

# 2018 Contact Center Benchmarking Summary

| Metric Type         | Key Performance Indicator (KPI)  | Peer Group Statistics |        |        |         |
|---------------------|--|-----------------------|--------|--------|---------|
|                     |  | Average               | Min    | Median | Max     |
| Inbound Channel Mix | Voice % of Total   | 67.3%                 | 19.1%  | 67.6%  | 100.0%  |
|                     | Chat % of Total  | 5.9%                  | 0.0%   | 3.8%   | 33.2%   |
|                     | IVR % of Total   | 21.3%                 | 0.0%   | 20.5%  | 69.3%   |
|                     | Web Ticket/Email % of Total  | 3.8%                  | 0.0%   | 3.5%   | 11.8%   |
|                     | Other % of Total   | 1.5%                  | 0.0%   | 1.4%   | 4.4%    |
| Cost                | Average Cost per Voice Contact   | \$6.57                | \$2.12 | \$5.79 | \$20.82 |
|                     | Average Cost per Chat Session  | \$7.85                | \$3.51 | \$7.07 | \$17.94 |
|                     | Average Cost per Web Ticket/Email Contact                              | \$6.65                | \$2.71 | \$6.08 | \$22.21 |
|                     | Average Cost per Agent-Assisted Contact                                | \$6.66                | \$2.12 | \$5.85 | \$20.97 |
|                     | Average Cost per Contact (incl. IVR)                                   | \$4.78                | \$2.12 | \$4.62 | \$9.03  |
|                     | Average Cost per Voice Minute  | \$0.87                | \$0.55 | \$0.86 | \$1.27  |
|                     | Average Cost per Chat Minute   | \$0.80                | \$0.35 | \$0.75 | \$1.54  |
| Handle Time         | Average Cost per Web Ticket/Email Minute                               | \$0.87                | \$0.54 | \$0.86 | \$1.27  |
|                     | Voice Handle Time (minutes)  | 7.56                  | 3.17   | 6.44   | 19.26   |
|                     | Chat Handle Time (minutes)   | 10.48                 | 4.42   | 8.85   | 27.15   |
| Voice Quality       | Web/Email Handle Time (minutes)  | 7.65                  | 3.16   | 6.73   | 17.42   |
|                     | Voice Customer Satisfaction  | 82.5%                 | 46.2%  | 82.1%  | 98.9%   |
|                     | Net First Contact Resolution Rate                                      | 55.7%                 | 39.5%  | 53.2%  | 97.5%   |
| Voice Productivity  | Call Quality   | 87.0%                 | 65.4%  | 88.6%  | 99.0%   |
|                     | Voice Agent Utilization  | 49.2%                 | 35.8%  | 49.8%  | 63.1%   |
|                     | Inbound Voice Contacts per Agent per Month                             | 781                   | 226    | 748    | 1,634   |
|                     | Voice, Chat, and Email Agents as a % of Total Contact Center Headcount | 83.6%                 | 68.2%  | 83.6%  | 95.9%   |



# 2018 Contact Center Benchmarking Summary (Contd.)

| Metric Type | Key Performance Indicator (KPI)                  | Peer Group Statistics |       |        |       |
|-------------|--|-----------------------|-------|--------|-------|
|             |  | Average               | Min   | Median | Max   |
| Voice SLA   | Average Speed of Answer (seconds)                | 93                    | 21    | 80     | 395   |
|             | Call Abandonment Rate                            | 6.1%                  | 1.7%  | 5.2%   | 27.2% |
|             | % Answered in 30 Seconds                         | 28.1%                 | 0.2%  | 27.1%  | 82.8% |
| Agent       | Annual Agent Turnover                            | 44.6%                 | 12.3% | 41.1%  | 89.7% |
|             | Daily Agent Absenteeism                          | 8.3%                  | 3.9%  | 8.1%   | 16.8% |
|             | Agent Schedule Adherence                         | 89.0%                 | 79.1% | 89.3%  | 98.8% |
|             | Agent Occupancy                                  | 81.5%                 | 66.8% | 81.0%  | 96.6% |
|             | New Agent Training Hours                         | 155                   | 68    | 158    | 274   |
|             | Annual Agent Training Hours                      | 16                    | 0     | 9      | 79    |
|             | Agent Tenure (months)                            | 25.0                  | 8.7   | 22.1   | 69.8  |
|             | Agent Job Satisfaction                           | 70.6%                 | 53.6% | 71.7%  | 82.5% |
| Chat        | % of Contacts Originating in Chat                | 5.9%                  | 0.0%  | 3.8%   | 33.2% |
|             | % of Contacts Resolved in Chat                   | 2.6%                  | 0.0%  | 1.6%   | 16.5% |
|             | Chat First Contact Resolution Rate               | 46.3%                 | 26.5% | 45.8%  | 71.9% |
|             | % Failover Rate from Chat to Voice               | 53.6%                 | 28.0% | 54.1%  | 73.4% |
|             | Customer Satisfaction in Chat Channel            | 79.7%                 | 60.8% | 81.0%  | 96.8% |
|             | Average Concurrent Chat Sessions                 | 0.86                  | 0.41  | 0.87   | 1.52  |
|             | Max Concurrent Chat Sessions                     | 2.8                   | 1.0   | 3.0    | 5.0   |
|             | Number of Chat Sessions per Chat Agent per Month | 638                   | 208   | 592    | 1,255 |

