

Gartner for Customer Service & Support Leaders

Overview of Quantitative Benchmarking Resources



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.

Benchmarking Quick Facts

15+ Years of Experience

2,000+ Participating Companies

300+ Function-Specific Metrics

1,500,000+ Surveys Fielded

110+ Countries Represented

Benchmarks Offered

[Effortless Experience™ Dashboard](#)

[Service & Support Operations Benchmarking Survey](#)

[Rep Experience Survey](#)

[Customer Service and Support Score](#)

Effortless Experience™ Dashboard

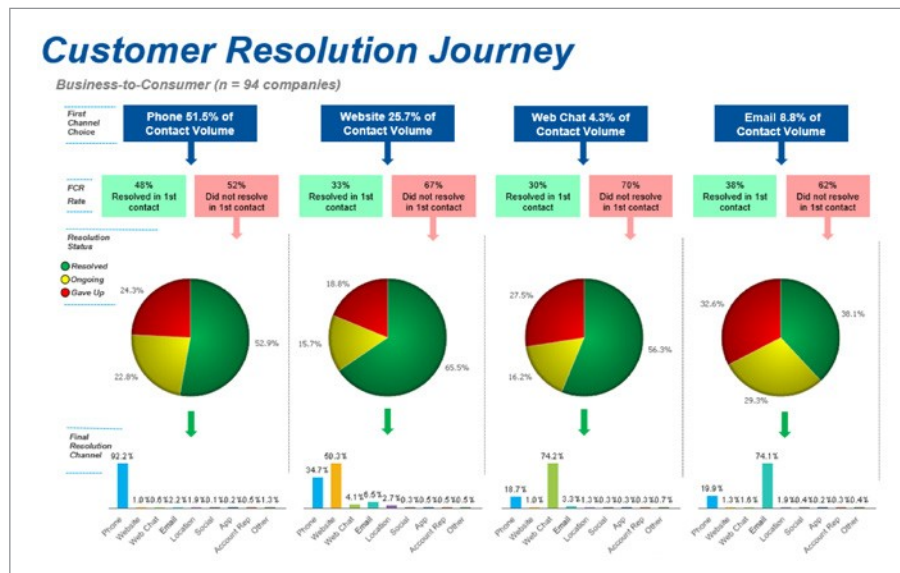
Overview

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:
 - Overall Customer Loyalty and Effort Performance. An overview of performance on measures of customer relationship health and overall service.
 - 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

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

Benchmarking Filters

Industry

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

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:

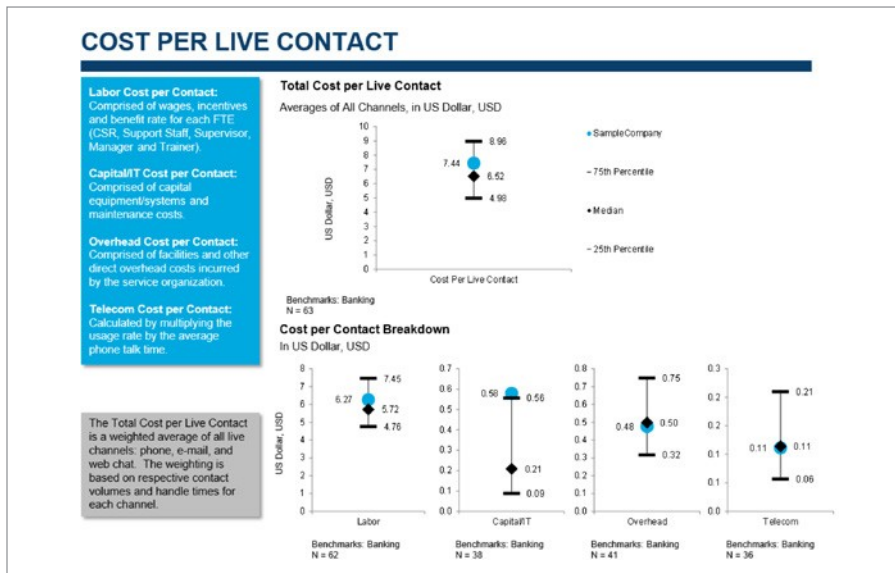
- Prioritize opportunities for performance improvement
- Compare your performance on key metrics with your peers
- Identify opportunities for cost reduction

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	Productivity	Staffing
Cost per Live Contact	Phone Productivity	Staff Distribution
- Labor	- Talk Time	- Rep %
- Capital/IT	- After-Call Time	- Support Staff %
- Overhead	- Total Handle Time	- Supervisor %
- Telecom	- Speed to Answer	- Manager %
Cost per Call	- Abandonment Rate	- Trainer %
- Labor	- Time to Abandon	Span of Control
- Capital/IT	Email Productivity	- Reps per Supervisor
- Overhead	- Total Handle Time	- Supervisors per Manager
- Telecom	- Turnaround Time	- Reps per Support Staff
Rep Efficiency Cost per Call	Web Chat Productivity	- Support Staff per Manager
- Shrinkage	- Chat Time	- Reps per Trainer
- Adherence	- After-Chat Time	Staff Mix
- Occupancy	- Total Handle Time	- Part Time %
- Marginal	- Concurrent Chats	- Remote %
Cost per Email	- Speed to Answer	- Virtual %
- Labor	- Abandonment Rate	- Specialized %
- Capital/IT	- Time to Abandon	- Generalized %
- Overhead	Hours of Operation by Channel	Training, Coaching and QA
Cost per Web Chat	- Hours per Day	- New Hire Training Hours
- Labor	- Days per Week	- Ongoing Training Hours
- Capital/IT	- Days per Year	- Ongoing Coaching Hours
- Overhead	Rep Productivity	- Number of Scored Calls
Wages and Salaries	- Turnover Rate	Quality
- CSR	- Adherence Rate	FCR Collection Methods
- Support Staff	- Occupancy Rate	- Callback Tracking
- Supervisor	- Shrinkage Factor	- QA Reported
- Manager	- Absenteeism Rate	- Customer Reported
- Trainer	Budget	- CSR Reported
Benefit Rate	Budget Trend	Time Frame for Recording FCR
Outsourced Cost	Budget-to-Revenue Ratio	Customer Experience Measures
Charge-Back Type & Rate	Budget Allocation	- Customer Effort Score (CES)
- Per FTE	Budget Allocation to Vendors	- Customer Satisfaction (CSAT)
- Per Contact		- Net Promoter Score (NPS)
- Per Minute		- First Contact Resolution Rate (FCR)
- Per Hour		

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

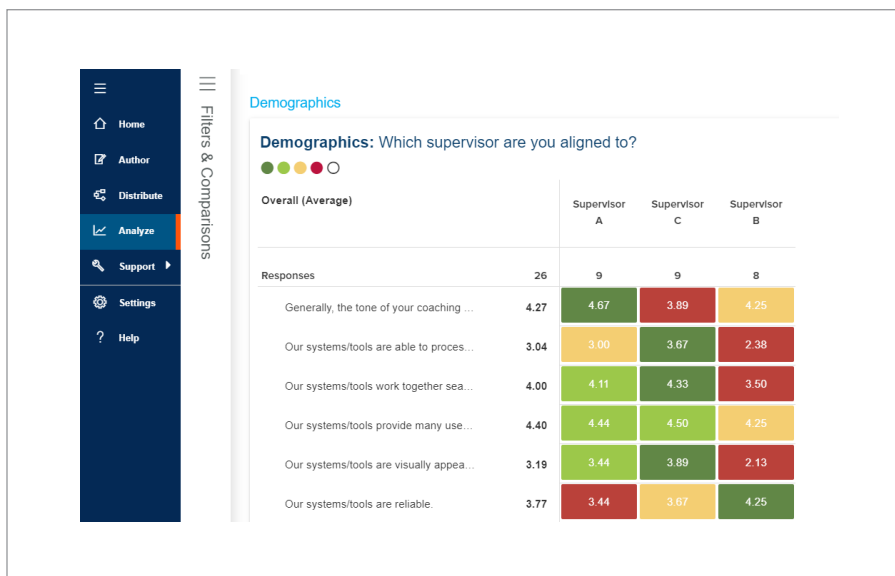


Illustration of the live distribution and reporting dashboard's ability to create a supervisor-level heatmap on each metric in the survey

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.

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
– Creating Balance
– Efficiency
– Sharing Practices
– Systems/Tools Practices
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

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
– Teachable Moments
– Well Informed

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

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