Multi-Channel Contact Center Benchmark Report

XYZ Company (Sample)

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Industry Sector:

XYZ Industry (Sample)

Executive Summary

Researchers at BenchmarkPortal have continued the work originally begun at Purdue University in 1995, collecting contact center performance data and providing actionable benchmarking reports to contact center managers. Over the years, advances in technology have changed many centers from strictly Incoming voice-oriented operations to multi-channel, multi-modal Customer Experience Contact Centers.

These changes created the need for a new benchmarking survey and report, to provide managers with a tool to evaluate all customer channels covered by their centers. To meet this need, BenchmarkPortal has developed this unique Multichannel Benchmark Report, as well as related contact center assessment and certification programs.

Although there are many parameters used to measure a contact center, the Key Performance Indicators (KPIs) contained in this report have been found to strongly correlate with operational **effectiveness** and **efficiency**, thus providing managers with the actionable information they need. We note that BenchmarkPortal was awarded a U.S. Patent for its innovative methodology of benchmarking call centers. That methodology has been utilized in preparing this ground-breaking Multi-Channel Benchmark report.

The report includes the following elements:

1. Tables of key Contact Center classification characteristics,
2. A performance matrix that compares you to your industry,
3. Tables of KPIs that indicate the effectiveness (quality) and the efficiency (cost elements) of your Contact Center,
4. Aggregated multichannel tables of KPIs and multichannel comparisons, and
5. A Trends Section showing year-over-year trends of major KPI metrics, from 2010 – 2017.

Our benchmark reports have been used by contact center managers around the world to:

a) Establish an objective baseline of current performance against industry peers.
b) Identify strengths to be cultivated and weaknesses to be addressed.
c) Create effective strategies for balancing and optimizing channel utilization
c) Create fact-based actionable roadmaps for operational improvement.
d) Lead toward certification as an industry recognized *Center of Excellence* under the program administered by BenchmarkPortal.
As such, our reports have shown themselves to be practical, actionable tools for measurable and continuous improvement.

Note: For a complete Glossary of Terms for definitions of metrics and other terms contained herein, click the following link: ***GLOSSARY***

Section I: Contact Center Profile Metrics

In comparing a contact center's performance to its peers in the same industry, it is useful to have some basic statistical benchmarks with other centers in the industry. This Section exhibits those "demographic" metrics, such as volume of contacts handled, channels utilized, number of agents, self-service statistics, and contact types.

Classification Metrics

Metric	Your Value	Industry Average
Inbound Calls Offered	* * * * *	* * * * *
Annual Inbound Call Volume Handled by Agents	* * * * *	* * * * *
Annual Inbound Call Volume Handled by the IVR	* * * * *	* * * * *
Percent Business to Business	* * * * *	* * * * *
Percent Consumer to Business	* * * * *	* * * * *
Full-Time Agents	* * * * *	* * * * *
Part-Time Agents	* * * * *	* * * * *

Contact Types in Percent

Customer Service (questions and inquiries)	* * * * *	* * * * *
Order Taking and Order Tracking	* * * * *	* * * * *
Technical Support	* * * * *	* * * * *
Complaints	* * * * *	* * * * *
Re-directing Inbound Calls	* * * * *	* * * * *
Other	* * * * *	* * * * *

Contact Center Profile Metrics

Financial Information

Metric	Your Value	Industry Average
Annual Call Center Budget	* * * * *	* * * * *
Average Hourly Wage for Front-line Agents	* * * * *	* * * * *
Average Hourly Wage For Front-Line Agents	* * * * *	* * * * *

Metric	Your Value	Industry Average
Average Cost per Contact - All Channels	* * * * *	* * * * *
Average Cost per Inbound Call	* * * * *	* * * * *
Average Cost per Outbound Call	* * * * *	* * * * *
Average Cost per Email	* * * * *	* * * * *
Average Cost per Web Chat	* * * * *	* * * * *
Average Cost per Social Media Interaction	* * * * *	* * * * *
Average Cost per Fax	* * * * *	* * * * *
Average Cost per Postal Mail	* * * * *	* * * * *
Average Cost per Other	* * * * *	* * * * *

Section II: Inbound Calls - Performance Matrix

The primary challenge of every contact center manager is to balance the quality and cost of contacts handled. The patented BenchmarkPortal process provides the data to populate this Performance Matrix, which combines Quality-related KPIs with Cost-related KPIs (see Sections III & IV), to calculate the position of the Star on the grid shown below.
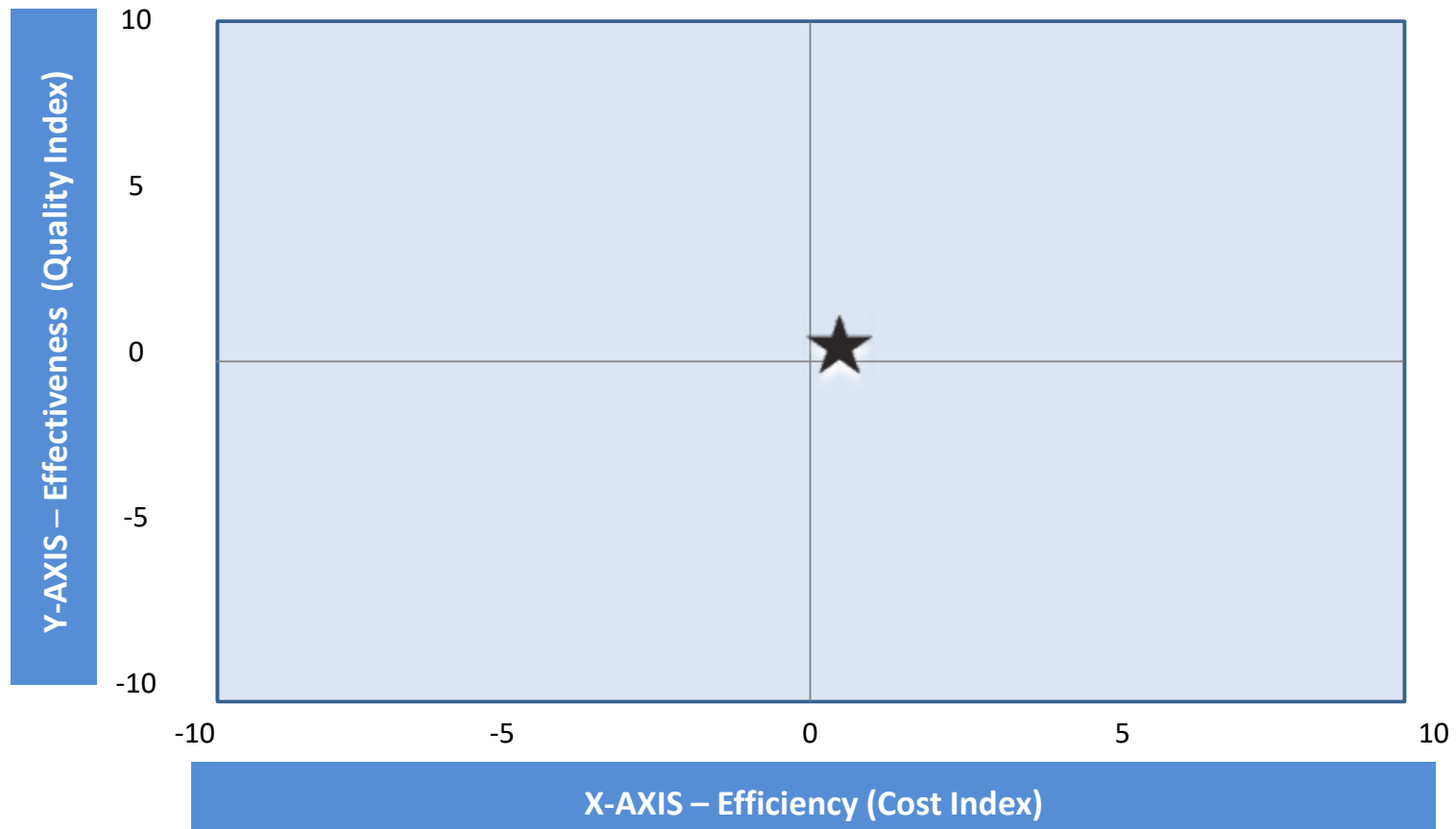
Y-AXIS – Effectiveness (Quality Index)

X-AXIS – Efficiency (Cost Index)

Star position is based upon the accuracy of data you provided. Missing metrics will decrease the accuracy of your star position.

Section II: Multi-Channel Performance Matrix

The Multi-Channel Performance Matrix combines Operational KPIs, Inbound KPIs (see Sections III & IV) and alternate channel KPIs, to calculate the position of each contact channel on the Performance Matrix, as well as the overall weighted position of the Center's combined Multi-Channel performance, shown as MC Position (for Multi-Channel Position).
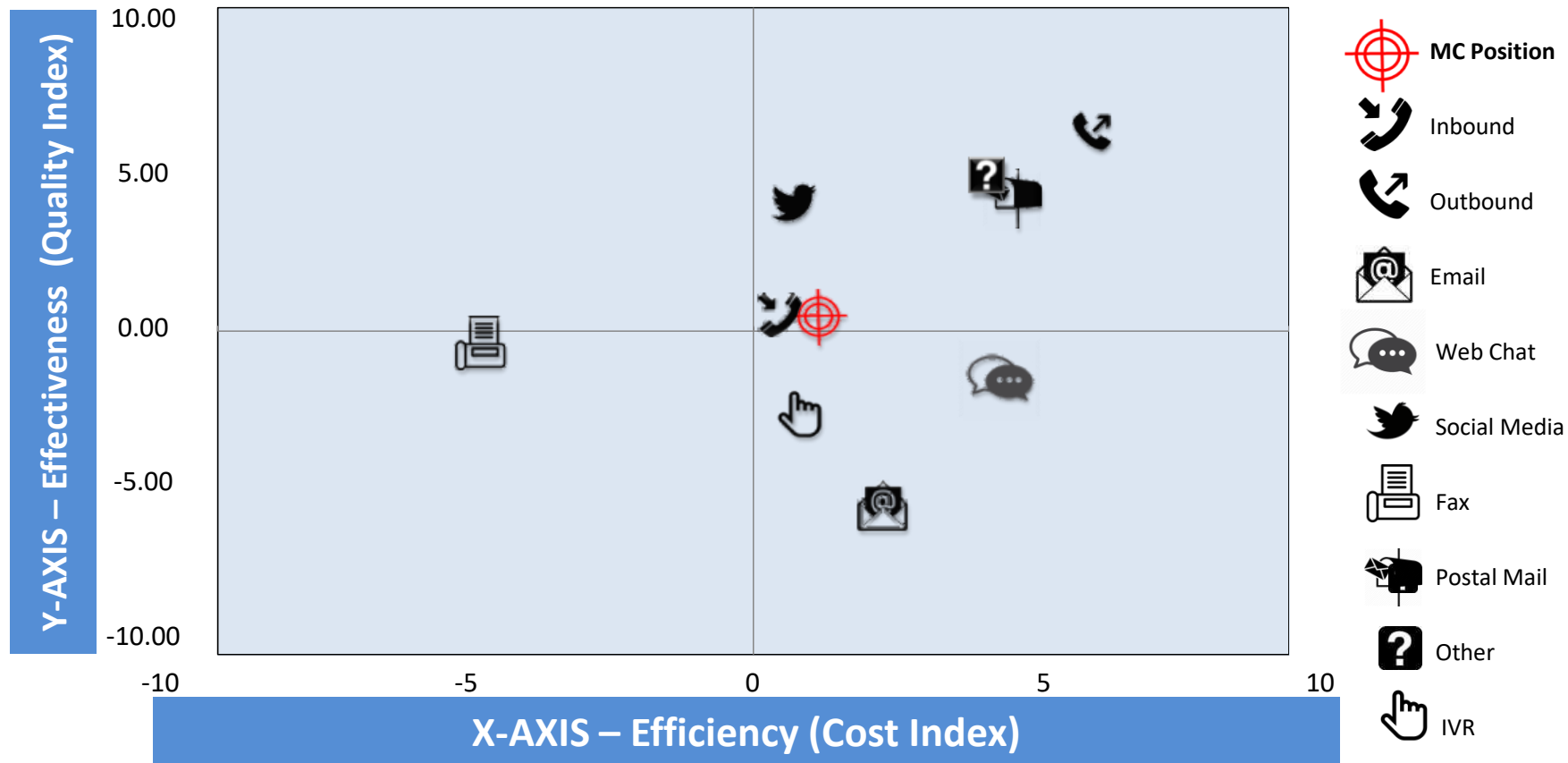
Star position is based upon the accuracy of data you provided. Missing metrics will decrease the accuracy of your star position.

Section III: Operational Key Performance Indicators

This section brings together metrics critical to contact center managers for ongoing management and for improvement initiatives. The table below contains baseline operating KPIs that demonstrate overall Efficiency and Effectiveness. Statistics shown include the industry average and gap for each KPI.

Operational Key Performance Metrics			
Efficiency	**Your Value**	**Industry Average**	**Gap**
Contacts per Agent Per Hour	* * * * *	* * * * *	* * * * *
Occupancy	* * * * *	* * * * *	* * * * *
Utilization	* * * * *	* * * * *	* * * * *
Adherence	* * * * *	* * * * *	* * * * *
Attendance	* * * * *	* * * * *	* * * * *
Auxilliary Percent	* * * * *	* * * * *	* * * * *
Turnover	* * * * *	* * * * *	* * * * *
Agents to Supervisor Ratio	* * * * *	* * * * *	* * * * *
Effectiveness	**Your Value**	**Industry Average**	**Gap**
Top Box Customer Satisfaction in Percent	* * * * *	* * * * *	* * * * *
Bottom Box Customer Satisfaction in Percent	* * * * *	* * * * *	* * * * *
Top Box Agent Satisfaction in Percent	* * * * *	* * * * *	* * * * *
Bottom Box Agent Satisfaction in Percent	* * * * *	* * * * *	* * * * *

Note: Gaps that have a negative impact on are shown in red with a minus sign. Gaps in blue without a minus sign have a positive impact relative to the industry average.

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Section IV: Inbound Contacts – Key Performance Indicators

This section brings together metrics critical to contact center managers for ongoing management and for improvement initiatives. Statistics shown include the industry average and gap for each KPI.

Inbound Call Metrics	Your Value	Industry Average	Gap
Calls per Agent per Hour *	* * * * *	* * * * *	* * * * *
Calls Completed in IVR In Percent *	* * * * *	* * * * *	* * * * *
Average Talk Time in Minutes	* * * * *	* * * * *	* * * * *
Average After Call Work in Minutes	* * * * *	* * * * *	* * * * *
Cost per Call (USD$) *	* * * * *	* * * * *	* * * * *
Cost per Agent-Handled Calls (USD$)	* * * * *	* * * * *	* * * * *
Calls Closed on First-Call in Percent	* * * * *	* * * * *	* * * * *
Average Speed of Answer in Seconds	* * * * *	* * * * *	* * * * *
Calls Transferred in Percent	* * * * *	* * * * *	* * * * *
Average Hold Time in Seconds	* * * * *	* * * * *	* * * * *
Average Queue Time in Seconds	* * * * *	* * * * *	* * * * *
Average Abandoned in Percent	* * * * *	* * * * *	* * * * *

* Calculated by BenchmarkPortal based upon reported metrics.

Note: Gaps that have a negative impact on are shown in red with a minus sign. Gaps in blue without a minus sign have a positive impact relative to the industry average.

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Section V: Multi Channel Metrics - Key Performance Indicators

Multichannel KPI comparisons depicted in this section present your metrics as reported for non-voice channels, compared with Industry-specific averages. Positive gaps are shown on a blue background, and negative gaps are shown on a red background.

Outbound Metrics	Your Value	Industry Average	Gap
Outbound Calls Annual Volume	* * * * *	* * * * *	N/A
Outbound Calls Average Talk Time (min.)	* * * * *	* * * * *	* * * * *
Outbound Calls After Call Work Time (min.)	* * * * *	* * * * *	* * * * *
Outbound Calls Average Cost Per *	* * * * *	* * * * *	* * * * *

* Calculated by BenchmarkPortal based upon reported metrics.

Email Metrics	Your Value	Industry Average	Gap
E-Mail Annual volume	* * * * *	* * * * *	N/A
E-mail Response Time (hrs.)	* * * * *	* * * * *	* * * * *
E-mail Average Handle Time (min.)	* * * * *	* * * * *	* * * * *
E-mail First Contact Resolution Rate Percent	* * * * *	* * * * *	* * * * *
E-mail Average Cost Per *	* * * * *	* * * * *	* * * * *

* Calculated by BenchmarkPortal based upon reported metrics.

Note: Gaps that have a negative impact on are shown in red with a minus sign. Gaps in blue without a minus sign have a positive impact relative to the industry average.

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Section V: Multi Channel Metrics - Key Performance Indicators

Multichannel KPI comparisons depicted in this section present your metrics as reported for non-voice channels, compared with Industry-specific averages. Positive gaps are shown on a blue background, and negative gaps are shown on a red background.

Web Chat Metrics	Your Value	Industry Average	Gap
Web Chat Annual Volume	* * * * *	* * * * *	N/A
Web Chat Response Time (sec.)	* * * * *	* * * * *	* * * * *
Web Chat Average Handle Time (min.)	* * * * *	* * * * *	* * * * *
Web Chat First Contact Resolution Rate Percent	* * * * *	* * * * *	* * * * *
Web Chat Cost Per *	* * * * *	* * * * *	* * * * *

* Calculated by BenchmarkPortal based upon reported metrics.

Social Media Metrics	Your Value	Industry Average	Gap
Social Media Annual Volume	* * * * *	* * * * *	N/A
Social Media Response Time (hrs)	* * * * *	* * * * *	* * * * *
Social Media Average Handle Time (min.)	* * * * *	* * * * *	* * * * *
Social Media Cost Per *	* * * * *	* * * * *	* * * * *

* Calculated by BenchmarkPortal based upon reported metrics.

Note: Gaps that have a negative impact on are shown in red with a minus sign. Gaps in blue without a minus sign have a positive impact relative to the industry average.

Section V: Multi Channel Metrics - Key Performance Indicators

Multichannel KPI comparisons depicted in this section present your metrics as reported for non-voice channels, compared with Industry-specific averages. Positive gaps are shown on a blue background, and negative gaps are shown on a red background.

Fax Metrics	Your Value	Industry Average	Gap
Fax Annual Volume	* * * * *	* * * * *	N/A
Fax Average Handle Time (min.)	* * * * *	* * * * *	* * * * *
Fax Cost Per *	* * * * *	* * * * *	* * * * *

* Calculated by BenchmarkPortal based upon reported metrics.

Postal Mail Metrics	Your Value	Industry Average	Gap
Postal Mail Annual Volume	* * * * *	* * * * *	N/A
Postal Mail Handle Time (min.)	* * * * *	* * * * *	* * * * *
Postal Mail Cost Per *	* * * * *	* * * * *	* * * * *

* Calculated by BenchmarkPortal based upon reported metrics.

Other Metrics	Your Value	Industry Average	Gap
Other Annual Volume	* * * * *	* * * * *	N/A
Other Average Handle Time (min.)	* * * * *	* * * * *	* * * * *
Other Mail Cost Per *	* * * * *	* * * * *	* * * * *

Note: Gaps that have a negative impact on are shown in red with a minus sign. Gaps in blue without a minus sign have a positive impact relative to the industry average.

Drawing on its beginnings at Purdue University in 1995, BenchmarkPortal is dedicated to providing the best in business intelligence, services and tools for the customer contact sector. Under the leadership of Senior Research Executive and CEO, Bruce Belfiore, BenchmarkPortal maintains the world's largest and most respected database of contact center metrics, allowing us to provide actionable reports and calculators that help diagnose performance and point toward improvement initiatives.

Our individual Multi-Channel Contact Center Benchmarking Reports have become industry standards for customer service, sales and technical support centers. Our Industry Reports are used by consultants throughout the world.

We recently introduced iBenchmark, an automated benchmarking system (covered by our benchmarking patent), which allows managers to get benchmarking reports plus expert advice on a monthly or quarterly basis, with much less effort. iBenchmark greatly increases the usefulness and ongoing impact of benchmarking as a management tool, at a modest cost.

In addition to its benchmarking activities, BenchmarkPortal provides the following services to the contact center industry: *[- - put hot links in for all of these]*

- **Center of Excellence Certification for contact centers**
- **Contact Center Outsourcing Certification**, aimed specifically at outsourcing companies.
- **Performance Assessments for Contact Centers**
- **Customized Consulting Engagements**
- **College of Call Center Excellence training for contact center professionals of all levels**

See the following page for a more complete listing of our Core Competencies. Please let us know how we can help you re-engineer your contact center, or simply assist you with our training and certification offerings.

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Appendix B
Core Competencies of the BenchmarkPortal Team

Agent Recruiting and Screening	**Culture Change**	**Sales Best Practices**
Agent Training, Motivation,	**Outsourcing Selection**	**Telecom Optimization**
Employee Retention	**E-mail Management**	**Temporary/Transitional**
Benchmarking and Improvement	**Human Resources**	**Management**
Contact Center Design and Set-up	**Improvement**	**Training and Certification**
Call Flow and Work Flow	**Initiatives/Implementation**	**Vendor Selection and Contracting**
Customer Experience Mapping	**Multi-Channel Contact Centers**	**Web-based Training**
Call Forecasting	**Process Re-engineering**	**Workforce**
Call Monitoring and Coaching	**Project Management**	**Management/Optimization**
Collections	**Quality Assurance Optimization**	
CRM Implementation Strategies	**RFP Preparation and Execution**	

Contact us regarding your needs at info@BenchmarkPortal.com. Also, follow us on LinkedIn and other social media. We are the global resource for Contact Center Best Practices

BenchmarkPortal Research Team

Bruce Belfiore is BenchmarkPortal's Senior Research Executive and CEO. He is also provost of the College of Call Center Excellence and has taught the course "Call Center Management" at Purdue University. He is host of *CallTalk*™, the industry's first online radio program. He is a noted industry speaker and has authored numerous books, research papers and articles focused on contact center topics. He has consulted for contact centers worldwide, measurably improving their performance using BenchmarkPortal's proprietary methodology. Mr. Belfiore previously worked in finance, and in management consulting with Bain & Co. He holds Bachelors, MBA and JD degrees from Harvard University.

John Chatterley is Director of Research and Analysis and is a Senior Consultant for BenchmarkPortal. He specializes in contact center performance analysis, technical writing, and content editing, and is lead analyst for BenchmarkPortal's Industry Benchmark Reports, which cover a broad spectrum of contact center industry sectors. He also chairs the Center of Excellence Certification panel of BenchmarkPortal. He has authored or co-authored many articles, books and case studies on customer contact subjects, and has appeared numerous times as a guest expert on *CallTalk*. Mr. Chatterley has worked with many contact centers both domestically and internationally. Worldwide Who's Who recognized Mr. Chatterley by selecting him as a recipient of their coveted Lifetime Achievement Award, which recognizes outstanding professional dedication and career longevity.

David Raia is Senior Research Analyst and KPI database manager for BenchmarkPortal. He is also a Senior Consultant and is highly regarded in the industry as a Contact Center operations improvement specialist. Mr. Raia manages BenchmarkPortal's industry-leading database and has been responsible for the expansion of the database into multi-channel and omni-channel metrics. He is a thought-leader in KPI analytics, gap analysis and ROI. His consulting areas of expertise include: reporting and performance management, workforce optimization, process reengineering, quality assurance programs, contact management, agent and supervisor training, market segmentation, business process outsourcing and virtual consolidations. Mr. Raia has been a featured speaker on many of these topics at a variety of national Contact Center and management seminars.

Alan Pottkotter is the Director of Information Technology for BenchmarkPortal. He is responsible for database automation for BenchmarkPortal's large database of contact center metrics. He is also in charge of the design of all electronic reports for the company's benchmarking and other reports. Mr. Pottkotter works with BenchmarkPortal's partners on all technology issues and assists clients with BenchmarkPortal's product delivery technology. He attended Santa Barbara City College for Computer Network Engineering.

Sergio Ramazzina is BenchmarkPortal's IT partner for database management and report production. He is an experienced software architect/trainer with 25 years' experience in software design and development of a broad number of business-critical applications, including designing complex enterprise solutions in Java/JavaEE and Ruby. He has a very deep and broad experience in the IT field due to the large number of varied projects in which he has participated. He was a pioneer user of Pentaho products from the very beginning in late 2003, and has exceptional experience deploying Pentaho as an Open Source analytical engine, whether standalone or integrated in other applications.