

Peer Group Benchmark

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CONFIDENTIAL INFORMATION

Please send detailed question to: Information@BenchmarkPortal.com

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Executive Summary

Dear Sample User,

This is an executive summary of your Peer Group Benchmark report. We would like to point out the following high-level findings:

You are doing best in the following areas compared to your Peer Group:

Your Positive Gaps

What percentage of your ongoing costs is for:

Telecommunications Phone Charges

69%

How much does it cost you to bring on a new TSR?

(Add recruiting, screening, training, etc. Please, include all costs.)

New TSR hiring costs in dollars

58%

What percentage of your callers gives you a perfect score?

(e.g., a perfect score of 5 out of 5, or a perfect score of 7 out of 7)?

56%

How much are you paying the telephone company for your toll-free calls?

Cents per minute

30%

What is the average annual salary of your supervisors?

26%

You are doing worst in the following areas compared to your Peer Group:

	<u>Your Negative Gaps</u>
What is the annual turnover of your inbound TSR staff? Full-time	-71%
What is the length (in hours) of your initial, new-hire training period for TSRs?	-36%
What are your inbound call center service level statistics? Average abandoned in percent	-28%
What are your inbound call center service level statistics? Average after call work time in minutes	-24%
What is the ratio of TSRs to supervisors (span of control)? TSRs per supervisor	-21%

Please attend our free monthly teleseminars to find out more about this report and how to interpret it to your full advantage. Also, on page 24 you will find a list of Certified Call Center Auditors who have been specifically trained to interpret this report. You are encouraged to contact these professionals for more in-depth assistance.

Your answers to the following questions were outside of our range of realistic values. You may want to go back and first check the definition of the metric, and then reconsider your answer. We did not include your answers to these questions in our overall average.

Question

Your value

Range

Calculated Metrics

Formula Name	Units	Formula Description	Result	Flag
In-Profile Match	%	Compute gaps in all %s, then add total % gaps	48.50	>50
Out-Profile Match	%	Compute gaps in all %s, then add total % gaps	92.03	>50
Calls Blocked	%	(Offered - Handled)/Offered	7.72	N/A
In-B2B Profile Match	%	Compute gaps in all%s, then add total % gaps	8.00	>50
Out-B2B Profile Match	%	Compute gaps in all%s, then add total % gaps	67.85	>50
Recruit Cost	%	% Recruit/Total HR	0.00	>15
CPC	\$	Budget for this year / Total calls handled	0.00	<1 >100
Average handle Time 2	min	Talk time + After call handle time	25.00	N/A
Error Costs	\$	(data entry error rate per thousand calls)*100 in dollars*annual call volume/1000	0.00	N/A
Turnover Costs	\$	% annual turnover * full-time TSRs * cost to bring on a new TSR	180,480.00	N/A
Density Factor	%	(Number of cubicals*cubical workspace)/total call center square feet	38.10	>90
Inbound calls per 8 hour shift 2	N/A	480/Average Handle Time	19.20	>100

Certified Call Center Auditors

Six years ago, Dr. Jon Anton developed a proprietary call center auditing process (patent pending) using best practice statistics derived from the Purdue University database of call center performance metrics. Our benchmark website and Dr. Anton's methodology were selected for the Hot Pick Award in the year 2000.



The professionals listed below have all attended an extensive, in-depth certification course focused on conducting a call center performance audit using Dr. Anton's proven methodology. We strongly recommend that you consider engaging one of these experts to assist you in better understanding your benchmark results, and more importantly, discussing performance gaps needing your immediate attention. These certified auditors can also advise you on practical solutions which can improve your call center performance.

BenchmarkPortal professionals do not conduct call center audits, nor are we financially rewarded for recommending that you use one of our certified auditors. We do, however, very much think it is a practical idea, and strongly recommend you consider at least talking with one or more of the individuals listed below about Dr. Jon Anton's audit methodology.

If you or someone on your team wishes to become a call center auditor, please contact us. We conduct call center auditor certification courses at Purdue University twice each month.

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About Our Sponsor

PeopleSoft Customer Relationship Management Solution

PeopleSoft Customer Relationship Management Snapshot

- Composed of award-winning applications.
- Concentrated on five key customer contact areas—Support, Sales and Marketing, FieldService, HelpDesk, Quality.
- Robust e-Business solutions support universal access and self-service.
- Multi-tier architecture ensures performance and scalability as your business grows.
- Fully-featured applications can be deployed as individual modules or an integrated suite.

In business, success is about customers. It's about knowing them well enough to anticipate what they need. And being able to meet those needs in ways that keep your company profitable.

Now PeopleSoft helps you manage your customer relationships efficiently—so that you manage your business effectively.

PeopleSoft, Inc. Corporate Headquarters
4460 Hacienda Drive
Pleasanton, California 94588 USA
Toll Free 1 888 773 8277
Tel 925 694 3000
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Your Peer Group Profile

Your Peer Group Profile is:

The call centers in your Peer Group have the following selection profile criteria:

Which of the following functions do your TSRs provide regarding inbound calls?

Technical support to external customers **is greater than 69%**

How many inbound calls per year are directed to your call center?

Calls handled annually **is greater than 238999**

(live agent plus by IVR)

How many TSRs (or CSRs or agents) work at your call center?

Full-time TSRs **is greater than 45**

How do these inbound calls break down in the following three categories:

Business to business **is greater than 50%**

The center is in the following industry('s)

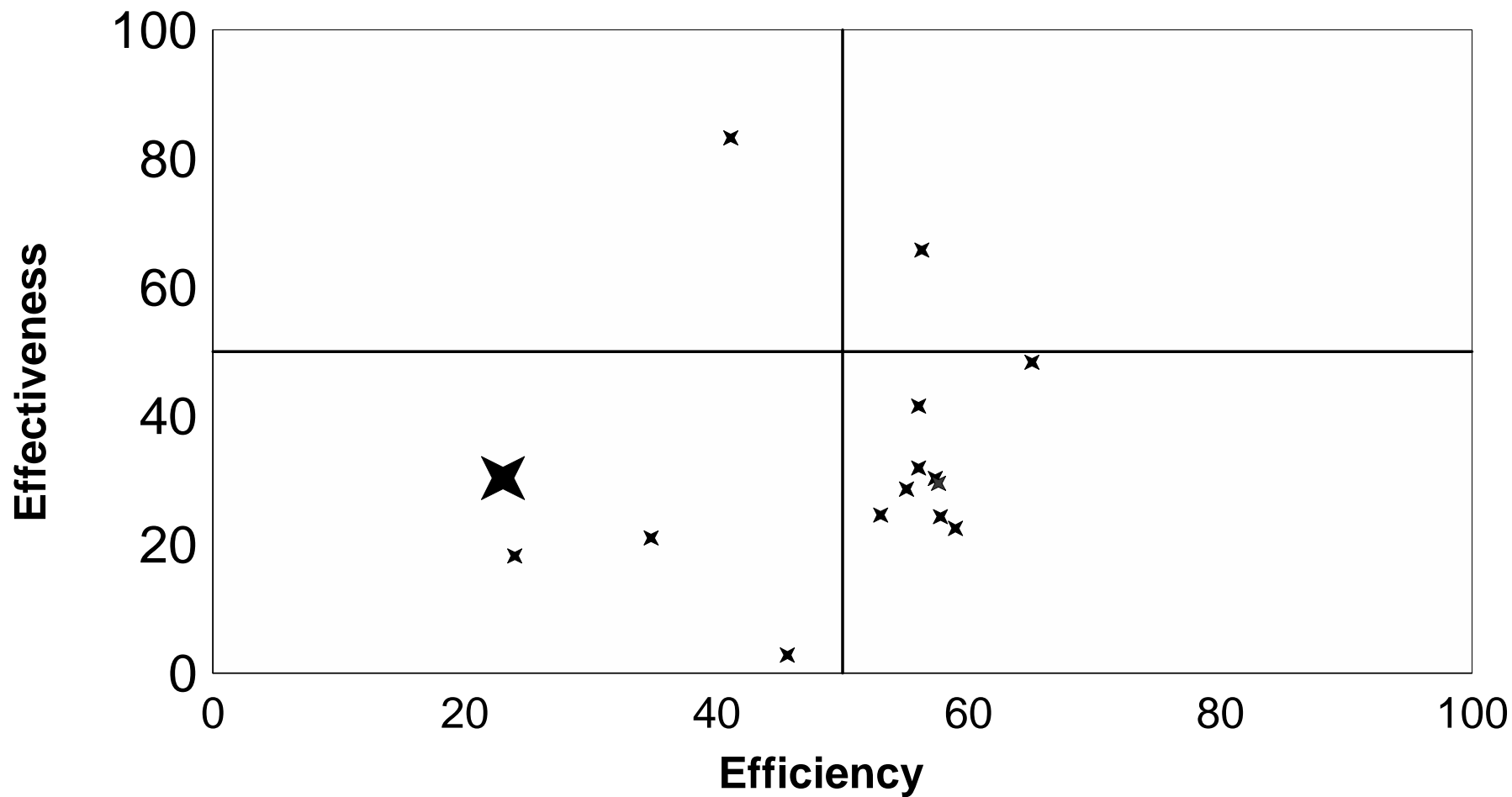
- Cable television
- Computer Hardware
- Computer Software
- Consumer Products
- Telecommunications
- Other

Number of centers in peer group: 14

Please Note: You can return to our website at any time and update your data, or change your Peer Group. In addition, if there are specific companies that you want in your Peer Group, we will recruit them for you. Please send their names and contact information.

Performance Matrix

Performance Matrix



Comparison to Your Peer Group

Call Center Classification Questions

If your answer is grey then your value was not included in the averages.

1. What kind of calls does your call center handle?	Your Response	Peer Group Average	Best in Peer Group Average**	All Participants Average
Only Inbound Calls	Left Blank	62.50%	33.33%	49.54%
Only Outbound Calls	Left Blank	0.00%	0.00%	1.68%
Both Inbound and Outbound Calls	Yes	37.50%	66.67%	48.78%
2. Which of the following functions do your TSRs provide regarding inbound calls?				
Route calls	0.00%	1.07%	0.00%	4.56%
Complaint resolution	0.00%	2.36%	0.00%	8.83%
Consumer affairs	0.00%	0.00%	0.00%	1.94%
Customer service (questions and inquiries)	0.00%	5.33%	13.75%	35.61%
Dispatching	30.00%	2.64%	0.00%	2.24%
Technical support to Internal customers (helpdesk)	0.00%	0.71%	2.50%	7.37%
Inside sales	0.00%	0.00%	0.00%	4.05%
Order taking and tracking	0.00%	0.00%	0.00%	10.61%
Information requests	0.00%	0.00%	0.00%	4.74%
Public relations	0.00%	0.00%	0.00%	0.72%
Reservations	0.00%	0.00%	0.00%	2.48%
Technical support to external customers	70.00%	81.67%	83.75%	13.19%
Other	0.00%	0.00%	0.00%	5.06%
Total:		100.00%		

3. Which of the following functions do your TSRs provide regarding outbound calls?	Your Response	Peer Group Average	Best in Peer Group Average**	All Participants Average
Outbound telemarketing	0.00%	0.00%	0.00%	18.03%
Lead generation	0.00%	1.11%	3.33%	11.35%
Collections	0.00%	0.00%	0.00%	6.80%
Customer satisfaction surveys	0.00%	0.89%	1.67%	6.69%
Follow-up to inbound calls	100.00%	46.67%	95.00%	49.58%
Market research	0.00%	0.00%	0.00%	2.40%
Other	0.00%	36.70%	0.00%	16.10%
	Total: 100.00%			
4. How many inbound calls per year are directed to your call center?				
Calls offered annually	259,000	796,691	765,125	3,521,007
Calls handled annually <i>(live agent plus by IVR)</i>	239,000	669,449	730,500	3,056,719
5. How many outbound calls are made per year by your call center, including return calls to inbound callers?				
Outbound calls per year	0	235,490	293,333	512,913
6. How do these inbound calls break down in the following three categories:				
Business to business	100.00%	93.86%	93.50%	27.89%
Business to consumer	0.00%	0.71%	2.50%	45.85%
Helpdesk (Internal)	0.00%	1.14%	4.00%	16.25%
	Total: 100.00%			

7. How do these outbound calls break down in the following three categories:	Your Response	Peer Group Average	Best in Peer Group Average**	All Participants Average
Business to business	100.00%	45.31%	72.25%	25.98%
Business to consumer	0.00%	5.00%	1.25%	31.51%
Helpdesk (Internal)	0.00%	8.15%	1.50%	8.24%
Total: 100.00%				
8. Do you use an automatic call distributor (ACD) at your call center?	Your Answer	Peer Group Average	Best in Peer Group Average**	All Participants Average
Yes		100.00%	100.00%	88.76%
No	Left Blank	0.00%	0.00%	11.24%
9. How many minutes of telephone usage are recorded annually by your call center ACD in minutes?				
Inbound in minutes	0	11,010,440	23,054,750	10,769,291
Outbound in minutes	Left Blank	23,327,586	10,483,667	1,919,014
10. How many TSRs (or CSRs or agents) work at your call center?				
Full-time TSRs	47.00	228.69	255.75	119.86
Part-time TSRs	Left Blank	27.36	78.01	37.00
Full-time Equivalents	Left Blank	170.31	208.67	164.48
<i>(FTE=(Total TSR payroll hours per week divided by 40))</i>				

Call Center Costs

If your answer is grey then your value was not included in the averages.

11. What percentage of your ongoing costs is for:	Your Response	Peer Group Average	Your Gap	Best in Peer Group Average**	All Participants Average
Human Resources - salary, benefits, etc.	58.00%	63.25%	5.25%	60.25%	58.83%
Human Resources - recruiting, screening, training	0.00%	6.23%	6.23%	7.33%	6.52%
Telecommunications Phone Charges	1.50%	4.78%	3.28%	4.67%	9.47%
Computer Hardware	0.00%	5.17%	5.17%	5.50%	6.72%
Computer Software	0.00%	4.17%	4.17%	4.50%	5.65%
Telecommunications Equipment	0.00%	5.10%	5.10%	3.75%	6.16%
Real Estate (floor space)	0.00%	6.77%	6.77%	6.00%	7.19%
Outsourced Calls	0.00%	0.29%	N/A	0.25%	0.82%
Other	40.50%	3.07%	N/A	3.75%	2.94%

Total: 100.00%**12. What is the total annual budget for your call center?***(Include everything that is mentioned in the previous question)*

Last year	\$0	\$9,949,481	N/A	\$5,372,139	\$7,423,505
This year	\$0	\$11,584,433	N/A	\$6,200,417	\$8,604,565
Next year	\$0	\$14,996,506	N/A	\$10,232,917	\$9,187,099

13. How much are you paying the telephone company for your toll-free calls?

Cents per minute	5.00	7.13	2.13	5.25	7.96
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Call Centers Performance Measures

If your answer is grey then your value was not included in the averages.

14. What are your inbound call center service level statistics?	Your Response	Peer Group Average	Your Gap	Best in Peer Group Average**	All Participants Average
80% of your calls are answered in how many seconds	Left Blank	64.57	N/A	55.00	65.47
Average speed of answer in seconds	51.00	55.12	4.12	26.33	39.23
Average talk time in minutes	10.00	9.33	-0.67	8.00	6.61
Average after call work time in minutes	15.00	11.35	-3.65	3.50	6.85
Average abandoned in percent	7.80	5.64	-2.16	4.25	6.01
Average time in queue in seconds	Left Blank	59.96	N/A	33.50	38.36
Calls closed on first call in percent	Left Blank	67.48	N/A	72.50	67.37
Calls blocked in percent	Left Blank	1.73	N/A	2.30	1.59
TSR occupancy in percent	Left Blank	70.93	N/A	82.50	76.78
Average time before abandoning in seconds	Left Blank	94.06	N/A	42.00	67.76
Adherence to schedule in percent	Left Blank	90.31	N/A	88.00	84.74
Average attendance in percent	Left Blank	92.31	N/A	92.50	88.24
Cost per call in dollars	9.20	9.91	0.71	13.44	7.22
Average sale value in dollars	14.20	6,941.93	N/A	13.21	861.91
Average inbound calls per 8-hour shift per TSR	Left Blank	32.69	N/A	37.75	62.64

15. Does your call center do any up-selling/cross-selling?

Yes	Left Blank	28.57%	N/A	66.67%	41.03%
No	Your Answer	71.43%	N/A	33.33%	58.97%

16. What percentage of calls give rise to up-sell/cross-sell opportunities?	Your Response	Peer Group Average	Your Gap	Best in Peer Group Average**	All Participants Average
	Left Blank	7.89%	N/A	6.33%	20.83%

17. What are your outbound performance metrics?

Cost per call in dollars	Left Blank	\$3.60	N/A	\$2.33	\$6.10
Cost per sale	Left Blank	\$0.03	N/A	\$0.00	\$8.41
Sales per hour	Left Blank	0.00	N/A	0.00	1.99
Average sale value	Left Blank	\$21,121.78	N/A	\$0.00	\$1,531.19
Percentage of outbound sales calls that result in a sale	Left Blank	4.13%	N/A	0.00%	10.40%
Contacts per hour	Left Blank	5.88	N/A	8.00	13.69
Average sales revenue per TSR per year	Left Blank	\$65,000.00	N/A	\$0.00	\$85,409.90
Average revenue collected per seat per shift	Left Blank	\$7.38	N/A	\$0.00	\$1,968.29
Average sales revenue per seat per shift	Left Blank	\$7.38	N/A	\$0.00	\$1,819.40

18. What is your average data entry error rate per thousand calls?

Errors per 1,000 entries	0.00	20.23	20.23	18.50	22.87
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Caller Satisfaction Measurement

If your answer is grey then your value was not included in the averages.

19. Does your call center have a formal mechanism for gathering customer feedback on call center performance?	Your Response	Peer Group Average	Your Gap	Best in Peer Group Average**	All Participants Average
Yes	Your Answer	92.86%	N/A	100.00%	60.61%
No	Left Blank	7.14%	N/A	0.00%	39.39%

20. What percentage of your callers gives you a perfect score?

(e.g., a perfect score of 5 out of 5, or a perfect score of 7 out of 7)?

	91.00%	40.21%	50.79%	26.00%	45.73%
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21. What percentage of calls to the center result in a complaint about how a previous call was handled?

	3.00%	3.07%	0.07%	3.50%	3.81%
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Human Resource Management

If your answer is grey then your value was not included in the averages.

22. What is the ratio of TSRs to supervisors (span of control)?	Your Response	Peer Group Average	Your Gap	Best in Peer Group Average**	All Participants Average
TSRs per supervisor	13.00	15.71	-2.71	16.00	12.75
23. What is the annual turnover of your inbound TSR staff?					
Full-time	100.00%	29.02%	-70.98%	18.50%	23.21%
Part-time	Left Blank	12.83%	N/A	27.50%	20.66%
24. How do you compensate your TSRs?					
Base salary per year only	\$26,000.00	\$30,472.33	\$4,472.33	\$33,950.00	\$27,399.28
Per hour only	Left Blank	\$12.70	N/A	\$14.88	\$11.65
25. What is the average annual salary of your supervisors?					
	\$32,000.00	\$43,144.71	\$11,144.71	\$46,000.00	\$35,039.82
26. What is the average annual salary of your call center manager?					
	\$75,000.00	\$64,560.00	\$-10,440.00	\$73,750.00	\$54,317.83

27. What is the length (in hours) of your initial, new-hire training period for TSRs?	Your Response	Peer Group Average	Your Gap	Best in Peer Group Average**	All Participants Average
	240.00	152.57	-87.43	105.00	142.97
28. How much does it cost you to bring on a new TSR? <i>(Add recruiting, screening, training, etc. Please, include all costs.)</i>					
New TSR hiring costs in dollars	\$3,840.00	\$9,081.23	\$5,241.23	\$7,425.00	\$6,300.65
29. Are your TSRs represented by a labor union?					
Yes	Left Blank	0.00%	N/A	0.00%	7.21%
No	Your Answer	100.00%	N/A	100.00%	92.79%
30. What percentage of your total call volume is handled by part-time TSRs?					
	1.00%	11.13%	N/A	15.75%	15.12%

Process & Knowledge

If your answer is grey then your value was not included in the averages.

31. Is the call center integrated with other customer access channels and touch points (for instance, e-mail, website, and FAX)?	Your Response	Peer Group Average	Your Gap	Best in Peer Group Average**	All Participants Average
Yes	Your Answer	85.71%	N/A	100.00%	57.83%
No	Left Blank	14.29%	N/A	0.00%	42.17%
32. On the Internet, which features does your website offer?					
Your call center's 1-800 number	Left Blank	90.00%	N/A	75.00%	85.24%
A self-service option (e.g. a static FAQ section)	Left Blank	50.00%	N/A	50.00%	54.79%
An automatic "call-back" button (using a separate phone line)	Left Blank	10.00%	N/A	25.00%	5.78%
Email access	Left Blank	90.00%	N/A	100.00%	84.32%
Voice Over IP, or Internet call (allowing the TSR to talk to the caller through the Internet phone line).	Left Blank	10.00%	N/A	25.00%	3.81%
33. Of all your inbound contacts, what percentage is handled by self-service?					
	0.00%	3.75%	-3.75%	4.00%	15.14%

34. Of all your self-service contacts, what percentage is completed through the following self-service channels:	Your Response	Peer Group Average	Your Gap	Best in Peer Group Average**	All Participants Average
IVR	0.00%	21.21%	N/A	9.25%	29.49%
Website	0.00%	4.14%	N/A	8.25%	7.95%
Fax-back	0.00%	8.69%	N/A	22.00%	2.10%
Email	0.00%	16.79%	N/A	23.00%	7.34%
Kiosk	0.00%	0.00%	N/A	0.00%	0.40%
Other	100.00%	11.54%	N/A	12.50%	15.21%
Total: 100.00%					

Outsourcing

If your answer is grey then your value was not included in the averages.

35. Does your center outsource any calls or functions?	Your Response	Peer Group Average	Your Gap	Best in Peer Group Average**	All Participants Average
Yes	Left Blank	14.29%	N/A	25.00%	18.98%
No	Your Answer	85.71%	N/A	75.00%	81.02%

36. What percentage of your total calls do you outsource?

Percent outsourced calls (inbound)	Left Blank	0.25%	N/A	0.00%	8.50%
Percent outsourced calls (outbound)	Left Blank	0.00%	N/A	0.00%	5.38%

Facilities & Design

If your answer is grey then your value was not included in the averages.

37. What is the total number of TSR workstations at your call center?	Your Response	Peer Group Average	Your Gap	Best in Peer Group Average**	All Participants Average
Seats	36.00	227.93	N/A	299.00	153.15
38. How large is your average TSR cubical workspace?					
Square feet	40.00	44.35	N/A	44.50	42.21
39. How many total square feet does your call center occupy?					
Square feet	3,780	27,236	N/A	27,500	19,175

**In order to determine best practice metrics in any industry segment, we first calculate the call center performance index (CPI) for each call center in the segment. The CPI is a balanced scorecard statistically combining both efficiency metrics and effectiveness metrics into one index. We then separate out the top twenty five percent of call centers in the segment that have the highest CPIs. Lastly, we calculate the average value of the performance metrics of these selected call centers (top quartile) to determine the best practices for that industry segment.

Ranking Tables

What are your inbound call center service level statistics?

What are your inbound call center service level statistics?

What are your inbound call center service level statistics?

Calls closed on first call in percent

Average time before abandoning in seconds

Cost per call in dollars

Percentile Rank Your Center ⇔

Left Blank
100.00
94.00
75.00
75.00
73.00
70.00
67.00
65.00
65.00
65.00
62.00
60.00
53.65
20.00

Left Blank
180.00
153.80
124.00
124.00
124.00
120.00
99.00
90.00
90.00
76.00
44.00
35.00
30.00
27.00

55.56%
3.50
3.75
6.00
6.00
9.20
10.00
10.00
15.00
25.00

What are your inbound call center service level statistics?

What are your inbound call center service level statistics?

What are your inbound call center service level statistics?

Average talk time in minutes
35.71%
5.00
5.00
5.00
5.00
7.00
7.00
7.60
8.00
10.00
10.00
11.00
11.00
12.00
12.00

Average after call work time in minutes
28.57%
1.00
1.90
2.00
2.00
2.00
3.00
3.00
3.00
5.00
5.00
15.00
22.00
22.00
22.00

TSR occupancy in percent
Left Blank
90.00
85.00
80.00
80.00
75.00
74.00
74.00
74.00
74.00
72.00
70.00
65.00
48.00
32.00

Percentile Rank Your Center ⇔

What are your inbound call center service level statistics?

What are your inbound call center service level statistics?

What are your inbound call center service level statistics?

Adherence to schedule in percent	
	Left Blank
	97.00
	95.00
	95.00
	92.00
	90.00
	90.00
	90.00
	90.00
	90.00
	90.00
	90.00
	90.00
	85.00
	80.00

Average inbound calls per 8-hour shift per TSR	
	Left Blank
	60.00
	60.00
	45.00
	32.00
	32.00
	30.00
	30.00
	30.00
	25.00
	24.00
	21.00
	20.00
	16.00

Average attendance in percent	
	Left Blank
	99.00
	96.00
	95.00
	95.00
	93.00
	93.00
	93.00
	93.00
	93.00
	90.00
	90.00
	85.00
	83.00

Percentile Rank Your Center ⇔

What is the annual turnover of your inbound TSR staff?

What is the length (in hours) of your initial, new-hire training period for TSRs?

How much does it cost you to bring on a new TSR?

(Add recruiting, screening, training, etc. Please, include all costs.)

Full-time	
	7.14%
	8.00 %
	14.00 %
	16.00 %
	16.00 %
	16.00 %
	16.00 %
	20.00 %
	25.00 %
	27.00 %
	30.00 %
	35.00 %
	58.20 %
	96.00 %
	100.00 %

	7.14%
	40.00
	60.00
	80.00
	80.00
	100.00
	104.00
	120.00
	120.00
	120.00
	139.00
	160.00
	160.00
	160.00
	240.00

New TSR hiring costs in dollars	
	85.71%
	2,700.00 \$
	3,000.00 \$
	3,840.00 \$
	4,500.00 \$
	5,000.00 \$
	6,000.00 \$
	6,000.00 \$
	6,500.00 \$
	9,828.00 \$
	9,828.00 \$
	10,000.00 \$
	15,000.00 \$
	15,000.00 \$
	24,700.00 \$

Percentile Rank Your Center ⇔

What are your inbound call center service level statistics?

What are your inbound call center service level statistics?

What are your inbound call center service level statistics?

Calls blocked in percent	
Left Blank	
0.00	
0.00	
0.00	
0.00	
0.00	
1.00	
1.00	
1.00	
1.00	
1.00	
1.20	
3.00	
5.00	
10.00	

Average speed of answer in seconds	
50.00%	
8.00	
13.00	
16.00	
30.00	
35.60	
36.00	
44.00	
51.00	
67.00	
67.00	
67.00	
90.00	
91.00	
152.00	

Average abandoned in percent	
21.43%	
2.00	
2.50	
3.00	
3.00	
5.00	
5.00	
6.00	
6.00	
6.00	
6.00	
7.00	
7.80	
8.90	
9.00	

Percentile Rank Your Center ⇔

What are your inbound call center service level statistics?

What is your average data entry error rate per thousand calls?

Average time in queue in seconds
Left Blank
8.00
18.00
30.00
30.00
35.00
40.00
46.00
47.00
47.00
47.00
50.00
64.50
152.00
225.00

Errors per 1,000 entries
92.86%
0.00
0.00
10.00
10.00
10.00
11.00
11.00
11.00
11.00
19.00
20.00
25.00
25.00
100.00

Percentage of operating costs devoted to Human Resources
84.62%
35.00
45.00
58.00
63.00
65.00
71.00
72.00
73.00
75.00
77.00
79.00
81.00
90.00

Percentile Rank Your Center ⇔

Percent budget change	
	21.43%
	233.33
	64.55
	56.62
	56.62
	56.62
	56.62
	25.00
	14.29
	12.00
	8.75
	0.00
	0.00
	-17.95
	-20.17

Percentile Rank Your Center ⇔

Call Center Performance Index

Peer Group Call Center Performance Index Listing

<u>Pos#</u>	<u>CPI</u>	<u>Pos#</u>	<u>CPI</u>	<u>Pos#</u>	<u>CPI</u>	<u>Pos#</u>	<u>CPI</u>
1	695						
2	1380						
3	1673						
4	2283						
5	2317						
6	2503						
7	2781						
8	2783						
9	2956						
10	2973						
11	2997						
12	3145						
13	3273						
14	5443						
15	8443						

You are ranked 15 in your peer group, with a CPI of 8,443

The CPI is a balanced scorecard statistically combining both efficiency metrics and quality metrics into one index.