Clients turn to our rich benchmarking resources to help them compare their organizations against those of their peers. We collect data on over 300 customer service and support metrics and provide it back through our research, tools and custom reporting.

Clients use our data to:
- Determine the effort customers expend and the journey they take to resolve requests
- Benchmark costs and productivity to increase efficiencies as operations become more complex
- Assess staff performance as measured by key skills, coaching behaviors and rep productivity

We maintain an ongoing global data collection effort to expand and refresh our benchmarking data. Our sources include:
- Our global, proprietary surveys of hundreds of thousands of customers and staff
- Client-reported data collected on a rolling basis
- Gartner Score, which evaluates your function’s current maturity level against research-based performance standards in order to prioritize strategic focus areas for the contact center

We also continuously update the methods for our global data collection efforts. This year we’ve focused on adding more interactive capabilities, including:
- Live survey distribution platforms for a seamless participation experience
- Enhanced reporting capabilities for instant deliverables and value across the organization.

Collectively, our resources and capabilities not only inform our best-practice insights, they also create one of the most robust customer service and support data assets in the market.
**Effortless Experience™ Dashboard**

**Overview**

The Effortless Experience™ Dashboard helps companies identify high-effort customer service and support experiences and journeys. Across more than a decade of research, the questions from this survey have continuously evolved to match the growing expectations of today’s customer. Launching this survey or incorporating the questions into your company’s own survey tools will uncover critical areas for improvement across the entire customer journey.

- The survey is a comprehensive assessment of customer interactions with your organization, specifically targeting:
  - Customer Service Journey. Analysis of the paths that customers need to take to complete various service-related requests. New for 2018, the survey now includes assessment of non-company-owned channel utilization.
  - Contact Reason Analysis. A review of performance on handling the most common reasons for customers to contact the organization.

**Quick Facts**

- 125+ Companies Participated
- 1,500,000+ Individual Survey Responses
- 10+ Years of Question Development

Illustrative report page presenting the customer journey across core service channels
Effortless Experience™ Dashboard

List of Metrics

Customer Loyalty
Net Promoter Score (NPS)
Customer Tenure
Product Quality

Customer Effort
Customer Effort Score
Time Relative to Expectations
Well-Informed as Customer
Set Expectations of Solution
Making Experience Easier (Verbatim)
Learned Value (B2B)

Customer Resolution Jobs
Customer Stated Job
Future Customer Stated Job

Contact Reasons
Custom and Standardized Lists
Ability to Cross with All Metrics

Benchmarking Filters

Industry
Banking & Financial Services
Consumer Products & Retail
Health Insurance
High Tech
Insurance
Manufacturing
Telecom
Travel & Leisure
Utilities

Customer Resolution Journey
First Channel Used
First Contact Resolution Rate
Resolution Status
Final Resolution Channel
Number of Contacts
Number of Contacts to Resolve
Non-Company-Owned Channel Utilization
Future Journey Actions
Satisfaction with Outcome

Channel-Specific Journey Data
Phone
Website
Web Chat
Email
Location
Social Media
Mobile App
Account Rep

Customer Type
B2C
B2B

Region
Americas
EMEA
APAC
The Service & Support Operations Benchmarking Survey

Overview

The Service & Support Operations Benchmarking Survey plays an important role in driving your business objectives from all angles: cost, budget, productivity and staffing. By obtaining a better understanding of your center operations and comparing them to those of your peers, you can keep up with the ever-changing customer service landscape.

The survey offers a time-tested and unique chance to see how your operations stack up. Through participation in the survey, you will receive a customized report that enables you to:

- Prioritize opportunities for performance improvement
- Compare your performance on key metrics with your peers
- Identify opportunities for cost reduction

Quick Facts

- **600+ Companies Participated**
- **10+ Years of Data Collection**
- **300,000+ Unique Data Points**

What’s Coming

By increasing our focus on digital channel effectiveness, the Service and Support Operations Benchmarking will expand to include insight around self-service channels, such as the website and mobile app.

Illustrative report page presenting cost per contact data broken out by key functional components
The Service & Support Operations Benchmarking Survey

List of Metrics

**Cost**
- Cost per Live Contact
  - Labor
  - Capital/IT
  - Overhead
  - Telecom
- Cost per Call
  - Labor
  - Capital/IT
  - Overhead
  - Telecom
- Rep Efficiency Cost per Call
  - Shrinkage
  - Adherence
  - Occupancy
  - Marginal
- Cost per Email
  - Labor
  - Capital/IT
  - Overhead
- Cost per Web Chat
  - Labor
  - Capital/IT
  - Overhead
- Wages and Salaries
  - CSR
  - Support Staff
  - Supervisor
  - Manager
  - Trainer
- Benefit Rate

**Productivity**
- Phone Productivity
  - Talk Time
  - After-Call Time
  - Total Handle Time
  - Speed to Answer
  - Abandonment Rate
  - Time to Abandon
- Email Productivity
  - Total Handle Time
  - Turnaround Time
- Web Chat Productivity
  - Chat Time
  - After-Chat Time
  - Total Handle Time
  - Concurrent Chats
  - Speed to Answer
  - Abandonment Rate
  - Time to Abandon

**Cost per Call**
- Labor
- Capital/IT
- Overhead
- Telecom

**Rep Efficiency Cost per Call**
- Shrinkage
- Adherence
- Occupancy
- Marginal

**Cost per Email**
- Labor
- Capital/IT
- Overhead

**Cost per Web Chat**
- Labor
- Capital/IT
- Overhead

**Wages and Salaries**
- CSR
- Support Staff
- Supervisor
- Manager
- Trainer

**Benefit Rate**

**Outsourced Cost**
- Charge-Back Type & Rate
  - Per FTE
  - Per Contact
  - Per Minute
  - Per Hour

**Staffing**
- Staff Distribution
  - Rep %
  - Support Staff %
  - Supervisor %
  - Manager %
  - Trainer %
- Span of Control
  - Reps per Supervisor
  - Supervisors per Manager
  - Reps per Support Staff
  - Support Staff per Manager
  - Reps per Trainer

**Staff Mix**
- Part Time %
- Remote %
- Virtual %
- Specialized %
- Generalized %

**Training, Coaching and QA**
- New Hire Training Hours
- Ongoing Training Hours
- Ongoing Coaching Hours
- Number of Scored Calls

**Quality**
- FCR Collection Methods
  - Callback Tracking
  - QA Reported
  - Customer Reported
  - CSR Reported
- Time Frame for Recording FCR

**Customer Experience Measures**
- Customer Effort Score (CES)
- Customer Satisfaction (CSAT)
- Net Promoter Score (NPS)
- First Contact Resolution Rate (FCR)

**Hours of Operation by Channel**
- Hours per Day
- Days per Week
- Days per Year

**Rep Productivity**
- Turnover Rate
- Adherence Rate
- Occupancy Rate
- Shrinkage Factor
- Absenteeism Rate

**Budget**
- Budget Trend
- Budget-to-Revenue Ratio
- Budget Allocation
- Budget Allocation to Vendors

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Rep Experience Survey

Overview

The foundation of customer service and support begins with the rep experience. The Rep Experience Survey includes a varied and diverse set of metrics, covering all the critical behaviors needed for managing staff performance. The survey can be customized across question modules to allow you to focus on what is most relevant to your business, whether it's a little bit of everything or a deep dive into coaching behaviors.

The survey is a result of more than 12 years of studying the rep experience, and covers a wide range of topics such as:

- Coaching effectiveness
- Coaching time spend
- Usability of rep-facing systems and tools
- Rep productivity practices
- Team dynamics

Quick Facts

- 600+ Companies Participated
- 1,400+ Surveys Launched
- 60,000+ Rep Responses
- 8+ Studies Published
- 12+ Years of Question Development

Reporting Dashboard

Using our latest capabilities, the Rep Experience Survey includes a live distribution and reporting dashboard that enables service and support leaders to instantly view where they land on these staff performance metrics.

Illustration of the live distribution and reporting dashboard’s ability to create a supervisor-level heatmap on each metric in the survey
Rep Experience Survey

List of Metrics

Coaching
- Reporting Tenure
- Role Tenure
- Coaching Time Spent
- Integrated Coaching %
- Scheduled Coaching %
- Coaching Perception
- Team dynamics
- Accountability
- Tone
- Quality

Integrated Coaching Effectiveness
Scheduled Coaching Effectiveness
Overall Effectiveness

Coaching Sessions
- Listening & Understanding
- Diagnosing
- Basing on Examples
- Tailoring
- Following-Through

Customer Interactions Guidance
- Source Diagnosis
- Adjustments
- Coping
- Proactive Solutions
- Ownership
- Control
- Active Listening
- Positive Positioning

Productivity
- Systems & Tools
  - Number Used per Situation
  - Automation
  - Work Together
  - Functional Utility
  - Visually Appealing
  - Reliable
  - Source Right Information
  - Navigation
  - Access
  - Embedded in Workflow
  - Just Enough Solution

Rep Interactions
- Simplify
- Enhance
- Focus

Training & Communications
- Useful
- Applicable

Service to Sales
- Probing Questions
- Benefit Explanation
- Objection Handling
- Advocacy

Relationship
- Continue Reporting
- Development Known
- Opportunities Provided
- Healthy Partnership

Management
- Idea Generation
- Team Performance
- Connect to Peers
- Knowledge Sharing
- Trust in Judgment
- Empowerment

Customer Pressure
- Demands
- Emotions

Policy Adherence
- Follow-Up
- Adaptation

Product Complexity
- Many Products
- Variable Products
- Technical Acumen

Resolution Complexity
- Ambiguity
- Customer Knowledge

Customer Information Surfacing
- Open-Ended Questions
- Small Talk
- Keep Conversation Momentum
- Adjacent Questions

Solution Identification
- Multi-Task
- Intuition
- Speed of Speaking

Resilience
- Shake Off Bad Calls
- Don’t Take Personally

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Customer Service & Support Score

Overview

The Customer Service & Support Score is both a functional maturity assessment and prioritization tool. It measures your contact center’s maturity across a comprehensive set of critical customer service activities. The tool evaluates your center’s current maturity level for each activity against objective, research based performance standards. It also helps you identify priorities for improvement based on how important the activities are to your organization’s strategic objectives.

This diagnostic helps current and new Customer Service leaders with:

- Strategic Annual Planning: Understand how well your contact center is performing in its current state and prioritize opportunities for improvement
- Functional Transformation: Identify next steps for critical areas and plan a long-term path to your desired maturity level
- Strategy Execution: Ensure alignment of strategy and resources with market opportunities and business needs. Save time acting on your plans with recommended resources and guidance from a service partner.

Quick Facts

- 240+ Companies Participated
- 16 Discrete Activities Measured
- 6 Key Focus Areas for Customer Service Leaders

Illustrative map of the focus areas and functional activities used to assess functional maturity