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January 2005 | Summary

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introduction

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We are very proud to present to you a summary of the January 2005 Global Contact Centre Benchmarking Report. The purpose of this summary is to provide you with a preview of the operational, tactical and strategic benchmarks presented and analysed in the report.

Hopefully you will find the summary report valuable and you will find further information regarding purchasing the full report and participation in our annual survey at our dedicated website www.ccbenchmarking.com, alternatively please call Gloria on +27 (0)11 575 0567 or e-mail her at gloria.mshengu@za.didata.com.

industry trends

The following key industry trends feature in the January 2005 Global Contact Centre Benchmarking Report:

Cost vs. performance focus

Over the last year we have seen major shifts developing in the contact centre industry, particularly from a cost-orientated to a performance-centred culture. This performance orientation is taking into account three major parties involved: the customer, the organisation and the staff.

Customer experience

Specifically focusing on customers, organisations are increasingly using qualitative measures of their performance. Many centres now track customer satisfaction and first contact resolution. Customer satisfaction is no longer an add-on from the marketing department, but is now used as a measure for individual agent, collective team or centre performance.

In contrast to the use of customer-orientated measures, there exists a continued deterioration of traditional quantitative measures such as speed-to-answer and abandonment rate. Whilst these do not necessarily reflect business outcomes, they are input to measures that reflect some part of the customer experience.

industry trends

Staff attrition and absenteeism

There is a general decline in human resource measures, particularly staff attrition and absenteeism. Current figures cle arly illustrate that the industry is not marketing itself effectively and investing in human capital. For example:

- Many countries and industries are suffering from high levels of attrition. These have a direct and significant impact on customer service, due to the extensive loss of experience and the learning curve for new agents (the time required for an agent to become competent varies from three to 12 months)
- Absenteeism has a significant impact on performance. When staff members are unexpectedly missing from their shift (and this has not been built into the forecasts) the impact on service levels is considerable

Offshoring

Contact centre migration has existed, albeit in a less geographically expansive sense, for the last 20 years. It has only been receiving a huge amount of press coverage recently, as companies are crossing national and regional borders and thus attracting political and economic attention. With this, it has become clear that the potential cost savings of contact centre migration could be calculated between 20 – 40 % of the operating costs, even after the additional costs of remote locations are added.

With the increasing trend to offshore contact centres, three issues become apparent:

- Moving broken processes to a lower cost location will not fix those processes
- While cost savings are being achieved, the reduction in performance against metrics such as first contact resolution, customer satisfaction and sales conversion rates are dramatically affecting the overall business case
- People issues around attrition, absenteeism and wage inflation are impacting service levels, levels of expertise, training and development and future cost projections

Self-service

In the past, rigid technology and basic implementations have led to low levels of uptake of newer interactive technologies, particularly speech self-service. Negative experience with voice technologies, general scepticism of new technology and reduced technology investment are some of the reasons. However, recent developments in voice-based self-service tools now mean that substantial adoption of speech-enabled self-service will take place over the next couple of years. In contrast, the internet and email have already become standard communication channels for written self-service over the last five to ten years.

Internet Protocol (IP)-based architectures

Organisations are reviewing their architectures in terms of their ability to meet current and forecasted requirements. The biggest catalyst is the general movement towards internet protocol (IP)-based technologies, or technologies and communications standards that are based on the internet.

More specifically, there is a trend towards IP telephony: adopting IP as opposed to the traditional TDM-based solutions is allowing organisations to reduce capital and operating expenditure. Organisations considering IP telephony will naturally focus on the highest cost telephony areas and in most cases the contact centre is top of the list.

Consolidation and rationalisation

As the scope and role of contact centres continue to grow, so too does the drive to consolidate and rationalise centres. Contact centres on the path to becoming "interaction hubs" are now able to handle a wider range of and more complex customer interactions and smaller or geographically dispersed centres become candidate for consolidation and rationalisation.

Consolidation and rationalisation have been the focus of contact centre development plans in the past and this trend is set to continue. The change will occur in the industry sectors where this is prevalent: initially financial services and service providers were the front-runners in consolidation, other industries, such as travel and transportation, now have this as a development focus.

Hosting and managed technology

Many organisations are exploring different operating and ownership models including hosting, consumption-based models and outsourcing. The attraction of these models is reduced capital expenditure and better capacity utilisation as organisations only pay for their usage. For example, the market for operational outsourcing is continuously increasing and now accounts for an estimated 15% of the total contact centre markets.

report highlights

Highlights from the report include:

1. **Increasing use of hybrid operating models** – The findings show a dramatic increase in outsourcing, co-sourcing and in-sourcing solutions. For example, the findings show that there is an increase from 4% in 2003 to 11% this year in the number of organisations that select in-sourcing as their final contact centre solution. Additionally, co-sourcing is also more popular with 10% using this model as opposed to only 1 % in 2003.

2. **New technology procurement options** – Organisations are looking for better utilisation of capacity. Though there is still a strong emphasis on cost containment and efficiency improvements within contact centres' existing technology infrastructures, there are also indications of renewed interest in new IT investment, with 78% of centres including a technology component in their contact centre development strategy.

3. **Increased usage of IP Technology** – The findings show that there is also a heightened awareness of the benefits that IP-based architectures can offer centres. Some examples of where this technology has shown initial benefits are in offshore deployments where the majority of the technology resides in the home country with IP connectivity used to extend operations into low-cost-destination centres. Overall, 20% of survey participants use IP architectures within their centres and another 5% plan to use it within the next 12 months.

4. **Offshoring set to continue** – There are indications that migration to low cost locations is making an impact with 7% of centres being established to replace another in a different country or region. In terms of low cost location migration, an overwhelming 98% of organisations stated that the key benefit from this was cost reduction.

5. **Abandoned rates vary across industries** – The dissimilarities in the particular industry sectors that participated in the survey can be clearly seen in abandoned call statistics. For every 100 calls received, on average 22 are abandoned in the service provider and telecommunications industries, 10% in the media and entertainment, financial services, government, education and health and travel and transport industry; and 5% in the manufacturing and products and energy and utilities industries.

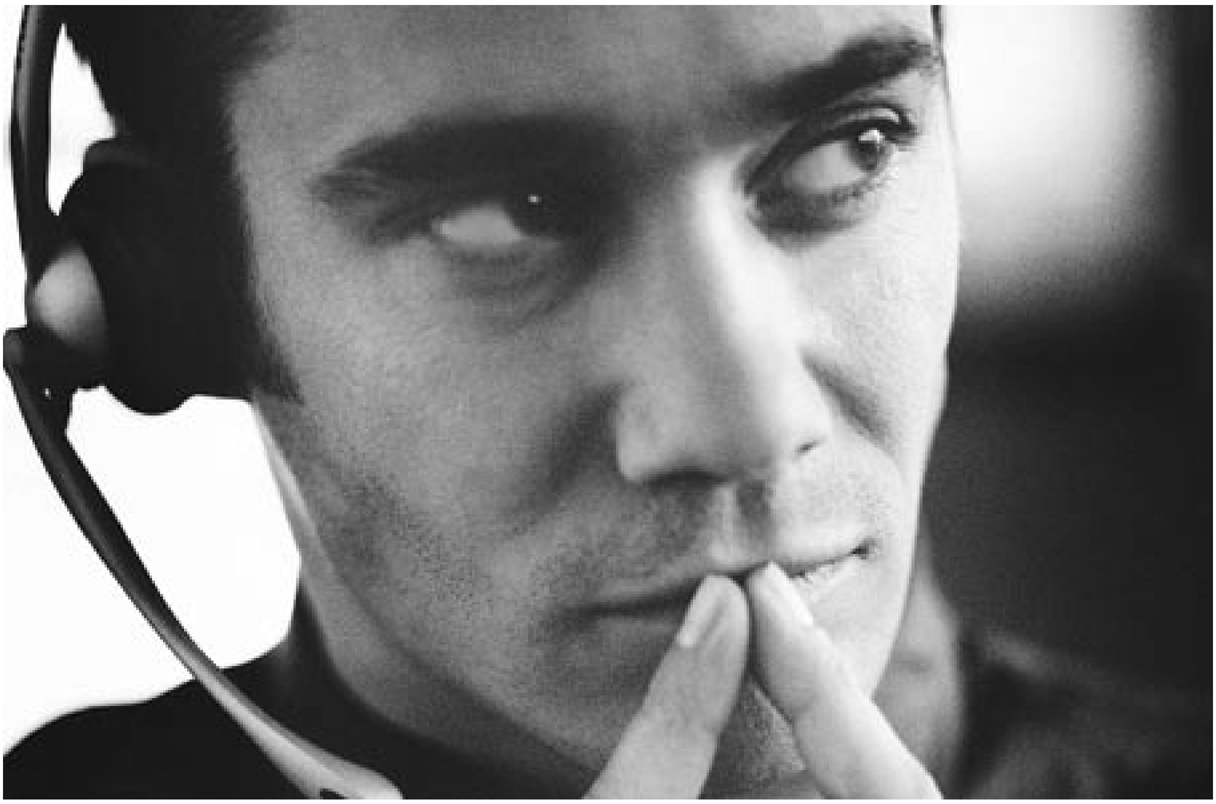
6. **Business case use and financial orientation vary across regions** – Only 45% of respondents were able to confirm that a business case had been produced prior to the establishment of their contact centre. A concerning 34% of participants were unaware of whether a business case had been produced or not. This may be due to business cases being developed at a senior or board level and the contact centre management either not being involved in or aware of its formulation. 65% of those participants with a business case in place confirmed that cost reduction was the primary objective and basis for the rationale.

7. **Evidence for labour cost arbitrage** – The single largest component of contact centre budgets is the labour cost, which equates to 68% of operating budgets overall. However, the labour arbitrage advantages of regions such as Asia and Africa are evident when comparing the monthly agent seat costs. Overall, Asia is 50% cheaper than North America and 60% less than the equivalent seat in Europe.

8. **Rationalisation and consolidation continue** – Organisations continue to consolidate and rationalise their contact centres in order to drive cost efficiencies. 30% and 31% of centres have rationalised and consolidated their contact centres in the last two years and 26% and 35% plan to undertake these initiatives in the next two years.

9. **Increase in call duration** – The average duration of inbound calls has continued to rise, with the findings showing a current level of 240 seconds. Post call wrap-up time has also increased and has now surpassed call duration in length, with an average time of six minutes (or approximately 360 seconds).

10. **One in five calls are handled through a self-service channel** – On average, 20% of all inbound calls offered are handled via a self-service IVR solution. Of these calls, respondents indicate that 76% of the transactions were successfully completed to the satisfaction of the customer.



primary key performance indicators

The following graph depicts a set of measures that together provide a holistic indication of contact centre performance.

	KPI	2005	2004	Delta
1	Customer Satisfaction	85%	87%	-2%
2	First Contact Resolution	71%	80%	-9%
3	Agent Utilisation	57%	58%	-1%
4	Cost per Productive Hour	$10 – 50	$10 – 50	–
5	Cost per Seat (non labour)	33%	30%	+3%
6	Staff Attrition	23%	19%	+4%
7	Staff Absenteeism	8%	10%	-2%
8	Abandonment Rate	13%	5%	+8%
9	Speed to Answer	28 sec	29 sec	-1 sec

About the Indicators

- **Customer satisfaction** – Should be measured at a segment level to understand the specific services available to customers
- **First contact resolution** – Metric that addresses customers' needs, as well as internal efficiency and productivity requirements
- **Agent utilisation** – Metric that focuses on managing staff capacity and a critical indicator of management's ability to appropriately plan and manage their resources
- **Cost per productive hour** – Provides an indication of the efficiency of the centres and utilisation of its capacity
- **Cost per seat** – Provides an indication of infrastructure and facility costs and management's ability to optimise the facilities and environment that supports agents
- **Staff attrition** – Indication of staff turnover within the contact centre and a critical indicator of management and HR effectiveness
- **Staff absenteeism** – Indication of employees' unplanned for absence and an often unaccounted for but large direct and indirect cost to the organisation
- **Abandonment rate** – Indication of an organisation's service levels in responding to customers' calls and their ability to effectively apply routing and channel strategies to meet volume demands
- **Speed to answer** – Indication of organisation's service levels in responding to customers' calls and their ability to effectively resource to meet volume demands

chapter one – sample specifications and research methodology

The key findings of this chapter include:

1. **Global representation** – The 2005 report attracted participants from 24 different countries as opposed to the 19 in the previous study, showing a healthy increase in the geographic representatives of the sample.

   The current sample of 166 participants represents four key geographies:

   - 52% of the centres are based in Europe/United Kingdom
   - 24% of the centres are based in the Middle East/ Africa
   - 20% of the centres are based in the Asia-Pacific region
   - 6% of the centres are based in North America

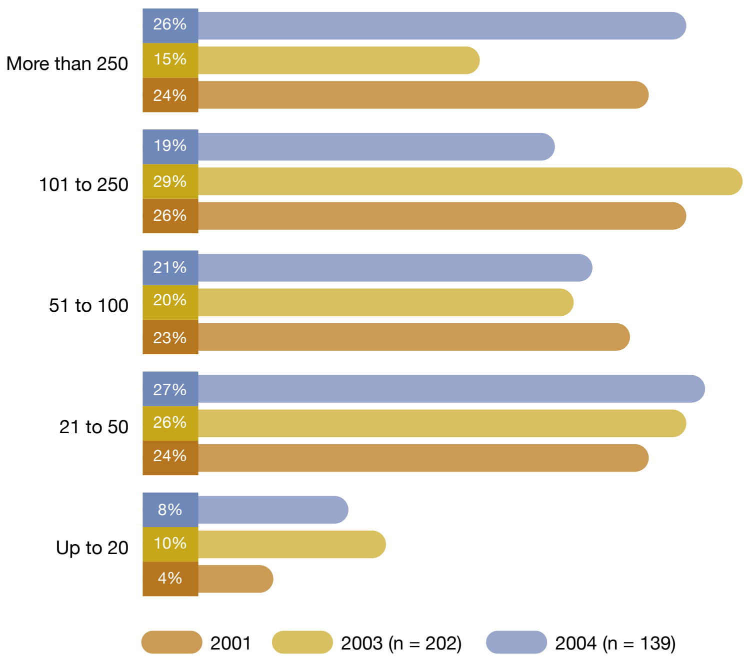
2. **Industry representation** – The primary industry sectors represented are:

   - Financial Services, which accounts for 30% of the sample
   - Service Providers and Telecommunications, which accounts for 13% of the sample
   - Healthcare, which accounts for 5% of the sample
   - Travel and Transportation industry, which accounts for 12% of the sample

3. **Representation of contact centre size** – The average number of seats per contact centre included in the 2005 study is 225 as opposed to an average of 149 in the 2003 report.

How many contact centre seats are there in the contact centre you are completing this survey for? I

Percentage of contact centres I n = 139



chapter one – sample specifications and research methodology

4. **Organisational specifications** – The organisations participating in the survey are primarily medium-sized in terms of employee numbers, with nearly three quarters employing up to 5,000 staff. However, 14% of the participants have in excess of 10,000 employees within their organisation.

   In terms of annual turnover, 27% of the organisations are reporting between USD 100 million – 500 million annually. Nearly a quarter of the participants belong to organisations with annual turnover in excess of USD 1 billion. 56% of centres are serving customer bases with over 100,000 customers, with the average consumer base in the region of 1,596,000 customers.

5. **Multi-site contact centres** – 90% of the sample comprises organisations that have between one and 10 contact centres. At the opposite end of the scale, 2% of the sample has more than 50 contact centres within their organisations. These organisations are primarily situated within the Travel and Transportation and the Service Providers and Telecommunications industry sectors, with their centres primarily located in the United Kingdom and Europe, and the Asia-Pacific region.

chapter two – strategy and development

Key findings of this chapter include:

1. **Strategy and development plans** – 75% of participants have a specific contact centre strategy in place. However, related findings indicate that a portion of these could be classified as tactical business plans, where the predominant focus is headcount and budgets as opposed to strategic development issues.

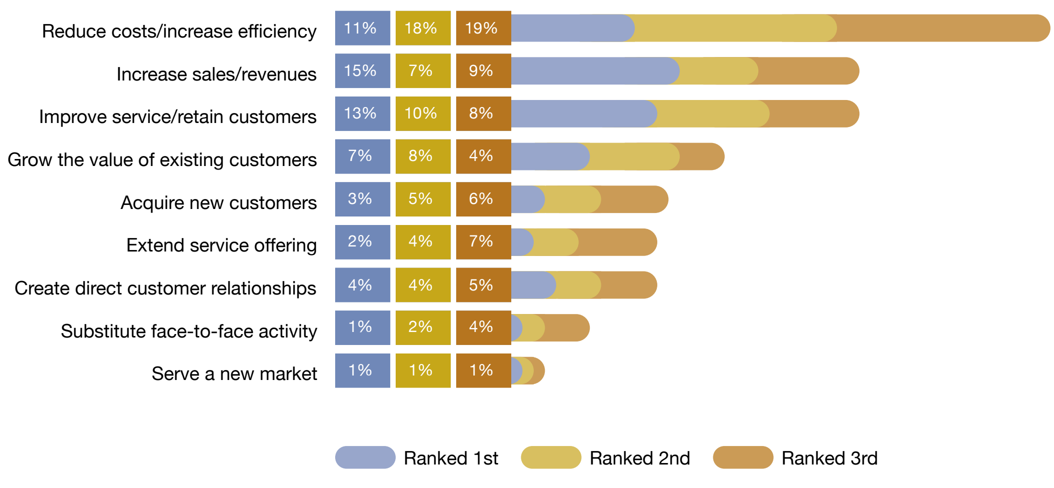
   The findings show that 69.4% of contact centre strategies rely on their organisation's service strategy for guidance, whereas only 21.2% refer to their organisation's sales strategy. This indicates that the predominant focus on service is still in place within contact centres.

   There is limited inclusion of customer relationship management (CRM) related objectives or targets within contact centre strategies, such as growing the customer base or increasing customer value.

2. **Commercial drivers and development areas** – The primary development areas that are being planned by contact centres over the next two years include expanding the scope of their centre with new and transitioned functions, introducing multiple channels and consolidation of existing sites.

   The predominant influencing factors shaping contact centre development and management are still cost reduction, efficiency improvements and service level adherence. These factors are also driving an increasing investment in process automation as well as the introduction of lower cost channels.

What are the three most important current main commercial drivers for the contact centre? I
Percentage of contact centres I n = 135



chapter two – strategy and development

3. Operating models

For all contact centres in your organisation please indicate which implementation options you EVALUATED and then CHOSE? I Percentage of contact centres I n = 136

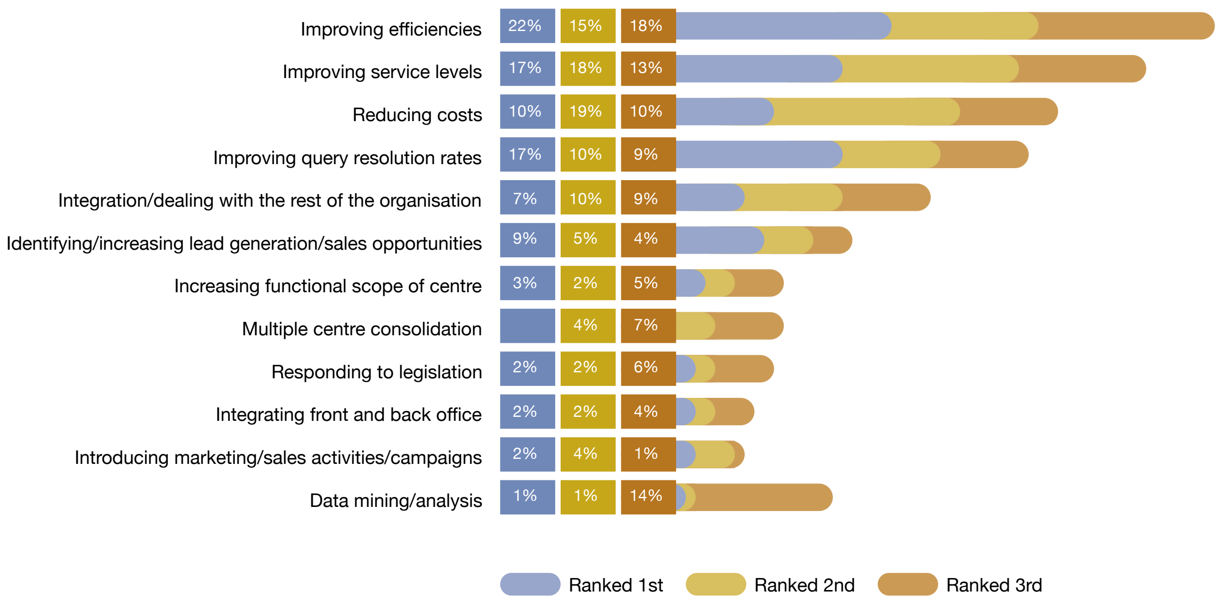
	In-house	Outsourcing	In-sourcing	Co-sourcing	Other*
Evaluated 2003	90.6	42.0	7.2	10.1	2.9
Evaluated 2004	75.7	42.9	18.6	14.3	2.9
Chosen 2003	94.9	14.1	4.0	1.1	2.3
Chosen 2004	67.1	20.0	11.4	10.0	4.3

(*Note: 'Other' includes both 'Other' and 'Don't know' responses)

The findings show that there is an increase from 14% in 2003 to 20% in 2005, in the number of organisations that select outsourcing as their final contact centre solution. Hybrid sourcing solutions such as co-sourcing and in-sourcing are also showing increases in terms of evaluation and selection.

4. Managerial issues

What are the top five most pressing business managerial issues that your contact centre is currently faced with? I Percentage of contact centres I n = 134



The primary business managerial issues that were most commonly ranked in the top three by contact centres are efficiency improvements, service level improvements and cost reduction. This indicates an operational improvement focus as opposed to a more strategic development or customer-orientated emphasis.

chapter three – financial rationale and management

Key findings of this chapter include:

1. **Financial status** – There has been a trend over the last five years towards transitioning the status of contact centres from cost to profit centres. In this survey, 59% of contact centres consider themselves as pure cost centres within their organisations as opposed to the 75% in 2003. The reasons for this are likely to be the increased number of outsourcing providers within the survey sample and the growing trend of contact centres internally charging other departments within their organisation for the provision of services.

2. **Channel costs** – In terms of interactions per channel, an interaction handled over the telephone by a human agent costs on average United States Dollars (USD) 10.72, whereas an interaction handled through a self-service IVR channel only costs USD 2.10 – a fifth of the cost of an inbound call.

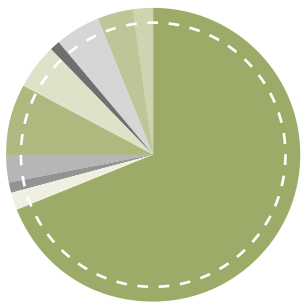
What is the average cost per customer interaction per channel you use? I Average cost in USD I n = 63

Channel	Overall
Tel inbound	10.72
Tel outbound	8.03
Email	8.25
Mail	11.96
Fax	9.30
IVR (self-service)	2.10
Internet (self-service)	0.44
SMS	2.58

3. **Cost per seat** – The average seat cost in Asia is more than 50% lower than in the US and 66% lower than in Europe. This is as expected, as labour costs are significantly lower in Asia compared to Europe and the US. For example, the average monthly agent seat cost in Europe is estimated at USD 3.903 and the cheapest being Asia with a monthly seat cost of only USD 1,380.

4. **Operating budgets**

Please specify annual figures (percentages) for the following spend areas (for the last 12 months) I Average percentage of operating budget I n = 52



Total staff salary cost	69%
Total recruitment cost	2%
Motivational/social events	1%
Training	3%
Technology/systems telecoms,infra-structure hardware, software, licences	8%
Telephone call costs	5%
Telephone call costs (outbound)	1%
Other operational costs	5%
Contribution to overheads	4%
Other	2%

The single largest component of contact centre budgets is the labour cost, which equates to 69% of the budgets overall.

chapter four – customer knowledge and management

Key findings of this chapter include:

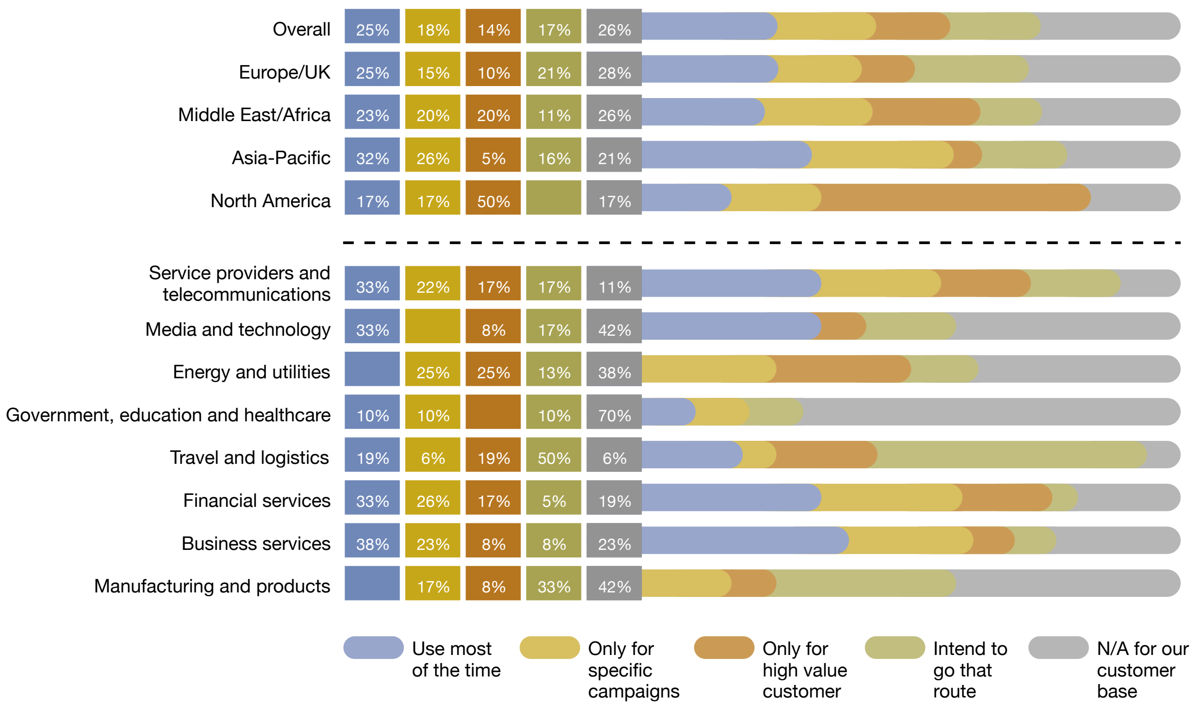
1. **Segmentation** – Just over half of organisations (55.4%) that participated have carried out a formal market and customer segmentation exercise, which demonstrates fairly slow progress towards achieving a customer orientation. 26% organisations are intending to do so over the next 12 months.

   37% of contact centres are able to tailor their contact or service offerings through the use of customer segmentation. This equates to 77% of the total organisations that have undertaken a segmentation exercise. This indicates that customer knowledge is being applied to enhance the customer service offering, at least at this basic level.

2. **Customer metrics** – The use of customer-orientated metrics displays a limited level of progress both in measurement capability and in senior management understanding. The most frequently used metric is customer complaints, which is measured in 84% of contact centres. As a comparison, customer profitability is only measured in 38% of centres.

   The findings show that improving the first call resolution rate was identified as having the most influence on customer satisfaction, closely followed by reducing the time a customer waits to be connected to an agent.

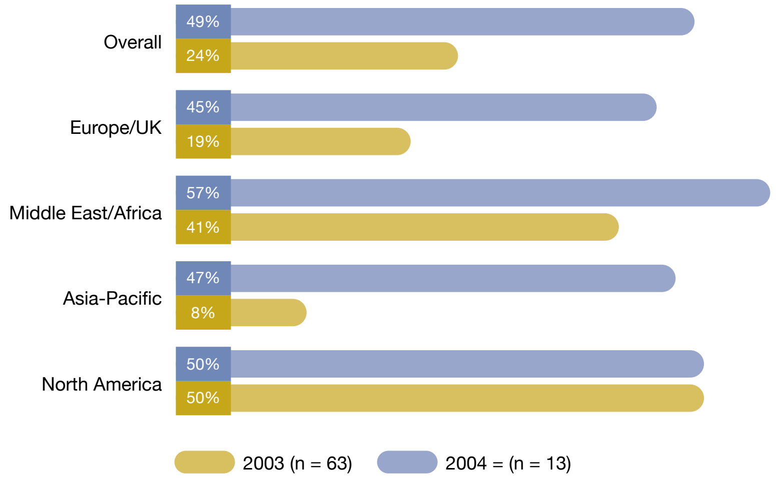
What degree of personalisation of products and services can you offer your customers, based on the use of customer intelligence and data mining in your contact centre(s)? I Percentage of contact centres I n = 131



25% of contact centres use customer knowledge to personalise product or service offerings on a frequent basis.

3. Single view of the customer

With regards to updating personal details for customers, does the contact centre have the capability to act as a "one-stop-shop" for customers representing all areas of the organisation (across different channels and products or services)? I Percentage of contact centres



The findings show that nearly 50% of all contact centres have the ability to update customer details for all areas within their wider organisation. All regions, except North America, show substantial increases in the level of contact centres with this capability.

4. **Proactive customer contact** – There are a number of events that should 'trigger' proactive dialogue from the organisation to the customer to safeguard retention or grow customer value. Trigger events could be based on simple changes in a customer's situation, such as moving house, or by future events such as the impending maturity of a policy. Potential opportunities such as a change in personal circumstances, customer attrition or the impending completion of a customer policy are used as a proactive trigger in 10% - 20% of centres.

Do you have policies in place to proactively initiate contact with customers in the following situations? I Percentage of contact centres I n = 105

chapter five – performance measures and metrics

Key findings of this chapter include:

1. **Inbound call statistics** – The findings show that the overall call abandonment rate stands at 13%, which shows a considerable increase from last year's level of 5%. The dramatic shift can be partly explained by more accurate and detailed data being provided by respondents to the 2005 survey.

   The findings show that 71% of inbound calls are answered by a human agent within 10 seconds of being connected to an agent queue. However, this level dramatically deteriorates in larger contact centres, especially those with over 250 seats where only 39% of calls are answered within this performance standard.

   The average duration of inbound calls has continued to rise, with the findings showing a current level of 240 seconds. Post call wrap-up time has also increased and has now surpassed call duration in length, with an average time of six minutes (or approximately 360 seconds).

What percentage of calls is answered within 10, 20 and 30 seconds? I Percentage of calls I n = 81

	Overall	Up to 20	21 – 50	51 – 100	101 – 250	More than 250
Percentage of inbound calls answered within 10 seconds once the call has been connected to a human agent queue	71.3	91.7	68.9	75.3	71.2	39.0
Percentage of inbound calls answered within 20 seconds once the call has been connected to a human agent queue	76.7	100.0	80.4	80.4	71.0	66.8
Percentage of inbound calls answered within 30 seconds once the call has been connected to a human agent queue	82.4	100.0	82.2	86.5	78.0	74.6

2. **Resolution rates** – According to internal definitions used within many contact centres, the average first call resolution rate stands at 82% of all inbound calls handled by a human agent. However, when calculated according to the Benchmarking Report definition of a resolved call, the overall rate drops to 70%. The variations in the presentation of performance metrics could conceivably become a key issue within the industry.

3. **Outbound activity** – Approximately 40% of contact centres within the survey sample conduct outbound telephone campaigns. These are primarily focused on the consumer customer segment and involve direct sales or up- and cross-selling.

4. IVR, VPS and voice mail use

Use of IVR, VPS and voice mail I Percentage of calls I n = 71

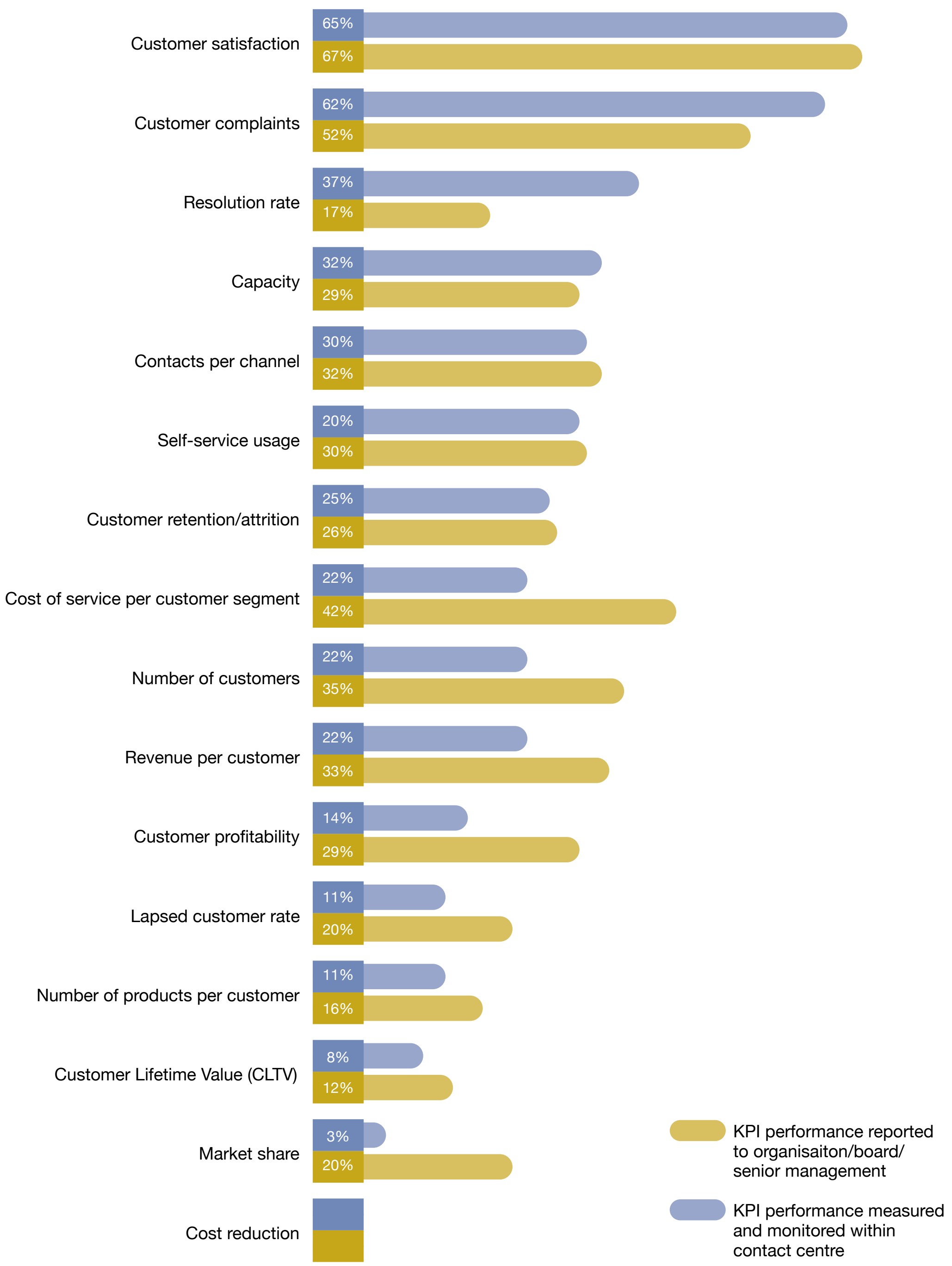
	% of total calls offered where the caller selected a self-service IVR option	% of self-service IVR calls where the enquiry/transaction was resolved/completed
Overall	19.7%	76.3%
Business Services	23.6%	75.0%
Energy and Utilities	18.1%	92.4%
Financial Services	20.4%	93.7%
Government, Education and Health	0.5%	98.8%
Manufacturing and Products	3.0%	84.3%
Media and Technology	25.5%	90.3%
Service Providers and Telecommunications	15.8%	67.0%
Travel and Transport	23.9%	63.8%

In terms of communication channels, the voice channel still remains the predominant vehicle for customer interactions, either via IVR or human agents. Non-telephone channels only account for 20% of the total customer interactions. On average, 20% of all inbound calls offered are handled via a self-service IVR solution. Of these calls, respondents indicate that 76% of the transactions were successfully completed to the satisfaction of the customer.

chapter five – performance measures and metrics

5. **KPIs and MIS** – Only 50% of contact centres state that they have aligned their operational and tactical targets to their centre's overall strategic goals and objectives. Again, this highlights that there is a clear discrepancy between contact centre purpose and the measurement of performance against this purpose.

From a STRATEGIC MIS basis, does the contact centre measure and target as Key Performance Indicators (either directly or as part of a target) the following: (1) KPI performance measured and monitored within contact centre (2) KPI performance reported to Organisation / Board / Senior management I Percentage of contact centres I n = 82



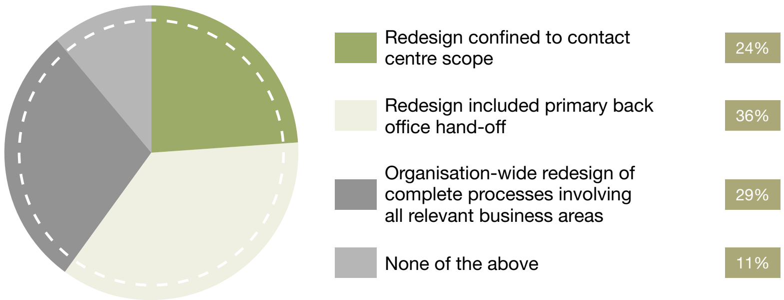
chapter six – processes and procedures

Key findings of this chapter include:

1. **Process design** – The findings show that only 8% of contact centres are self-contained in terms of processes, and able to complete all in-scope transactions without the involvement of other business areas within the organisation. The remainder rely upon other business areas within their organisation to resolve and complete escalated enquiries and transactions.

The third key issue affecting process design and improvement is a limitation in monitoring and tracking capability. Only a third of contact centres have the capability to track the progress of escalated transactions or enquiries outside the confines of the centre and across the organisation. Nearly a half of participating centres hand-over ownership for process completion and service level adherence to the business area handling the escalated transaction.

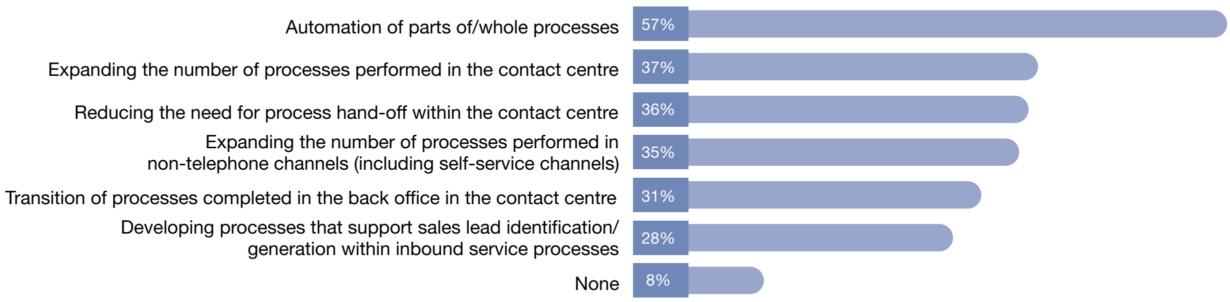
Was the redesign confined to those processes within the scope of the contact centre or did the redesign include those processes handed-off to other business areas within the organisation? I Percentage of contact centres I n = 127



Contact centres are increasingly reliant on specialist support teams within their wider organisation for process design and improvement initiatives, with 36% of centres adopting this approach.

2. **Performance improvement focus**

In terms of process re-engineering/improvements, which, if any, of the following areas is your contact centre currently focused on? I Percentage of contact centres I n = 123



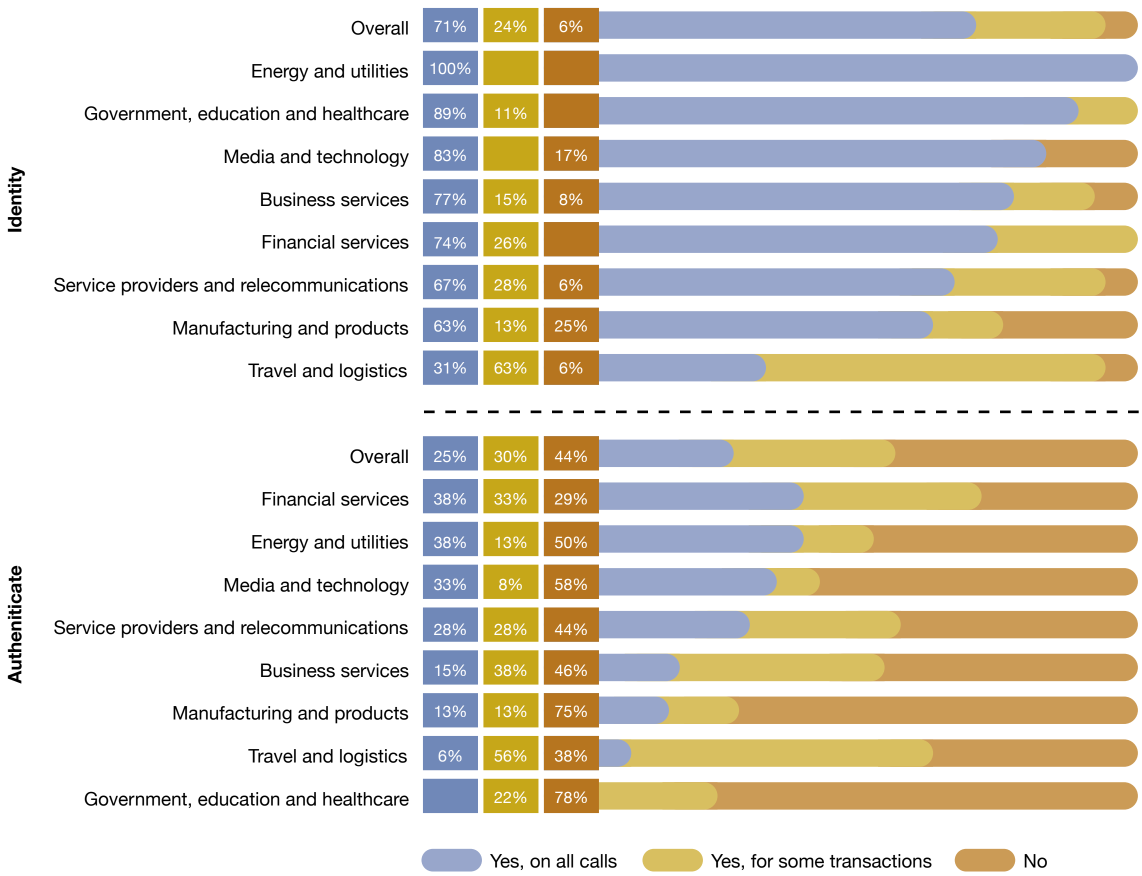
For 57% of the survey participants, the primary process initiative or objective in relation to processes and procedures is process automation.

chapter six – processes and procedures

3. **Service level agreements (SLAs)** – 78% of contact centres have defined and agreed SLAs in place with business areas in relation to performance standards for escalated transactions. However, only 48% of centres with SLAs in place have the capability to track escalated processes beyond the confines of their centre.

4. **Identification and authentication**

Do you identify and / or authenticate the identity of your customers at the start of or during calls? I
Percentage of contact centres I n = 126



70% of contact centres identify customers for all calls, while a further 24% only carry out this process for selected transactions.

chapter seven – organisation

Key findings in this chapter include:

1. **Resourcing models and ratios**

Contact Centre Resource Ratios I Ratios

	Overall	Europe	North America	Africa/ Asia-Pacific	Middle East
Team leader to contact centre agent	1 : 15	1 : 16	1 : 20	1 : 7	1 : 10
Middle manager to team leader	1 : 4	1 : 3.5	1 : 1	1 : 3	1 : 3
Senior manager to middle manager	1 : 2	1 : 2	1 : 2	1 : 1.5	1 : 1
Trainer to contact centre agent	1 : 47	1 : 54	1 : 45	1 : 30	1 : 45
Quality controller to contact centre agent	1 : 29	1 : 54	1 : 45	1 : 10	1 : 22
Coach to contact centre agent	1 : 46	1 : 38	1 : 45	1 : 81	1 : 68
HR resource to contact centre agent	1 : 47	1 : 54	1 : 45	1 : 16	1 : 68

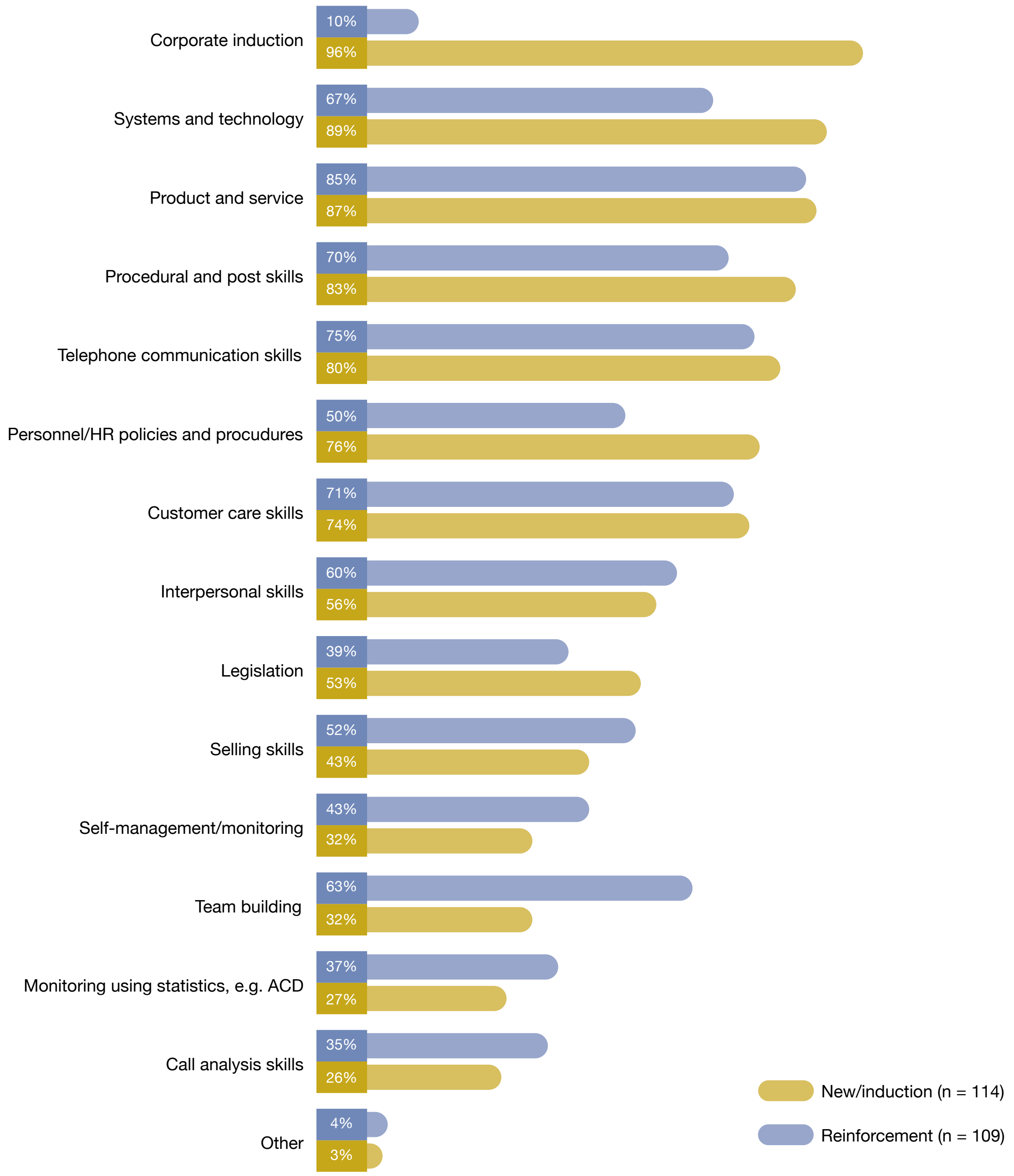
(*Note: The ratio calculation has used the actual number of agents per contact centre as opposed to the FTE number.)

The 2005 survey also indicates that the team leader role is increasingly being used to supplement other support roles, such as coaching. Less than 20% of centres only use dedicated coaching resources for this function. In comparison, over 75% of centres fully or partially use their team leaders to fulfil this role. This raises the question whether team leaders have sufficient capacity or skill to perform this function.

2. **Training** – The average agent induction training length has substantially reduced to 21 days from 36 days in 2003. Specific components within agent and management training, such as team building, call statistic analysis and coaching, have also been either reduced or excluded completely. Though cutbacks in training and support may be necessary in order to manage the cost of recruiting and training replacement agents, they may also be contributing to the higher attrition rates.

chapter seven – organisation

Which of the following areas is included in the training program for new contact AGENT staff? Which are included in ongoing (reinforcement) training? I Percentage of contact centres I n = 114 and 109



It is evident that training provided for key skill areas has been reduced across all centres. For example, a core competency within any interaction-intensive environment is advanced communication skills. However, interpersonal skills feature in only 56% of contact centres' agent induction courses compared with last year's level of 67%.

3. **Staff retention** – Only 50% of contact centres have a staff retention strategy in place. Staff attrition is on the increase and currently resides at 23%. Of the staff that leaves the contact centre, 31% move onto other positions within the wider organisation.

chapter eight – technology environment

Key findings of this chapter include:

1. **Self-service** – 68% of the participating contact centres currently use an IVR application. There are significant variances within certain industry sectors, particularly the service providers and telecommunications sector which has a 97.5% usage level.

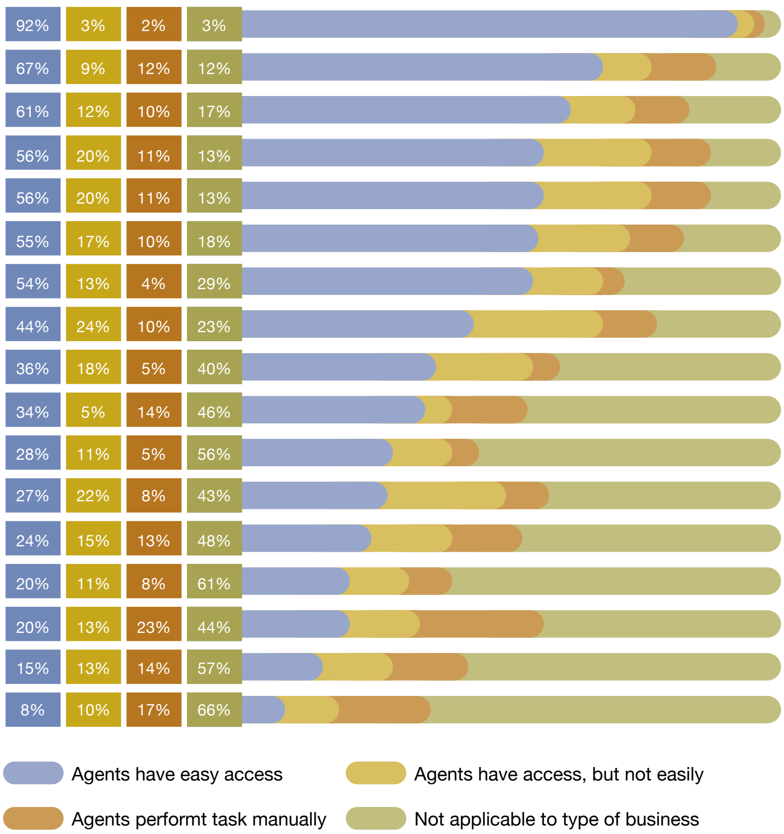
   The findings show that the emergence of speech recognition to provide contact centre's self-service solutions is evident, with 6% of centres currently using it and a further 17% planning to install it within the next 18 months.

2. **Contact centre integration** – The findings show that the integration of systems within the contact centre is primarily focused on customer details and service related functions. Only 55% of contact centres have an integrated view of the customer product portfolio while only 44% of centres are able to view the status of customer enquiries from an end-to-end perspective.

   Organisations are continuing to consolidate and rationalise their contact centres in order to drive costs efficiencies. The plans cited by many respondents regarding multiple site applications are most likely due to a need to enable efficiencies across different

How well integrated are the core business systems within the contact centre? I
Percentage of contact centres I n = 119

	Agents have easy access	Agents have access, but not easily	Agents performt task manually	Not applicable to type of business
Customer details	92%	3%	2%	3%
Customer contact/purchase/transaction history	67%	9%	12%	12%
Product/service specification	61%	12%	10%	17%
Service query/problem data	56%	20%	11%	13%
Customer correspondence (e.g. image)	56%	20%	11%	13%
Customer product holdings	55%	17%	10%	18%
Pricing	54%	13%	4%	29%
Workflow customer enquiry status	44%	24%	10%	23%
Sales order processing	36%	18%	5%	40%
Credit status	34%	5%	14%	46%
Credit card authorisation	28%	11%	5%	56%
Invoicing/billing	27%	22%	8%	43%
Delivery schedule/tracking	24%	15%	13%	48%
Stock availability	20%	11%	8%	61%
Sales/marketing data based prompts	20%	13%	23%	44%
Sales rep allocation/ownership	15%	13%	14%	57%
Sales/service reps' diary availability	8%	10%	17%	66%



chapter eight – technology environment

sites. Multiple sites reduce the risk that a single site holds. Linking sites together in virtual networked environments will further enable efficiencies, including the routing of calls and the centralised or otherwise optimised location of support staff.

3. **Workforce optimisation** – The use of automated workforce management (WFM) tools is increasing with 63% of centres now employing a WFM solution.

4. Maintenance and support

Who provides maintenance and support for the following technology areas in the contact centre? I
Percentage of contact centres I n = 112

	Dedicated contact centre IT team	Corporate/ centralised IT team	3rd Party outsourced company	External developers/ contractors	Hardware/ software manufacturer	Multiple parties
Networks	21.4	55.4	22.3	5.4	4.5	16.1
Desktop applications	24.1	57.1	18.8	3.6	3.6	12.5
Customer database	21.8	65.5	14.5	3.6	4.5	11.8
Product database	18.7	64.5	14.0	4.7	4.7	14.0
Integration	20.4	53.4	22.3	5.8	3.9	21.4
Business applications (e.g. CRM)	19.0	58.1	13.3	7.6	6.7	23.8
Self-service applications (e.g. IVR)	28.0	35.5	25.8	9.7	7.5	22.6
Telephony	28.2	35.5	35.5	7.3	10.0	20.9
Contact centre applications (e.g. CTI)	32.4	36.2	31.4	7.6	9.5	17.1
Workflow	33.7	48.8	15.1	7.0	4.7	17.4
Scanning / Imaging	18.2	61.4	15.9	4.5	3.4	17.0
IT Training	22.7	54.6	11.3	6.2	2.1	24.7

More than 70% of the survey participants use resources external to the contact centre for support and maintenance of their IT infrastructure and applications that are exclusive to the contact centre such as IVR. Overall, 20% of survey participants use IP architectures within their centres and another 5% plan to use it within the next 12 months.

about the report

First published in 1997 in the United Kingdom, the January 2005 Global Contact Centre Benchmarking Report is the 7th report in the series. With global participation and comprehensive coverage of all aspects of contact centre operations, the Report is an invaluable reference for anyone in the industry. It includes in-depth information and analysis from over 160 contact centres.

The Global Contact Centre Benchmarking Report uses tried-and-tested tools and frameworks, in-depth research and expert analysis to give you insights on day-to-day realities and the challenges in moving beyond cost-focus to performance orientation.

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The annual benchmarking survey will give you the opportunity to thoroughly review your contact centre operations through a structured process, guided by a questionnaire that has been iteratively refined by contact centre experts over many years. As a participant you will also be invited to our knowledge-share forums, where you will be able to discuss trends and their implications with our Report authors and the Benchmarking team. You will also receive a complimentary copy of the final report, which you can use as a reference and tool in managing your centre.

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If you have multiple sites or just a single operation and would like a customised comparison of your centres against each other, your industry sector, region and the overall benchmark we provide single and multi-site comparison reports. To find out more, contact Gloria Mshengu on our Benchmarking Hotline (+27 11 575 0567) or email her on gloria.mshengu@za.didata.com

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Job Title

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(please include country and city code)

Address

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(please include country and city code)

Mobile
(please include country and city code)

Email

Town/City

County/State

Postcode/Zip code

Country

Contact Centre Details

Number of seats in your contact centre ☐ (Number of seats)

When was your contact centre established? ☐ (Year established)

What industry does your contact centre operate in? (Please choose one)

- ☐ Automotive and Manufacturing
- ☐ Business Services (including Outsourcing)
- ☐ Consumer Goods and Retail
- ☐ Financial Services (banking, insurance, etc.)
- ☐ Government and Education
- ☐ Healthcare and Pharmaceuticals
- ☐ Media and Entertainment
- ☐ Service Providers and Telecommunications
- ☐ Technology
- ☐ Travel and Transportation
- ☐ Utilities and Energy

How many locations does your contact centre have? ☐ (Number of locations)

How many other contact centres in your organisation? ☐ (Number of contact centres)

Has your contact centre participated in previous Global Contact Centre Benchmarking Surveys? ☐ (Yes/No)

The Global Contact Centre Benchmarking 2005 Survey will be completed online. Once your application has been processed, you will receive an email with all the information you will need to complete the questionnaire online.

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