



# UK Contact Centres and Customer Service

**EXECUTIVE SUMMARY**  
**September 2007**

Commissioned by Teasel Performance Management

Carried out by Spectrum Consulting

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## 1. Aim of the study

Teasel is dedicated to improving the performance of contact centres through empowering managers with better information about key metrics. As part of this commitment it wanted to understand the prime business aims and performance criteria of UK contact centres, a key element of which is whether – and how – organisations measure customer satisfaction.

## 2. How the research was conducted

The research was conducted online by Spectrum Consulting between May and July 2007. Participants include contact centre directors (28%), contact centre managers (24%) and heads of department (48%). Almost two-thirds (62%) of respondents have two or more contact centres within their organisation.

## 3. Overview

- Although the contact centres surveyed rank improved customer service as their most important aim, half of them don't even measure the number of calls it takes to resolve a customer query.
- Of those that do measure customer satisfaction, in-house contact centres were much more proactive on overall assessment, with:
  - 83% sending out questionnaires
  - 43% calling customers at random
  - 43% calculating average call value
  - 26% asking customers to stay on the line to complete a brief survey
- In contrast, outsourced call centres seem only to focus on the basics:
  - less than half (43%) send out questionnaires
  - only one third (29%) carry out random customer calling
  - a little over a quarter (29%) calculate average call value
  - 14% carry out an online survey
- When asked about the relevant importance of particular aspects of the aims of contact centres, the survey found that respondents ranked improving customer service at number one.
  - this was followed by resolving customer problems quickly and efficiently (89%)
  - then reducing cost (72%),
  - and increasing sales (66%)

- creating a marketing ‘differentiator’ was cited by just over half (54%)

Yet when asked about the importance of measuring customer satisfaction with contact centres, creating a marketing differentiator did not feature at all, with respondents citing what would be generally considered as hygiene factors.

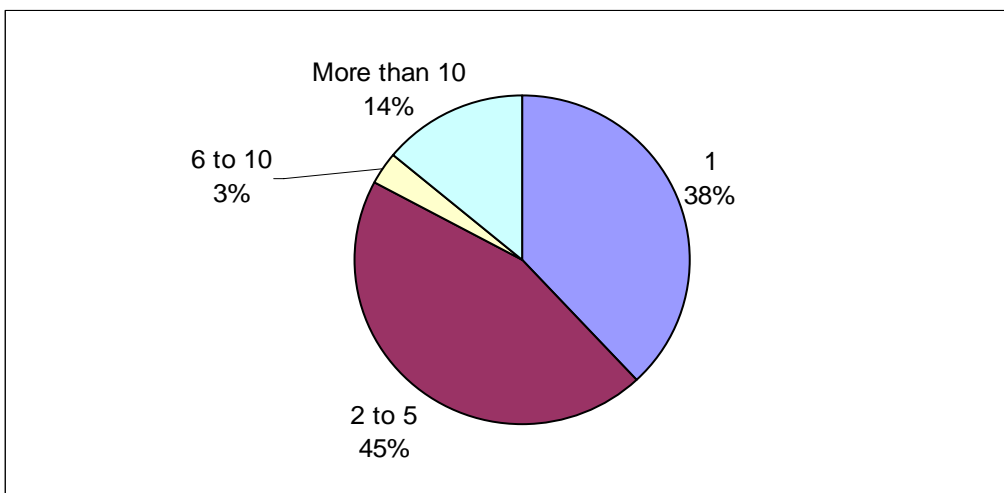
- these included reducing time to answer (76%)
- cutting average wait time (72%)
- resolving customer needs immediately (69%)
- reducing abandoned calls (59%)
- rapid access to customer records (45%)
- rapid customer identification (45%)

#### 4. Findings

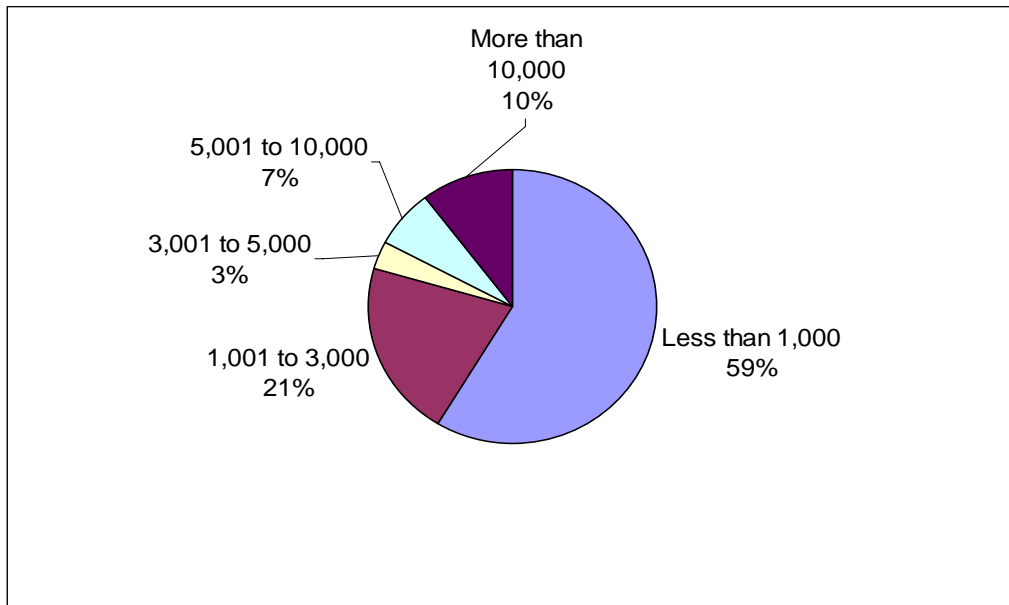
The findings highlight that many contact centres say that although customer satisfaction is key to the service they provide, most are only measuring this on the hygiene of the process rather than on the quality of how the call is handled and resolved. This is all very well but contact centres must widen the way in which they track and monitor activities if they are to really understand how they are performing. The overall question, of course, is whether contact centres, outsourced or in-house are monitoring the right things?

Outsourced contact centres – to which many organisations entrust their brand and reputation – are primarily concerned about meeting SLA criteria, such as the number of calls that should be answered every hour. This attitude puts their clients’ corporate reputation at risk. They might well be fielding a high number of calls but if they are not tracking and reporting on how customer contacts are actually handled, how can clients judge the all-important customer experience?

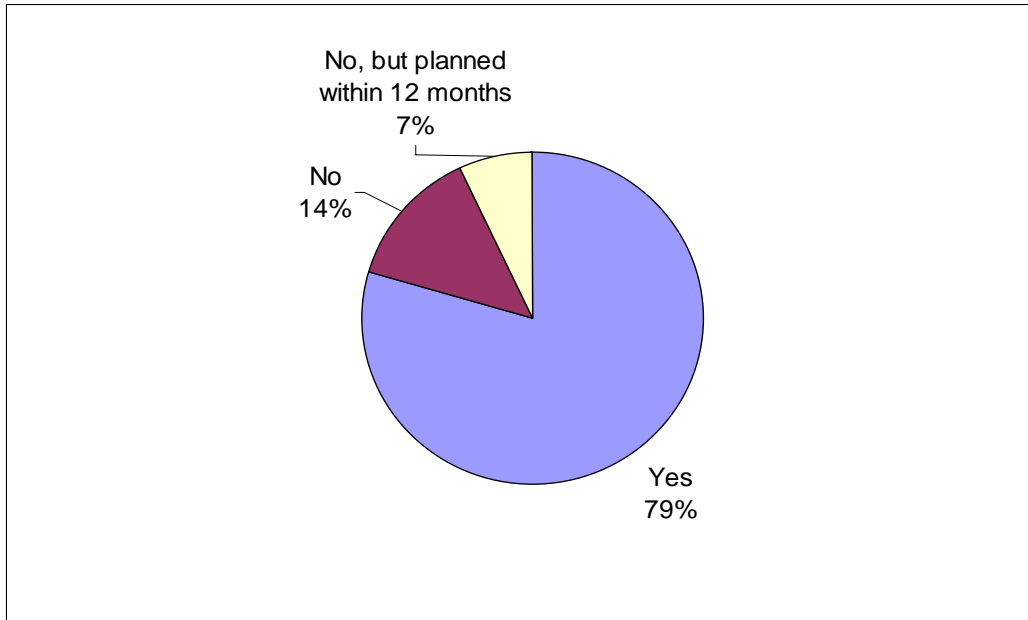
##### 4.1 - Question: *How many contact centres does your organisation have?*



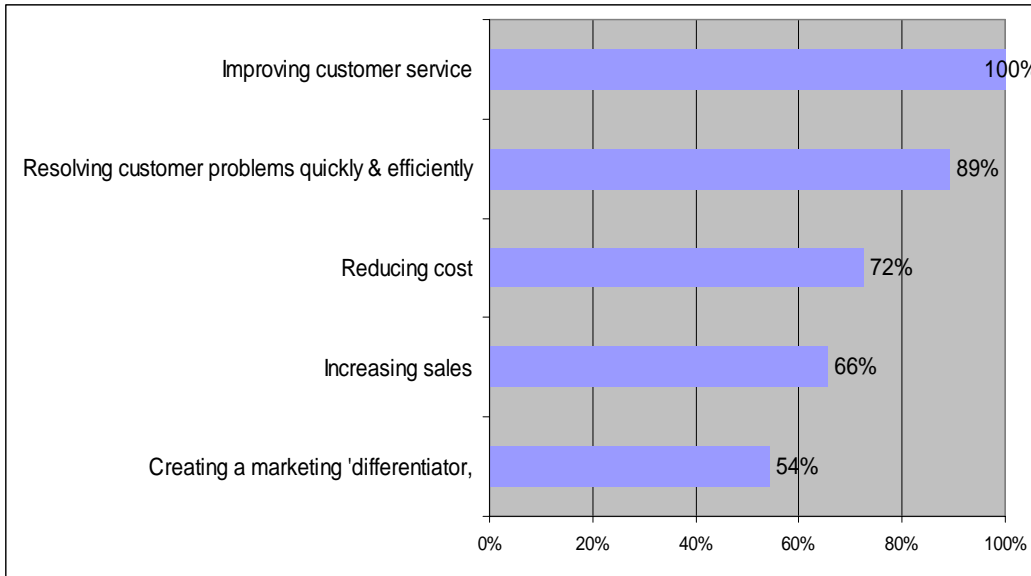
**4.2 - Question: How many calls does your organisation handle per day, on average?**



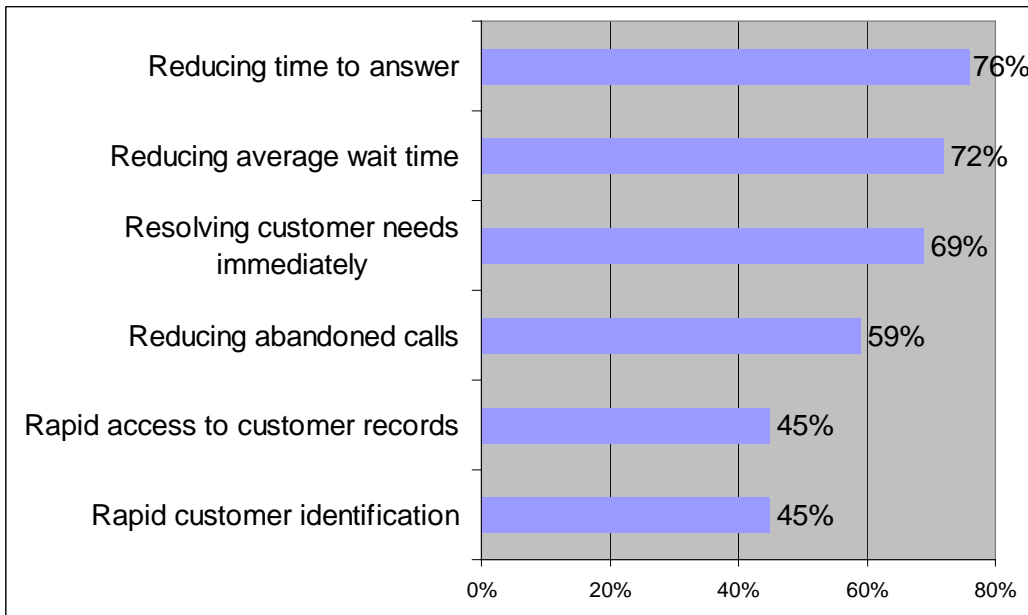
**4.3 - Question: Does your organisation provide an email response service?**



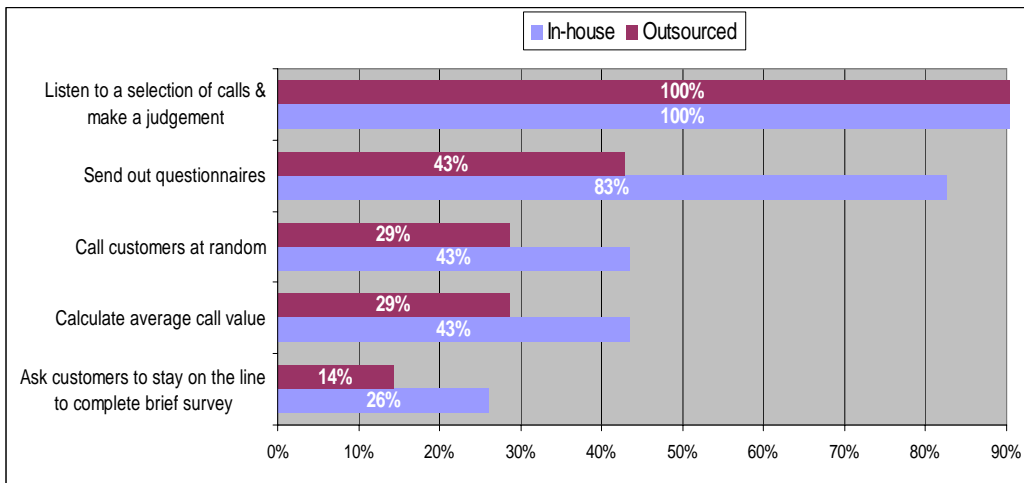
**4.4 - Question: What is the relative importance of the aims of the contact centres within your organisation? (Where 'improving customer service' = 100%)**



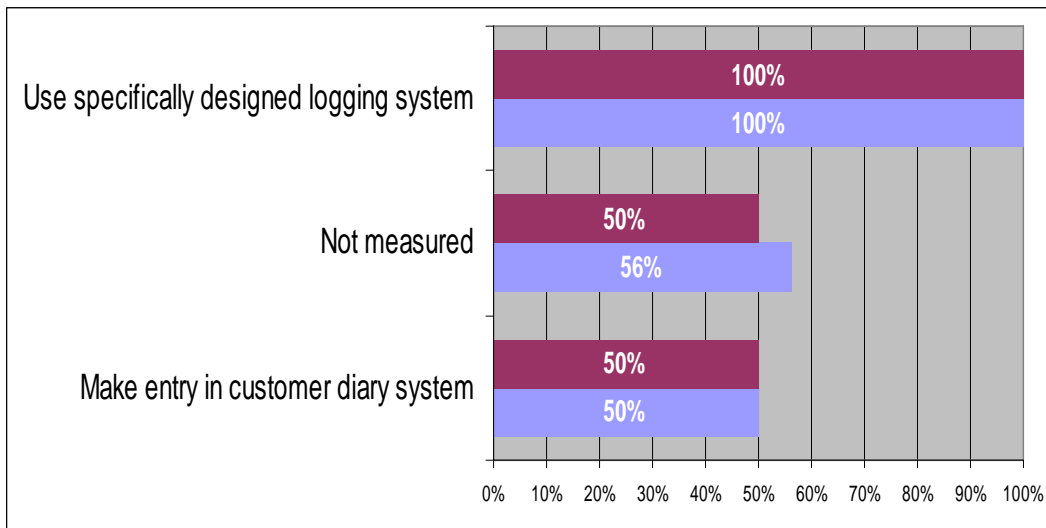
**4.5 – Question: How important are each of the following in terms of measuring customer satisfaction? (Very important/extremely important)**



**4.6 – Question: How do you currently measure customer satisfaction? (Where 'listen to a selection of calls' = 100%)**



**4.7 – Question: How does your organisation measure the number of calls it takes for a customer to resolve a single query? (Where logging system = 100%)**



## **4. About Teasel Performance Management**

Founded in 2004, Teasel is a specialist in operational performance management and management information. Its hosted contact centre MI solutions are designed to provide consistent reporting across mixed infrastructures, including in-house, outsourced and offshore facilities, without the need to make additional technology investments. Teasel's solutions also support individual performance improvement through real-time benchmarking.

## **5. Contacts**

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