



**Call Center Statistics  
December 2010**

Report Code : DE23

January 2011

**The Banks Association of Turkey**  
**Call Center Statistics\***  
**(Consolidated)**

**A. Number of Call Center Employees**

Period	The number of part-time agents	The number of full-time agents	Total number of agents	The number of supporting service personnel	The number of managers	Total
Dec. 2009	181	4,691	4,872	296	577	5,745
March 2010	210	5,054	5,264	303	612	6,179
June 2010	242	5,024	5,266	333	630	6,229
Sept. 2010	247	5,065	5,312	361	627	6,300
Dec. 2010	317	5,174	5,491	371	646	6,508

The number of agents that resigned and fired	The number of agents that transferred to another department	Total Turnover (%)
319	107	9%
359	108	9%
390	197	11%
319	92	8%
309	158	9%

**B. Call Center Employee Profile**

Period	Gender								Average Age		
	The number of agents		The number of supporting service personnel		The number of managers		Total		Agent	Supporting service personnel	Manager
	Female	Male	Female	Male	Female	Male	Female	Male			
Dec. 2009	3,642	1,230	211	85	345	232	4,198	1,547	25	23	31
March 2010	3,929	1,335	213	90	390	222	4,532	1,647	25	24	33
June 2010	4,004	1,262	219	114	407	223	4,630	1,599	24	23	31
Sept. 2010	3,999	1,313	251	110	420	207	4,670	1,630	25	23	33
Dec. 2010	4,129	1,362	263	108	422	224	4,814	1,694	26	23	33

Period	Education															
	The number of agents				The number of supporting service personnel				The number of managers				Total			
	High School	College	University graduate	Post-graduate	High School	College	University graduate	Post-graduate	High School	College	University graduate	Post-graduate	High School	College	University graduate	Post-graduate
Dec. 2009	986	1,668	2,170	48	47	76	166	7	59	84	403	31	1,092	1,828	2,739	86
March 2010	1,021	1,759	2,418	66	48	81	166	8	53	97	430	32	1,122	1,937	3,014	106
June 2010	984	1,885	2,342	55	63	108	154	8	73	133	396	28	1,120	2,126	2,892	91
Sept. 2010	1,040	1,893	2,317	62	58	120	174	9	76	99	422	30	1,174	2,112	2,913	101
Dec. 2010	1,036	1,952	2,445	58	64	103	191	13	72	96	444	34	1,172	2,151	3,080	105

Period	Geographical Location								Availability of SPK Licence				Foreign language speaking			
	The number of agents		The number of supporting service personnel		The number of managers		Total		The number of agents	The number of supporting service personnel	The number of managers	Total	The number of agents	The number of supporting service personnel	The number of managers	Total
	İstanbul	Others	İstanbul	Others	İstanbul	Others	İstanbul	Others								
Dec. 2009	4,240	632	290	6	525	52	5,055	690	77	16	89	182	337	60	170	567
March 2010	4,574	690	295	8	540	72	5,409	770	72	15	90	177	377	65	178	620
June 2010	4,590	676	289	44	548	82	5,427	802	65	12	86	163	339	64	173	576
Sept. 2010	4,566	746	317	44	545	82	5,428	872	61	15	77	153	321	63	171	555
Dec. 2010	4,613	878	324	47	551	95	5,488	1,020	64	17	77	158	329	73	174	576

\* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period.

**The Banks Association of Turkey**  
**Call Center Statistics\***  
**(Consolidated)**

**C. Call Profile**

Period	Inbound									
	Number of incoming calls received by IVR	Number of incoming calls answered by agents	Total number of incoming calls	Number of abandoned calls from agents	Answered Calls (%)	Average Talk Time (second)	Average After Call Work Time (second)	Average Ringing Time (second)	Average Speed of Answer (second)	Average Time to Abandonment (second)
Dec. 2009	32,425,799	28,143,901	60,569,700	2,086,967	93%	151	15	3	43	63
March 2010	36,666,050	30,241,959	66,908,009	2,576,469	91%	146	15	3	46	66
June 2010	39,130,343	29,814,151	68,944,494	2,027,019	93%	150	14	3	41	62
Sept. 2010	38,187,649	30,310,035	68,497,684	2,540,849	92%	147	13	3	44	66
Dec. 2010	38,545,511	30,179,990	68,725,501	2,360,030	92%	147	12	3	48	73

Period	Outbound					E-mail - Fax - Other		
	Number of reached customers	Number of customers not reached	Total	Customers Reached (%)	Average Talk Time (second)	Number of e-mails received	Number of faxes received	Others
Dec. 2009	4,159,995	2,587,437	6,747,432	62%	106	115,596	69,349	223,934
March 2010	4,029,356	2,427,273	6,456,629	62%	104	114,107	80,638	178,381
June 2010	3,878,058	1,477,743	5,355,801	72%	77	98,825	52,604	240,349
Sept. 2010	4,526,823	1,597,229	6,124,052	74%	81	63,808	33,819	339,470
Dec. 2010	4,970,476	1,721,617	6,692,093	74%	97	80,302	47,162	354,919

**D. Other Statistics**

Period	Other Statistics						
	Number of seats	Number of calls evaluated per agent	Number of agents per first manager	Inbound-training time per agent (hour)	Outbound-training time per agent (hour)	Daily break time per agent (minute)	Daily lunch time per agent (minute)
Dec. 2009	5,066	18	11	208	119	37	51
March 2010	5,265	21	12	187	131	37	51
June 2010	5,469	17	11	195	117	37	51
Sept. 2010	5,945	17	11	196	117	38	51
Dec. 2010	5,999	18	11	183	101	37	52

**E. Financial transactions**

	Number of transactions**	Volume of transactions*** (Thousand TRY)
Dec. 2009	1,050,671	3,205,409
March 2010	1,113,930	3,756,890
June 2010	2,823,013	4,075,016
Sept. 2010	2,972,973	3,763,988
Dec. 2010	1,358,745	4,042,167

\* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period.

\*\*The total number of financial transactions was provided from 16 of 22 banks those supplying call center services to their customers.

\*\*\*The total volume of financial transactions was provided from 16 of 22 banks those supplying call center services to their customers.

## The Banks Association of Turkey

### Call Center Statistics\*

(The number of agents ≥ 251) (Number of banks: 6)

#### A. Number of Call Center Employees

Period	The number of part-time agents	The number of full-time agents	Total number of agents	The number of supporting service personnel	The number of managers	Total
Dec. 2009	179	3,406	3,585	151	414	4,150
March 2010	208	3,637	3,845	147	435	4,427
June 2010	241	3,634	3,875	152	459	4,486
Sept. 2010	241	3,640	3,881	169	448	4,498
Dec. 2010	309	3,683	3,992	176	461	4,629

The number of agents that resigned and fired	The number of agents that transferred to another department	Total Turnover (%)
233	60	8%
290	65	9%
309	112	11%
231	66	8%
240	94	8%

#### B. Call Center Employee Profile

Period	Gender								Average Age		
	The number of agents		The number of supporting service personnel		The number of managers		Total		Agent	Supporting service personnel	Manager
	Female	Male	Female	Male	Female	Male	Female	Male			
Dec. 2009	2,723	862	112	39	240	174	3,075	1,075	25	29	31
March 2010	2,928	917	109	38	276	159	3,313	1,114	25	29	31
June 2010	3,017	858	110	42	294	165	3,421	1,065	25	29	32
Sept. 2010	3,007	874	129	40	300	148	3,436	1,062	25	29	31
Dec. 2010	3,062	930	132	44	304	157	3,498	1,131	25	28	32

Period	Education															
	The number of agents				The number of supporting service personnel				The number of managers				Total			
	High School	College	University graduate	Post-graduate	High School	College	University graduate	Post-graduate	High School	College	University graduate	Post-graduate	High School	College	University graduate	Post-graduate
Dec. 2009	675	1,273	1,720	30	15	22	106	4	31	45	296	11	721	1,340	2,122	45
March 2010	667	1,342	1,788	48	14	32	96	5	31	75	311	18	712	1,449	2,195	71
June 2010	678	1,447	1,711	39	19	41	87	5	53	80	309	17	750	1,568	2,107	61
Sept. 2010	684	1,463	1,688	46	22	43	98	6	47	75	308	18	753	1,581	2,094	70
Dec. 2010	704	1,501	1,739	48	22	45	104	5	44	77	321	19	770	1,623	2,164	72

Period	Geographical Location								Availability of SPK Licence				Foreign language speaking			
	The number of agents		The number of supporting service personnel		The number of managers		Total		The number of agents	The number of supporting service personnel	The number of managers	Total	The number of agents	The number of supporting service personnel	The number of managers	Total
	İstanbul	Others	İstanbul	Others	İstanbul	Others	İstanbul	Others								
Dec. 2009	3,030	555	146	5	366	48	3,542	608	66	12	76	154	205	36	104	345
March 2010	3,253	592	139	8	374	61	3,766	661	61	12	78	151	212	38	107	357
June 2010	3,305	570	144	8	391	68	3,840	646	55	9	75	139	181	36	103	320
Sept. 2010	3,248	633	161	8	379	69	3,788	710	44	12	66	122	169	36	101	306
Dec. 2010	3,241	751	168	8	391	70	3,800	829	54	14	67	135	161	35	105	301

\* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period.

**The Banks Association of Turkey**  
**Call Center Statistics\***  
(The number of agents ≥ 251) (Number of banks: 6)

**C. Call Profile**

Period	Inbound									
	Number of incoming calls received by IVR	Number of incoming calls answered by agents	Total number of incoming calls	Number of abandoned calls from agents	Answered Calls (%)	Average Talk Time (second)	Average After Call Work Time (second)	Average Ringing Time (second)	Average Speed of Answer (second)	Average Time to Abandonment (second)
Dec. 2009	25,101,516	21,334,503	46,436,019	1,259,924	94%	162	11	1	40	68
March 2010	29,689,814	22,611,689	52,301,503	1,603,058	93%	165	12	1	52	76
June 2010	31,774,433	22,856,687	54,631,120	1,421,098	94%	162	10	1	45	71
Sept. 2010	30,955,570	23,851,538	54,807,108	1,752,547	93%	154	9	1	47	68
Dec. 2010	30,725,987	23,067,573	53,793,560	1,461,762	94%	154	9	1	40	68

Period	Outbound					E-mail - Fax - Other		
	Number of reached customers	Number of customers not reached	Total	Customers Reached (%)	Average Talk Time (second)	Number of e-mails received	Number of faxes received	Others
Dec. 2009	1,971,904	1,954,409	3,926,313	50%	66	13,388	0	214,177
March 2010	1,815,171	1,778,753	3,593,924	51%	89	15,307	0	168,591
June 2010	2,011,688	872,736	2,884,424	70%	64	17,937	0	235,032
Sept. 2010	1,983,784	876,094	2,859,878	69%	72	16,808	0	248,764
Dec. 2010	2,304,415	909,760	3,214,175	72%	96	16,983	0	229,518

**D. Other Statistics**

Period	Other Statistics						
	Number of seats	Number of calls evaluated per agent	Number of agents per first manager	Inbound-training time per agent (hour)	Outbound-training time per agent (hour)	Daily break time per agent (minute)	Daily lunch time per agent (minute)
Dec. 2009	3,708	24	14	322	219	42	51
March 2010	3,772	23	14	312	208	42	51
June 2010	3,902	20	13	312	211	42	51
Sept. 2010	4,363	21	13	304	204	42	51
Dec. 2010	4,477	19	13	304	204	42	51

**E. Financial transactions**

	Number of transactions	Volume of transactions (Thousand TRY)
Dec. 2009	805,276	2,354,225
March 2010	886,009	2,869,396
June 2010	1,020,209	2,905,143
Sept. 2010	1,045,788	2,607,916
Dec. 2010	1,013,384	2,900,410

\* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period.

## The Banks Association of Turkey

### Call Center Statistics\*

(51 ≤ The number of agents ≤ 250) (Number of banks: 9)

#### A. Number of Call Center Employees

Period	The number of part-time agents	The number of full-time agents	Total number of agents	The number of supporting service personnel	The number of managers	Total
Dec. 2009	2	1,237	1,239	141	152	1,532
March 2010	2	1,372	1,374	151	166	1,691
June 2010	1	1,344	1,345	175	160	1,680
Sept. 2010	6	1,364	1,370	189	164	1,723
Dec. 2010	8	1,432	1,440	192	173	1,805

The number of agents that resigned and fired	The number of agents that transferred to another department	Total Turnover (%)
78	44	10%
66	42	8%
79	83	12%
87	25	8%
65	63	9%

#### B. Call Center Employee Profile

Period	Gender								Average Age		
	The number of agents		The number of supporting service personnel		The number of managers		Total		Agent	Supporting service personnel	Manager
	Female	Male	Female	Male	Female	Male	Female	Male			
Dec. 2009	887	352	97	44	97	55	1,081	451	25	28	32
March 2010	972	402	101	50	105	61	1,178	513	25	28	32
June 2010	959	386	106	69	104	56	1,169	511	22	25	29
Sept. 2010	952	418	122	67	109	55	1,183	540	25	28	33
Dec. 2010	1,026	414	131	61	110	63	1,267	538	25	29	32

Period	Education															
	The number of agents				The number of supporting service personnel				The number of managers				Total			
	High School	College	University graduate	Post-graduate	High School	College	University graduate	Post-graduate	High School	College	University graduate	Post-graduate	High School	College	University graduate	Post-graduate
Dec. 2009	320	376	534	9	32	45	61	3	18	22	101	11	370	443	696	23
March 2010	333	403	620	18	33	49	66	3	21	21	114	10	387	473	800	31
June 2010	289	420	620	16	43	66	63	3	19	52	82	7	351	538	765	26
Sept. 2010	336	404	614	16	35	76	75	3	28	22	106	8	399	502	795	27
Dec. 2010	313	426	691	10	41	57	86	8	28	18	117	10	382	501	894	28

Period	Geographical Location								Availability of SPK Licence				Foreign language speaking			
	The number of agents		The number of supporting service personnel		The number of managers		Total		The number of agents	The number of supporting service personnel	The number of managers	Total	The number of agents	The number of supporting service personnel	The number of managers	Total
	İstanbul	Others	İstanbul	Others	İstanbul	Others	İstanbul	Others								
Dec. 2009	1,162	77	140	1	148	4	1,450	82	10	4	10	24	120	23	57	200
March 2010	1,276	98	151	0	155	11	1,582	109	10	3	10	23	154	25	62	241
June 2010	1,239	106	139	36	146	14	1,524	156	9	3	9	21	149	26	61	236
Sept. 2010	1,257	113	153	36	151	13	1,561	162	16	3	9	28	141	26	60	227
Dec. 2010	1,313	127	153	39	148	25	1,614	191	9	3	8	20	152	37	60	249

\* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period.

**The Banks Association of Turkey**  
**Call Center Statistics\***  
**(51 ≤ The number of agents ≤ 250) (Number of banks: 9)**

**C. Call Profile**

Period	Inbound									
	Number of incoming calls received by IVR	Number of incoming calls answered by agents	Total number of incoming calls	Number of abandoned calls from agents	Answered Calls (%)	Average Talk Time (second)	Average After Call Work Time (second)	Average Ringing Time (second)	Average Speed of Answer (second)	Average Time to Abandonment (second)
Dec. 2009	7,262,255	6,714,722	13,976,977	817,726	88%	170	14	2	50	89
March 2010	6,902,069	7,531,387	14,433,456	963,276	87%	161	13	2	50	92
June 2010	7,276,420	6,844,512	14,120,932	594,705	91%	165	14	2	42	84
Sept. 2010	7,161,190	6,358,175	13,519,365	777,256	88%	165	12	3	46	94
Dec. 2010	7,760,791	7,008,749	14,769,540	886,228	87%	165	11	3	60	110

Period	Outbound					E-mail - Fax - Other		
	Number of reached customers	Number of customers not reached	Total	Customers Reached (%)	Average Talk Time (second)	Number of e-mails received	Number of faxes received	Others
Dec. 2009	2,153,800	629,731	2,783,531	77%	152	94,925	68,011	9,757
March 2010	2,193,213	643,584	2,836,797	77%	129	96,914	77,787	9,790
June 2010	1,847,874	600,802	2,448,676	75%	83	79,287	50,466	5,317
Sept. 2010	2,501,750	696,889	3,198,639	78%	86	45,366	31,406	90,706
Dec. 2010	2,611,087	774,099	3,385,186	77%	105	61,505	42,578	125,401

**D. Other Statistics**

Period	Other Statistics						
	Number of seats	Number of calls evaluated per agent	Number of agents per first manager	Inbound-training time per agent (hour)	Outbound-training time per agent (hour)	Daily break time per agent (minute)	Daily lunch time per agent (minute)
Dec. 2009	1,307	12	14	248	137	35	49
March 2010	1,442	10	15	206	172	35	49
June 2010	1,516	11	15	223	135	35	51
Sept. 2010	1,515	12	14	231	142	35	51
Dec. 2010	1,458	12	15	201	103	36	51

**E. Financial transactions**

Period	Number of transactions	Volume of transactions (Thousand TRY)
Dec. 2009	245,124	851,083
March 2010	227,595	887,347
June 2010	1,802,494	1,169,725
Sept. 2010	1,926,875	1,155,946
Dec. 2010	344,984	1,141,628

\* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period.

## The Banks Association of Turkey

### Call Center Statistics\*

(The number of agents ≤ 50) (Number of banks: 7)

#### A. Number of Call Center Employees

Period	The number of part-time agents	The number of full-time agents	Total number of agents	The number of supporting service personnel	The number of managers	Total
Dec. 2009	0	48	48	4	11	63
March 2010	0	45	45	5	11	61
June 2010	0	46	46	6	11	63
Sept. 2010	0	61	61	3	15	79
Dec. 2010	0	59	59	3	12	74

The number of agents that resigned and fired	The number of agents that transferred to another department	Total Turnover (%)
8	3	23%
3	1	9%
2	2	9%
1	1	3%
4	1	8%

#### B. Call Center Employee Profile

Period	Gender								Average Age		
	The number of agents		The number of supporting service personnel		The number of managers		Total		Agent	Supporting service personnel	Manager
	Female	Male	Female	Male	Female	Male	Female	Male			
Dec. 2009	32	16	2	2	8	3	42	21	24	30	30
March 2010	29	16	3	2	9	2	41	20	26	30	35
June 2010	28	18	3	3	9	2	40	23	26	22	35
Sept. 2010	40	21	0	3	11	4	51	28	26	25	34
Dec. 2010	41	18	0	3	8	4	49	25	27	25	34

Period	Education															
	The number of agents				The number of supporting service personnel				The number of managers				Total			
	High School	College	University graduate	Post-graduate	High School	College	University graduate	Post-graduate	High School	College	University graduate	Post-graduate	High School	College	University graduate	Post-graduate
Dec. 2009	17	19	12	0	1	0	3	0	1	1	6	3	19	20	21	3
March 2010	21	14	10	0	1	0	4	0	1	1	5	4	23	15	19	4
June 2010	17	18	11	0	1	1	4	0	1	1	5	4	19	20	20	4
Sept. 2010	20	26	15	0	1	1	1	0	1	2	8	4	22	29	24	4
Dec. 2010	19	25	15	0	1	1	1	0	0	1	6	5	20	27	22	5

Period	Geographical Location								Availability of SPK Licence				Foreign language speaking			
	The number of agents		The number of supporting service personnel		The number of managers		Total		The number of agents	The number of supporting service personnel	The number of managers	Total	The number of agents	The number of supporting service personnel	The number of managers	Total
	İstanbul	Others	İstanbul	Others	İstanbul	Others	İstanbul	Others								
Dec. 2009	48	0	4	0	11	0	63	0	1	0	3	4	12	1	9	22
March 2010	45	0	5	0	11	0	61	0	1	0	2	3	11	2	9	22
June 2010	46	0	6	0	11	0	63	0	1	0	2	3	9	2	9	20
Sept. 2010	61	0	3	0	15	0	79	0	1	0	2	3	11	1	10	22
Dec. 2010	59	0	3	0	12	0	74	0	1	0	2	3	16	1	9	26

\* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period.



**The Banks Association of Turkey**  
**Call Center Statistics\***  
(The number of agents ≤ 50) (Number of banks: 7)

**C. Call Profile**

Period	Inbound									
	Number of incoming calls received by IVR	Number of incoming calls answered by agents	Total number of incoming calls	Number of abandoned calls from agents	Answered Calls (%)	Average Talk Time (second)	Average After Call Work Time (second)	Average Ringing Time (second)	Average Speed of Answer (second)	Average Time to Abandonment (second)
Dec. 2009	62,028	94,676	156,704	9,317	90%	116	19	7	38	26
March 2010	74,167	98,883	173,050	10,135	90%	111	19	6	38	24
June 2010	79,490	112,952	192,442	11,216	90%	119	17	7	37	25
Sept. 2010	70,889	100,322	171,211	11,046	89%	118	17	4	38	28
Dec. 2010	58,733	103,668	162,401	12,040	88%	118	16	4	38	30

Period	Outbound					E-mail - Fax - Other		
	Number of reached customers	Number of customers not reached	Total	Customers Reached (%)	Average Talk Time (second)	Number of e-mails received	Number of faxes received	Others
Dec. 2009	34,291	3,297	37,588	91%	82	7,283	1,338	0
March 2010	20,972	4,936	25,908	81%	83	1,886	2,851	0
June 2010	18,496	4,205	22,701	81%	81	1,601	2,138	0
Sept. 2010	41,289	24,246	65,535	63%	83	1,634	2,413	0
Dec. 2010	54,974	37,758	92,732	59%	88	1,814	4,584	0

**D. Other Statistics**

Period	Other Statistics						
	Number of seats	Number of calls evaluated per agent	Number of agents per first manager	Inbound-training time per agent (hour)	Outbound-training time per agent (hour)	Daily break time per agent (minute)	Daily lunch time per agent (minute)
Dec. 2009	51	22	6	58	12	35	52
March 2010	51	32	5	58	12	35	52
June 2010	51	20	5	58	12	35	52
Sept. 2010	67	20	5	58	12	37	52
Dec. 2010	64	25	6	58	12	35	54

**E. Financial transactions**

Period	Number of transactions	Volume of transactions (Thousand TRY)
Dec. 2009	271	101
March 2010	326	147
June 2010	310	147
Sept. 2010	310	126
Dec. 2010	377	129

\* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period.

## *List of participating banks*

- 1 Akbank T.A.Ş.
- 2 Anadolubank A.Ş.
- 3 BankPozitif Kredi ve Kalkınma Bankası A.Ş.
- 4 Birleşik Fon Bankası A.Ş.
- 5 Citibank A.Ş.
- 6 Denizbank A.Ş.
- 7 Finans Bank A.Ş.
- 8 Fortis Bank A.Ş.
- 9 HSBC Bank A.Ş.
- 10 İNG Bank A.Ş.
- 11 Millennium Bank A.Ş.
- 12 Société Générale (SA)
- 13 Şekerbank T.A.Ş.
- 14 Tekstil Bankası A.Ş.
- 15 Türk Ekonomi Bankası A.Ş.
- 16 Türkiye Cumhuriyeti Ziraat Bankası A.Ş.
- 17 Türkiye Garanti Bankası A.Ş.
- 18 Türkiye Halk Bankası A.Ş.
- 19 Türkiye İş Bankası A.Ş.
- 20 Türkiye Sınai Kalkınma Bankası A.Ş.
- 21 Türkiye Vakıflar Bankası A.Ş.
- 22 Yapı ve Kredi Bankası A.Ş.

## Glossary

### A. Total Number of Call Center Personnel\*

1. **The number of part-time agents** : Total number of part-time agents that worked in the related three-month period.
  2. **The number of full-time agents**: Total number of full-time agents that worked in the related three-month period.
  3. **The number of supporting service staff** : Total number of employees who do not take calls in the call center in the related three-month period.
  4. **The number of managers** : Number of management team members who do not take calls in the related three-month period. ie. Team leaders, supervisors, call center manager
  5. **The number of agents that resigned and fired** : Total number of agents that resigned and laid off in the related three-month period.
  6. **The number of agents that transferred to another department** : Total number of agents that transferred to another department in the related three-month period.
- Total Turnover (%)** = (The number of agents that resigned and fired + The number of agents that transferred to another department) / Total number of agents

### B. Call Center Employee Profile\*

1. **Gender** : The distribution by gender of the total number agents, supporting service staff and managers in the related three-month period.
2. **Average age** : The average age of agents, supporting service staff and managers in the related three-month period.
3. **Academic background** : The distribution by education of the total number of agents, supporting service staff and managers in the related three-month period. Last school graduation was considered for students.
4. **Geographical location** : The distribution by geographical location of the total number of agents, supporting service staff and managers in the related three-month period.
5. **Availability of SPK License** : Total number of agents, supporting service staff and managers where SPK license is available in the related three-month period.
6. **Foreign language speaking** : Total number of agents, supporting service staff and managers who speak foreign language in the related three-month period.

### C. Call Profile\*

#### Inbound

1. **Number of incoming calls received calls by IVR** : All calls answered or ceased in the IVR system. Calls incoming to agents or abandoned by the agents are not included.
  2. **Number of incoming calls answered by agents** : Number of incoming calls answered and abandoned by the agents.
- Total number of incoming calls** = Number of calls answered by the agents + Number of calls abandoned by the agents.
- Answered Calls (%)** = (Number of incoming calls to agents-Number of agent abandoned calls) / Number of incoming calls to agents

#### Outbound

9. **Number of reached customers** : Not number of calls, the number of customers will be used.
  10. **Number of customers not reached**: Not number of calls, the number of customers will be used.
- Customers reached (%)** = Number of reached customers / Total number of customers
11. **E-mail - Fax - Other** : Number of mails, faxes or others.

### D. Other Statistics\*

1. **Number of seats** : Number of seats occupied.
2. **Number of calls evaluated per agent** : The average of inbound and outbound calls evaluated per agent will be used.
- 4 (5). **Inbound(Outbound) - Training time per agent (hour)** : For a full time agent who works 9 hours in a day.
6. **Daily break time per agent (minute)** : For a full time agent who works 9 hours in a day. Standard legal break time will be given.
7. **Daily lunch time per agent (minute)** : For a full time agent who works 9 hours in a day. Standard legal lunch time will be given.

### E. Financial Transactions\*

1. **Number of transactions** : Total number of financial transactions in the related three-month period.
2. **Volume of transactions (TL)**: Total volume of financial transactions in the related three-month period.

\* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period.

\* Arithmetic mean is used in average formulas