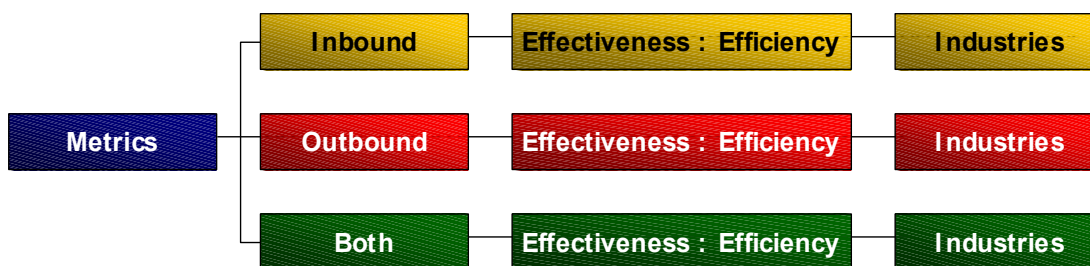
2. Objectives

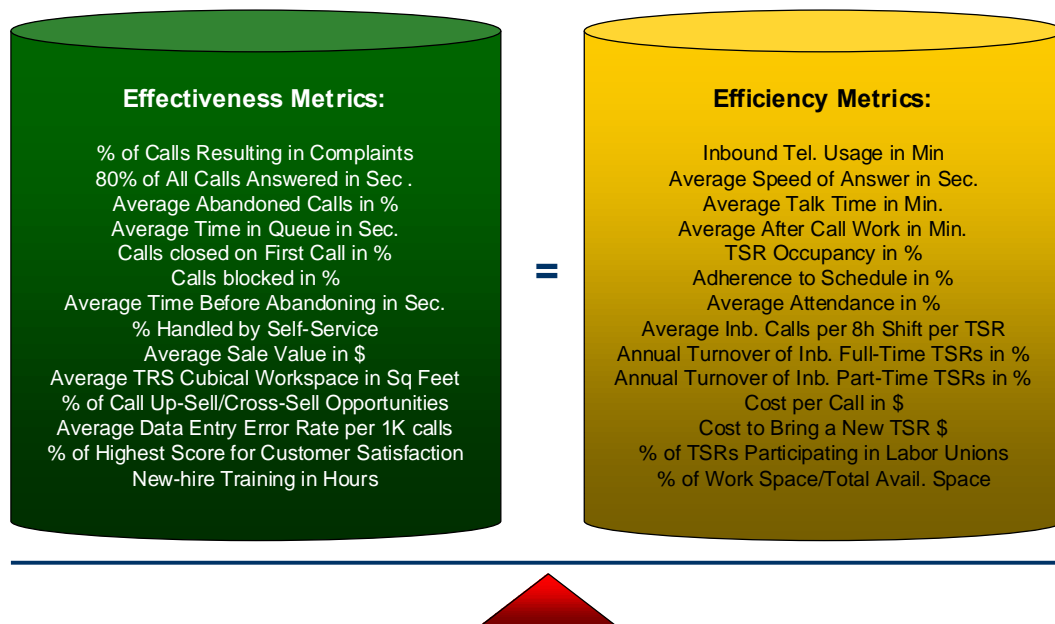The Tonchev Performance Index (TPI) has the following six objectives:

1. Business Performance Measurement: to quickly and quantitatively describe a company's Contact Center as compared with its industry peers.

2. Effectiveness and Efficiency Balance: to take into consideration the balance needed between effectiveness (quality) and efficiency (productivity).

3. Industry and Operations Sensitivity: to evaluate the Contact Center's performance based on both industry and business criteria.

4. Mathematical Normalization: to normalize all key performance indicators so that metrics are expressed in identical and comparative units.

5. Simplified Calculation: to be easily comprehended, calculated and believed

6. Adjustment Allowances: to allow adjustments and updates without major re-design.

3. Index Structure

Considering the above-mentioned objectives, the TPI index has a multi-level division of its composite metrics. The first division is by types of Contact Centers. Here, there are three possibilities: inbound, outbound, and both. For each of these three categories, there is a further split into equal amounts of effectiveness and efficiency key performance indicators. The idea behind this separation is to achieve a balanced model that realistically measures a Contact Centers' performance. Finally, the last metrical division is by industry types. (Please, see the two figures below.)

A Balanced Model (example)

Effectiveness Metrics:		Efficiency Metrics:
% of Calls Resulting in Complaints 80% of All Calls Answered in Sec . Average Abandoned Calls in % Average Time in Queue in Sec. Calls closed on First Call in % Calls blocked in % Average Time Before Abandoning in Sec. % Handled by Self-Service Average Sale Value in $ Average TRS Cubical Workspace in Sq Feet % of Call Up-Sell/Cross-Sell Opportunities Average Data Entry Error Rate per 1K calls % of Highest Score for Customer Satisfaction New-hire Training in Hours	=	Inbound Tel. Usage in Min Average Speed of Answer in Sec. Average Talk Time in Min. Average After Call Work in Min. TSR Occupancy in % Adherence to Schedule in % Average Attendance in % Average Inb. Calls per 8h Shift per TSR Annual Turnover of Inb. Full-Time TSRs in % Annual Turnover of Inb. Part-Time TSRs in % Cost per Call in $ Cost to Bring a New TSR $ % of TSRs Participating in Labor Unions % of Work Space/Total Avail. Space

4. Index Calculation

The main TPI index's formula is:

$$\mathbf{TBPI = (Q + P)} - \frac{\mathbf{|\,Q - P\,|}}{\mathbf{k}}$$

Q = Effectiveness Metrics

P = Efficiency Metrics

k = "Out-of-Balance" Penalty Factor

$$Q = \sum_{i=1}^{n} C_{q,i} * \frac{\left(KPI_{q,i} - KPI_{q,\,industry\,\_\,average\,\_\,for\,\_\,i}\right)}{KPI_{q,\,industry\,\_\,average\,\_\,for\,\_\,i}}$$

$$P = \sum_{i=1}^{m} C_{p,i} * \frac{\left(KPI_{p,i} - KPI_{p,\,industry\,\_\,average\,\_\,for\,\_\,i}\right)}{KPI_{p,\,industry\,\_\,average\,\_\,for\,\_\,i}}$$

KPI = Key Performance Indicator

n = Total Number of Effectiveness KPIs

m = Total Number of Efficiency KPIs

n = m (Balanced Model)

$KPI_{q,i}$ = Effectiveness KPI

$KPI_{p,i}$ = Efficiency KPI

$C_{q,i}$ = Gap Direction Coefficient

$C_{p,i}$ = Gap Direction Coefficient

5. Graphical Presentation of the TPI index

The Tonchev Performance Index is graphically represented by "The Leaf Diagram" (See the figure below). This diagram is a type of matrix with two axis: effectiveness and efficiency. Diagonally, across the center of the matrix, there is a yellow line that shows the balance between the two

parameters. Additionally, there are "Line 0" and "Target Line". The first line shows the combination of points with TPI index equal to zero, whereas the second line points the desired performance. The slope of these lines determines how much a particular company is penalized for not being able to balance quality with productivity. The closer a given point is to the upper right side of the balance line, the higher the TPI index and therefore the better the performance.
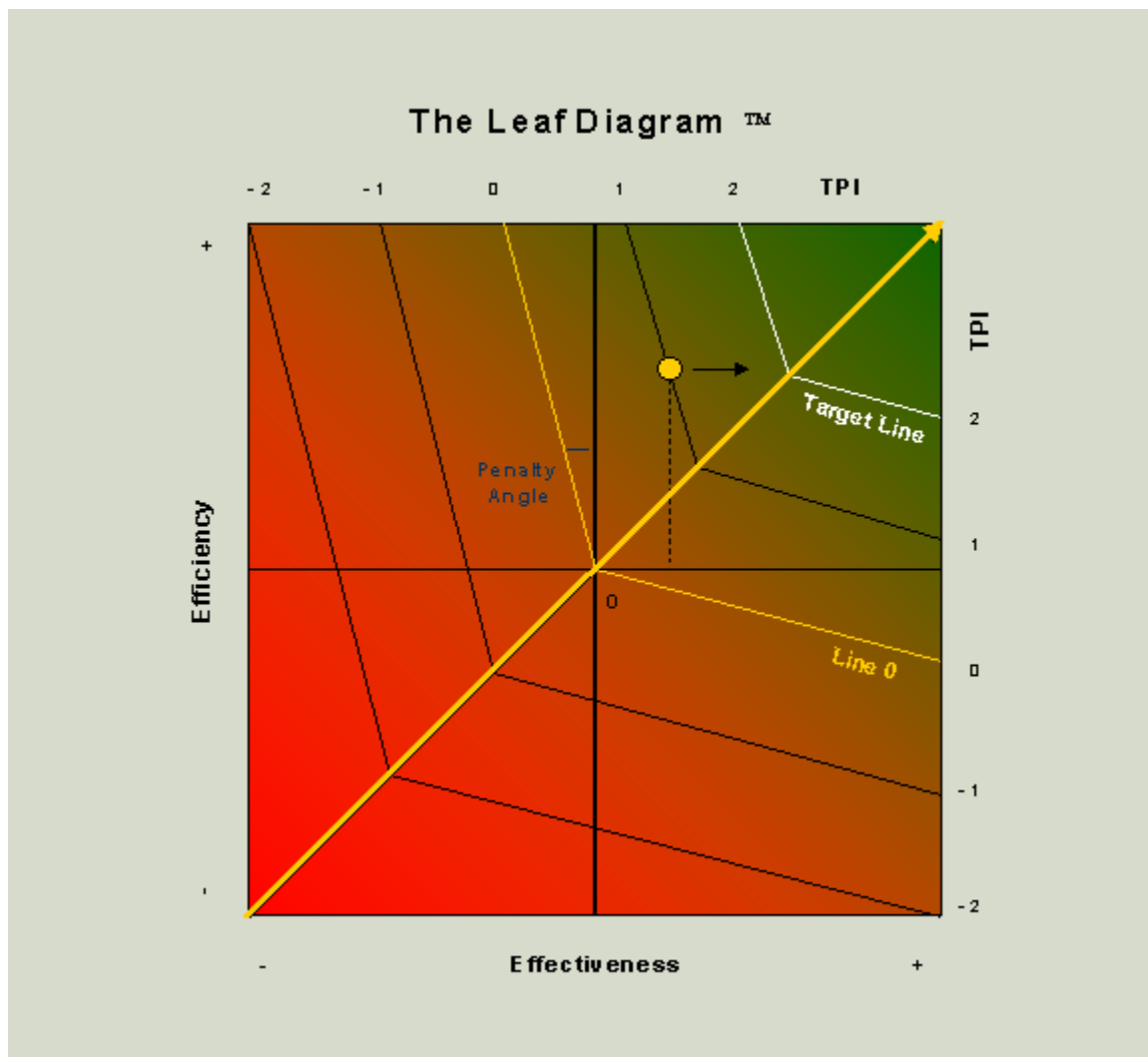
6. Advantages and Limitations of the TPI Index

The TPI index differs substantially from the conventional performance indexes. Its main advantages and limitations can be summarized as follows:

Advantages:

Balance between effectiveness and efficiency - Equal attention is paid on both goals. Therefore, if there is an imbalance between effectiveness and efficiency, the company's performance is penalized, and the index is lower.

Transparent Results – The index value tells exactly the company's deviation from the industry average. Depending on the performance, this value can be positive, neutral, or negative.

Normalization – All metrics included in the index calculation have the same units, namely they are all in percent, (%).

Adjustability – When necessary, the index allows updates and corrections.

Comparability – Since the company performance is measured by percentage deviation from the industry average, the index compares "apples with apples".

Dynamics – Except for the penalty factor, the index does not rely on static coefficients. Instead, it is based on dynamic industry data.

Limitations:

Database Requirement – The index requires a large database.

Pair Principle – Since the index's effectiveness-efficiency balance must exist, the addition of new effectiveness metrics always has to correspond with the inclusion of equal amounts of efficiency metrics.

Penalty Factor – Even though the penalty factor has a logical justification its value can be biased.

7. Conclusion

The TPI index is a performance benchmark tool that gives a numerical value of the Contact Centers' performance. It is a balanced index that can be used for comparisons of different types of Contact Centers with various business operations. The strength of the TPI index is its simplicity and dynamic nature. It can help organizations to identify their weak areas and show the path leading to improved financial and market results. In conclusion, just as the finish time determines the performance of the long-distance runner, the TPI index is a single aggregate value that measures a Contact Center's competitive performance.

Appendix C:

Principal Investigators

Bruce Belfiore is CEO of BenchmarkPortal and Senior Research Executive at the Center for Customer-Driven Quality, founded at Purdue University. BenchmarkPortal provides best practices information to the customer contact industry worldwide.

A dual national, Bruce has divided his career between North America and Europe, and has fulfilled work assignments in Asia and Africa as well. He has worked in the finance sector with international commercial and investment banks. Bruce worked with the Bain & Co. management consulting group in Italy and formed a specialty unit advising clients in the field of corporate finance. While in Europe, Bruce was also a speaker and writer on business topics in English and Italian.

Bruce first became involved in the contact center sector over a decade ago and joined BenchmarkPortal, Inc. in 2000. Bruce is the author of the books *Benchmarking for Profits!*, a manual for best practices contact center benchmarking, as well as its sequel, *Benchmarking at its Best for Contact Centers*. He is currently working on another book, *Shareholder Value and Customer Contact* with Dr. Jon Anton of Purdue University.

He is involved with the certification of Contact Centers of Excellence under the Center of Customer-Driven Quality (Purdue Research Park, Purdue University), administered by BenchmarkPortal. He is also Dean of the College of Contact Center Excellence, which provides advanced curricula to contact center managers and supervisors.

Bruce is Co.-inventor of a patent for a symbolic language system, Simbly™, with important contact center applications. Simbly, which uses nested symbols to encapsulate and standardize frequently used text "chunks" has been shown in research to lower data entry time by 17 to 20%, and offers advantages to operations that must deal with more than one language.

Bruce holds an A.B. degree from Harvard College, a J.D degree from Harvard Law School, and an MBA degree from Harvard Business School, where he also attended the HBS Entrepreneur's Tool Kit program in 2000. He has published numerous articles and has been a featured speaker in both English and Italian on a variety of business topics.

Bruce can be reached at BruceBelfiore@BenchmarkPortal.com.

John Chatterley is a Senior Consultant and Director of Research and Analysis for BenchmarkPortal, specializing contact center performance research, analysis, technical writing, and content editing. John has published numerous customized benchmarking reports, research reports, One-Minute™ Survey reports, and White Papers.

Mr. Chatterley is editor/writer/analyst of BenchmarkPortal's annual series of 42 detailed industry reports covering the spectrum of contact center industry sectors, and Chief editor/analyst of BenchmarkPortal's series of One-Minute™ Surveys. He authored a comprehensive White Paper study entitled "Improving Contact Center Performance through Optimized Site Selection." Mr. Chatterley has been and continues to be retained for his contact center expertise with numerous contact centers and consulting firms, both domestically and internationally. He is a faculty member with the College of Contact Center Excellence.

Mr. Chatterley co-authored numerous books with Dr. Jon Anton, including:

1. *"Coaching Call Center Agents,"*

2. *"Defining Customer Care,"*

3. *"Automated Self-Service Using Speech Recognition,"*

4. *"Listening to the Voice of the Customer,*

5. *"Contact Center Management by the Numbers"*

6. *"Offshore Outsourcing Opportunities,"*

7. *"Selecting a Teleservices Partner,"*

and is currently working on several others.

John's professional career spans more than 20 years of experience in contact center management and consulting. Mr. Chatterley designed, implemented, staffed and managed three 500+ seat contact center sites in Arizona, Nevada, and California, and has extensive contact center operational management experience. He possesses first-hand experience at all levels of a contact center including front-line technical support agent, supervisor, team lead, analyst, designer, contact center manager, and operations director.

John is a Purdue Certified Contact Center Auditor, Certified AT&T Call Center College Instructor, BenchmarkPortal Certified Benchmarking Instructor and Analyst. John's professional education was in Electrical Engineering & Computer Science at Southern Utah University, and subsequently at the University of Utah.

John can be reached at JohnChatterley@BenchmarkPortal.com

David Raia is highly regarded in the industry as a Contact Center Operations Improvement Specialist. He began his consulting career in 1995 and has spent the past 15 years successfully driving a variety of complex Contact Center Optimization engagements across Federal Government and Fortune 500 companies in the United States and Canada. He has successfully delivered People, Process and Technology Improvement projects for Contact Center functions that include: Sales and Service, Credit and Collections, Campaign Management and CRM Strategies and Tactics. He and his project teams have met or exceeded Business Case commitments in each completed engagement. His areas of expertise include Virtual Consolidations, Market Segmentation, Contact Management, Quality Assurance, Agent and Supervisor Training, Reporting and Performance Management and related workforce optimization. Mr. Raia has been a featured speaker on many of these topics at a variety of national Contact Center and Management Seminars.

David enjoyed a successful thirty-year career in the telecommunications industry; holding a variety of line and staff managerial positions in Sales, Service, Strategic Planning and Finance. In his last assignment, he was the General Manager for a 1,500 seat multichannel and multi-functional National Sales and Service Assistance Center. He was responsible for introducing a leading edge *Expert Systems* Knowledge and Contact Management platform to his organization that, with modifications, is still operating effectively today.

He joined a major Contact Center CRM consultancy in 1995 and spent 15 years primarily managing varied and complex Contact Center engagements across the United States and Canada. His areas of expertise include Contact Center: Assessments, Operations, Organizational Design, Strategies and Tactics, Business Case Development, Measurements and Metrics, Migration Planning and Project/Program Management. He has been a featured speaker on many of these topics at a variety of national Contact Center and Management Seminars. He is currently Skill Group lead for eLoyalty's Contact Center Professional Services Consultants and Thought Leader for the firm's Contact Center Optimization Proficiency.

David can be reached at DavidRaia@BenchmarkPortal.com

Appendix D:

Partial List of Benchmark Participants

Catalog-Wholesale/Retail

1-800-flowers
ALJ
Blair Corporation
Bob Barker Company
Bodybuilding.com
Buyseasons Inc.
Central Power Systems
Chico's
Eddie Bauer
Gopher Sport
Home Décor Products, Inc.
Horace Mann
Integrated Merchandising
Systems - Group II
Logicom Bilgi Teknoloji
Dagitim Ltd Sti
Manpower EU
MidwayUSA
Miles Kimball
MSC Industrial Supply
Musictoday
Network Direct Inc
PRC - Philip Morris
R&B, INC
Rent A Center
Silhouette Optical
Sleeman Breweries Ltd/CAC
Southern Fulfillment Services
Sysco Business Services
The Bradford Exchange
Ultradent Products
Victoria's Secret
VWR International
Wine Country Gift

Chemicals / Pharma

Ecolab
Monsanto
Mylan Pharmaceuticals, Inc.
Novo Nordisk Inc.
SABIC
Scherzinger Pest Control

Computer Hardware

Caleris
Cornerstone Medical Care
DB Sync Testing
Dell
HCL Technologies
HP
IBM
Motorola Solutions
RMZ
Siemens Government
Technologies
VeriFone, Inc.

Computer Software

asknet AG
Beeline
BidSync
CCC Information Services
DealerTrack
ExpressDigital
ezybus
Intuit
MakeMusic, Inc.
McKesson Automation
Systems
McKesson Pharmacy Systems
Midwest Real Estate Data
Mitchell International
Ovid
PLATO Edmentum
RealPage, Inc.
Sterling Commerce
Symantec.com
TaxSlayer
The SAVO Group
Thomson West
TREND
Wolters Kluwer Health

Consumer Products-Consumables

Alaven Consumer Healthcare
E J Gallo Winery
Giant Eagle Inc.
Herbalife Internacional
Herbalife USA

illy Caffe, N.A. Inc.
Jostens
Labatt Breweries of Canada
Mannatech
Meda Consumer Healthcare
Nestle Purina PetCare

Nutri-Health Supplements
Sleeman Breweries Ltd
Starbucks Coffee Company
Thorntons Oil
Wawa Inc.
Winn-Dixie

Consumer Products Durables

a c s
Acushnet Company
Advance Auto Parts
Alta Resources
Blinds.com
Braun Corporation
Cemcol
Columbia Sportswear
Euro-Pro
Event Photography Group
EXEO Consulting
John Deere
Kohler Co.
Multi Pure International Corp
Nebs Business Products
(Canada)
Newell Rubbermaid
Oreck
Shaw Industries Inc
Snap-On Incorporated
The great courses
The RoomPlace
Vistaprint

Consumer Products-Electronics

Jawbone
Motorola Solutions
OSRAM Sylvania
Panasonic

Research In Motion
Samsung
Snap-on Diagnostics
Sony of Canada Ltd
Wasla outsourcing
WDC

Consumer Products-Non Durable

British Petroleum
Edward Don & Company
L'Oreal USA
Payless ShoeSource
Sephora
Unilever

Consumer Products-Other

AASA
Affinion Group
Bass Pro Shops
Defender Direct
Emery Waterhouse
Entertainment Publications
Giant Eagle, Inc
Neill Corporation
NEW Customer Service
Companies
Nutri-Health Supplements
Staples, Inc.
Water Pik, Inc

Education

Academic Partnerships
Academy of General Dentistry
Athabasca University
DiGi
Georgia Perimeter College
Normandale Community
College
Northern Virginia Community
College
Plante-Moran, LLP
Rasmussen College
Whitney International
University Systems

Financial Services-Annuities

Allianz Life (Sample)
E F G call center
FATCO
Fremont Investment & Loan
HomeBanc Mortgage
Corporation
Horace Mann
Lincoln Financial Group
Mortgage Lenders Network
Portico Benefit Services
RES-Direct
Standard Bank
TIAA-Cref
USAA SMS Life, Health &
Annuity Service
USAA Specialized Members
Services
Western National Life
ZC Sterling- Lincoln Center

Financial Services - Banking

New Mexico Educators
Federal Credit Union
NYCB
Orient Express Bank
Pacific Capital Bancorp
Pentagon Federal Credit
Union
Purdue Federal Credit Union
RCU Member Loans
Regions Bank
Regions Financial Corporation
Royal Credit Union
Scotiabank
Seacoast National Bank
State Department FCU
Synovus
TD Bank Financial Group
Teachers Credit Union
The Bank of New York
The Mauritius Commercial
Bank Limited
The Washington Trust
Company

U.S. Bank
Umpqua Bank
Vantage Credit Union
Webster Bank
Wells Fargo
Zion Bank

Financial Services - Brokerage

Albridge Solutions
Cambridge Investment
Research
Figliola Consulting
Genworth
GuideStone
Merrill Lynch
MetLife
TD Ameritrade
USAA SMS Brokerage &
Mutual Funds Svc.
Wells Fargo - Wealth
Management Group

Financial Services-Credit Card

Alliance Data
Alliance Data Systems
Charming Shoppe
Contact Centre Coach
Desjardins
Fidelity National Information
Services - STP
GE Capital
Horace Mann
Merchante-Solutions
National Bank of Canada
Pitney Bowes, Inc.
RCI Leasing
Vantiv-Financial
WEX Inc
Wright Express

Financial Services - Other

ARC Corp.
Barri Financial Group
Canon Financial Services
Corporate Reimbursement

Services Inc CRS
Corporate Reimbursement Services Inc.
Delage Landen
Fairheads Benefit Services
Fidelis Recovery Solutions
FiServ VB CST
Ford Motor Credit
GE Capital
Hunter Warfield
ING
JP Morgan Retirement Plan
MassMutual Financial Group
Mutual & Federal
National Bank of Canada
NT Services Ltd.
Proctor Financial Inc.
Provident Credit Union
Runzheimer International
Securian Financial Service
Triad Financial Corp
Unifica

**Freight-
Rail/Trucking/Shipping**

Aditya Birla Minacs
BNSF Railway Company
DHL International Pte Ltd
Integrated Merchandising Systems - Group II
Pasha Denali Alaskan FCU

Government - Federal

BH Services Inc.
Department of Defense (DFAS)
Department of Veterans Affairs
Financial Mgmt Serv. - US Dpt. of Treas.
Federal Reserve
FOD Economie
Pearson Govt. Solutions
Security Assistance Corp Peninsula Inc.
United States Coast Guard

US Department of Labor
USPS
Veterans Administration
Vangent Inc

Government, Local

Austin 3-1-1
City of Austin
City of Berkeley
City of Chesapeake
City of Edmonton
City of Fort Wayne
Durham One Call
Halton Region
NYC HHC New York City Health and Hospitals
RTA

**Government-
State/Provincial**

Department of Veteran Affairs - Health Resource Center
Michigan Department of Treasury
North Carolina Department of State Treasurer
OCSS (Office of Child Support Services)
Ontario Lottery & Gaming Corporation
OPS
State of Ohio Dept of Taxation
Texas Department of Licensing and Registration
Vic Roads
VWCEdcor

**Government-Service
Providers**

Anthem 4 - Med B
CBC
Empire Medicare Services
Fidelity National Home Warranty
Oak Hill Technology, Inc.

Ontario Ministry of Government Services
Oxford Properties Group
Sentinel Offender Services
Tri-County Metropolitan
United Government Services-WI

**Government: Service
Providers, Health Care**

American Medical Association
Amerigroup
Colorado HCPF
Health Net Federal Services
Maximus-(multiple locations)

**Health Care-Medical
Equipment**

Abbott Labs
Bio Rad Laboratories
Broan-Nutone LLC
Coughlin & co
Dental Fix Rx
Hear USA
KCI
Medtronic
MLSNI
Parata Systems LLC
Roche-Multiple locations
Ultradent Products

**Health Care-
Provider/Hospitals**

Advocate Health Care
Allina Hospitals - SB
CCHMC
Fairview Health Services
Gamma Dynacare Medical Laboratories
Great-West Healthcare
Hennepin County Medical Center
I. U. Heath Physicians
LabCorp-Multiple locations
Lombardia

Mayo Medical Laboratories
McKesson
Medical University of So Car.
Methodist Health System
MultiCare Health System
Oakwood Healthcare
response marketing
Rural Metro Corp
Santa Clara Family Health
University of Michigan Health System
WakeMed
WellSpan Health
West Monroe

Health Care-Support Services

Acclaris
ADP
American Medical Response
Ascension Health
BenchmarkPortal
Blue Cross Blue Shield of IL
BlueCross BlueShield of FL
Bright Horizons
Brother International-OmniJoin
Cardiovascular Consultants
Clarient a GE Healthcare Company
Crothall Healthcare at BIDMC
CustomerElation
Department of Veterans Affairs
ECardio Diagnostics
EPBS Intermedix
LabCorp-Multiple locations
LCA Vision
LifeCare Inc.
LifeScan
Maximus-Multiple locations
Mayo Medical Laboratories
McKesson-Multiple locations
MedAssets
Onlife Health
Optum Health
PAREXEL
Pharmacy Solutions Abbott
Philippine Psychiatric

Association
Quest Diagnostics
Quest Diagnostics RC
Restat
Scan Health Plan
SXC Health Solutions
United BioSource Corporation
University of Michigan
Viracor-IBT
Virtua Health

Immediate Response Services

AAA (Multiple locations)
ACP Services, LLC.
Auto Club Enterprises
MedicAlert Foundation Intl

(Sample) - Health

AFLAC
AMA (Sample) Agency
Amalgamated Life
Assurant Employee Benefits
Blue Cross Blue Shield-
(Various locations)
Caresource
Cigna
Combined (Sample)
Companies/ an AON CO.
Community Health Group
Community Health Plan of WA
CoreSource, Inc
Corvesta Services, Inc.
Deloitte
Delta Dental-Multiple locations
EyeMed VisionCare-Multiple locations
Hallmark Services Corporation
Inland Empire Health Plan
LifeSecure (Sample) Company
Mayo Medical Center
Medica
MESSA
Michigan Education Special Servicess Assoc. - MESSA
Molina Healthcare of

Washington
Neighborhood Health Plan
New Directions Behavioral Health
Northeast Delta Dental
POMCO Group
Samaritan Health Plans
Sento Corporation
South Central Preferred
Southland Benefit Solutions
The Regence Group
Tufts Health Plan
United Concordia Companies
United HealthCare
USHEALTH Group

(Sample) - Life

AAA Member Services
Abc consultants
ACE
Allianz Life - C.S.
American National
AXA Equitable
Bankers Life and Casualty, a Conseco Company
CNO Financial Group
Farmer's New World (Sample) Company
Forethought Life (Sample)
Guarantee Trust Life (Sample) Company
Horace Mann
Lincoln Financial Group
Metlife
Mutual of America
Mutual of Omaha
New York Life-Multiple locations
New York Life Mutual
NYLAARP
PPS
Principal Life (Sample)
Securian Financial Group
Sun Life Financial
Symetra
The Foresters

(Sample) - Other

1dental
Aflac
AIG United Guaranty
American Family
Ameritas Group
ARAG
Banesco Seguros
Corvesta Services
EMPLOYERS
Hagerty (Sample)
HSG CodeBlue LLC
Hyatt Legal Plans, Inc.
MetLife-Multiple locations
Industrielle Alliance
Motion Picture & TV Fund
NTUC Income
PFP Services
Proctor Financial Inc.
Revolv
Safe Auto (Sample) Company
Travelex (Sample) services
ZC Sterling – Raleigh

(Sample) - Property & Casualty

AAA-Multiple locations
Allied Solutions
Allstate
American Family (Sample)
Amica (Sample)
Church Mutual (Sample) Company
GE Fleet Services
Grange (Sample) Company
Hagerty (Sample)
Horace Mann
Liberty Mutual Claim Contact Center
Mang/NBT (Sample) Agency
QBE –Multiple locations
SafeCo (Sample)
Sterling National Corporation
The Hartford
Travelers (Sample) Company
Veterinary Pet (Sample).

Level 1 Tech Support-Help

Desk

Media Temple
American University
Applied Systems
Apriva
ARC Corp - CHD
Blue Cross and Blue Shield of Minnesota
Bright Horizons
Brother International-Software Support
Canon Canada Inc.
Canon U.S.A. Inc.
Cars.com
C-net
Datamatic
Delta Dental of MI, OH and IN
Ecolab - Aqua Balance Support Center
Farmers (Sample)-Services
FARO Technologies, Inc.
Federal Reserve Bank of St. Louis
InsideSales.com
McKesson-Help Desk
McKesson Pharmacy Systems
Snap-on-Technical Support
Motorola Solutions
Northwestern Mutual
O1 Communications
OE Connection, LLC
OneSource
Oxford Properties-Support
Plato Edmentum
Pontoon (formerly Adecco Solutions, Inc.)
Portico Benefit Services-Help Desk
Quality Sourcing
Samsung IT
United Guaranty
USCG Operations Systems Center
Vantiv-Merchants
Vivint

Manufacturing – Industrial/Construction

ADI
Atlantic Power, Inc.
Briggs & Stratton Corp
Emaar MGF Land Limited
Ferris Industries
GAF
Kennametal
Mid-West Engine Warehouse
OTIS Elevator Company
Pella Corporation
Power Source Canada
Preferred Power
SEDCO, Inc.
Snapper
The Timken Co
Zurn Wilkins

Manufacturing - Light

AOPA
CFE
Datamatic
Datamax Corporation
Dee Zee, Inc
FARO Technologies, Inc.
Johnson Controls Inc.
Moen Inc
Netafim USA
Rain Bird
Remington Arms Company
Sauder Woodworking
Techsonic Industries
Tyco Safety Products
Uniforms To You
Vita-Mix Corporation
.

Manufacturing-Transportation

Bombardier Aerospace
Chevron
Fiat
Prestolite
Volkswagen of America

Media - Infomercial/Direct Marketing

Alliance Teleservices, Inc
Costco MX
eHarmony.com
ShopNBC
Teligence Communications Inc.

Media-Publishing/ Newspaper/Magazine

AutoTrader.com - Consumer Division
Concordia Publishing House
ETS
Harlequin Distribution Center
John Harland
The Arizona Republic
The Teaching Company

Media- TV/ISP/ Cable/Dish/Radio

AG Young & Associates, Inc
Arbitron
BenchmarkPortal
CBC
Comcast
HOT
Look Communications Inc.
SelectSource
Shaw Cable Systems
The RM Factory

Not for Profit

ABC
Academy of General Dentistry
AOPA
Bobby Dodd Institute Inc
BloodCenter of WI
Family Life Corporation
MedicAlert Foundation Intl
NurseAdvice New Mexico
The Arc of the Virginia
The Relationship Mktg Factory

Other

3M Company
Adecco NA
Answer 1 Communications
AnswerNet
Associates
BloodCenter of Wisconsin
Carondelet Health
CBN
CDS Global
City of Regina
Convergys
Co-Operations
Customer Research, Inc
Cyber City
eBay
Ecolab Inc.
Fantasy Entertainment
Foundation CCC
Hallmark Business Connections
Hammersmith
Mudd Advertising
Neill Corporation
Nestle USA
Pfizer
QIAGEN
Quiznos Sub
RDI Marketing Services, Inc.
RealPage Inc
Redcats USA
Sonda Procwork
Trialcard
West Corporation

Professional Services

aca research
Adecco Solutions, Inc.
Affinion Group
Aon Hewitt
ASQ
Asseco
Callmax Dominicana
CDW
CSC
Deloitte Consulting
Grandtech Technology

Hear USA
LegalZoom
Orrick Herrington
PWC
Reliance Industries
Securitas
Securitas USA
Thriving Business Solutions
Unicom Teleservices

Telecom - Cellular/Wireless

ACC
AT&T WiFi Services
CCCL
Globe Telecom-Innove Communications
Harte-Hanks (Samsung STA)
I-Contacts Corporation
Maksen
Samsung STA
SingTel
STC
Sykes
U.S. Cellular
Verizon
VIPnet
Warid Telecom

Telecom - Service/Landline

Access Integrated Networks
Algotech
Beijing 95teleweb.com
Belize Telemedia Limited
Birch Communications
BroadStar
Broadview Networks
BullsEye Telecom
Cablevision MX
Cooperative Response Center, Inc.
Farlep
Focus Services
Fusion Contact Centers, LLC
Group O
IPA
MCCI
MTS Allstream

Nevada Power
Nextel Communications
Argentina S.A.
Senture, LLC
Shieff services
Socket
TBayTel
Tunisia Telecom

Telecom - Technology

Assistt
Azerfon LLC
CJSC Comfortel
CSG Systems
Digitrust Group LLC
Encompass Teleservices
FIS
HCL
Iowa Telecom
NII Holdings - Argentina
PeopleNet
Perfect Presentation Co
PLDT
PT Infomedia
Siemens Enterprise
Communications
TechTeam

Toll Operators

91 Express Lanes
ACS for E-ZPass New York
ACS-Fastrak
E-470 Public Highway
Authority
Egis Projects Canada Inc.
ITR Concession Company
Transroute International
VE Systems
Xerox-Multiple State Toll
Road locations

Travel & Hospitality

Accor North America
ACS - Red Lion Hotels
Airbnb

AvisBudget Group
Best Western Intl.
British Columbia Ferrys
Carlson Hotels - Omaha
Cendant
Coasts Hotel and Resorts
Delaware North Companies
Delta Hotels
Diamond Resorts International
Diamond Resorts International
HERTZ
Hyatt
Hyatt Hotels and Resorts
InnLink Central Reservation
Services
JetsGo
P&O Ferries Ltd
Promociones Marriott
RCI
Starwood Hotels & Resorts
Starwood Vacation Ownership
Transat
Travel Focus
vegas.com
Viator

Utilities - Energy Reseller

Chilquinta Energia S.A
Compania Nacional de Fuerza
y Luz
Dayton Power and Light
Direct Energy-TX
Electrabel
Manpower
OGE
Petrobras
ProCore Solutions
Reliant Energy
Telus –Multiple locations
Union Energy

Utilities - Investor Owned

AGL Resources Inc.
American Electric Power
Aqua America, Inc.
CenterPoint Energy

E. On US
Florida Power and Light
Company
Louisville Gas and Electric
and Kentucky Utilities
Minnesota Power
San Antonio Water System
Transat
Vectren

Utilities - Municipal

Blue Stakes of Utah
Citizens Energy Group
Citizens Gas
City of Atlanta
Greenville Utilities
Indianapolis Power & Light
Company

Appendix E:

Community Resources & Product Listing from BenchmarkPortal

BenchmarkPortal's Mission

BenchmarkPortal's mission is to provide contact center professionals with the information and training they need to make their centers more effective and more efficient. To fulfill this mission, we conduct original research on the contact center sector and offer a menu of products and services, which have proven useful to managers around the world.

Contact Center Certification

The Center of Excellence recognition is one of the most prestigious awards in the customer service and support industry. The certification process is management's best path to a world class customer contact operation.

A contact center that has been certified as a Center of Excellence by BenchmarkPortal has met and/or surpassed rigorous standards of efficiency and effectiveness. This certification is unique in that its achievement is ascertained strictly "by the numbers." This means that the BenchmarkPortal team audits and verifies the center's key performance indicators and compares that data to data from other peer organizations. This is different from other types of contact center certifications that typically focus on less results-oriented measures, such as process handling methods and procedures.

Contact Center Benchmarking

Benchmarking is now recognized as an essential function for a properly managed customer contact center. The competitive insights and aids to decision-making that are offered through benchmarking are so compelling that managers cannot do without it and still consider themselves in line with professional standards.

In 1995, BenchmarkPortal's founders conducted the first scientific, industry-wide benchmark study at Purdue University, under a grant from IBM. Now custodian of the world's largest and most respected database of contact center metrics, BenchmarkPortal uses this data to provide Contact Center managers with individualized reports. These reports provide managers the information to:

- Compare their performance against an appropriate peer group of Contact Centers
- Make optimal, fact-based decisions regarding capital investment, personnel, procedures, etc.
- Formulate recommendations on how to improve their contact center
- Determine if they qualify for BenchmarkPortal's Contact Center of Excellence Certification

Through our reports, as well as our leading edge research, we aim to contribute to the continual improvement processes of individual customer Contact Centers, and ultimately to improve the performance of this vital sector as a whole, worldwide.

Contact Center Training

BenchmarkPortal manages The College of Contact Center Excellence (originally developed by us for AT&T) to offer training and certification for Managers, Supervisors, and Agents. The College of Contact Center Excellence offers one of the most highly sought after Contact Center Training Certification programs in the world, led by the industry's top-rated instructors, with over 150 years combined experience. These courses will equip you with the skill set that you need to improve your Contact Center's performance. You will be able to return to your business and drive effective change for your contact center.

Contact Center Campus Week

BenchmarkPortal's College of Contact Center Excellence will conduct its Contact Center Campus Week this November in Las Vegas. This annual, unique Contact Center industry event presents an opportunity for attendees to get on the fast track to upgrade customer service and to drive their Contact Centers' performance to the top.

Industry experts, along with BenchmarkPortal's premier team of instructors, will lead and guide classes and group discussions that explore Contact Center challenges and emerging trends in the industry. The two-day symposium - unlike any other - features talks and discussions to inspire innovative thinking and engage participants in exploring compelling avenues for advancing the Contact Center industry

Contact Center Assessments and Customized Consulting

BenchmarkPortal will help your contact center balance customer expectations and financial objectives by identifying the metrics that will drive success. Our assessment process will make performance gaps more obvious and will help pinpoint the initiative that commits a minimum of resources to achieve the best performance results. Note that BenchmarkPortal also offers customized consulting on a range of contact center issues (IVR optimization, WFM, consolidation, multi-center organization, center reengineering, HR issues, training improvement, technology selection, outsourcer selection, etc.)

Industry Reports, White Papers, Research Reports

We have turned many of our best practice research initiatives into Industry Reports, White Papers and Books. BenchmarkPortal's Industry reports are America's richest source of Contact Center information. As the economy and business goals change, our reports can provide critical information that will ultimately affect your bottom line.

iBenchmark

iBenchmark automates the process of benchmarking, transforming a valuable but time-consuming, manual process into an automated, user-friendly service that allows managers to monitor performance on a monthly basis. Monitoring your Contact Center performance on a monthly basis will allow you to make decisions and select improvement initiatives that will have measurable impacts on the financial and operational performance of the contact center. iBenchmark thus represents a major step forward for Contact Center decision-makers.

Top 100 Contact Centers Contest

BenchmarkPortal sponsors this Annual Contact Center Benchmarking Study, which features the "Top 100 Contact Centers" Contest for centers located in North America. Thanks to your participation, our benchmarking surveys and reports have become the recognized data source for forward-looking managers around the world.

CallTalk Online Radio Show

A fun and exciting on-line program for education and learning, for the customer service industry. Broadcast monthly, directly over the Internet to your desktop, CallTalk covers informative and educational topics that impact today's Contact Center. CallTalk airs without the participation of vendors so that topics will be free from their influence and guided by the needs of its listeners.