

A stylized map of Canada is shown in black silhouette against a light grey background. Overlaid on the map are several circular icons representing different contact center functions: a blue speech bubble, a green headset, a blue envelope, an orange headset, a purple shopping cart, a purple credit card, a blue headset, an orange bar chart, a green printer, a red telephone, and a green briefcase. Dotted orange lines connect these icons across the map, suggesting a network or flow of information.

Contact Centre Benchmark Study

SURVEY OF CANADIAN
CONTACT CENTRES





BENCHMARK SURVEY 2017

CSPN is a leading voice for the customer service community and is frequently asked by its membership and others for information regarding service standards and benchmarks.

The Contact Centre Benchmark Study provides valuable information to update and expand our data base of service measurements and standards within the Canadian customer service industry. We conduct the Benchmark Survey on an annual basis. Respondents represent more than 150 contact centres within North America, spanning a number of industry verticals and sectors.

We greatly appreciate all of the organizations who participated in the 2017 survey for their time and valuable input. We would also like to thank our council members listed on pages 24-25 for their commitment to CSPN and their guidance in the preparation of the survey.

We are excited to share with you the results from the 2017 Benchmark Survey.

For more information regarding the survey or CSPN, please contact:

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EXECUTIVE SUMMARY

This survey explores over 50 customer service benchmarks across 5 categories. It also provides interesting, and sometimes surprising insights into our industry today, and where it is going in the future. A few of the key survey findings include;

RESPONDENT PROFILES

80
companies



participated in the 2017 study representing over **150 contact centres**

50%

of the contact centres primarily deal with B2C



Government



Manufacturing



Consumer Products

The top 3 industries represented in the survey

CONTACT CENTRE: PEOPLE

63%

of organizations encourage training, but do not allocate a minimum number of hours

The two most effective training methods include job shadowing / coaching and classroom based training

The most common agent training need is Managing Difficult Clients & Situations

The most effective CSRs have good communication skills and the right attitude

CONTACT CENTRE: THE CUSTOMERS

21%

of organizations do not measure customer satisfaction (C-Stat). Of those that do measure, the average C-Stat score is **83%**

2/3

of organizations do not measure Net Promoter Score. Of those that do measure, the average score is **51%**

27%

of organization track customer effort. Of those that do measure, the average score is **4.3** (10= most effort)

CUSTOMER EXPERIENCE STRATEGY & MANDATE

Senior management in **77%** of organizations views customer service as a competitive differentiator

75% of organizations have a clear and easily understood Customer Experience strategy

Top Customer Experience priorities for organizations include

- 1 Improving customer satisfaction
- 2 Training or empowering Customer Service Representatives
- 3 Improving First Contact Resolutions

CONTACT CENTRE: PROCESS & PROCEDURE



Less than **50%** of contact centres support communication through **social media**, however **33%** plan to integrate this in the future



Over **50%** of customer communication going through contact centres is still occurring through **phone**

CONTACT CENTRE: TECHNOLOGY

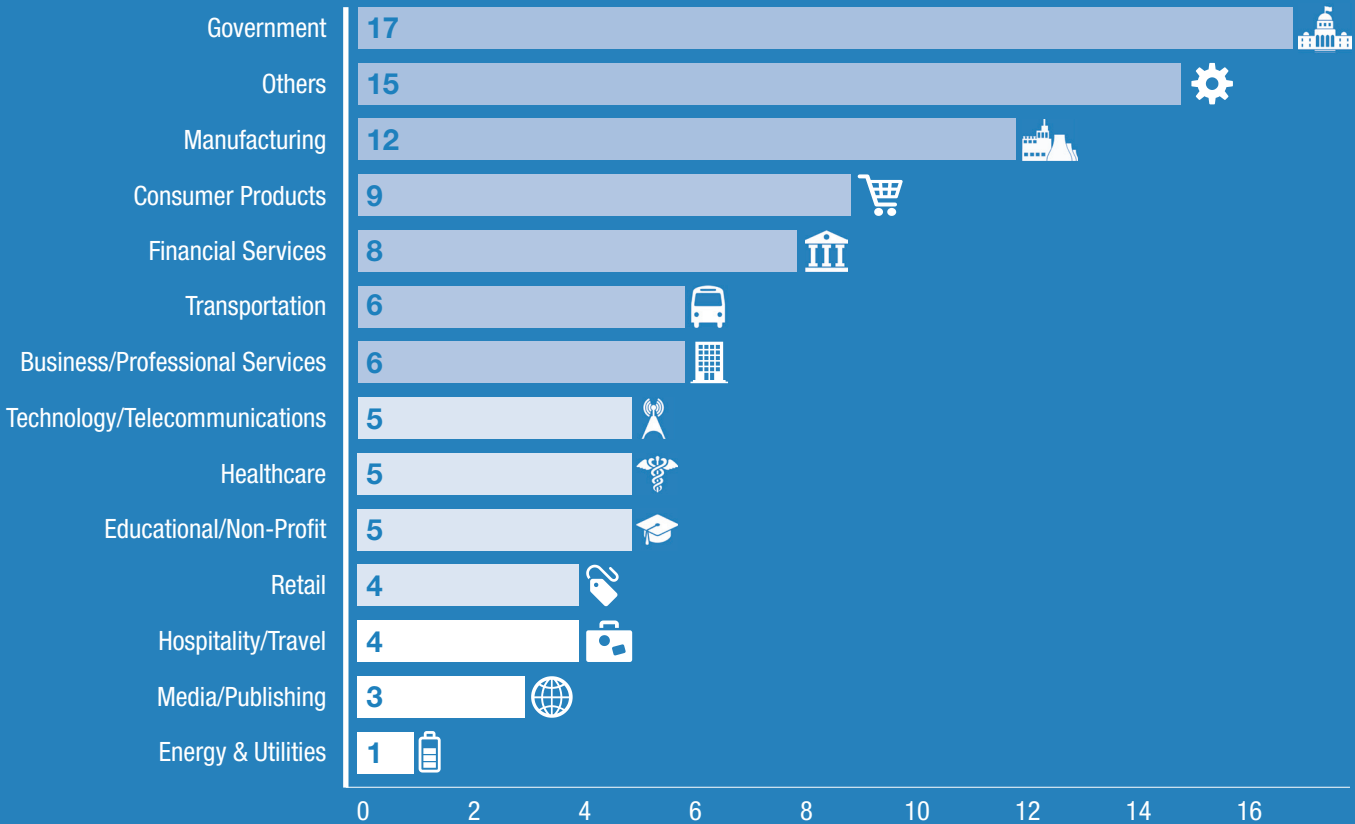
The biggest factor prohibiting customer conversion to digital channels is **customer awareness of digital options**

The top priority for contact center technology is **building a seamless omnichannel experience**

RESPONDENT PROFILE

Respondents by Industry Sector

- Over 80 companies participated in the 2017 Contact Centre Benchmark Survey representing all major industries
- The largest sector in our survey is Government, representing 17% of respondents



Primary Customer Group

- The majority of centres participating in the survey provide service to consumers
- The number of centres supporting internal staff has decreased 21% since 2013



25.8%
Business (B2B)



50.0%
Consumer (B2C)



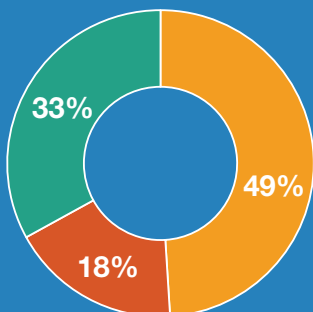
24.2%
B2B and B2C



13.6%
Internal Staff (Helpdesk)



4.5%
Others

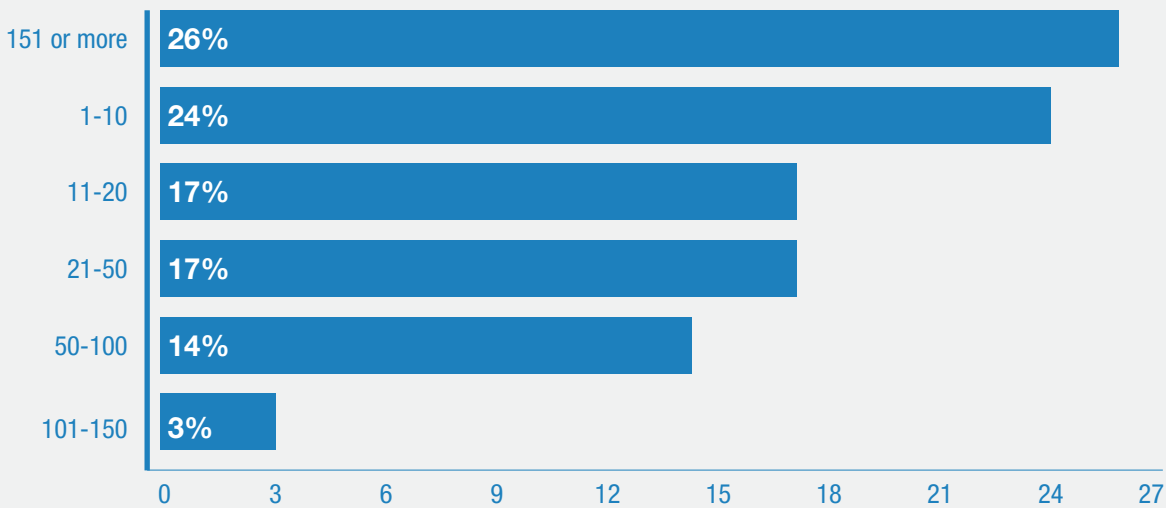


Number of Contact / Service Centre Locations

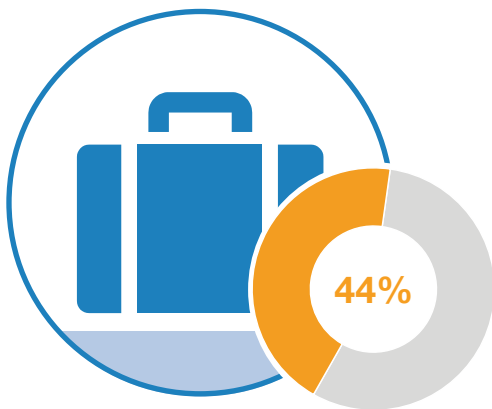
- Over 150 contact centres are represented in this year's survey
- 17% of respondents outsource some customer contact
- On average, these companies outsource nearly half (44%) of total customer contact

RESPONDENT PROFILE

Number of Full-Time Employees

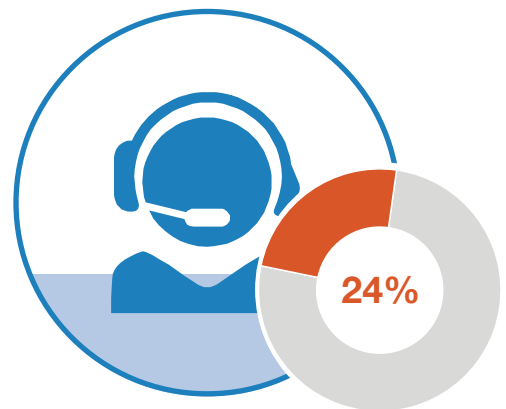


- 71% of contact centres have less than 100 employees
- 58% of respondents have centres with 50 or fewer employees
- There has been a significant shift over the past 5 years where the 1-10 category was the largest group
- Part-time workers continue to be an important component of contact centre staffing utilized by 96% of centres in the survey with 21% of total staffed agents being part-time



OUTSOURCING

17% of respondents outsource some customer contact. On average, these companies outsource nearly half (**44%**) of total customer contact.



OUTSOURCING

38% of firms utilize remote agents, representing **24%** on average of total agents