

# Call Center Statistics

December 2018

Report Code: DE23  
January 2019





**The Banks Association of Turkey**  
**Call Center Statistics\***  
**(Consolidated, 25 banks)**

**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
	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls			The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	
Dec. 2017	18	1	6,322	1,321	7,662	764	734	143	9,303
March 2018	29	3	6,156	1,231	7,419	760	747	129	9,055
June 2018	37	5	5,919	1,239	7,200	761	719	128	8,808
Sept. 2018	61	34	5,932	1,178	7,205	842	715	123	8,885
Dec. 2018	54	22	6,028	1,099	7,203	792	705	106	8,806

The number of agents that resigned and fired		The number of agents that transferred to another department		Total Turnover (%)
The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	
462	81	143	27	9%
299	72	244	42	9%
469	82	218	22	11%
468	138	108	11	10%
403	69	134	19	9%

The number of agents working in the Outsource company on behalf of Bank's call center
2,938
3,215
3,023
2,772
2,805

**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. 2017	5,596	2,066	541	223	513	364	6,650	2,653	27	31	35
March 2018	5,500	1,919	540	220	509	367	6,549	2,506	27	31	34
June 2018	5,368	1,832	538	223	463	384	6,369	2,439	27	31	34
Sept. 2018	5,364	1,841	566	276	475	363	6,405	2,480	27	32	34
Dec. 2018	5,373	1,830	550	242	465	346	6,388	2,418	27	32	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. 2017	859	3,064	3,682	57	138	205	370	51	75	192	530	80	1,072	3,461	4,582	188
March 2018	903	2,806	3,654	56	132	183	395	50	80	178	532	86	1,115	3,167	4,581	192
June 2018	888	2,661	3,594	57	121	191	400	49	76	175	511	85	1,085	3,027	4,505	191
Sept. 2018	885	2,613	3,643	64	137	213	441	51	72	180	499	87	1,094	3,006	4,583	202
Dec. 2018	867	2,582	3,692	62	120	196	428	48	67	172	487	85	1,054	2,950	4,607	195

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
	Istanbul and Izmit	Others	Istanbul and Izmit	Others	Istanbul and Izmit	Others	Istanbul and Izmit	Others								
Dec. 2017	4,077	3,585	673	91	572	305	5,322	3,981	132	32	79	243	232	88	150	470
March 2018	3,771	3,648	687	73	551	325	5,009	4,046	115	27	73	215	227	82	138	447
June 2018	3,567	3,633	680	81	534	313	4,781	4,027	130	27	74	231	232	76	117	425
Sept. 2018	3,621	3,584	763	79	522	316	4,906	3,979	152	28	74	254	220	79	142	441
Dec. 2018	3,537	3,666	712	80	503	308	4,752	4,054	168	29	72	269	228	79	140	447

\* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. In calculating the average ratios, the data that is "greater than zero" is used in this report.

**The Banks Association of Turkey**  
**Call Center Statistics\***  
**(Consolidated, 25 banks)**

**C. Call Profile**

Period	Inbound call profile										
	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)	Number of Active Customers
Dec. 2017	77,937,552	46,164,765	124,102,317	3,490,479	92%	170	4	1	73	95	24,302,962
March 2018	80,678,475	46,050,722	126,729,197	3,182,749	93%	170	4	1	70	103	25,302,225
June 2018	78,780,637	45,833,248	124,613,885	3,790,930	92%	168	4	1	68	119	24,701,058
Sept. 2018	75,469,431	46,450,746	121,920,177	5,453,959	88%	165	4	1	92	135	24,156,831
Dec. 2018	78,714,224	44,409,177	123,123,401	2,496,980	94%	166	4	2	47	100	23,208,564

Period	Inbound call services (Number of banks)															
	From the same line															
	Banking services	Card services	Applications (credit card, supplementary card etc.)	Stock services	Service in English	Cross-sell	Private Banking Line	Insurance / Individual Pension System Line	ATM-POS support line	Branch support line	Customer satisfaction or complaint line	Investment line	SME and Commercial banking line	Corporate banking line	Mortgage line	Internet banking support line
Dec. 2017	22	20	20	7	23	14	13	5	9	6	18	13	9	10	4	23
March 2018	22	20	20	9	23	15	12	4	8	6	18	13	9	10	4	23
June 2018	22	20	19	10	24	15	13	5	8	5	18	13	9	11	5	23
Sept. 2018	22	20	20	9	23	15	13	5	8	6	18	13	9	10	4	23
Dec. 2018	22	20	20	9	23	16	13	6	9	6	18	12	9	10	4	23

Period	Inbound call services (Number of banks)															
	From the another line															
	Banking services	Card services	Applications (credit card, supplementary card etc.)	Stock services	Service in English	Cross-sell	Private Banking Line	Insurance / Individual Pension System Line	ATM-POS support line	Branch support line	Customer satisfaction or complaint line	Investment line	SME and Commercial banking line	Corporate banking line	Mortgage line	Internet banking support line
Dec. 2017	0	2	0	6	1	1	8	8	9	8	4	8	8	4	7	1
March 2018	0	2	0	6	1	1	8	8	10	7	4	8	8	3	7	2
June 2018	0	2	0	6	1	1	7	8	10	8	4	8	8	3	7	2
Sept. 2018	0	2	0	6	1	1	8	8	11	8	4	8	8	3	7	2
Dec. 2018	1	2	0	6	1	1	8	8	10	8	4	9	8	3	7	2

**The Banks Association of Turkey**  
**Call Center Statistics\***  
**(Consolidated, 25 banks)**

Period	Outbound call profile														
	Number of reached customers					Number of customers not reached					The total number of outbound call customers				
	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total
Dec. 2017	9,175,193	692,844	12,114	2,554,473	12,434,624	8,032,100	809,368	12,385	2,455,874	11,309,727	17,207,293	1,502,212	24,499	5,010,347	23,744,351
March 2018	10,677,673	950,450	15,558	1,675,583	13,319,264	10,153,152	978,009	16,490	1,798,700	12,946,351	20,830,825	1,928,459	32,048	3,474,283	26,265,615
June 2018	9,745,878	913,169	11,214	1,373,108	12,043,369	11,121,445	883,792	11,979	1,682,373	13,699,589	20,867,323	1,796,961	23,193	3,055,481	25,742,958
Sept. 2018	9,151,475	1,214,948	8,408	1,599,187	11,974,018	10,520,788	1,181,328	8,961	2,009,644	13,720,721	19,672,263	2,396,276	17,369	3,608,831	25,694,739
Dec. 2018	10,721,635	1,187,267	6,830	1,763,813	13,679,545	11,476,328	1,449,662	6,562	2,332,731	15,265,283	22,197,963	2,636,929	13,392	4,096,544	28,944,828

Period	Outbound call profile									
	Customers Reached (%)					Average Talk Time (second)				
	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total
Dec. 2017	53%	46%	49%	51%	52%	171	106	32	122	157
March 2018	51%	49%	49%	48%	51%	160	92	25	144	153
June 2018	47%	51%	48%	45%	47%	166	90	27	141	157
Sept. 2018	47%	51%	48%	44%	47%	159	92	30	154	152
Dec. 2018	48%	45%	51%	43%	47%	149	97	36	145	144

E-mail - Fax - Other					
Number of e-mails received	Number of faxes received	The number of chat calls	The number of IVN calls	The number of video calls	Others (chat / co-browsing ..etc.)
344,994	4,798	454,727	22,521,347	1,583	105,748
367,804	4,827	487,026	21,556,929	241	100,606
344,966	3,199	448,718	22,139,612	1,253	90,121
295,801	3,289	420,518	23,304,627	1,213	75,148
232,482	2,561	665,952	24,198,493	2,997	69,166

Period	Outbound services (Number of banks)									
	Inhouse									
	Outbound calls for collection (credit cards)	Outbound calls for collection (consumer loans)	Outbound calls for sales	Outbound calls for updating data	Retention / Anti-attribution	Outbound for credit card limit increasing	Outbound calls for activation	Outbound calls for campaigns	Outbound calls for welcome	Outbound calls for resend card/account statement
Dec. 2017	6	6	13	11	14	11	6	11	9	7
March 2018	5	5	14	10	14	9	7	11	9	8
June 2018	5	5	13	9	14	8	7	11	8	9
Sept. 2018	6	6	14	10	13	10	6	11	8	10
Dec. 2018	5	5	14	10	13	9	6	11	7	9

Period	Outbound services (Number of banks)									
	Outsource / Other departments									
	Outbound calls for collection (credit cards)	Outbound calls for collection (consumer loans)	Outbound calls for sales	Outbound calls for updating data	Retention / Anti-attribution	Outbound for credit card limit increasing	Outbound calls for activation	Outbound calls for campaigns	Outbound calls for welcome	Outbound calls for resend card/account statement
Dec. 2017	9	11	14	10	11	9	7	12	10	8
March 2018	10	12	13	11	11	9	6	12	10	8
June 2018	10	12	14	11	11	8	6	12	10	8
Sept. 2018	11	12	15	10	11	8	6	12	10	9
Dec. 2018	10	12	16	9	11	8	6	12	9	7

\* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. "Weighted average" formula is used in average formulas as of December 2012 period.

**The Banks Association of Turkey**  
**Call Center Statistics\***  
**(Consolidated, 25 banks)**

**D. Other Statistics**

Period	Other Statistics											
	Inbound calls						Outbound calls					
	Number of seats	Number of calls evaluated per agent**	Number of agents per first manager**	Inbound-training time per agent (hour)	Daily break time per agent (minute)	Daily lunch time per agent (minute)	Number of seats	Number of calls evaluated per agent	Number of agents per first manager	Inbound-training time per agent (hour)	Daily break time per agent (minute)	Daily lunch time per agent (minute)
Dec. 2017	6,499	14	20	209	40	52	1,966	18	14	138	39	52
March 2018	6,897	20	16	200	40	51	1,603	18	15	138	40	51
June 2018	6,857	20	16	173	39	51	1,795	18	15	136	39	51
Sept. 2018	6,981	19	16	202	39	51	1,629	17	16	132	39	51
Dec. 2018	7,134	21	17	195	39	51	1,592	17	16	133	39	51

**E. Financial transactions\*\*\*\***

Period	Number of transactions***	Volume of transactions*** (Thousand TRY)
Dec. 2017	2,271,334	11,456,802
March 2018	2,677,605	9,433,874
June 2018	2,634,372	10,045,671
Sept. 2018	2,380,188	11,488,978
Dec. 2018	2,701,024	12,001,217

\* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. In calculating the average ratios, the data that is "greater than zero" is used in this report.

\*\*Weighted average is used in calculating "Number of calls evaluated per agent" and "Number of agents per first manager" as of December 2012 period. Arithmetic mean (of data greater than zero) is used in other ratios.

\*\*\*The total number and volume of financial transactions was provided from 18 banks (out of 25).

\*\*\*\*Data of March 2018, June 2018 and September 2018 were revised by a bank.

**The Banks Association of Turkey**  
**Call Center Statistics\***  
**(The number of agents ≥ 251) (Number of banks: 11)**

**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
	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls			The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	
Dec. 2017	18	1	5,979	1,248	7,246	726	690	133	8,795
March 2018	28	3	5,838	1,155	7,024	716	704	119	8,563
June 2018	36	5	5,630	1,157	6,828	720	679	117	8,344
Sept. 2018	60	34	5,415	1,106	6,615	790	652	113	8,170
Dec. 2018	53	22	5,692	1,020	6,787	752	662	96	8,297

The number of agents that resigned and fired		The number of agents that transferred to another department		Total Turnover (%)
The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	
393	76	141	24	9%
264	52	241	40	8%
415	78	212	17	11%
423	132	81	9	10%
373	65	129	19	9%

The number of agents working in the Outsource company on behalf of Bank's call center
2,649
2,813
2,688
2,345
2,448

**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. 2017	5,317	1,929	517	209	480	343	6,314	2,481	26	31	32
March 2018	5,233	1,791	509	207	480	343	6,222	2,341	27	31	32
June 2018	5,121	1,707	512	208	435	361	6,068	2,276	26	31	32
Sept. 2018	4,966	1,649	536	254	433	332	5,935	2,235	27	32	33
Dec. 2018	5,095	1,692	527	225	438	320	6,060	2,237	26	32	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. 2017	834	2,890	3,472	50	138	195	350	43	74	184	492	73	1,046	3,269	4,314	166
March 2018	871	2,627	3,473	53	128	173	375	40	79	166	497	81	1,078	2,966	4,345	174
June 2018	859	2,500	3,417	52	120	179	379	42	74	163	480	79	1,053	2,842	4,276	173
Sept. 2018	857	2,311	3,385	62	135	198	413	44	71	151	462	81	1,063	2,660	4,260	187
Dec. 2018	826	2,435	3,467	59	119	185	407	41	65	161	453	79	1,010	2,781	4,327	179

  

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
	Istanbul and Izmit	Others	Istanbul and Izmit	Others	Istanbul and Izmit	Others	Istanbul and Izmit	Others								
Dec. 2017	3,787	3,459	637	89	529	294	4,953	3,842	122	31	77	230	192	78	120	390
March 2018	3,510	3,514	645	71	508	315	4,663	3,900	111	26	72	209	182	74	122	378
June 2018	3,310	3,518	641	79	493	303	4,444	3,900	127	26	74	227	187	71	103	361
Sept. 2018	3,387	3,228	723	67	482	283	4,592	3,578	148	28	74	250	176	71	127	374
Dec. 2018	3,239	3,548	675	77	462	296	4,376	3,921	166	29	72	267	187	72	126	385

\* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. In calculating the average ratios, the data that is "greater than zero" is used in this report.

**The Banks Association of Turkey**  
**Call Center Statistics\***  
**(The number of agents ≥ 251) (Number of banks: 11)**

**C. Call Profile**

Period	Inbound call profile										
	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)	Number of Active Customers
Dec. 2017	73,896,303	43,114,023	117,010,326	3,276,021	92%	169	4	1	74	95	23,286,053
March 2018	77,398,006	42,989,477	120,387,483	3,007,041	93%	169	4	1	73	100	24,350,050
June 2018	75,452,998	42,691,380	118,144,378	3,559,978	92%	167	4	1	70	118	24,162,294
Sept. 2018	71,082,630	42,095,078	113,177,708	5,025,846	88%	162	4	1	95	135	22,894,788
Dec. 2018	75,243,010	41,435,065	116,678,075	2,303,842	94%	164	4	1	48	97	22,639,811

Period	Inbound call services (Number of banks)															
	From the same line															
	Banking services	Card services	Applications (credit card, supplementary card etc.)	Stock services	Service in English	Cross-sell	Private Banking Line	Insurance / Individual Pension System Line	ATM-POS support line	Branch support line	Customer satisfaction or complaint line	Investment line	SME and Commercial banking line	Corporate banking line	Mortgage line	Internet banking support line
Dec. 2017	11	11	11	4	11	8	8	3	3	3	8	7	5	4	4	11
March 2018	11	11	11	6	11	9	8	3	2	3	8	7	5	4	4	11
June 2018	11	11	11	6	11	9	8	3	2	3	8	7	5	5	4	11
Sept. 2018	10	10	10	5	10	8	7	2	2	2	7	6	4	4	4	10
Dec. 2018	11	11	11	6	11	9	8	3	3	3	8	7	5	4	4	11

Period	Inbound call services (Number of banks)															
	From the another line															
	Banking services	Card services	Applications (credit card, supplementary card etc.)	Stock services	Service in English	Cross-sell	Private Banking Line	Insurance / Individual Pension System Line	ATM-POS support line	Branch support line	Customer satisfaction or complaint line	Investment line	SME and Commercial banking line	Corporate banking line	Mortgage line	Internet banking support line
Dec. 2017	0	1	0	4	1	1	6	5	6	5	3	4	6	3	6	0
March 2018	0	1	0	4	1	1	6	5	7	5	3	4	6	2	6	1
June 2018	0	1	0	4	1	1	5	5	7	5	3	4	6	2	6	1
Sept. 2018	0	1	0	4	1	1	6	5	8	5	3	4	6	2	6	1
Dec. 2018	1	1	0	4	1	1	6	5	7	5	3	4	6	2	6	1



**The Banks Association of Turkey**  
**Call Center Statistics\***  
**(The number of agents ≥ 251) (Number of banks: 11)**

Period	Outbound call profile														
	Number of reached customers					Number of customers not reached					The total number of outbound call customers				
	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total
Dec. 2017	8,664,905	633,790	12,050	2,482,482	11,793,227	7,632,945	778,791	12,384	2,421,091	10,845,211	16,297,850	1,412,581	24,434	4,903,573	22,638,438
March 2018	10,218,068	851,208	15,492	1,626,584	12,711,352	9,840,042	922,858	16,469	1,762,078	12,541,447	20,058,110	1,774,066	31,961	3,388,662	25,252,799
June 2018	9,324,197	843,581	11,131	1,310,008	11,488,917	10,938,336	847,095	11,962	1,643,881	13,441,274	20,262,533	1,690,676	23,093	2,953,889	24,930,191
Sept. 2018	8,312,904	1,104,187	8,336	1,551,788	10,977,215	10,172,162	1,054,946	8,952	1,976,590	13,212,650	18,485,066	2,159,133	17,288	3,528,378	24,189,865
Dec. 2018	10,345,984	1,037,390	6,731	1,699,770	13,089,875	11,229,575	1,301,481	6,533	2,274,968	14,812,557	21,575,559	2,338,871	13,264	3,974,738	27,902,432

Period	Outbound call profile									
	Customers Reached (%)					Average Talk Time (second)				
	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total
Dec. 2017	53%	45%	49%	51%	52%	172	106	32	122	158
March 2018	51%	48%	48%	48%	50%	162	94	25	145	155
June 2018	46%	50%	48%	44%	46%	168	89	27	141	159
Sept. 2018	45%	51%	48%	44%	45%	165	90	30	155	156
Dec. 2018	48%	44%	51%	43%	47%	151	100	36	146	146

E-mail - Fax - Other					
Number of e-mails received	Number of faxes received	The number of chat calls	The number of IVN calls	The number of video calls	Others (chat / co-browsing ..etc.)
118,578	1,001	449,479	21,707,748	0	0
156,075	1,244	482,281	20,208,591	0	0
152,483	907	444,294	20,981,901	0	0
140,793	830	267,407	19,998,607	0	0
112,801	732	660,834	19,512,402	1,639	0

Period	Outbound services (Number of banks)									
	Inhouse									
	Outbound calls for collection (credit cards)	Outbound calls for collection (consumer loans)	Outbound calls for sales	Outbound calls for updating data	Retention / Anti-attribution	Outbound for credit card limit increasing	Outbound calls for activation	Outbound calls for campaigns	Outbound calls for welcome	Outbound calls for resend card/account statement
Dec. 2017	4	4	7	5	7	6	2	6	5	2
March 2018	4	4	8	5	8	5	4	6	5	3
June 2018	4	4	7	4	8	4	4	6	4	4
Sept. 2018	4	4	7	4	7	5	3	5	3	3
Dec. 2018	4	4	8	5	8	5	3	6	4	4

Period	Outbound services (Number of banks)									
	Outsource / Other departments									
	Outbound calls for collection (credit cards)	Outbound calls for collection (consumer loans)	Outbound calls for sales	Outbound calls for updating data	Retention / Anti-attribution	Outbound for credit card limit increasing	Outbound calls for activation	Outbound calls for campaigns	Outbound calls for welcome	Outbound calls for resend card/account statement
Dec. 2017	6	6	9	7	8	6	6	9	7	7
March 2018	7	7	9	6	7	5	5	8	6	6
June 2018	7	7	10	6	7	4	5	8	6	6
Sept. 2018	7	7	9	5	6	3	5	7	5	6
Dec. 2018	7	7	10	5	7	4	5	8	6	5

\* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. "Weighted average" formula is used in average formulas as of December 2012 period.

**The Banks Association of Turkey**  
**Call Center Statistics\***  
**(The number of agents ≥ 251) (Number of banks: 11)**

**D. Other Statistics**

Period	Other Statistics											
	Inbound calls						Outbound calls					
	Number of seats	Number of calls evaluated per agent**	Number of agents per first manager**	Inbound-training time per agent (hour)	Daily break time per agent (minute)	Daily lunch time per agent (minute)	Number of seats	Number of calls evaluated per agent	Number of agents per first manager	Inbound-training time per agent (hour)	Daily break time per agent (minute)	Daily lunch time per agent (minute)
Dec. 2017	5,996	13	20	295	40	53	1,769	18	15	144	39	51
March 2018	6,427	19	16	275	40	52	1,408	18	16	144	41	49
June 2018	6,416	20	16	207	40	52	1,600	19	15	133	41	49
Sept. 2018	6,272	19	16	276	41	51	1,422	17	17	125	41	49
Dec. 2018	6,690	21	16	257	39	52	1,381	18	17	126	41	49

**E. Financial transactions\*\*\***

Period	Number of transactions	Volume of transactions (Thousand TRY)
Dec. 2017	2,093,414	10,907,595
March 2018	2,159,435	8,900,921
June 2018	2,269,544	9,698,897
Sept. 2018	1,935,805	10,588,152
Dec. 2018	2,292,490	11,277,766

\* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. In calculating the average ratios, the data that is "greater than zero" is used in this report.

\*\*Weighted average is used in calculating "Number of calls evaluated per agent" and "Number of agents per first manager" as of December 2012 period. Arithmetic mean (of data greater than zero) is used in other ratios.

\*\*\*Data of March 2018, June 2018 and September 2018 were revised by a bank.

**The Banks Association of Turkey**  
**Call Center Statistics\***

(51 ≤ The number of agents ≤ 250) (Number of banks: 2)

**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
	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls			The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	
Dec. 2017	0	0	243	51	294	23	23	6	346
March 2018	0	0	202	48	250	28	19	6	303
June 2018	0	0	168	45	213	25	19	6	263
Sept. 2018	0	0	398	42	440	38	42	5	525
Dec. 2018	0	0	247	49	296	26	22	5	349

The number of agents that resigned and fired		The number of agents that transferred to another department		Total Turnover (%)
The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	
61	4	2	3	24%
31	19	2	2	22%
48	3	3	4	27%
37	3	26	0	15%
18	4	2	0	8%

The number of agents working in the Outsource company on behalf of Bank's call center
25
99
74
175
102

**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. 2017	214	80	13	10	17	12	244	102	27	30	32
March 2018	189	61	19	9	13	12	221	82	26	32	33
June 2018	165	48	14	11	13	12	192	71	27	31	33
Sept. 2018	321	119	20	18	27	20	368	157	26	32	32
Dec. 2018	221	75	14	12	15	12	250	99	27	32	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. 2017	11	123	156	4	0	7	11	5	0	3	22	4	11	133	189	13
March 2018	8	116	126	0	0	8	14	6	0	7	17	1	8	131	157	7
June 2018	0	105	105	3	0	8	12	5	0	7	15	3	0	120	132	11
Sept. 2018	0	248	191	1	0	12	21	5	0	24	20	3	0	284	232	9
Dec. 2018	16	115	164	1	0	8	13	5	0	7	17	3	16	130	194	9

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
	Istanbul and Izmit	Others	Istanbul and Izmit	Others	Istanbul and Izmit	Others	Istanbul and Izmit	Others								
Dec. 2017	168	126	21	2	18	11	207	139	5	1	1	7	16	8	17	41
March 2018	116	134	26	2	15	10	157	146	0	1	0	1	18	6	3	27
June 2018	98	115	23	2	15	10	136	127	0	1	0	1	16	3	2	21
Sept. 2018	84	356	26	12	14	33	124	401	0	0	0	0	23	6	4	33
Dec. 2018	187	109	24	2	17	10	228	121	0	0	0	0	25	5	4	34

\* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. In calculating the average ratios, the data that is "greater than zero" is used in this report.

## The Banks Association of Turkey

### Call Center Statistics\*

(51 ≤ The number of agents ≤ 250) (Number of banks: 2)

#### C. Call Profile

Period	Inbound call profile										
	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)	Number of Active Customers
Dec. 2017	2,919,231	1,604,034	4,523,265	163,962	90%	169	4	1	74	95	518,266
March 2018	2,427,983	1,430,082	3,858,065	79,193	94%	169	4	1	73	100	473,564
June 2018	2,578,218	1,508,536	4,086,754	130,058	91%	167	3	3	28	105	91,788
Sept. 2018	3,541,017	2,618,503	6,159,520	277,276	89%	169	4	1	96	137	777,535
Dec. 2018	2,659,851	1,888,826	4,548,677	145,573	92%	166	4	1	49	98	173,700

Period	Inbound call services (Number of banks)															
	From the same line															
	Banking services	Card services	Applications (credit card, supplementary card etc.)	Stock services	Service in English	Cross-sell	Private Banking Line	Insurance / Individual Pension System Line	ATM-POS support line	Branch support line	Customer satisfaction or complaint line	Investment line	SME and Commercial banking line	Corporate banking line	Mortgage line	Internet banking support line
Dec. 2017	2	2	2	1	2	2	0	0	1	0	0	2	0	0	0	1
March 2018	2	2	2	1	2	2	0	0	1	0	0	2	0	0	0	1
June 2018	2	2	2	1	2	2	0	0	1	0	0	2	0	0	0	1
Sept. 2018	3	3	3	2	3	3	1	1	1	1	1	3	1	0	0	2
Dec. 2018	3	3	3	1	3	3	0	1	2	0	1	3	0	0	0	2

Period	Inbound call services (Number of banks)															
	From the another line															
	Banking services	Card services	Applications (credit card, supplementary card etc.)	Stock services	Service in English	Cross-sell	Private Banking Line	Insurance / Individual Pension System Line	ATM-POS support line	Branch support line	Customer satisfaction or complaint line	Investment line	SME and Commercial banking line	Corporate banking line	Mortgage line	Internet banking support line
Dec. 2017	0	0	0	1	0	0	2	1	1	1	1	1	1	1	0	1
March 2018	0	0	0	1	0	0	2	1	1	1	1	1	1	1	0	1
June 2018	0	0	0	1	0	0	2	1	1	1	1	1	1	1	0	1
Sept. 2018	0	0	0	1	0	0	2	1	1	1	1	1	1	1	0	1
Dec. 2018	0	0	0	1	0	0	2	1	1	1	1	1	1	1	0	1

**The Banks Association of Turkey**  
**Call Center Statistics\***

**(51 ≤ The number of agents ≤ 250) (Number of banks: 2)**

Period	Outbound call profile														
	Number of reached customers					Number of customers not reached					The total number of outbound call customers				
	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total
Dec. 2017	373,384	0	0	0	373,384	263,549	0	0	0	263,549	636,933	0	0	0	636,933
March 2018	317,833	0	0	0	317,833	190,480	0	0	0	190,480	508,313	0	0	0	508,313
June 2018	321,707	0	0	0	321,707	108,292	0	0	0	108,292	429,999	0	0	0	429,999
Sept. 2018	752,165	0	0	0	752,165	292,754	0	0	0	292,754	1,044,919	0	0	0	1,044,919
Dec. 2018	336,937	0	0	0	336,937	208,308	0	0	0	208,308	545,245	0	0	0	545,245

Period	Outbound call profile									
	Customers Reached (%)					Average Talk Time (second)				
	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total
Dec. 2017	59%	-	-	-	59%	3,997	-	-	-	4,991
March 2018	63%	-	-	-	63%	5,216	-	-	-	6,211
June 2018	75%	-	-	-	75%	44	-	-	-	90
Sept. 2018	72%	-	-	-	72%	1,890	#DIV/0!	#DIV/0!	#DIV/0!	2,342
Dec. 2018	62%	-	-	-	62%	4,669	#DIV/0!	#DIV/0!	#DIV/0!	5,716

E-mail - Fax - Other					
Number of e-mails received	Number of faxes received	The number of chat calls	The number of IVN calls	The number of video calls	Others (chat / co-browsing .etc.)
0	0	0	0	1,583	0
0	0	0	0	241	0
0	0	0	0	1,253	0
0	0	149,232	392,065	1,213	0
0	0	0	0	1,358	0

Period	Outbound services (Number of banks)									
	Inhouse									
	Outbound calls for collection (credit cards)	Outbound calls for collection (consumer loans)	Outbound calls for sales	Outbound calls for updating data	Retention / Anti-attribution	Outbound for credit card limit increasing	Outbound calls for activation	Outbound calls for campaigns	Outbound calls for welcome	Outbound calls for resend card/account statement
Dec. 2017	1	1	2	1	2	2	1	1	1	1
March 2018	1	1	2	1	2	2	1	1	1	1
June 2018	1	1	2	1	2	2	1	1	1	1
Sept. 2018	1	1	3	2	3	3	1	2	2	2
Dec. 2018	1	1	3	2	3	2	1	2	1	1

Period	Outbound services (Number of banks)									
	Outsource / Other departments									
	Outbound calls for collection (credit cards)	Outbound calls for collection (consumer loans)	Outbound calls for sales	Outbound calls for updating data	Retention / Anti-attribution	Outbound for credit card limit increasing	Outbound calls for activation	Outbound calls for campaigns	Outbound calls for welcome	Outbound calls for resend card/account statement
Dec. 2017	0	0	1	0	1	0	0	0	0	0
March 2018	0	0	1	1	2	1	0	0	0	1
June 2018	0	0	1	1	2	1	0	0	0	1
Sept. 2018	0	0	2	1	3	2	0	1	1	1
Dec. 2018	0	0	2	1	3	1	0	1	0	1

\* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. \*Weighted average\* formula is used in average formulas as of December 2012 period.

## The Banks Association of Turkey

### Call Center Statistics\*

(51 ≤ The number of agents ≤ 250) (Number of banks: 2)

#### D. Other Statistics

Period	Other Statistics											
	Inbound calls						Outbound calls					
	Number of seats	Number of calls evaluated per agent**	Number of agents per first manager**	Inbound-training time per agent (hour)	Daily break time per agent (minute)	Daily lunch time per agent (minute)	Number of seats	Number of calls evaluated per agent	Number of agents per first manager	Inbound-training time per agent (hour)	Daily break time per agent (minute)	Daily lunch time per agent (minute)
Dec. 2017	269	325	500	145	45	45	61	448	366	65	38	53
March 2018	222	566	459	145	45	45	53	444	383	65	38	53
June 2018	196	37	15	145	45	45	49	10	6	65	38	53
Sept. 2018	475	268	232	174	40	50	46	468	451	65	38	53
Dec. 2018	245	488	388	163	40	50	59	379	358	110	35	55

#### E. Financial transactions

Period	Number of transactions	Volume of transactions (Thousand TRY)
Dec. 2017	146,556	483,383
March 2018	484,615	378,356
June 2018	313,243	18,090
Sept. 2018	388,666	367,598
Dec. 2018	373,748	498,521

\* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. In calculating the average ratios, the data that is "greater than zero" is used in this report.

\*\*Weighted average is used in calculating "Number of calls evaluated per agent" and "Number of agents per first manager" as of December 2012 period. Arithmetic mean (of data greater than zero) is used in other ratios.

**The Banks Association of Turkey**  
**Call Center Statistics\***

(The number of agents ≤ 50) (Number of banks: 12)

**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
	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls			The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	
Dec. 2017	0	0	100	22	122	15	21	4	162
March 2018	1	0	116	28	145	16	24	4	189
June 2018	1	0	121	37	159	16	21	5	201
Sept. 2018	1	0	119	30	150	14	21	5	190
Dec. 2018	1	0	89	30	120	14	21	5	160

The number of agents that resigned and fired		The number of agents that transferred to another department		Total Turnover (%)
The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	The number of personnel in the service of inbound calls	The number of personnel in the service of outbound calls	
8	1	0	0	7%
4	1	1	0	4%
6	1	3	1	7%
8	3	1	2	9%
12	0	3	0	13%

The number of agents working in the Outsource company on behalf of Bank's call center
264
303
261
252
255

**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. 2017	65	57	11	4	16	9	92	70	27	30	38
March 2018	78	67	12	4	16	12	106	83	27	32	37
June 2018	82	77	12	4	15	11	109	92	28	33	36
Sept. 2018	77	73	10	4	15	11	102	88	27	33	36
Dec. 2018	57	63	9	5	12	14	78	82	27	36	36

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. 2017	14	51	54	3	0	3	9	3	1	5	16	3	15	59	79	9
March 2018	24	63	55	3	4	2	6	4	1	5	18	4	29	70	79	11
June 2018	29	56	72	2	1	4	9	2	2	5	16	3	32	65	97	7
Sept. 2018	28	54	67	1	2	3	7	2	1	5	17	3	31	62	91	6
Dec. 2018	25	32	61	2	1	3	8	2	2	4	17	3	28	39	86	7

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
	Istanbul and Izmit	Others	Istanbul and Izmit	Others	Istanbul and Izmit	Others	Istanbul and Izmit	Others								
Dec. 2017	122	0	15	0	25	0	162	0	5	0	1	6	24	2	13	39
March 2018	145	0	16	0	28	0	189	0	4	0	1	5	27	2	13	42
June 2018	159	0	16	0	26	0	201	0	3	0	0	3	29	2	12	43
Sept. 2018	150	0	14	0	26	0	190	0	4	0	0	4	21	2	11	34
Dec. 2018	111	9	13	1	24	2	148	12	2	0	0	2	16	2	10	28

\* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. In calculating the average ratios, the data that is "greater than zero" is used in this report.

**The Banks Association of Turkey**  
**Call Center Statistics\***  
**(The number of agents ≤ 50) (Number of banks: 12)**

**C. Call Profile**

Period	Inbound call profile										
	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)	Number of Active Customers
Dec. 2017	1,122,018	1,446,708	2,568,726	50,496	97%	172	4	4	16	40	498,643
March 2018	852,486	1,631,163	2,483,649	96,515	94%	165	4	3	28	104	478,611
June 2018	749,421	1,633,332	2,382,753	100,894	94%	167	3	3	28	105	446,976
Sept. 2018	845,784	1,737,165	2,582,949	150,837	91%	175	4	3	43	113	484,508
Dec. 2018	811,363	1,085,286	1,896,649	47,565	96%	185	3	3	21	81	395,053

Period	Inbound call services (Number of banks)															
	From the same line															
	Banking services	Card services	Applications (credit card, supplementary card etc.)	Stock services	Service in English	Cross-sell	Private Banking Line	Insurance / Individual Pension System Line	ATM-POS support line	Branch support line	Customer satisfaction or complaint line	Investment line	SME and Commercial banking line	Corporate banking line	Mortgage line	Internet banking support line
Dec. 2017	9	7	7	2	10	4	5	2	5	3	10	4	4	6	0	11
March 2018	9	7	7	2	10	4	4	1	5	3	10	4	4	6	0	11
June 2018	9	7	6	3	11	4	5	2	5	2	10	4	4	6	1	11
Sept. 2018	9	7	7	2	10	4	5	2	5	3	10	4	4	6	0	11
Dec. 2018	8	6	6	2	9	4	5	2	4	3	9	2	4	6	0	10

Period	Inbound call services (Number of banks)															
	From the another line															
	Banking services	Card services	Applications (credit card, supplementary card etc.)	Stock services	Service in English	Cross-sell	Private Banking Line	Insurance / Individual Pension System Line	ATM-POS support line	Branch support line	Customer satisfaction or complaint line	Investment line	SME and Commercial banking line	Corporate banking line	Mortgage line	Internet banking support line
Dec. 2017	0	1	0	1	0	0	0	2	2	2	0	3	1	0	1	0
March 2018	0	1	0	1	0	0	0	2	2	1	0	3	1	0	1	0
June 2018	0	1	0	1	0	0	0	2	2	2	0	3	1	0	1	0
Sept. 2018	0	1	0	1	0	0	0	2	2	2	0	3	1	0	1	0
Dec. 2018	0	1	0	1	0	0	0	2	2	2	0	4	1	0	1	0



**The Banks Association of Turkey**  
**Call Center Statistics\***  
**(The number of agents ≤ 50) (Number of banks: 12)**

Period	Outbound call profile														
	Number of reached customers					Number of customers not reached					The total number of outbound call customers				
	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total
Dec. 2017	136,904	59,054	64	71,991	268,013	135,606	30,577	1	34,783	200,967	272,510	89,631	65	106,774	468,980
March 2018	141,772	99,242	66	48,999	290,079	122,630	55,151	21	36,622	214,424	264,402	154,393	87	85,621	504,503
June 2018	99,974	69,588	83	63,100	232,745	74,817	36,697	17	38,492	150,023	174,791	106,285	100	101,592	382,768
Sept. 2018	86,406	110,761	72	47,399	244,638	55,872	126,382	9	33,054	215,317	142,278	237,143	81	80,453	459,955
Dec. 2018	38,714	149,877	99	64,043	252,733	38,445	148,181	29	57,763	244,418	77,159	298,058	128	121,806	497,151

Period	Outbound call profile									
	Customers Reached (%)					Average Talk Time (second)				
	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total	Outbound calls for sales	Outbound calls for collection	Outbound calls for ATM-POS monitoring	Other operational outbound calls	Total
Dec. 2017	50%	66%	98%	67%	57%	174	109	62	118	145
March 2018	54%	64%	76%	57%	57%	141	77	59	116	115
June 2018	57%	65%	83%	62%	61%	142	91	53	136	125
Sept. 2018	61%	47%	89%	59%	53%	136	113	53	129	124
Dec. 2018	50%	50%	77%	53%	51%	143	75	21	113	95

E-mail - Fax - Other					
Number of e-mails received	Number of faxes received	The number of chat calls	The number of IVN calls	The number of video calls	Others (chat / co-browsing ..etc.)
226,416	3,797	5,248	813,599	0	105,748
211,729	3,583	4,745	1,348,338	0	100,606
192,483	2,292	4,424	1,157,711	0	90,121
155,008	2,459	3,879	2,913,955	0	75,148
119,681	1,829	5,118	4,686,091	0	69,166

Period	Outbound services (Number of banks)										
	Inhouse										
	Outbound calls for collection (credit cards)	Outbound calls for collection (consumer loans)	Outbound calls for sales	Outbound calls for updating data	Retention / Anti-attribution	Outbound for credit card limit increasing	Outbound calls for activation	Outbound calls for campaigns	Outbound calls for welcome	Outbound calls for resend card/account statement	
Dec. 2017	1	1	4	5	5	3	3	4	3		
March 2018	0	0	4	4	4	2	2	4	3		
June 2018	0	0	4	4	4	2	2	4	3		
Sept. 2018	1	1	4	4	3	2	2	4	3		
Dec. 2018	0	0	3	3	2	2	2	3	2		

Period	Outbound services (Number of banks)									
	Outsource / Other departments									
	Outbound calls for collection (credit cards)	Outbound calls for collection (consumer loans)	Outbound calls for sales	Outbound calls for updating data	Retention / Anti-attribution	Outbound for credit card limit increasing	Outbound calls for activation	Outbound calls for campaigns	Outbound calls for welcome	Outbound calls for resend card/account statement
Dec. 2017	3	5	4	3	2	3	1	3	3	
March 2018	3	5	3	4	2	3	1	4	4	
June 2018	3	5	3	4	2	3	1	4	4	
Sept. 2018	4	5	4	4	2	3	1	4	4	
Dec. 2018	3	5	4	3	2	3	1	3	3	

\* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. "Weighted average" formula is used in average formulas as of December 2012 period.

**The Banks Association of Turkey**  
**Call Center Statistics\***  
**(The number of agents ≤ 50) (Number of banks: 12)**

**D. Other Statistics**

Period	Other Statistics											
	Inbound calls						Outbound calls					
	Number of seats	Number of calls evaluated per agent**	Number of agents per first manager**	Inbound-training time per agent (hour)	Daily break time per agent (minute)	Daily lunch time per agent (minute)	Number of seats	Number of calls evaluated per agent	Number of agents per first manager	Inbound-training time per agent (hour)	Daily break time per agent (minute)	Daily lunch time per agent (minute)
Dec. 2017	234	51	16	142	39	52	136	5	5	164	39	55
March 2018	248	51	15	140	39	52	142	5	0	157	40	53
June 2018	245	51	20	147	37	51	146	13	7	164	38	53
Sept. 2018	234	55	19	147	37	51	161	14	5	164	38	53
Dec. 2018	199	58	8	142	38	50	152	6	4	157	39	51

**E. Financial transactions**

	Number of transactions	Volume of transactions (Thousand TRY)
Dec. 2017	31,364	65,825
March 2018	33,555	154,597
June 2018	51,585	328,683
Sept. 2018	55,717	533,227
Dec. 2018	34,786	224,930

\* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. In calculating the average ratios, the data that is "greater than zero" is used in this report.

\*\*Weighted average is used in calculating "Number of calls evaluated per agent" and "Number of agents per first manager" as of December 2012 period. Arithmetic mean (of data greater than zero) is used in other ratios.

## *List of participating banks*

- 1 Akbank T.A.Ş.
- 2 Aktif Yatırım Bankası A.Ş.
- 3 Alternatifbank A.Ş.
- 4 Anadolubank A.Ş.
- 5 Arap Türk Bankası A.Ş.
- 6 BankPozitif Kredi ve Kalkınma Bankası A.Ş.
- 7 Burgan Bank A.Ş.
- 8 Denizbank A.Ş.
- 9 Fibabanka A.Ş.
- 11 HSBC Bank A.Ş.
- 12 ICBC Turkey Bank A.Ş.
- 13 ING Bank A.Ş.
- 14 Nurol Yatırım Bankası A.Ş.
- 10 Odea Bank A.Ş.
- 15 QNB Finansbank A.Ş.
- 17 Şekerbank T.A.Ş.
- 16 Turkish Bank A.Ş.
- 18 Türk Ekonomi Bankası A.Ş.
- 19 Türkiye Cumhuriyeti Ziraat Bankası A.Ş.
- 20 Türkiye Garanti Bankası A.Ş.
- 21 Türkiye Halk Bankası A.Ş.
- 22 Türkiye İş Bankası A.Ş.
- 23 Türkiye Sınai Kalkınma Bankası A.Ş.
- 24 Türkiye Vakıflar Bankası A.Ş.
- 25 Yapı ve Kredi Bankası A.Ş.

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

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

\* Entry 1 to 6 include the number of agents working in the bank's call center.

\* Entry 7 includes the number of agents working on be half of bank's call center, outside of the banks location.

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.
7. **The number of agents working in the Outsource company on behalf of Bank's call center**: Number of Agents working in the outsource company and giving the service of inbound and outbound calls on behalf of bank's call center.

## B. Call Center Employee Profile\*

\* Data, in each period, is not cumulative, only quarterly data is given in each 3-months period. The data A-7 is not included in this category.

\* Arithmetic mean (for data "greater than zero") is used in calculating the average ratios.

1. **Gender** : The distribution by gender of the total number agents, supporting service staff and managers in the related three-month period.
2. **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.
3. **Geographical location** : The distribution by geographical location of the total number of agents, supporting service staff and managers in the related three-month period.
4. **Average age** : The average age of agents, supporting service staff and managers in the related three-month period.

**Availability of SPK License** : Total number of agents, supporting service staff and managers where SPK license is available in the related three-month period.

**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\*

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

\* Weighted average is used in average formulas.

### 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.
3. **Number of abandoned calls from agents**

**Answered calls (%)** = (Number of incoming calls to agents-Number of agent abandoned calls) / Number of incoming calls to agents

4. **Average talk time (second)**
5. **Average after call work time (second)**
6. **Average ringing time (second)**
7. **Average speed of answer (second)**
8. **Average time to abandonment (second)**
9. **Number of active customers**: Number of customers that has called at least once in the past 3 months

**Inbound call services - From the same line / another line**

## Glossary

### Outbound

**10. Number of reached customers :** Not number of calls, the number of customers will be used.

**11. 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

**12. E-mail - Fax - Other :** Number of mails, faxes or others.

### Outbound call services - From the same line / another line

### Outbound call profile

**13. Number of e-mails received**

**14. Number of faxes received**

**15. The number of chat calls**

**16. The number of IVN calls**

**17. The number of video calls**

**18. Others (chat / co-browsing ..etc.)**

## D. Other Statistics\* - Both inbound calls and outbound calls

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

*\* Weighted average is used in items 2 and 3.*

*\* Arithmetic mean (for data "greater than zero") is used for items 4, 5 and 6.*

**1. Number of seats :** Number of seats occupied.

**2. Number of calls evaluated per agent :** Inbound and outbound calls evaluated per agent will be used.

**3. Number of agents per first manager**

**4. Training time per agent (hour) :** For a full time agent who works 9 hours in a day.

**5. 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.

**6. 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\*

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

**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.

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This report is prepared from the related statistics of banks that give call center service to the customers. Whilst every effort has been made to ensure that the information contained in this book is correct, the Banks Association of Turkey can not accept any responsibility for any errors or omissions or for any consequences resulting therefrom.

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