



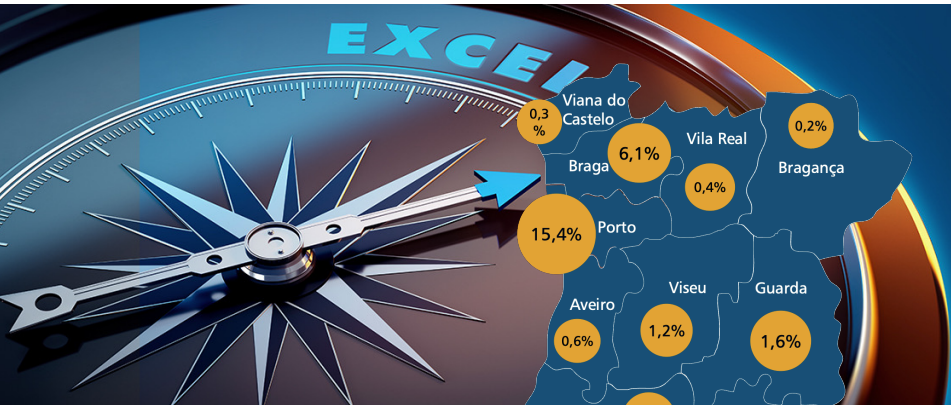
CONTACT CENTERS INDUSTRY:

ON THE ROAD  
TO **EXCELLENCE**

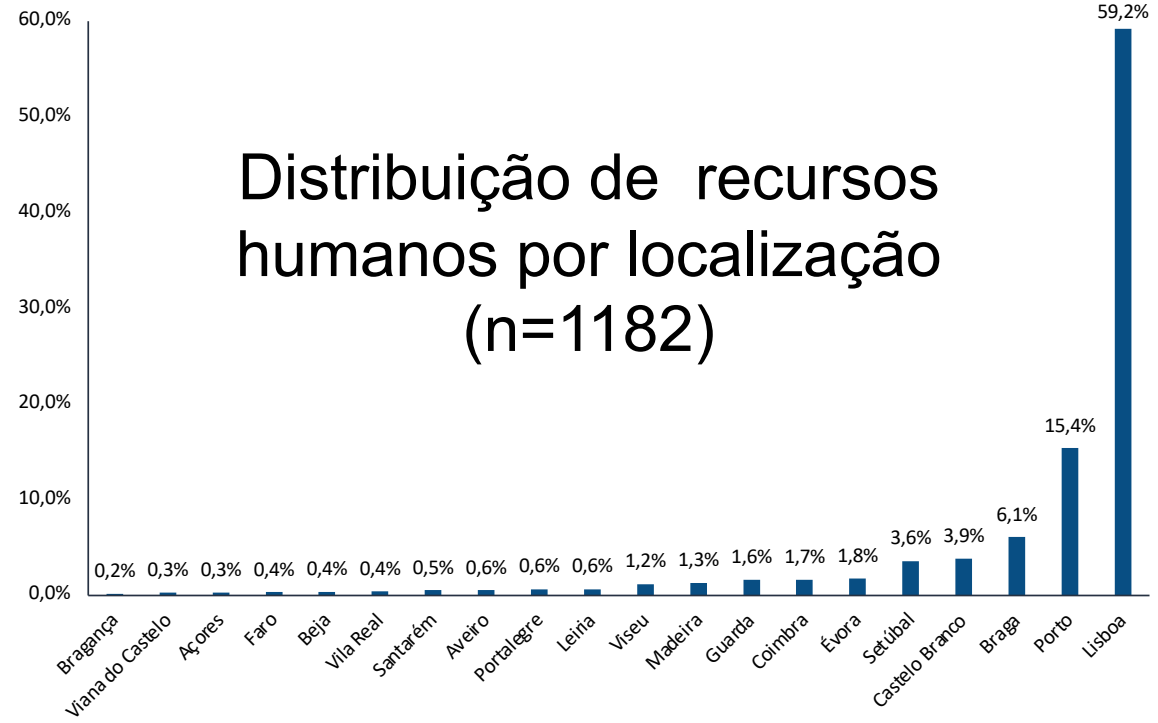
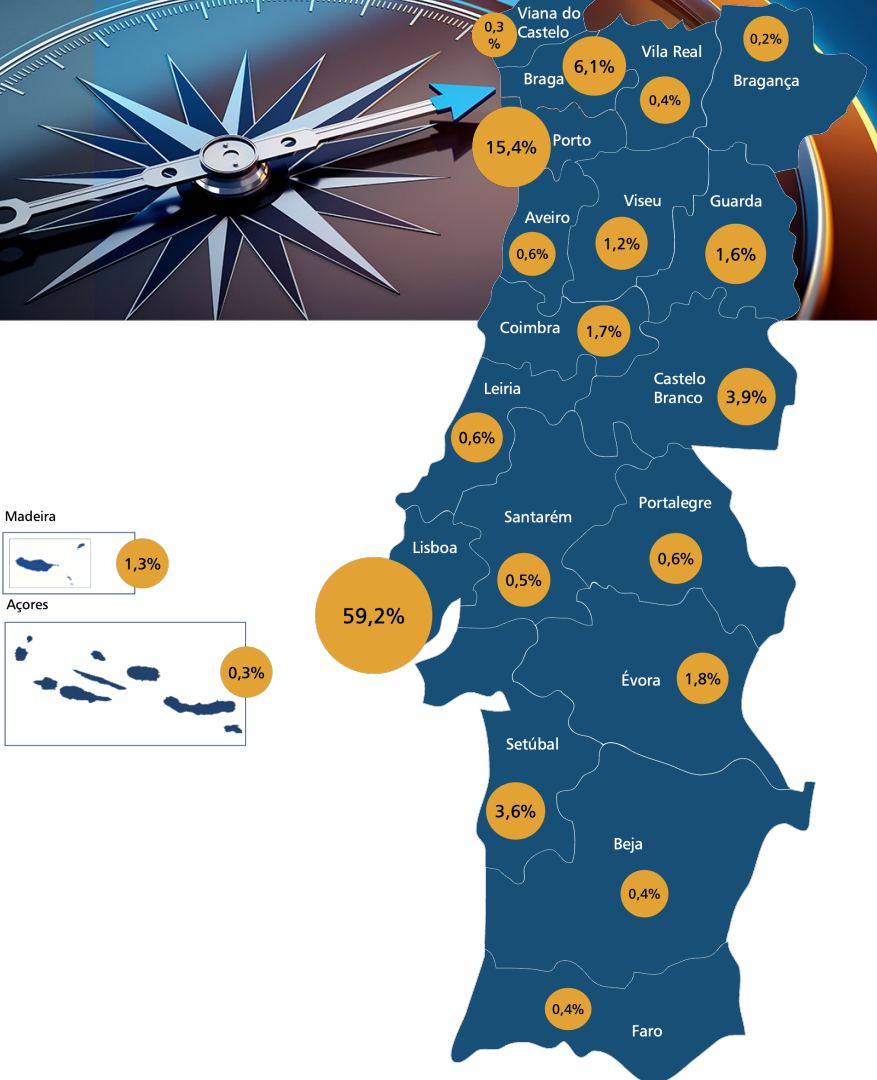
## ESTUDO DE BENCHMARKING APCC 2023

SÍNTESE DE RESULTADOS

HAPPY  
WORK



CONTACT CENTERS INDUSTRY:  
**ON THE ROAD  
 TO EXCELLENCE**



Distribuição de recursos humanos por localização (n=1182)



## Distribuição de recursos humanos por localização (n=1182)

TOP 2

Distrito	2022	2021	
Lisboa	59,2%	61,4%	-2,8%
Porto	15,4%	18,2%	-2,2%
<b>Total</b>	<b>74,6%</b>	<b>79,6%</b>	

-5%

TOP 5

Distrito	2022	2021	
Lisboa	59,2%	61,4%	-2,8%
Porto	15,4%	18,2%	-2,2%
Braga	6,1%	5,6%	0,4%
Castelo Branco	3,9%	3,0%	0,9%
Setúbal	3,6%	1,4%	2,2%
<b>Total</b>	<b>88,2%</b>	<b>89,6%</b>	

-1,4%



CONTACT CENTERS INDUSTRY:

**ON THE ROAD  
TO EXCELLENCE**

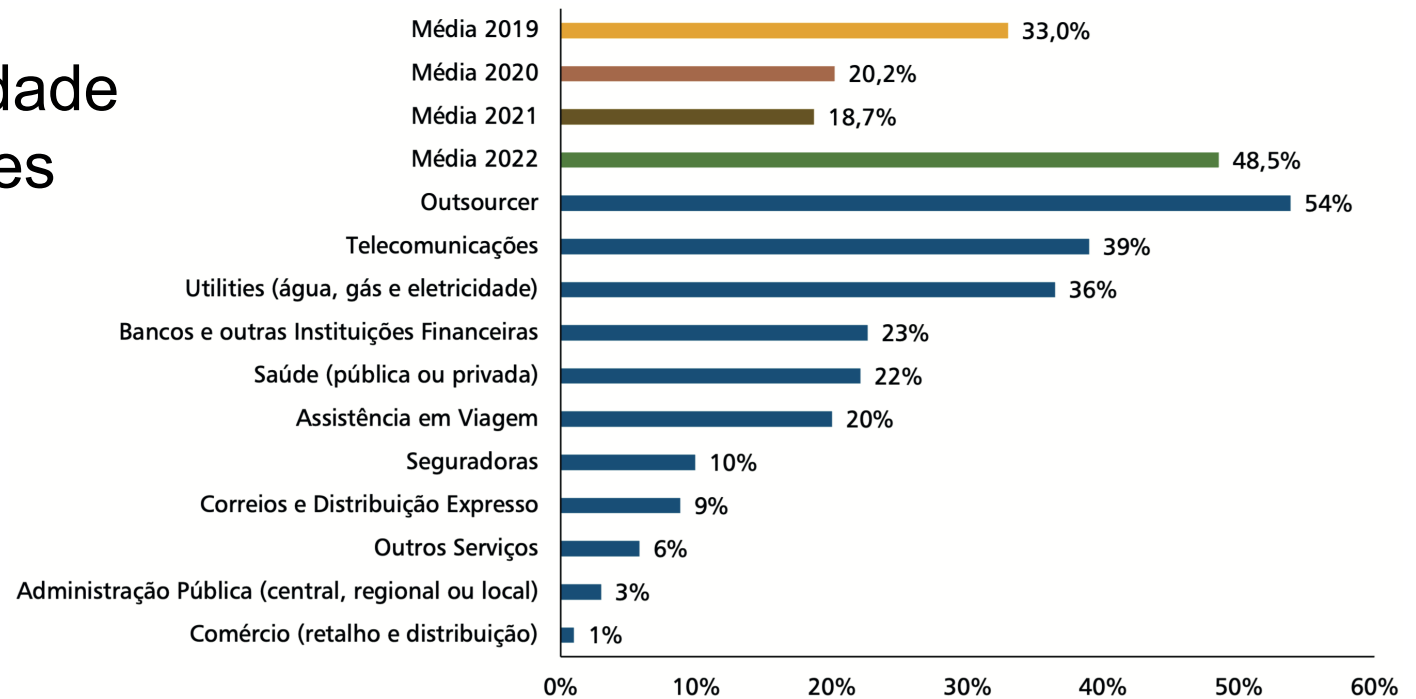
## Recursos Humanos

HAPPY  
WORK





## Taxa de rotatividade dos operadores (n=989)

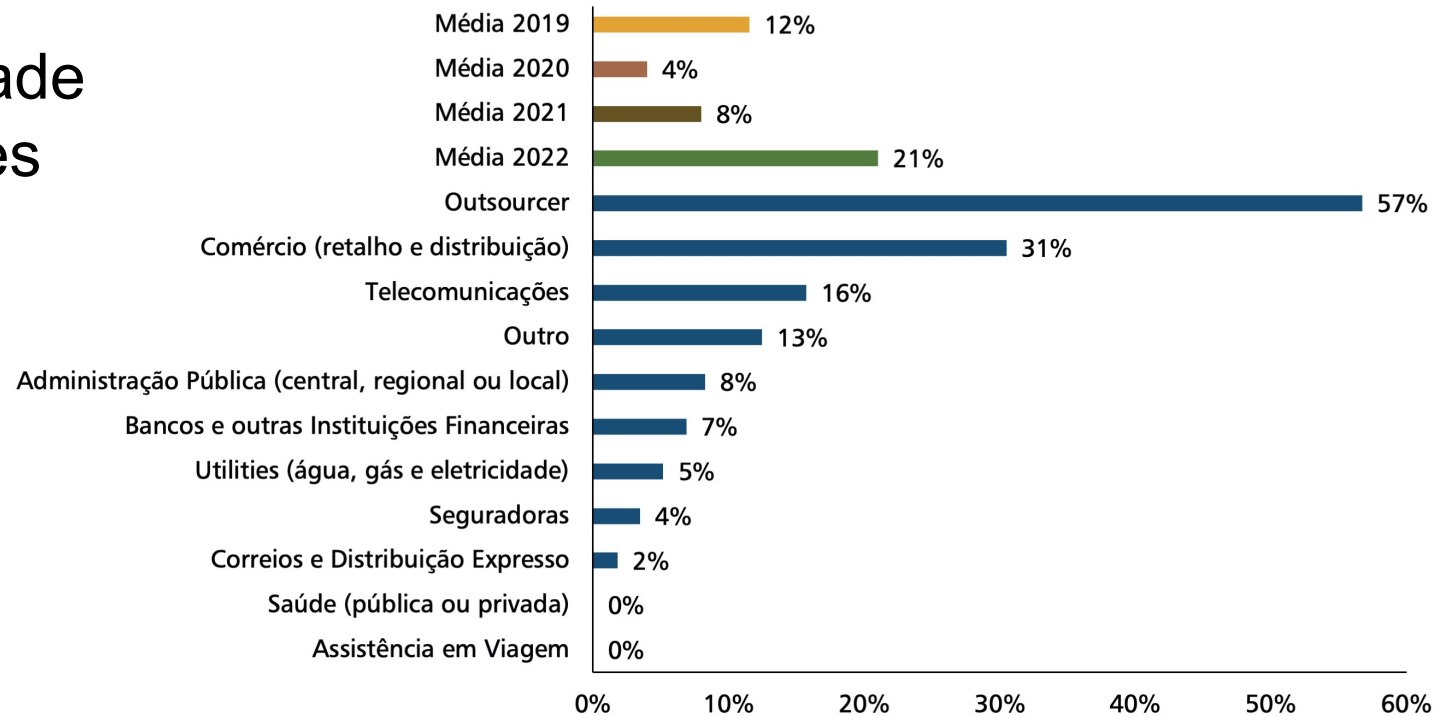




CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE

## Taxa de rotatividade dos supervisores (n=1056)

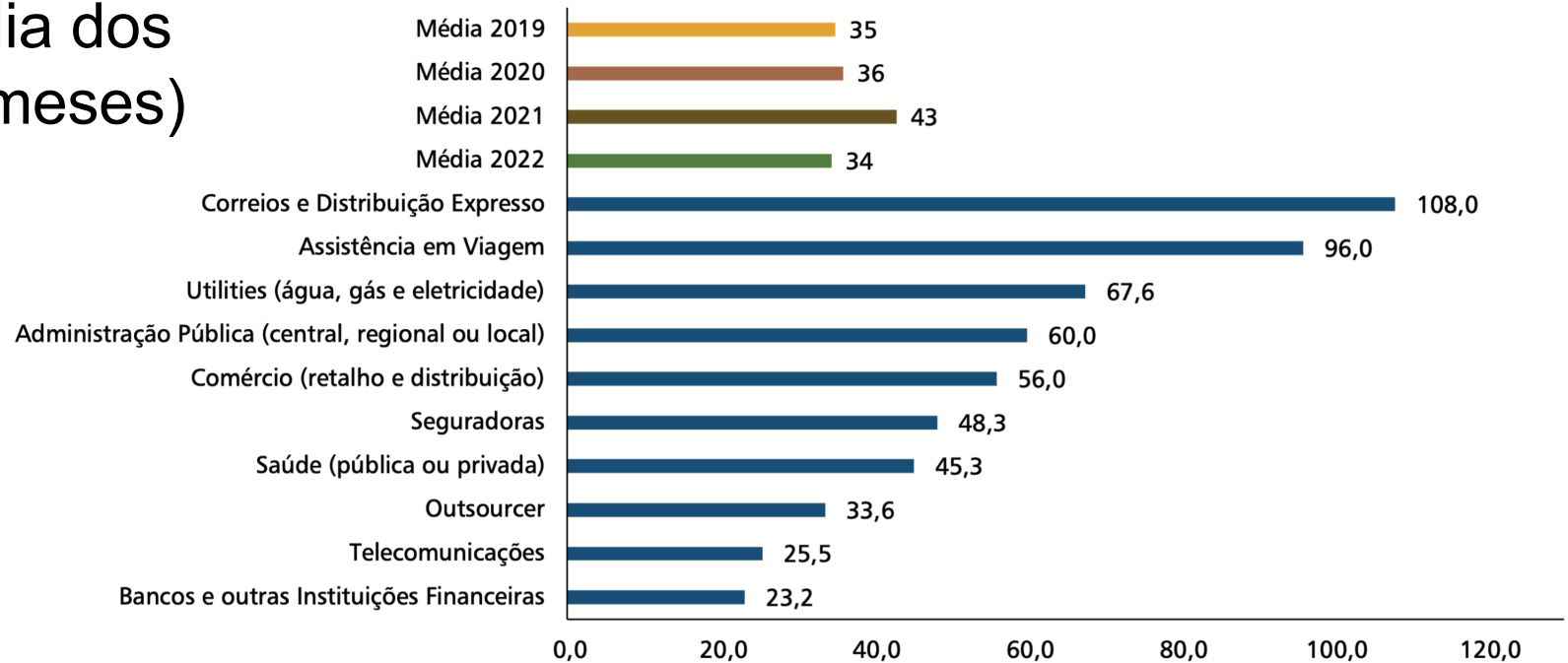




CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE

## Antiguidade média dos operadores (em meses) (n=975)

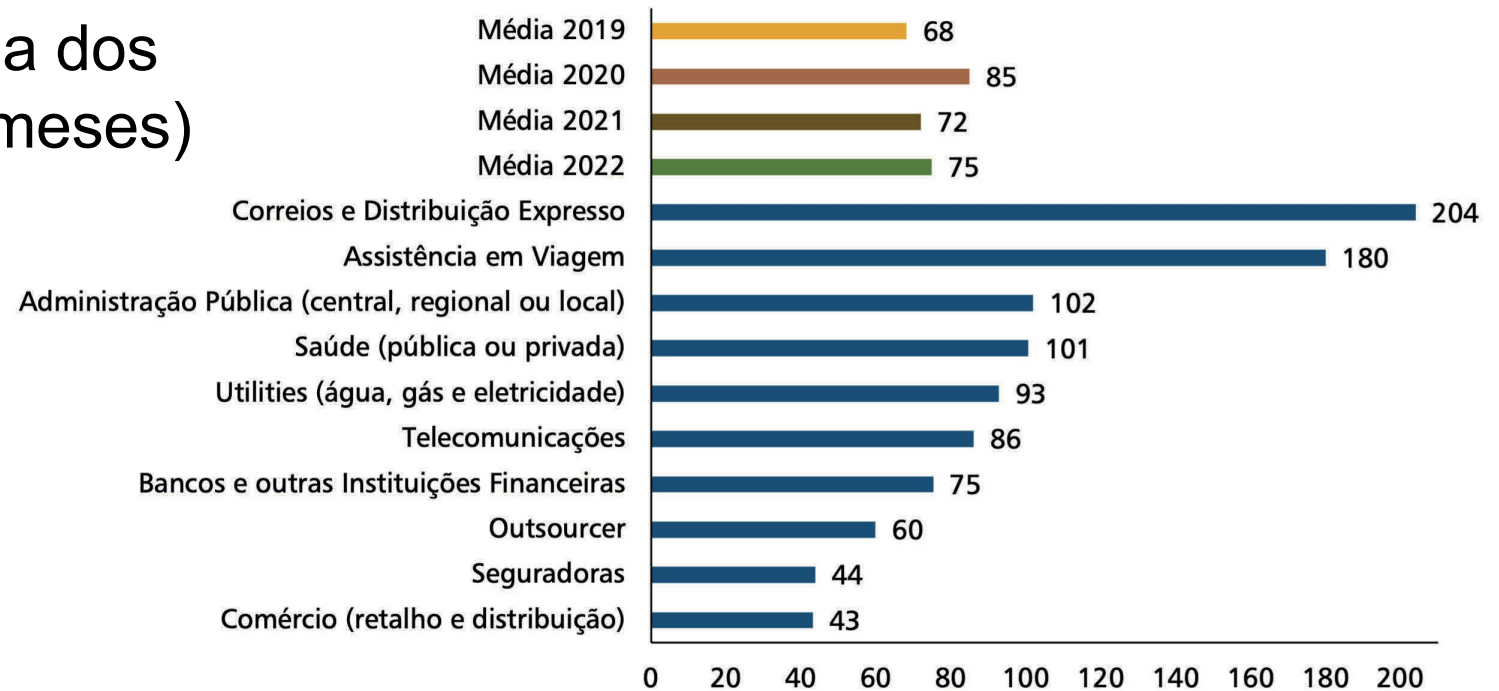




CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE

## Antiguidade média dos supervisores (em meses) (n=870)



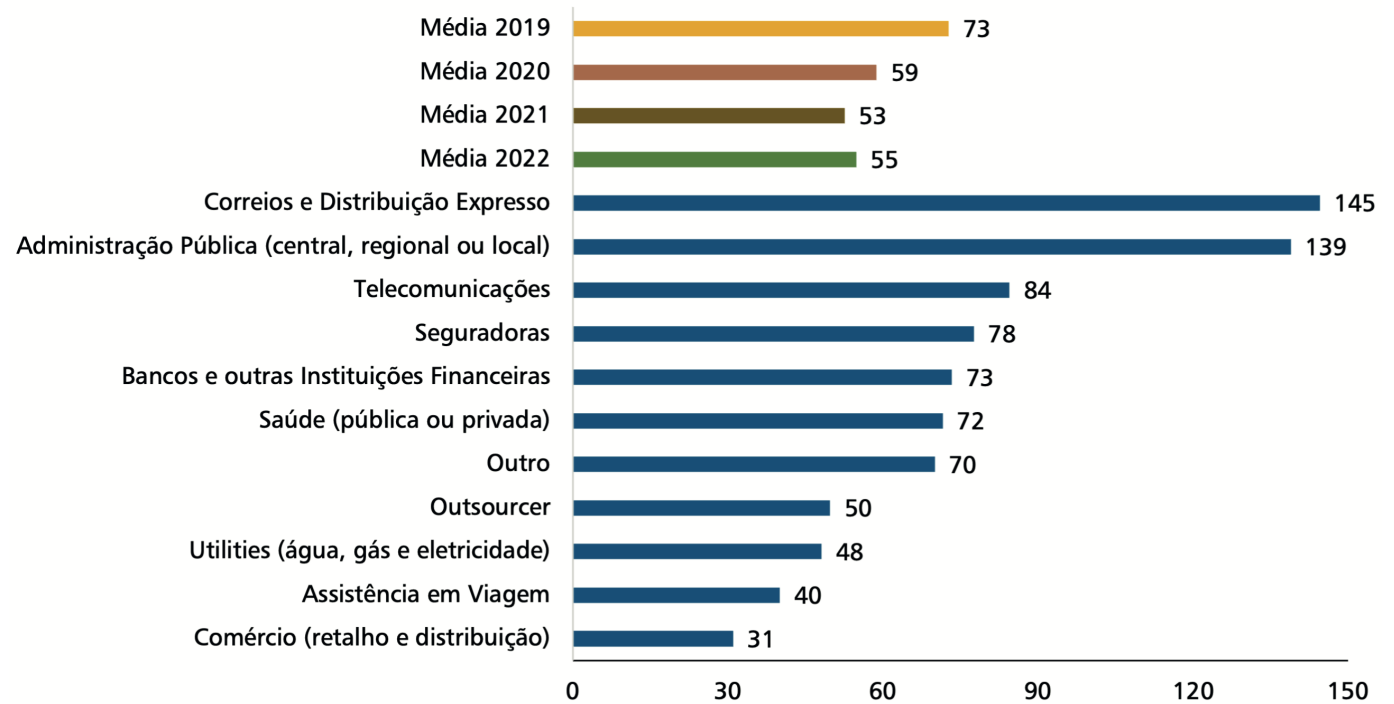




CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE

Número de horas  
de formação anual  
(por operador)  
(n=1031)



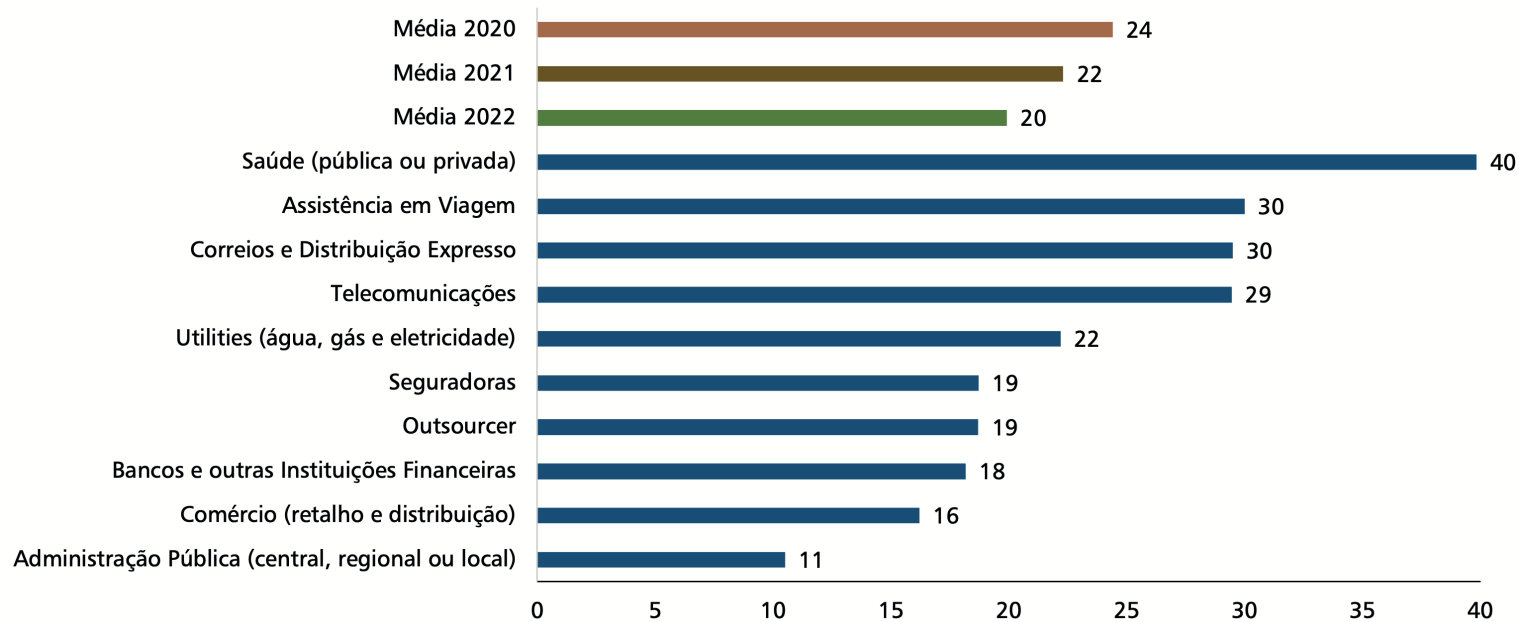




CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE

Tempo médio necessário para formar um colaborador que acabou de entrar no contact center (em dias) (n=1040)

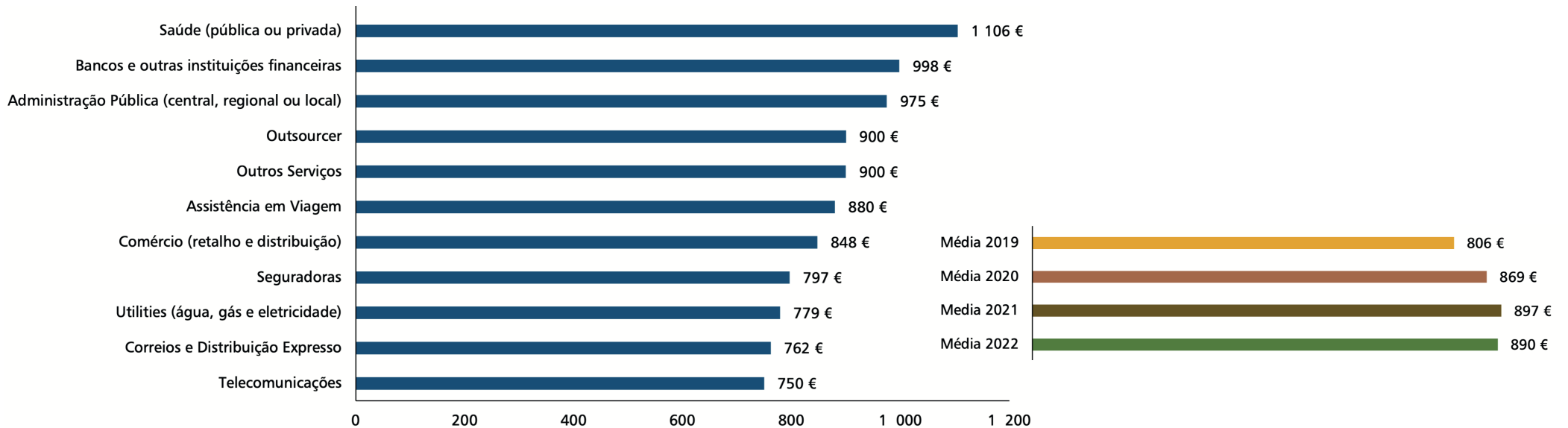




CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE

## Ordenado bruto médio mensal dos operadores (euros) (n=1064)

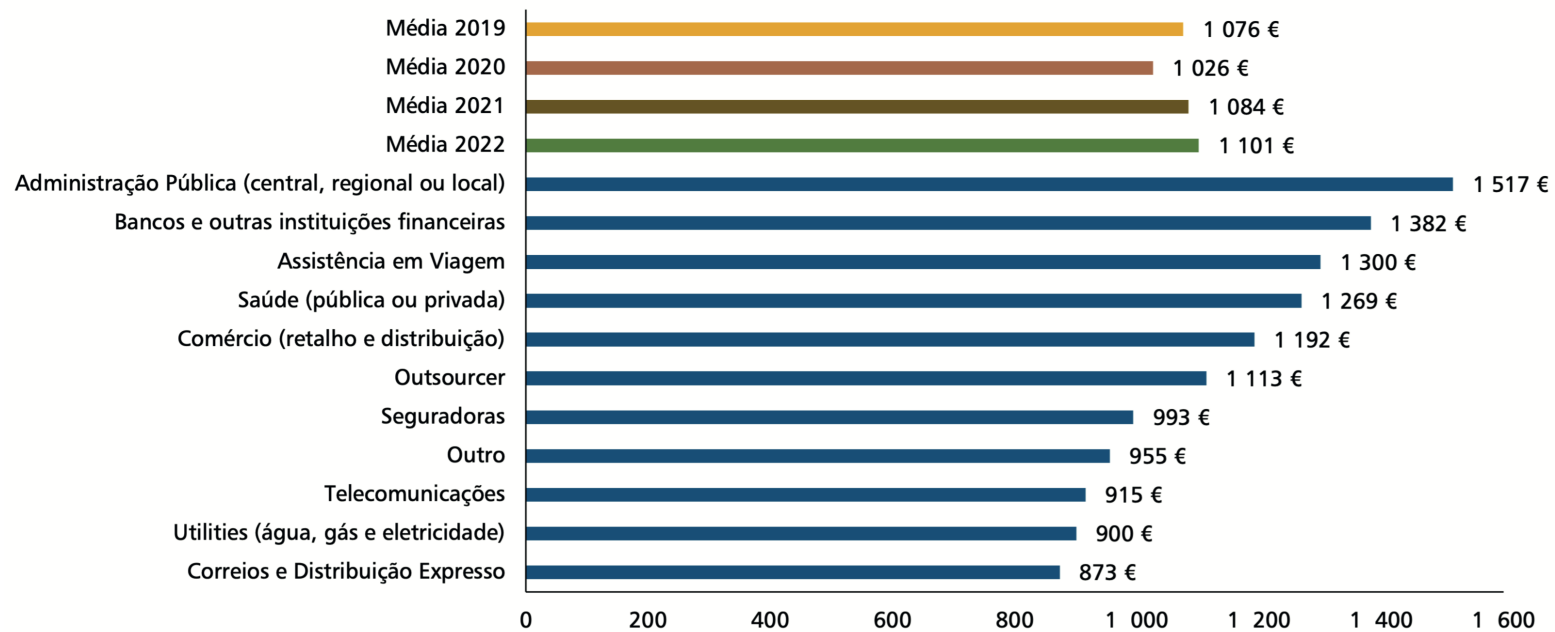




CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE

## Ordenado bruto médio mensal dos supervisores (euros) (n=965)

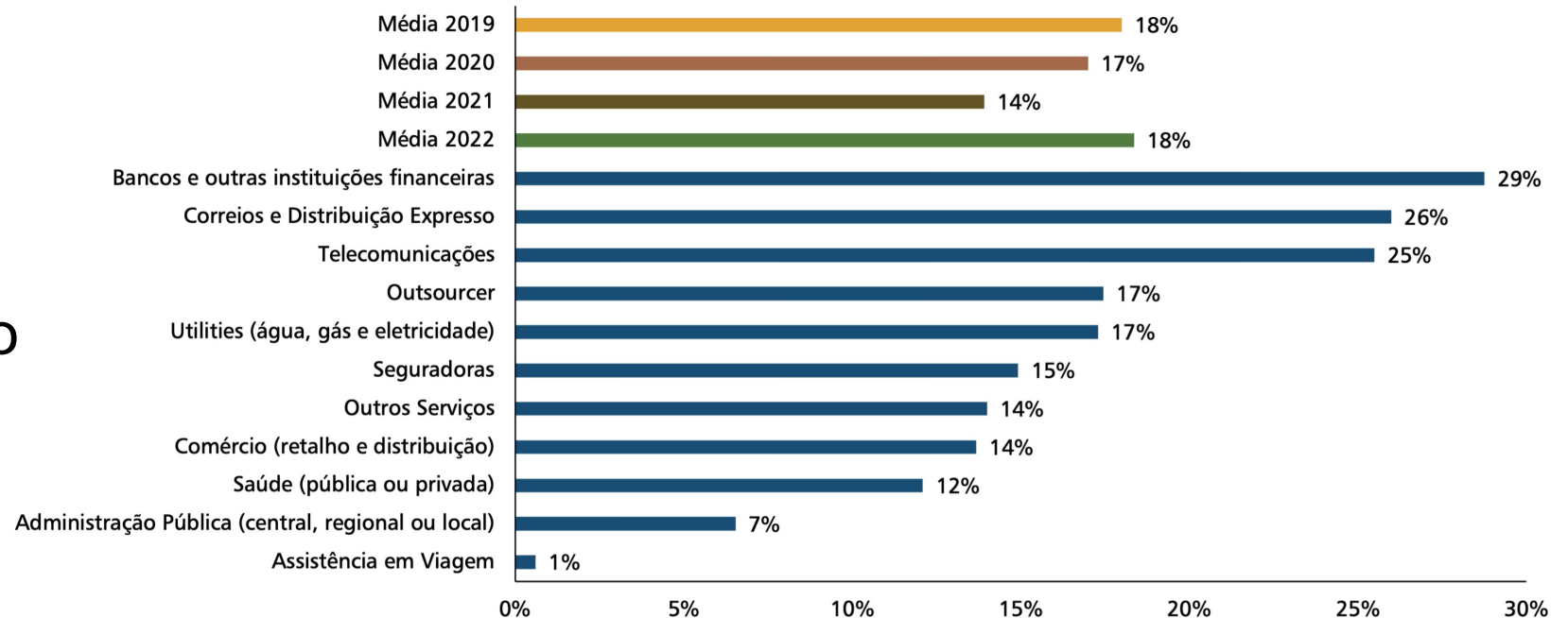




CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE

Rácio entre  
outras  
remunerações  
face ao  
ordenado bruto  
médio mensal  
por operador  
(n=910)



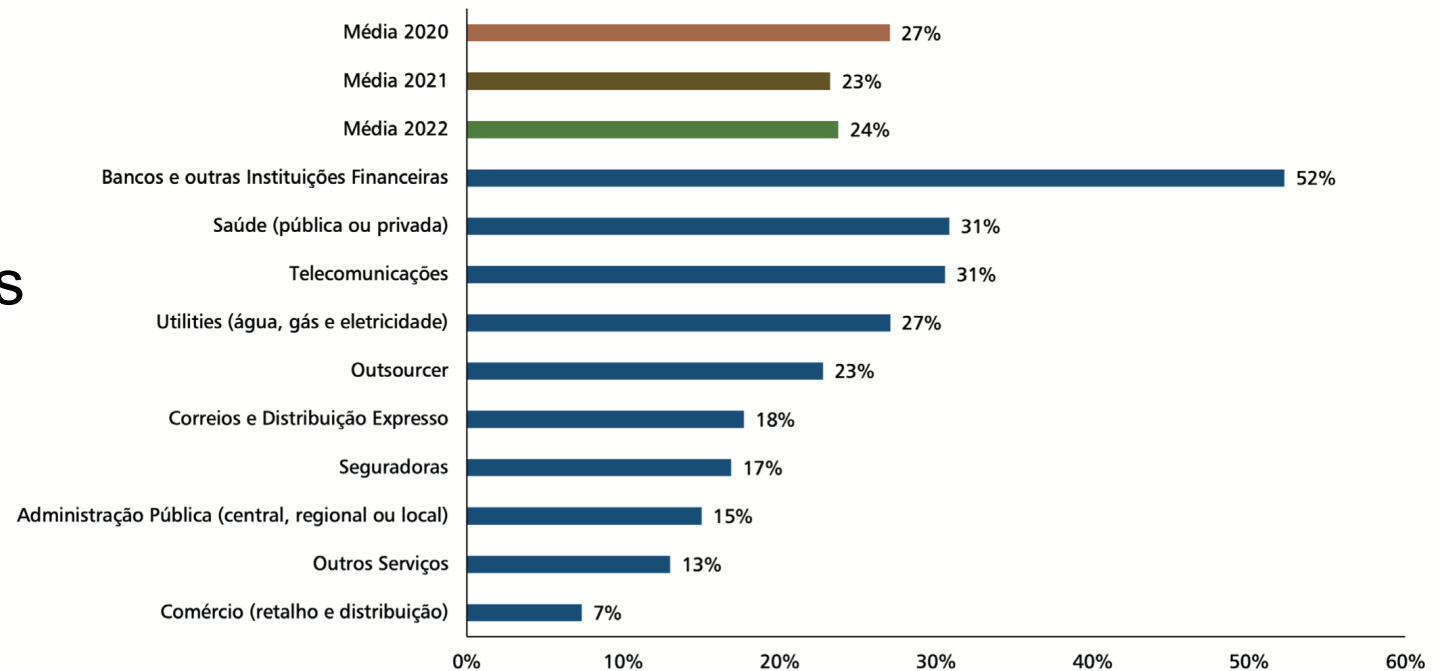




CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE

Rácio entre outras remunerações face ao ordenado bruto médio mensal de supervisores (n=753)

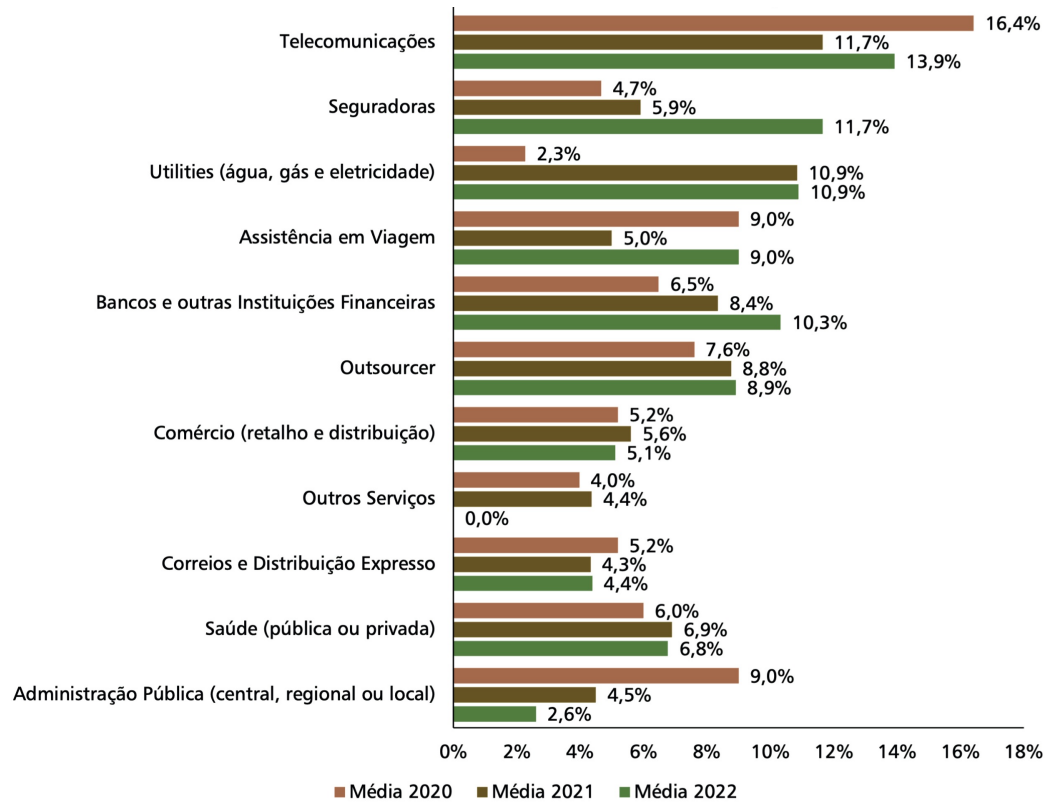






CONTACT CENTERS INDUSTRY:

ON THE ROAD  
 TO EXCELLENCE



Taxa média de absentismo dos operadores (n=1031)





CONTACT CENTERS INDUSTRY:

ON THE ROAD  
TO **EXCELLENCE**

## Capacidade de resposta

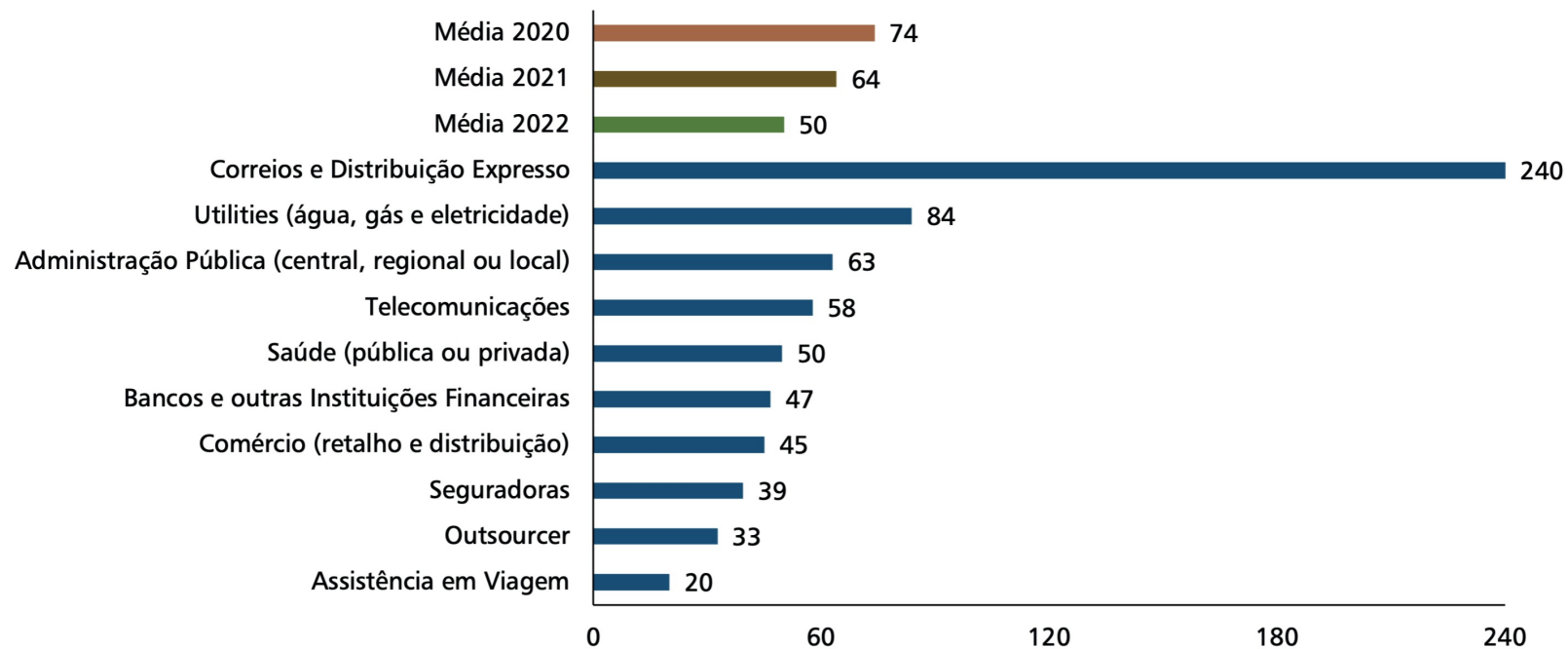
HAPPY  
WORK



CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE

Tempo médio de espera para ser atendido pelo CC (segundos) (n=699)

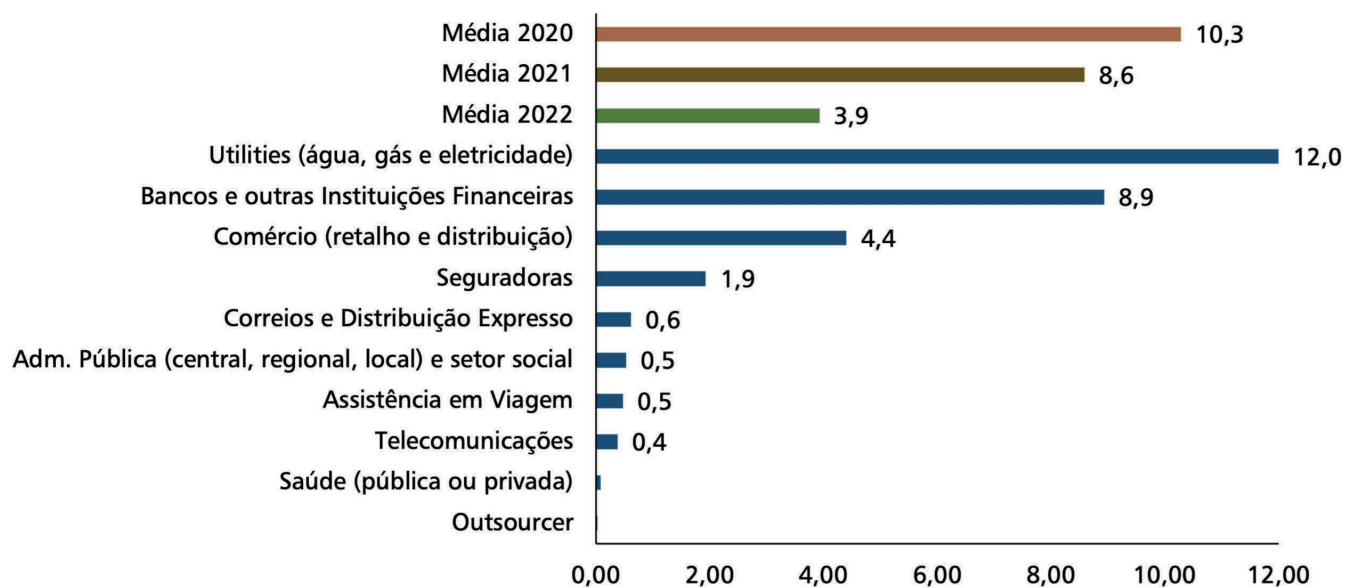




CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE

Tempo médio de resolução de solicitações (em horas), excluindo reclamações, por setor (n=474)

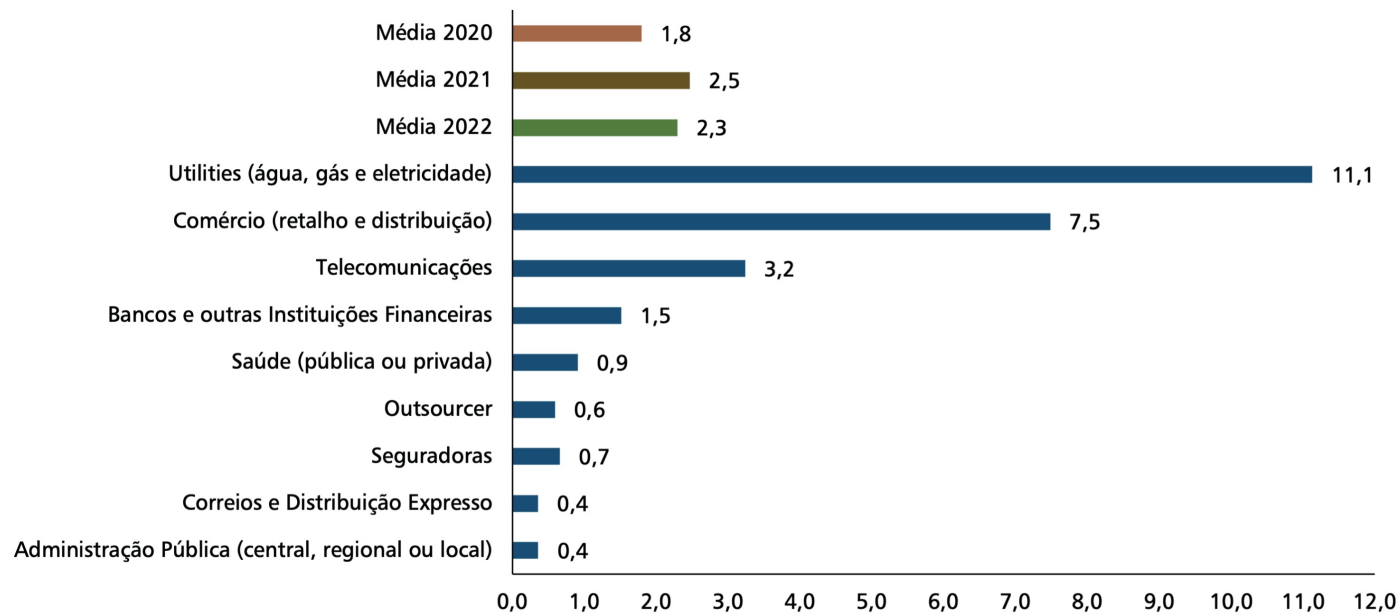






## CONTACT CENTERS INDUSTRY: ON THE ROAD TO EXCELLENCE

Tempo médio de resolução de reclamações, por setor (dias) (n=456)

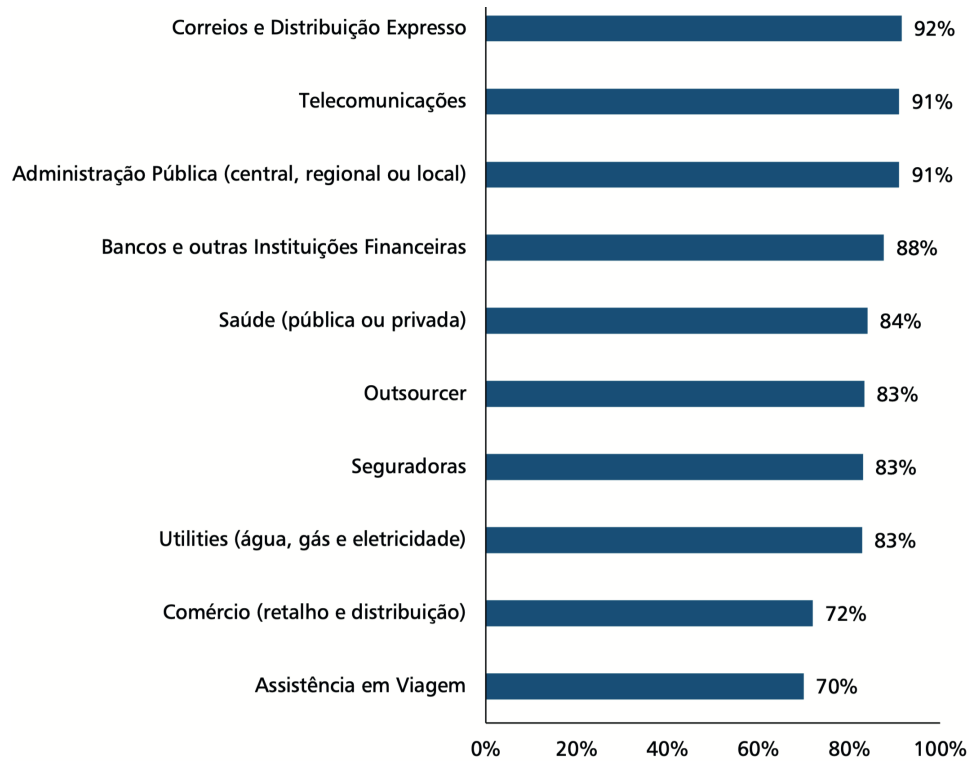






CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE



## Taxa de resolução ao primeiro contacto (n=582)

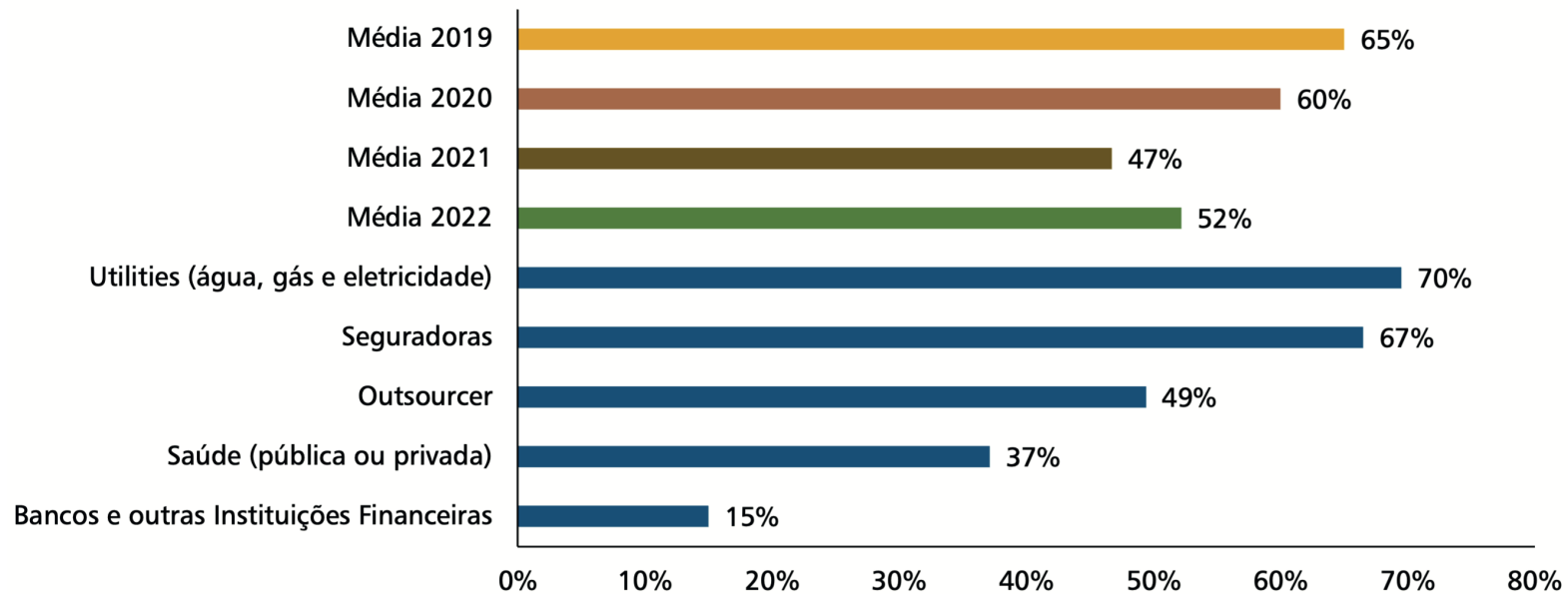




CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE

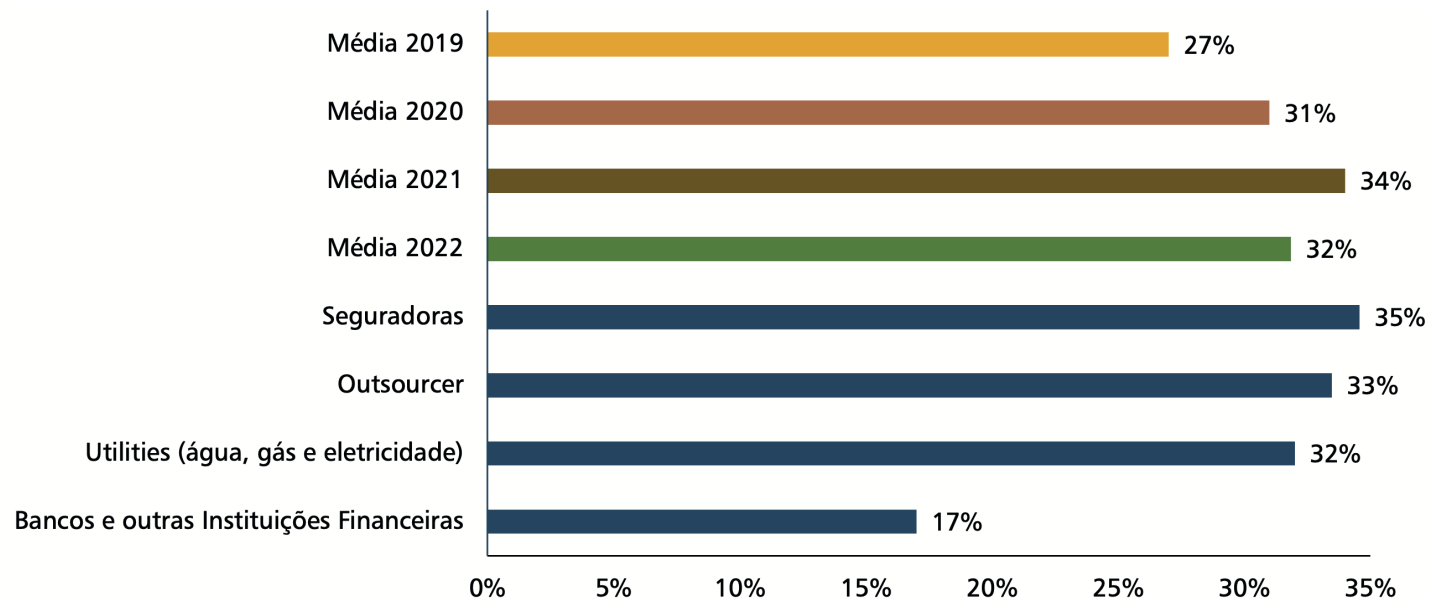
Percentagem de sucesso das chamadas inbound de retenção (n=124)





CONTACT CENTERS INDUSTRY:  
**ON THE ROAD  
TO EXCELLENCE**

## Percentagem de sucesso das chamadas outbound de retenção (n=117)

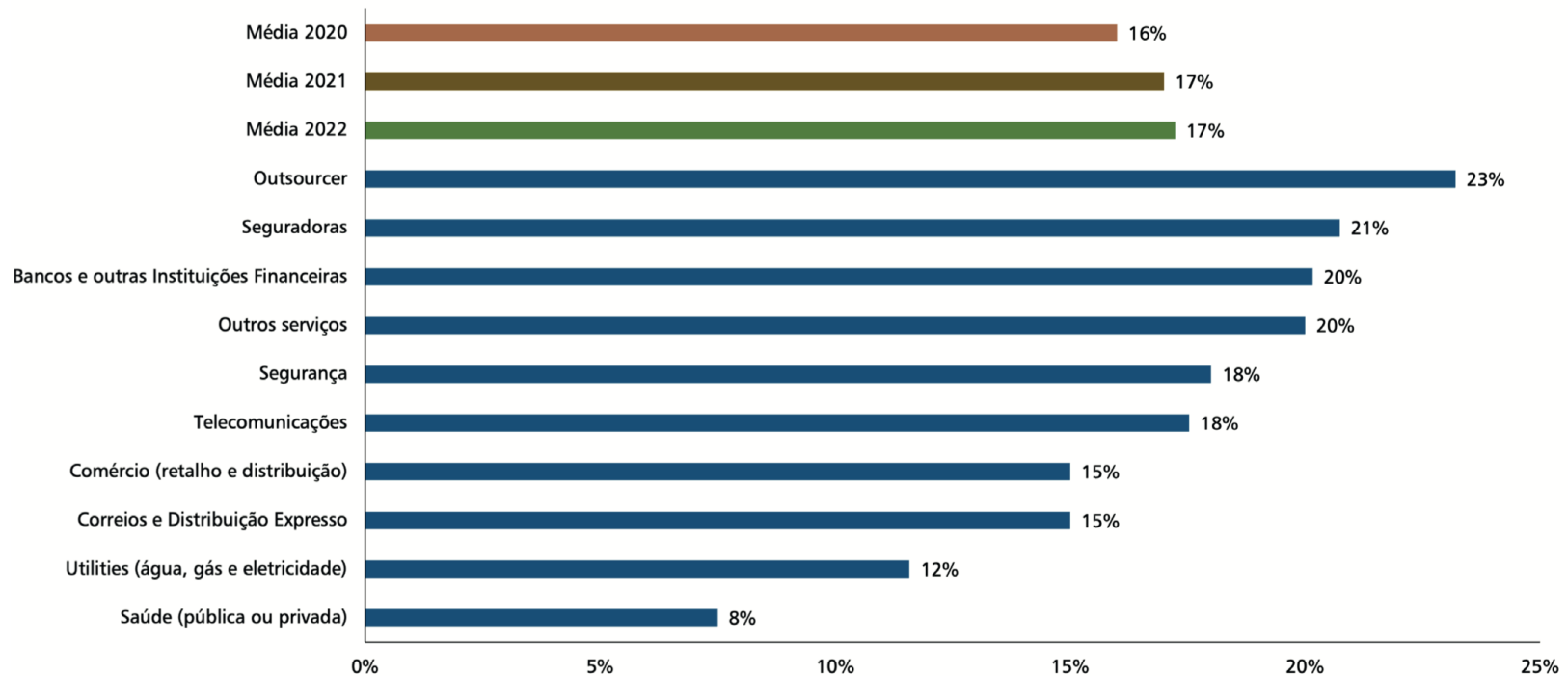




CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE

## Percentagem de vendas com sucesso nas chamadas outbound (n=306)



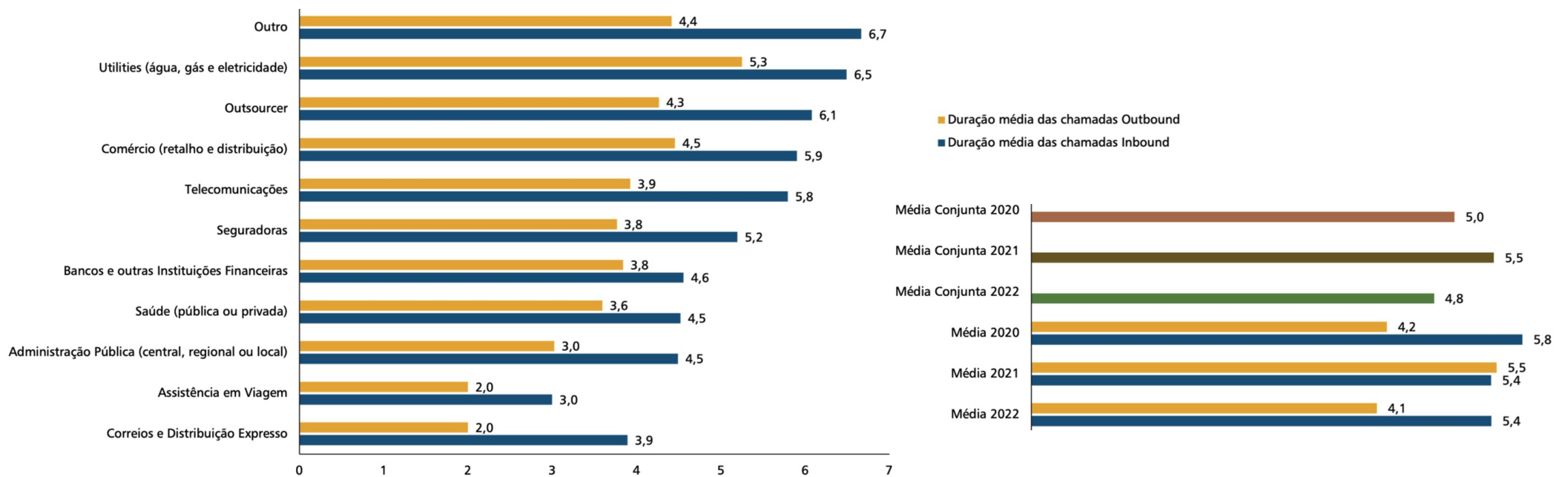




CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE

## Duração média das chamadas (minutos) (n=1088)







CONTACT CENTERS INDUSTRY:

**ON THE ROAD  
TO EXCELLENCE**

## Regime de trabalho

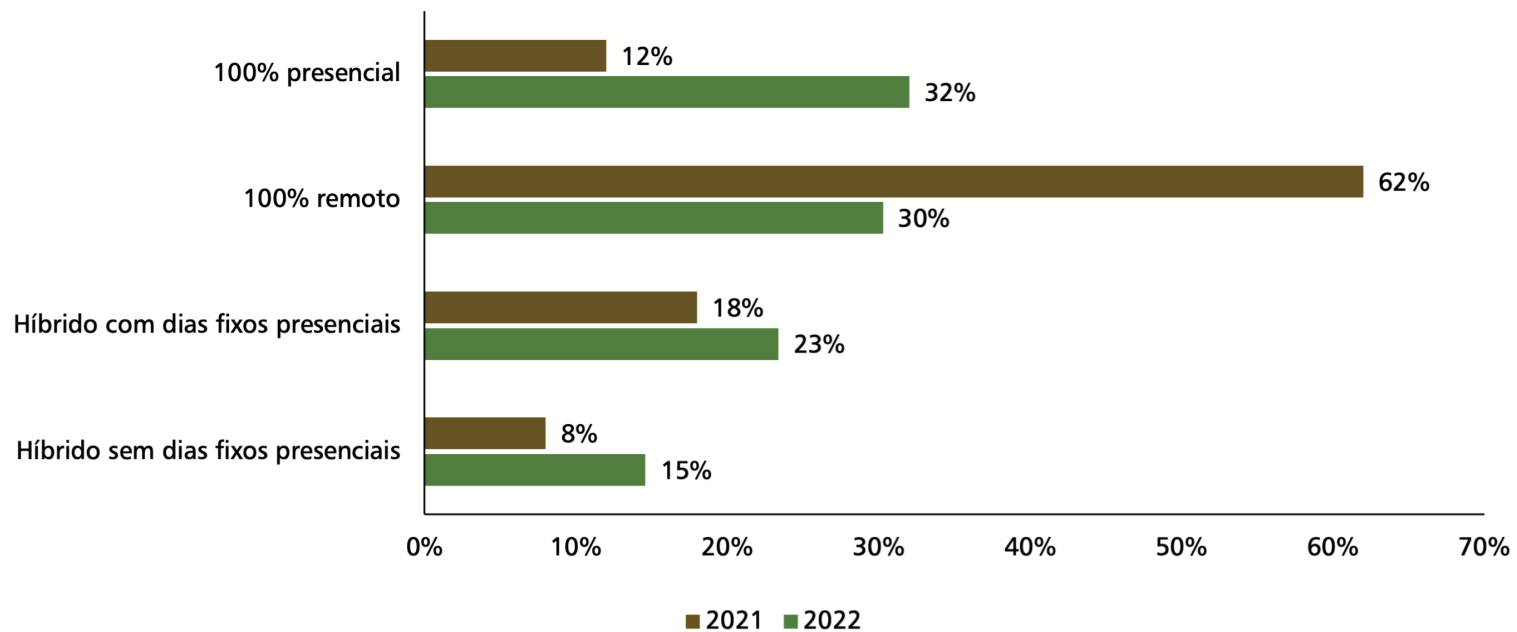
HAPPY  
WORK



CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE

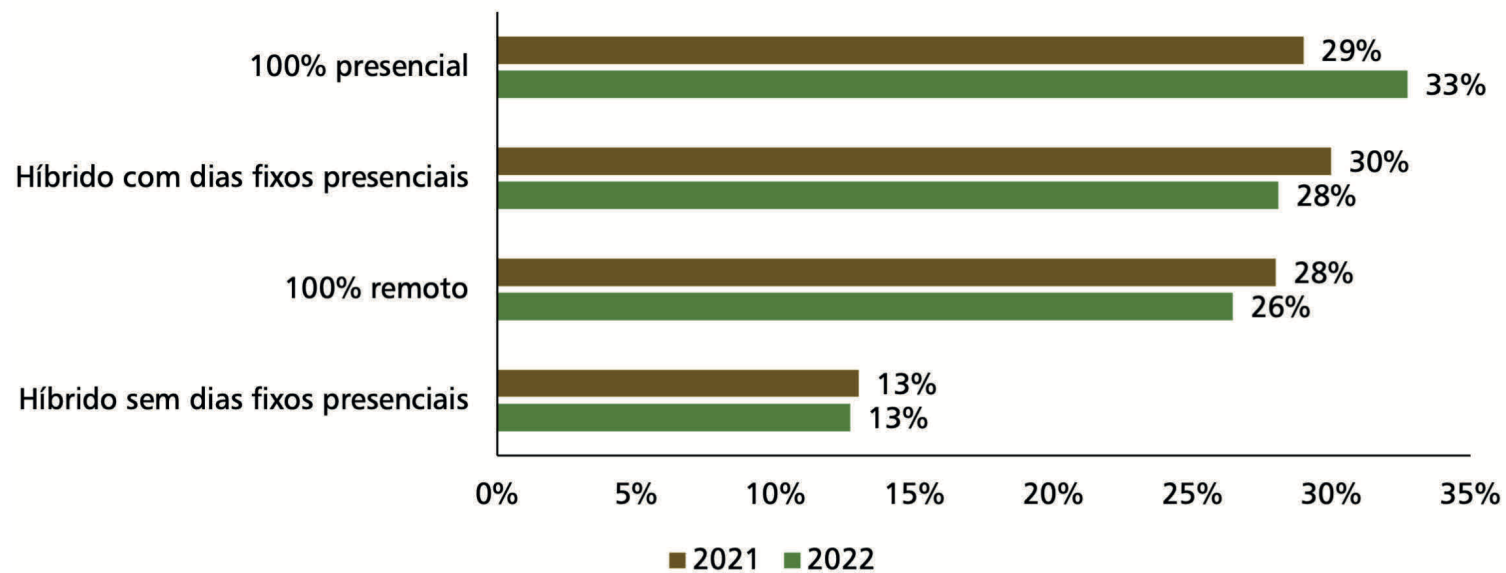
Percentagem de colaboradores por regime de trabalho (atual) (n=1093)





CONTACT CENTERS INDUSTRY:  
**ON THE ROAD  
TO EXCELLENCE**

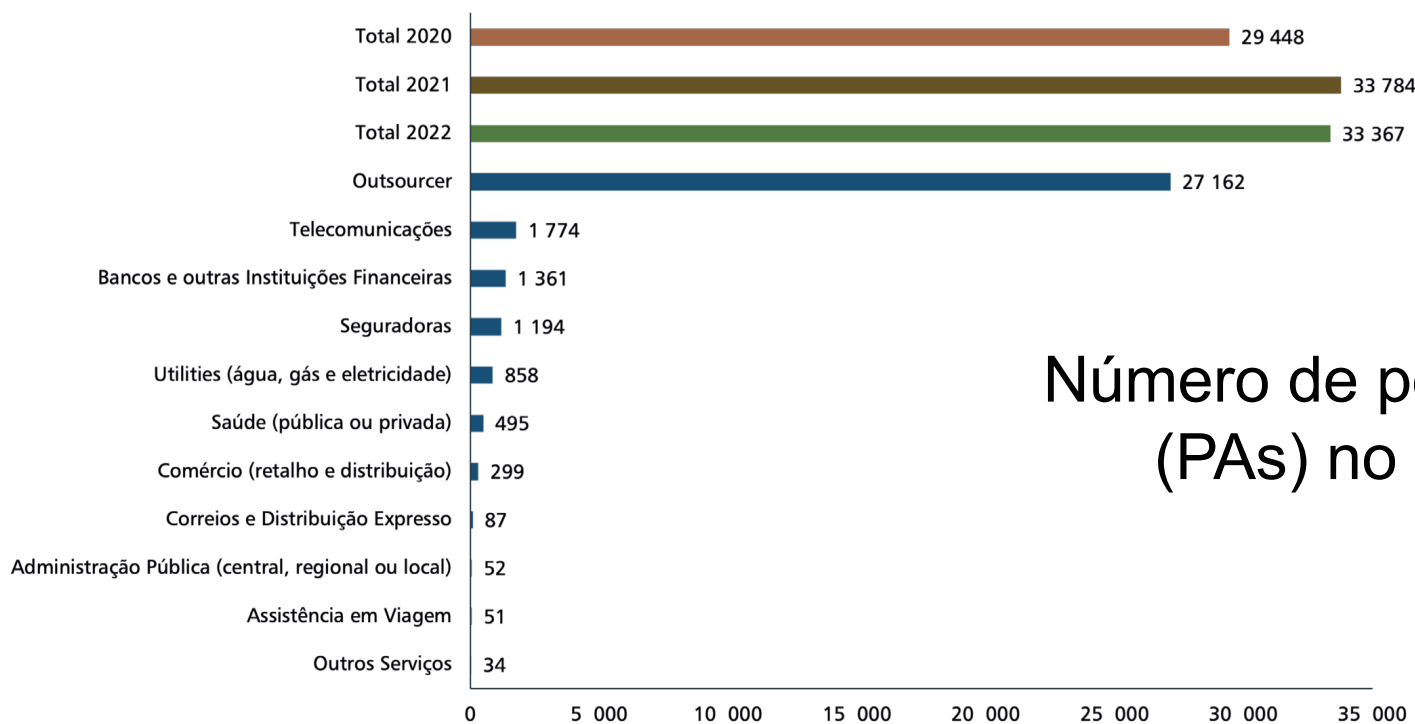
Percentagem de colaboradores por regime de trabalho (futuro) (n=1062)





CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE



Número de posições de atendimento  
(PAs) no contact center (n=1170)





CONTACT CENTERS INDUSTRY:

**ON THE ROAD  
TO EXCELLENCE**

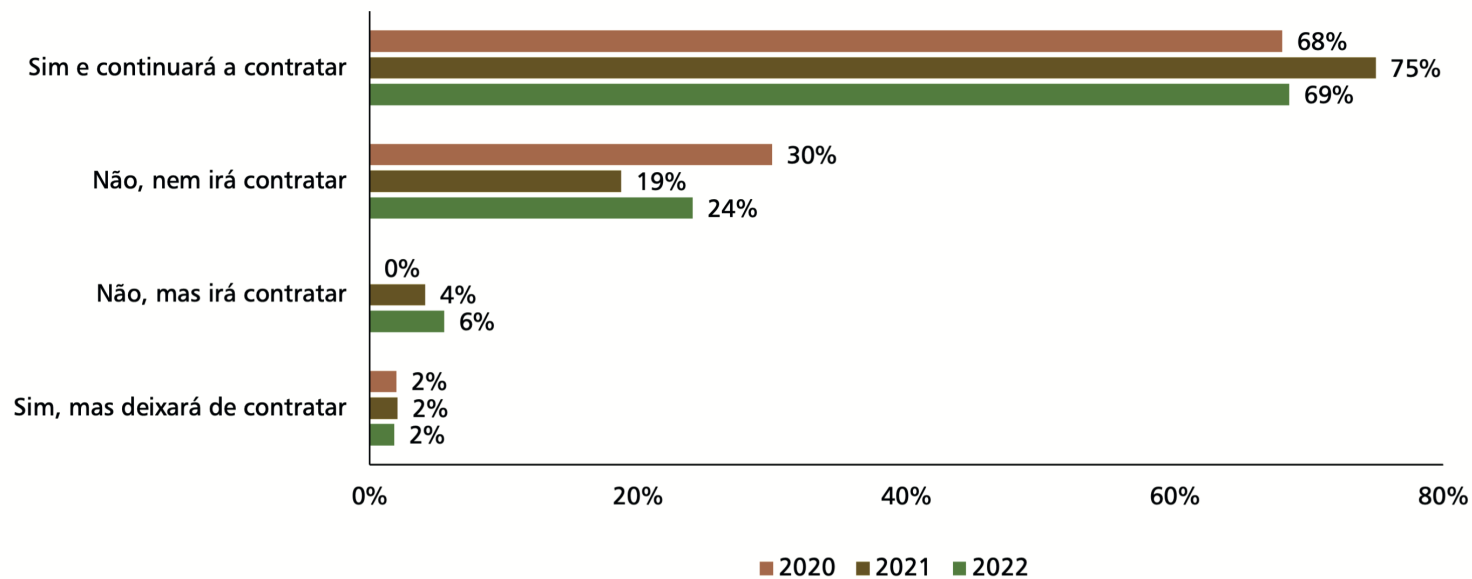
## Outsourcing

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WORK



CONTACT CENTERS INDUSTRY:  
**ON THE ROAD  
TO EXCELLENCE**

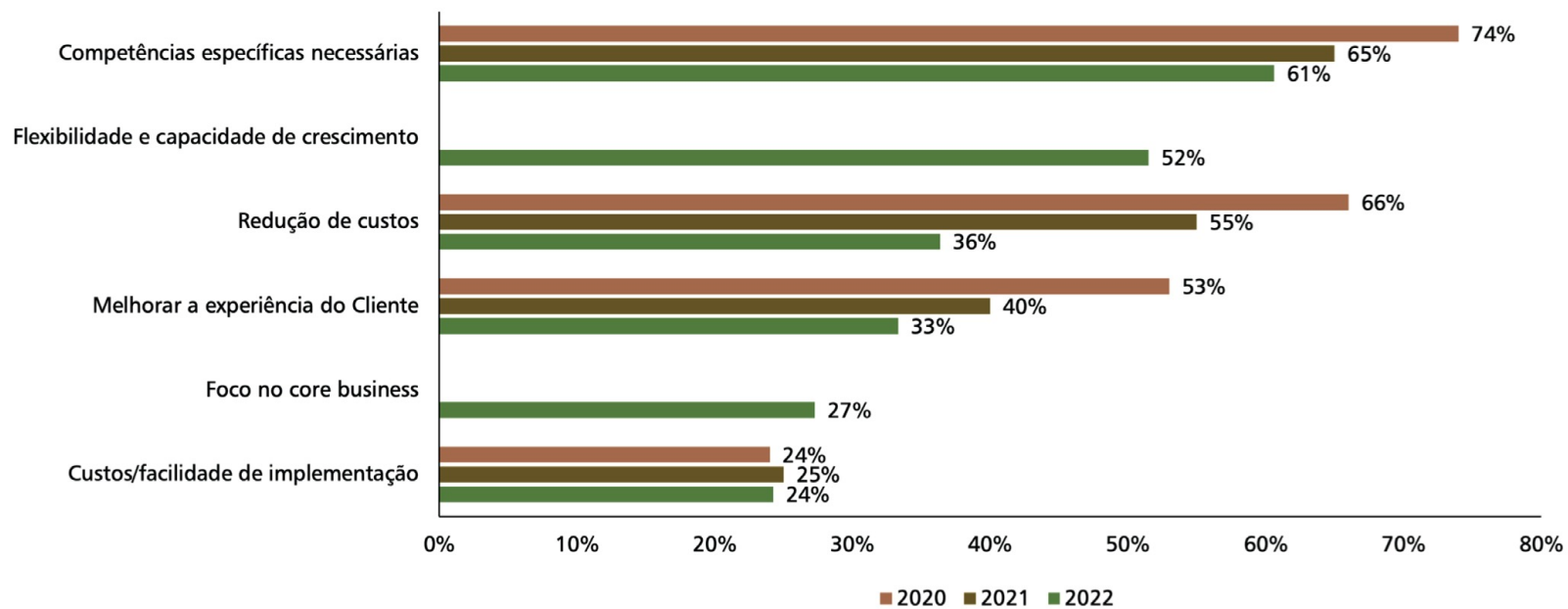
## Contratação de serviços de outsourcing (n= 645)





## CONTACT CENTERS INDUSTRY: ON THE ROAD TO EXCELLENCE

### Razões para contratar serviços de outsourcing (n= 234)

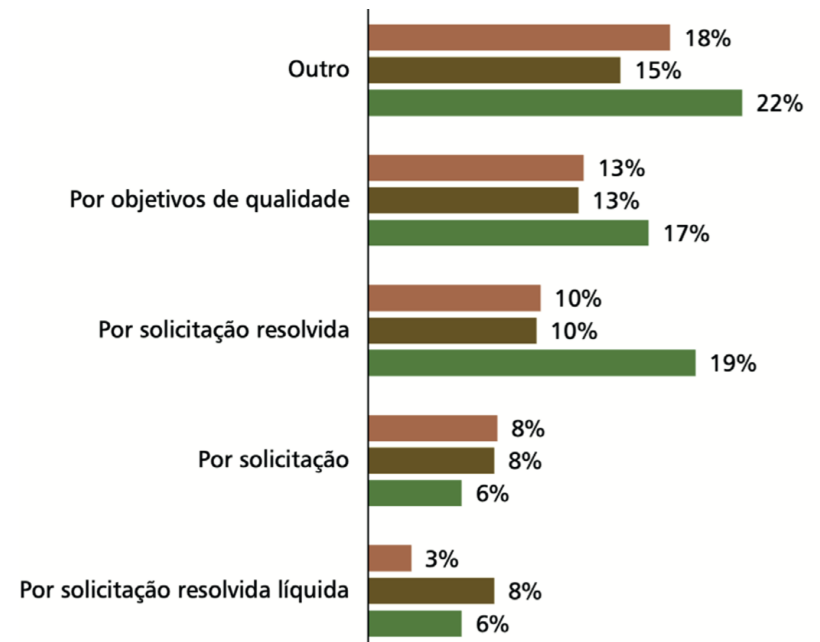
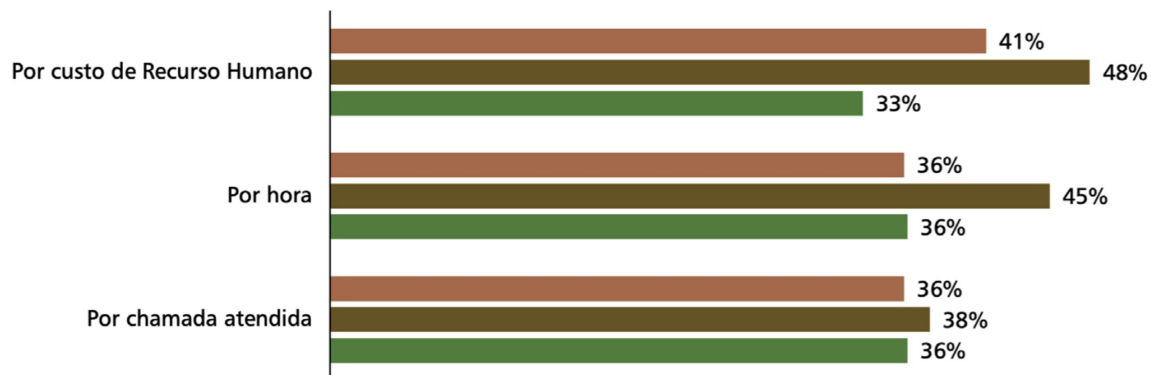




CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE

## Modelo de remuneração de outsourcer (n=354)



■ 2020 ■ 2021 ■ 2022





CONTACT CENTERS INDUSTRY:

**ON THE ROAD  
TO EXCELLENCE**

Tecnologia

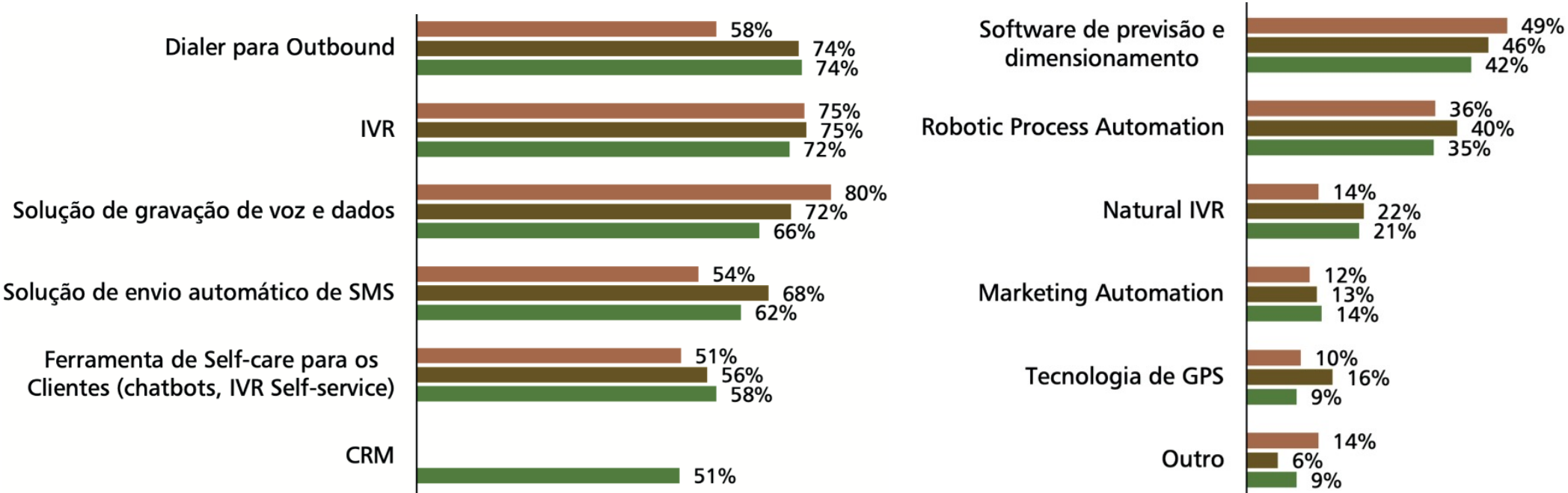
HAPPY  
WORK



CONTACT CENTERS INDUSTRY:  
**ON THE ROAD  
 TO EXCELLENCE**

■ 2020 ■ 2021 ■ 2022

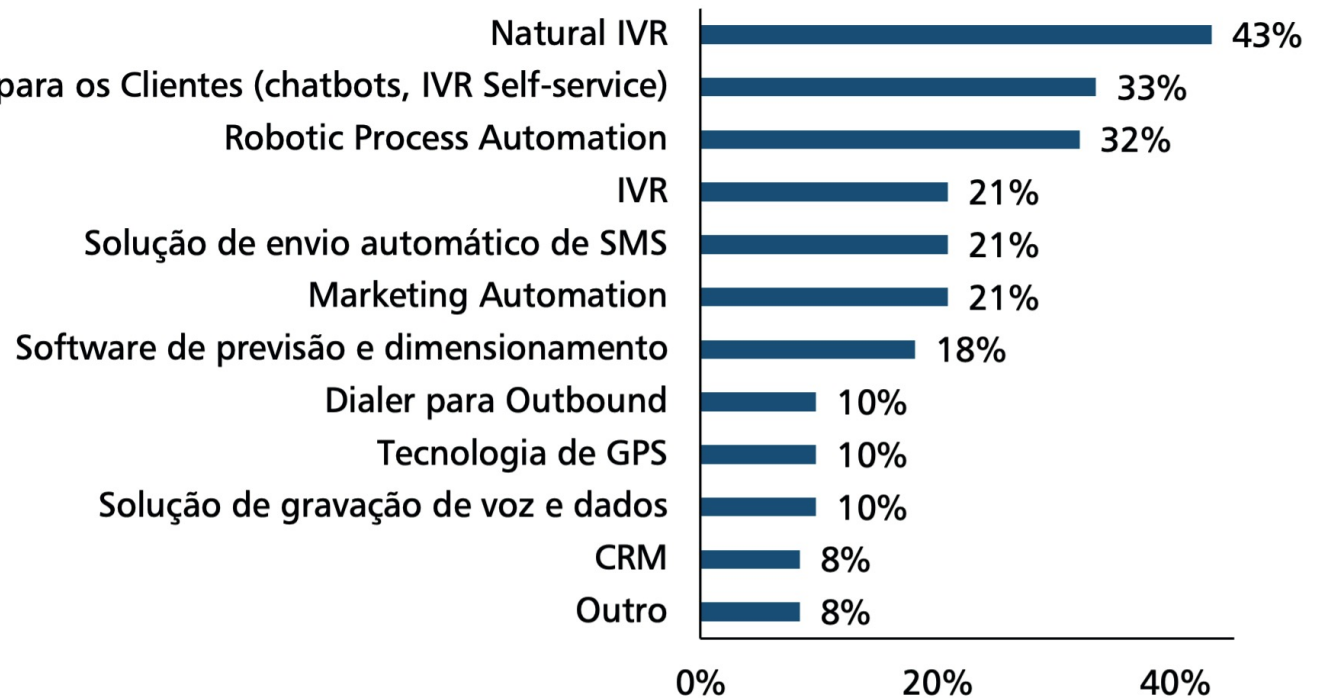
Principais soluções tecnológicas utilizadas (n= 1175)





## CONTACT CENTERS INDUSTRY: ON THE ROAD TO EXCELLENCE

Soluções tecnológicas  
a serem implementadas  
no futuro (n= 913)

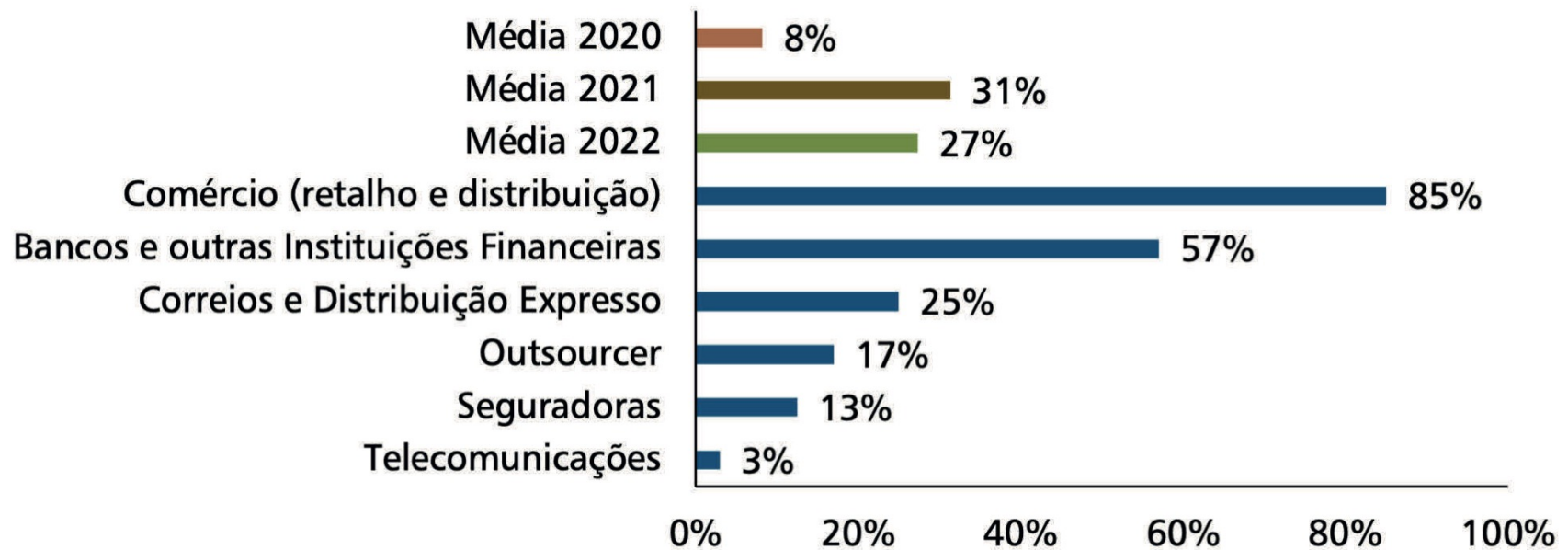




CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE

## Percentagem de atendimentos por bots (n=137)



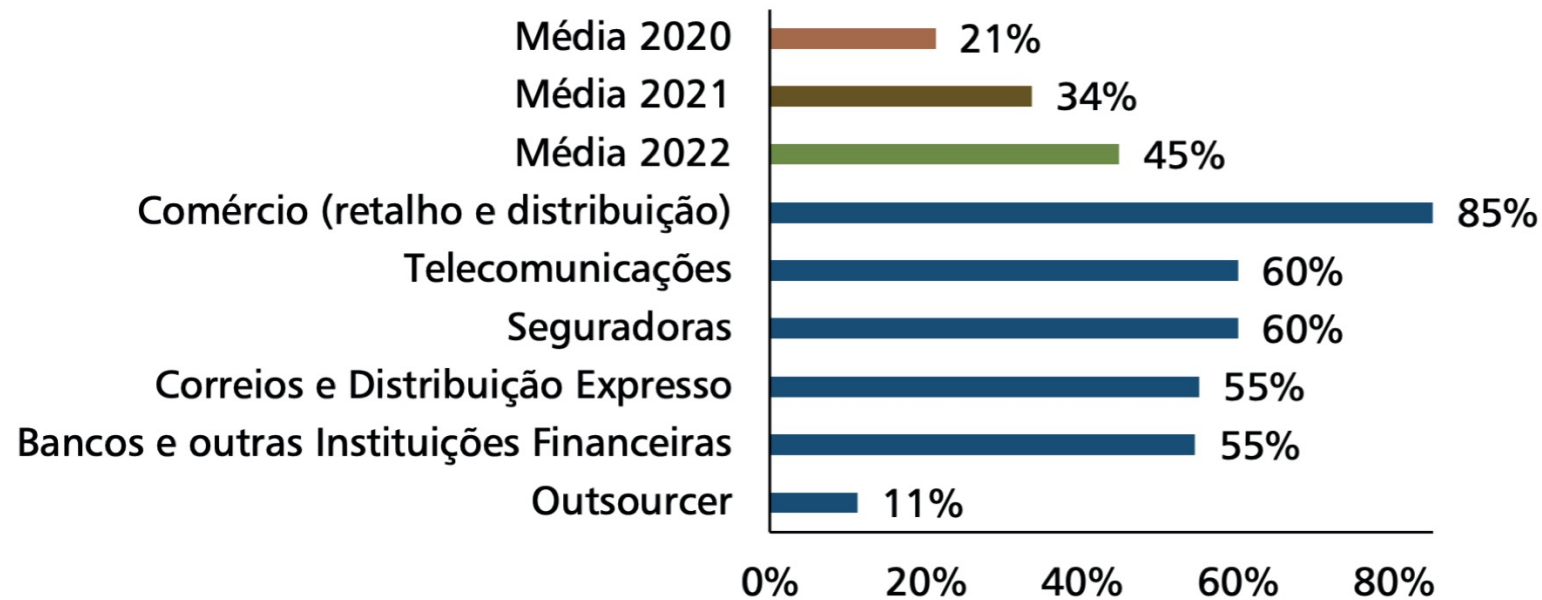




CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE

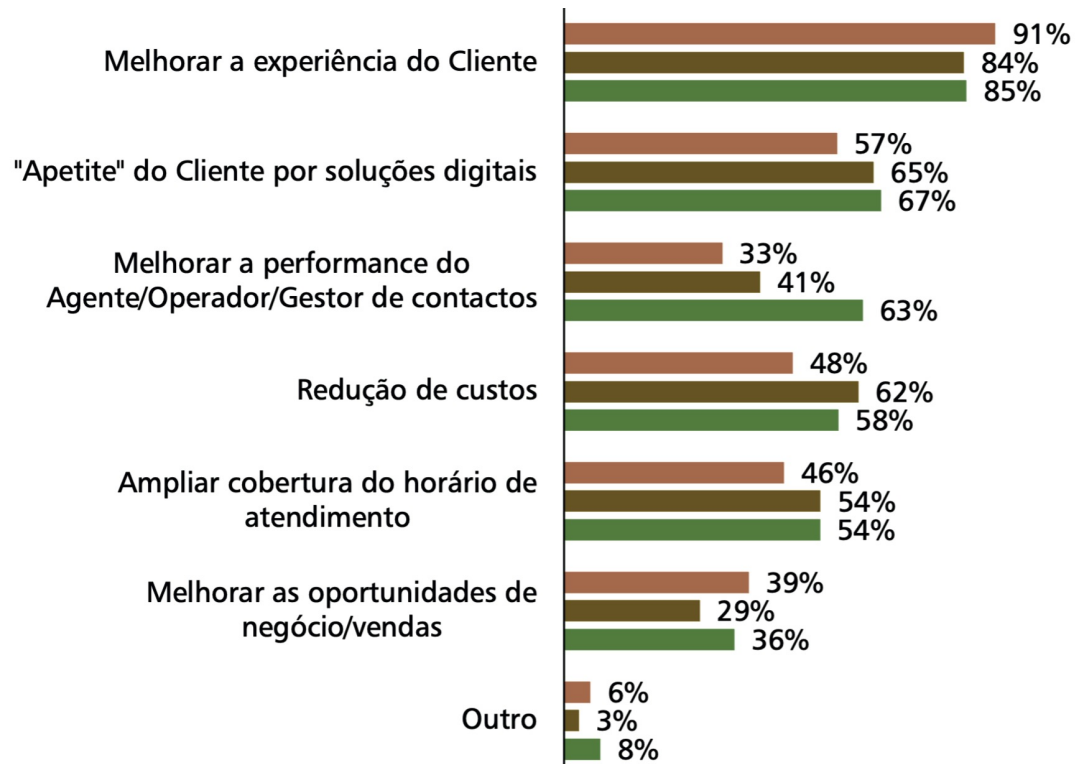
## Percentagem de solicitações resolvidas por bots (n=137)





CONTACT CENTERS INDUSTRY:

ON THE ROAD  
TO EXCELLENCE



Razões para oferecer ferramentas/canais de atendimento self-care (n=1097)

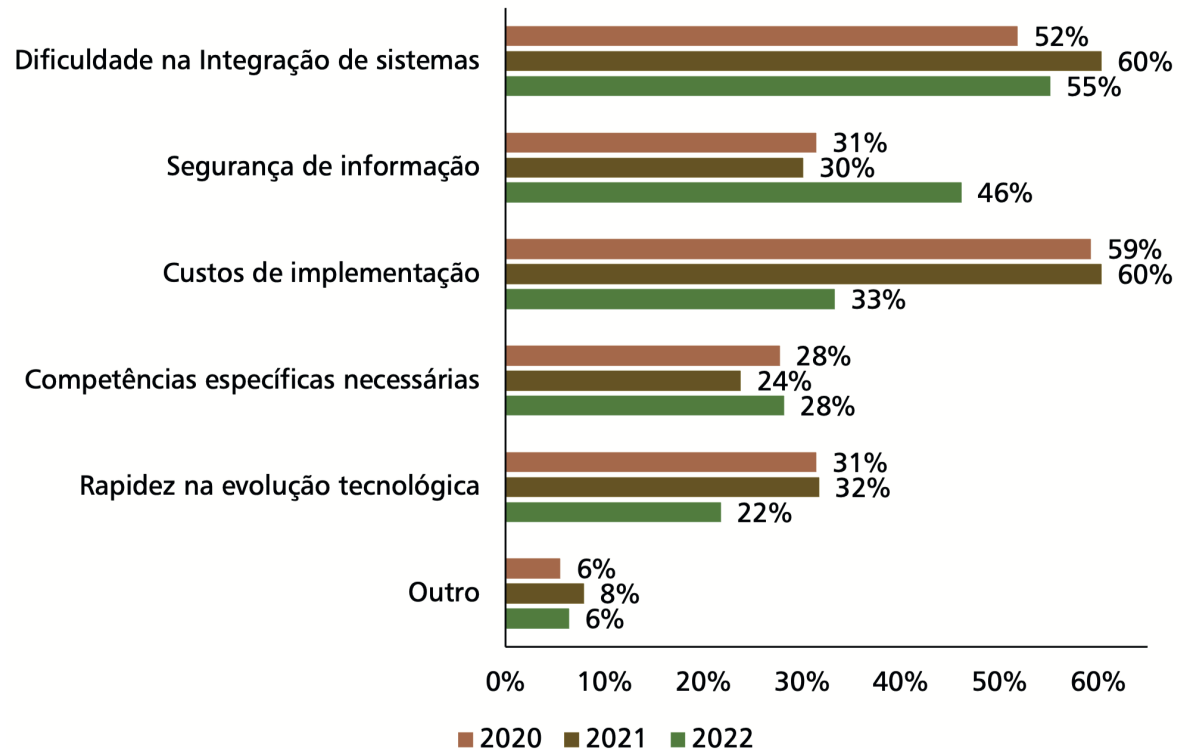
■ 2020 ■ 2021 ■ 2022



CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE

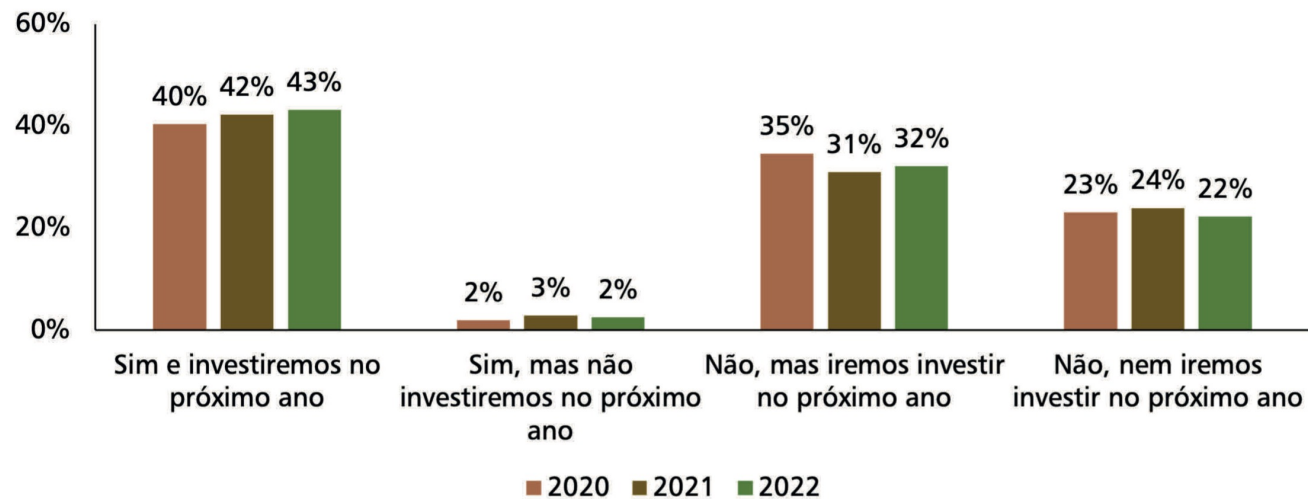
Desafios para  
estabelecer soluções  
eficientes de  
atendimento self-care  
(n=1097)





CONTACT CENTERS INDUSTRY:  
**ON THE ROAD  
TO EXCELLENCE**

## Investimento em soluções baseadas em Inteligência Artificial (n=883)

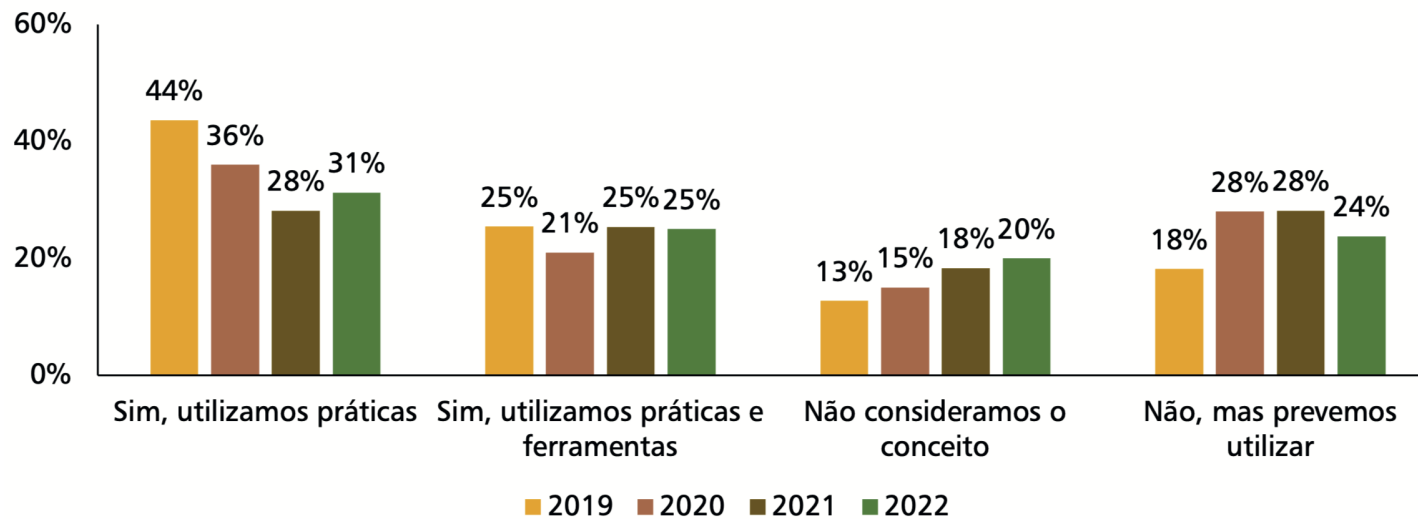






CONTACT CENTERS INDUSTRY:  
**ON THE ROAD  
TO EXCELLENCE**

## Utilização de ferramentas e práticas de gamification (n=1112)





CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE

Tecnologias com elevada maturidade e crescimento modesto:

- Dialer
- Gravação de voz e dados
- CRM





CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO **EXCELLENCE**

Tecnologias maduras mas com  
boa previsão de crescimento:

- IVR
- SMS
- Previsão e dimensionamento







CONTACT CENTERS INDUSTRY:

# ON THE ROAD TO EXCELLENCE

Campeões de crescimento:

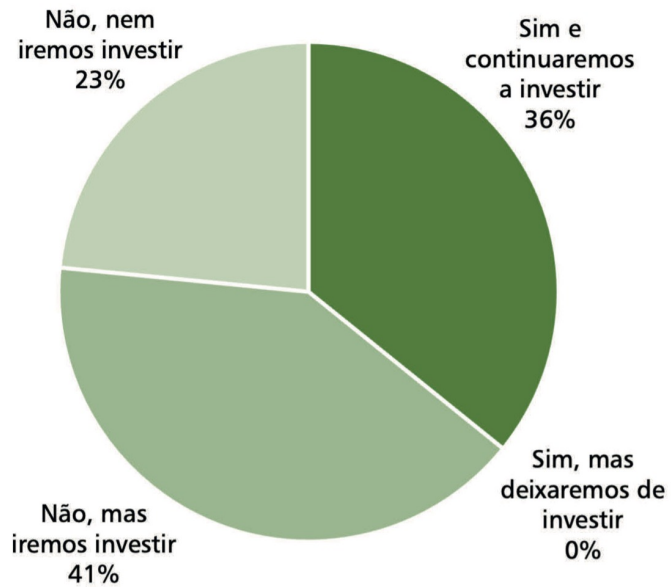
- IVR Natural
- Self-care
- RPA
- Bots
- Machine learning
- Speech-to-text



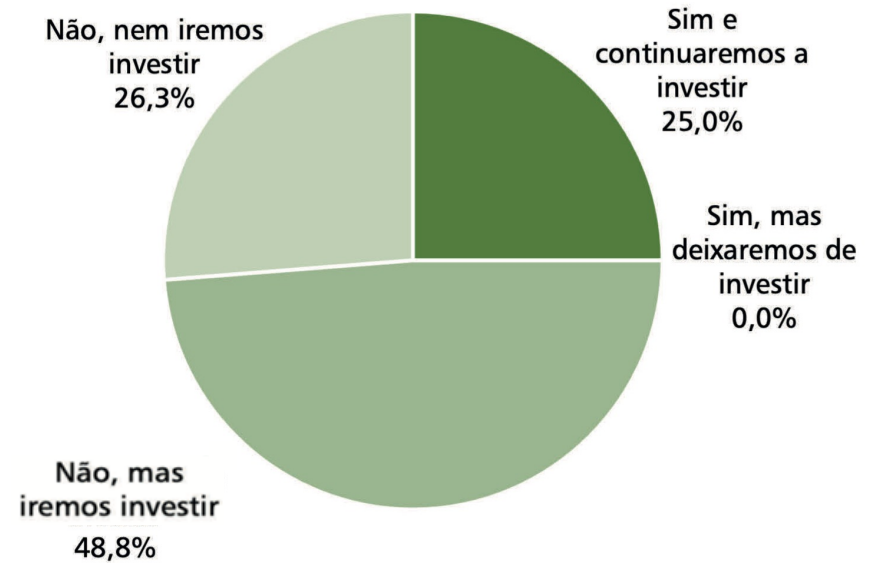




## Investimento em... ...Machine Learning (n=883)



## ...e Speech-to-text (n=1112)





CONTACT CENTERS INDUSTRY:

## ON THE ROAD TO EXCELLENCE

# 8

Oito grandes tendências:

1. Maior dispersão dos CC pelo país
2. Capacidade de resposta com melhorias claras
3. Rotatividade de colaboradores muito elevada
4. Salários estabilizaram
5. Motivo para externalizar é cada vez menos o custo
6. Regime de trabalho estabiliza em 30-40-30
7. Crescimento do telefone, especialmente outbound
8. Crescimento de todo o tipo de automatização



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**ON THE ROAD  
TO EXCELLENCE**

## ESTUDO DE BENCHMARKING APCC 2023

OBRIGADO E BOM ALMOÇO!

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