



The UK Contact Centre HR & Operational Benchmarking Report 2018/19

8th edition

How do you compare to your competitors?



HR Benchmarking: Salary, bonuses, attrition, absence, recruitment

Operational Benchmarking: speed to answer, cost per call / email / web chat / social media, first-call resolution, call abandonment, call duration, call transfer rate, agent activity, planned growth

Segmented by: 11 vertical markets, 3 size bands, sales / service and inbound / outbound

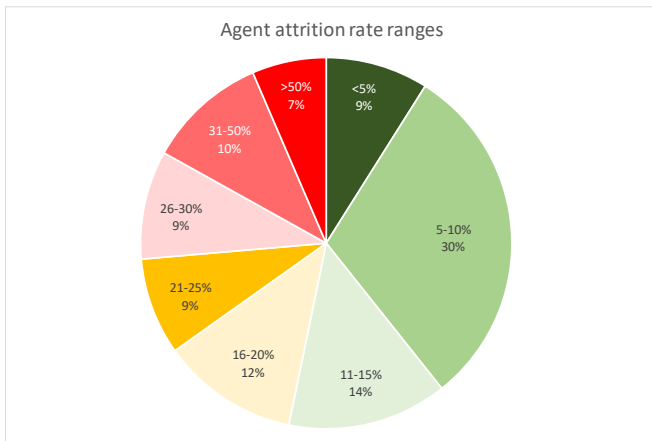
Historical annual data from 2003 onwards; projected figures in 2021

Based on 213 detailed surveys with UK contact centres

Published November 2018

Key findings: HR

Mean agent attrition in retail operations is 2.7 times that of public sector contact centres.



Sales operations have a median agent attrition rate double that of service centres.

New hire attrition rates are demonstrably influenced by starting salaries.

Agent attrition rate within first 6 months of job	Average new agent starting salary
0-10%	£17,982
11-25%	£17,389
26-50%	£16,512
Over 50%	£15,291

Large contact centres' mean absence rates are one-third higher than those of small contact centres.

The top 3 most-valued attributes of a contact centre agent are:

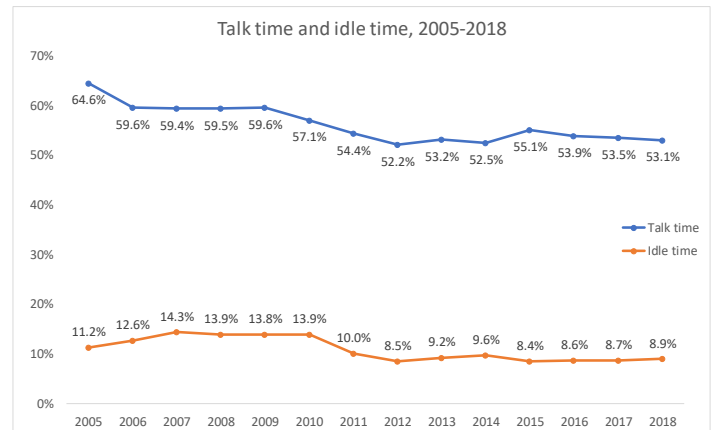
1. Empathy / listening skills
2. Reliability
3. Initiative / ability to self-manage

The housing, finance and public sectors pay the highest agent starting salaries, with outsourcing and retail & distribution the lowest.

Average contact centre management salaries are over £40,000 in 2018.

Key findings: Performance

Agents in the outsourcing sector spend the most time of any vertical market in handling inbound calls.

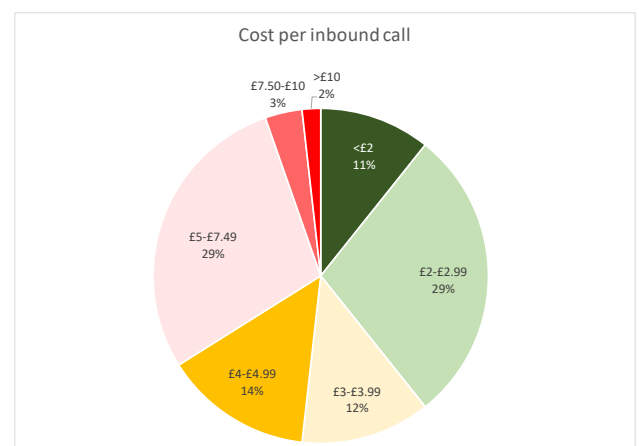


Mean call duration is over 5 minutes for a service call, and over 6½ minutes for a sales call.

Mean call abandonment rates are highest in the transport & travel and public sectors, and lowest in insurance and technology/media/telecoms.

Mean average speed to answer is over 40 seconds, with the utilities sector and large contact centres considerably higher than average.

First contact resolution rates declined in 2018.



Mean average cost per inbound call is £4.27.

Social media is reported to have the lowest cost per interaction.

53% of UK contact centres increased agent numbers in the past 12 months, although 25% expect a decline in 2019.

Report contents:

- 75 charts and data tables show the industry's operational performance and HR benchmarks
- Based on ongoing annual primary research surveys with hundreds of UK contact centres
- Unique historical data patterns, beginning in 2003 with forecasts to 2021

Vertical markets covered for market sizing:

- Finance
- Housing
- Insurance
- Manufacturing
- Outsourcing & Telemarketing
- Public Sector
- Retail & Distribution
- Services
- Technology, Media and Telecoms (TMT)
- Transport & Travel
- Utilities

Size bands:

- Under 50 seats (small)
- 50-200 seats (medium)
- Over 200 seats (large)

Activity types

- Inbound / Mixed / Outbound
- Sales / Mixed / Service

The report is divided into five sections

Agent Attrition

- By vertical market
- By contact centre size
- By activity type (sales / service)
- By inbound / outbound
- By region
- Causes of staff attrition
- Voluntary attrition
- Short-term attrition
- Methods of motivating agents
- Includes historical data and future trends

Agent Absence

- By vertical market
- By contact centre size
- By activity type (sales / service)
- By region

Salaries & Bonuses

- Mean and median average salaries for
 - New agents
 - Experienced agents
 - Team Leaders / Supervisors
 - Contact Centre Managers

Segmented by:

- contact centre size bands
- vertical market
- sales/service
- inbound/outbound
- region

- Typical bonuses for service and sales agents
- Historical trends included

Recruitment

- The cost and purpose of recruitment
 - By contact centre size
 - By contact centre activity
 - By contact centre type
- Most effective recruitment methods
- Key agent attributes
- Agent profile by education
- Languages used within contact centres

Operational Performance Benchmarking

- Performance metrics used & rated
- Average speed to answer
- Call abandonment rates
- First-call resolution rates & measurement methods
- Service call duration
- Sales call duration
- Call transfer rate
- Agent activity (talk-time / idle / wrap-up)
- Cost per inbound / outbound call
- Cost per email, web chat and social media

Segmented by:

- Vertical market
- Contact centre size
- Contact centre activity type
- Historical data and future trends to 2021
- Contact centre growth plans in 2019

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