

**Table of contents**

<b>Study overview .....</b>	<b>8</b>	Business reasons for home-based agents .....	38
Study objective .....	8	Specific function handling .....	38
Demographic highlights .....	8	Future plans for home-based agents .....	39
<b>Call center operations model .....</b>	<b>10</b>	Keys to success for home-based agents .....	40
<b>Performance objectives and results .....</b>	<b>11</b>	Challenges with home-based agents .....	40
Top KPIs .....	11	<b>Reporting and analytics .....</b>	<b>41</b>
Performance goals and current performance	11	Methods for communicating performance data .....	41
Customer satisfaction questions .....	24	Most productive presentation of measurement .....	42
Top employee satisfaction questions .....	25	Celebrations for performance objective achievement .....	42
<b>Past improvement initiatives.....</b>	<b>27</b>	Challenges with performance reporting .....	43
Largest changes made over the past 2 years.	27	Keys to successful reporting .....	43
Overall ranking of improvement initiatives..	28	Dashboard use .....	44
Changes with the greatest positive impact on customers.....	29	Dedicated reporting resources .....	44
Changes with the greatest positive impact on cost savings.....	29	Who analyzes report data.....	44
Changes with the greatest positive impact on employees .....	30	<b>Demographics .....</b>	<b>45</b>
Changes with the greatest positive impact on revenue .....	30	Number of sites.....	46
<b>Future directions and improvements .....</b>	<b>31</b>	Number of employees.....	46
Short-term changes planned .....	31	Hours of operation .....	47
Long-term changes planned.....	32	Contact volume.....	47
Challenges .....	32	Volume change .....	48
Opportunities for improvement .....	32	Single or multi-site .....	48
Business drivers motivating changes.....	33		
IT collaboration .....	34		
Factors influencing IT collaboration .....	35		
Steps to optimize IT relationships .....	35		
Best-in-class call centers .....	36		
<b>Home-based/remote agents .....</b>	<b>37</b>		
Home-based agents.....	37		
Criteria for home-based agents.....	37		

## Table of Figures

Figure 1 – Regions represented .....	8	Figure 25 – Employee satisfaction measurement frequency .....	23
Figure 2 – Industry type .....	9	Figure 26 – Employee satisfaction collection method .....	23
Figure 3 – Call center operations model .....	10	Figure 27 – Average annual turnover by employee type.....	24
Figure 4 – Service level goal .....	12	Table 3 - Summary of changes and associated impact .....	28
Figure 5 – Service level performance .....	12	Figure 28 – Short-term business drivers .....	33
Figure 6 – Abandoned call rate (percent) .....	13	Figure 29 – Long-term business drivers .....	33
Figure 7 – Average wait time before abandon (seconds).....	13	Figure 30 – IT collaboration .....	34
Figure 8 – Average speed of answer (seconds) .....	14	Figure 31 –Do you employ home-based agents? .....	37
Figure 9 – Average talk time (seconds).....	14	Figure 32 –Reasons for home-based agents.....	38
Figure 10 – Average after call work time (seconds).....	15	Figure 33 –Do home-based agents handle specific functions? .....	38
Figure 11 – Agent utilization (percent) .....	15	Figure 34 –Future use of home-based agents ..	39
Figure 12 – First contact resolution (percent).....	16	Figure 35 – Methods for communicating performance data .....	41
Figure 13 – Budget distribution.....	16	Figure 36 – Do you use a dashboard?.....	44
Figure 14 – Average cost per voice call .....	17	Figure 37 – Dedicated resources for reporting	44
Figure 15 – Average cost per email.....	17	Figure 38 – Who analyzes report data .....	44
Figure 16 – Average cost per IVR contact .....	18	Figure 39 – Call center function .....	45
Figure 17 – Average cost per text-chat.....	18	Figure 40 – Number of sites .....	46
Figure 18 – Average cost per contact medium .....	19	Figure 41 – Number of employees for all sites (FTE) .....	46
Figure 19 – Average hourly agent wage by region.....	19	Figure 42 – Hours of operation.....	47
Table 1 – Hourly Agent wages by region .....	20	Figure 43 – Contact volume % .....	47
Figure 20 – Average supervisor salary .....	20	Figure 44 – Expected contact volume changes	48
Table 2 – Supervisor salary by region .....	20	Figure 45 – Single/multi-site .....	48
Figure 21 – Customer satisfaction collection method .....	21		
Figure 22 – Customer satisfaction measurement frequency .....	21		
Figure 23 – Span of control .....	22		
Figure 24 – Employee satisfaction measurement .....	22		