



THE UK CONTACT CENTRE
DECISION-MAKERS' GUIDE 2009

EXECUTIVE SUMMARY

Lead Media Partners





EXECUTIVE SUMMARY CONTENTS AND METHODOLOGY

The "*UK Contact Centre Decision-Makers' Guide (2009 - 7th edition)*" replaces the "*UK Contact Centre Operational Review*" as the major annual report studying the performance, operations, technology and HR aspects of UK contact centre operations.

Taking a random sample of the industry, a detailed structured questionnaire was asked to 210 contact centre managers and directors between April and July 2009. Analysis of the results was carried out July to August 2009. The result is the 7th edition of the largest and most comprehensive study of all aspects of the UK contact centre industry.

Unlike previous reports, which looked at discrete solutions without prior reference to the commercial and operational issues which they address, the UK Contact Centre Decision-Makers' Guide first identifies seven of the major pain points and issues that affect the contact centre industry:

- Improving quality and performance
- Maximising efficiency and agent optimisation
- New media and the customer of the future
- Increasing profitability
- Choosing a location
- HR management
- Strategic directions.

Within each section, specific solutions are identified that can be used to solve these issues, along with the analysis of the primary research data that are relevant to this area, including a comprehensive statistical analysis in graphical and tabular form.

Third-party White Papers, case studies and thought leadership pieces are also spread throughout the document, to assist readers who may wish to look more in-depth at specific areas or gain another viewpoint.

This Executive Summary details some of the highlights of the report and provides more information on the contents of the full report, which is available for purchase for £295 + VAT.

The Order Form can be found on the back page of this Executive Summary.

The Executive Summary also contains a Supplier Directory, of organisations which provide services, products and solutions to the UK contact centre industry, divided by discrete category.

An Interactive Supplier Matrix, which allows readers to cross-reference specific commercial issues with the solutions available can be downloaded as an Excel spreadsheet.

Both the Supplier Directory and Interactive Supplier Matrix are available without cost or commitment from www.contactbabel.com

SECTION 1: IMPROVING QUALITY AND PERFORMANCE

Within this section: How to improve the quality of the customer experience and allow the contact centre to gain insight into each customer and agent to improve their own business strategy.

Topics include:

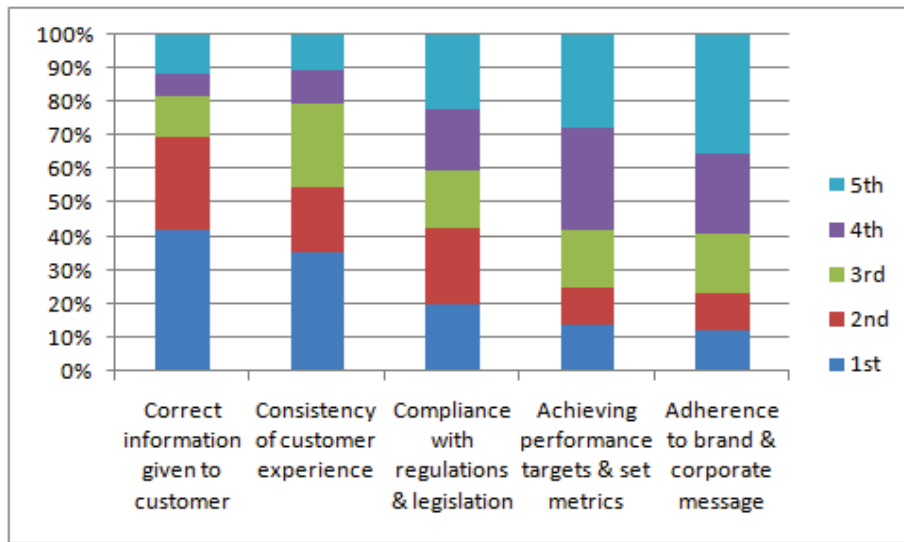
- **Quality management and improvement: challenges and solutions:** "Respondents felt that the lack of investment in systems was holding them back the most, with over 30% seeing this as a major problem, and only 20% saying that it did not affect them at all..."
- **Quality assurance:** "Directly checking what an agent has actually said - through real-time call monitoring and post-call reviews of recordings - are seen as the most effective ways of quality assurance..."
- **Call recording and analytics:** "Real-time analysis, and of course, the actions leading from it, can mean that customers' hold time and call time is shorter..."
- **Performance management:** "The supervisor's role within a contact centre can be thought of to be akin to that of a sergeant in the army..."
- **The supervisor desktop:** "As supervisors have a limited amount of time to spend coaching each agent - usually no more than two hours per agent per week - it's vital to use the same performance measurements at both supervisor and agent level."
- **Management information systems and reporting:** "The most important issue was the difficulty in getting data from various systems into a format that was reliable and useful."
- **Customer satisfaction and complaints:** "The transport & travel sector has 1.7% of its overall calls being complaints about the service received in the contact centre itself - the greatest of any sector."
- **Queue management systems:** "When the UK public was asked to estimate the time they usually spent waiting to speak to a contact centre, the average answer was 11½ minutes - 27 times longer than the reality."
- **Training and coaching:** "Only 30% of the typical agent's training time is spent upon learning about their products, services or competition..."

SECTION EXTRACT: "QUALITY MANAGEMENT AND IMPROVEMENT"

Quite apart from managing costs and delivering performance, contact centre managers are expected to be improving the quality of the service and interactions that customers have with the business. To achieve this is not simply a matter of dropping in a piece of technology, but rather is a continuous, ongoing process involving the input of agents, supervisors and managers, as well as targeted training and regular evaluation.

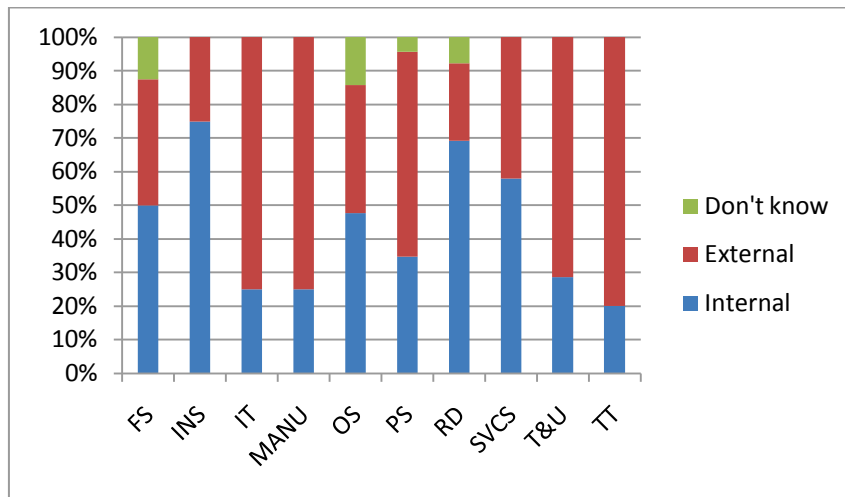
The following chart, which looks at the ideals of quality, rather than the reality, shows that the two most popular meanings of quality are those which are focused on the customer's experience, which is perhaps not a surprise. The three internal quality measurements - compliance with regulation, achieving performance targets and adherence to corporate message and brand - are far less well-supported - in theory.

Figure 1: What does 'quality' really mean within your contact centre?



However, despite this idealised focus on the customer, the following chart shows a somewhat different reality. It is interesting to see that 45% of respondents state that quality measurement is internal (defined and measured by the contact centre's own targets) rather than an externally-focused metric (defined by the customer's own experience). This internal focus is particularly prevalent in the retail & distribution and insurance sectors, and is far more likely to be the case within large contact centres, where 64% of respondents say that 'quality' is decided and measured from an internal perspective.

Figure 2: Is 'quality' an internal or external measurement (by vertical market)



In cases where quality focus is said to be internal, one could argue that it is not really 'quality' that is being measured or strived towards, as it is clearly the consumer who decides on quality, rather than the producer. In these cases, the contact centre has arbitrarily decided on the definition of quality, and measures that without reference to the actual customer experience. It may be that senior managers are being told that their contact centres are delivering 'quality' because they are adhering to strict processes and meeting first call resolution targets. However, in reality, their customers may not be getting the special attention that is necessary to keep them happy and loyal. Businesses have to make sure that quality control goes way beyond metrics, and strives to understand the customers' experience and opinions far more than seems to be the case for many.

SECTION 2: MAXIMISING EFFICIENCY AND AGENT OPTIMISATION

Within this section: Improving call throughput and decreasing costs has been a focus of most contact centres since the industry started, and few solutions or processes are considered without understanding how they will affect productivity. This section looks at ways in which contact centres can make the most of what they've got, through increasing efficiency, or by avoiding unnecessary calls in the first place.

Solutions and issues include:

- **Contact centre performance metrics:** " The overall industry ASA has decreased significantly, from 33 seconds last year, to 23.8 seconds in 2009."
- **Changes in Opex and Capex:** " Both Opex and Capex budgets have been cut for many of our respondents, with 46% decreasing their Opex and 36% their Capex."
- **Alternative ways of working - virtualisation and homeworking:** "Respondents with virtual contact centres were generally pleased with the gains in efficiency and service level that they have experienced: the ability to smooth out call spikes by moving them between contact centres, and the reduced wait times were particularly mentioned."
- **The enterprise-wide contact centre:** "...if the wider enterprise is not yet quite integrated into the contact centre, then the demand for these services is certainly taking it that way."
- **IP and convergence:** " Through SIP, the value of contact centre solutions is moving from routing to applications – not so much “how shall we do it?” as “what shall we do?”."
- **The unified desktop:** "Businesses can usually focus either on cutting costs or improving quality. However, there is a third way, which allows desktop solutions for users to be developed separately from the underlying applications, re-using existing logic and interfaces rather than replacing them."
- **Voice biometrics:** "Overall, the industry-wide cost of agent-handled security and identification checking is £2.0bn per year."
- **CTI and call routing:** "...commercial decisions **not** to use IVR have been made that are based around something other than cost considerations..."
- **Workforce management:** "Most contact centres of perhaps 25 seats upwards could benefit from more accurate forecasting and scheduling, and such businesses could look at the hosted or SaaS (software-as-a-service) model that many solution providers now offer."
- **Headsets:** "...agents using headsets that had digital audio processors handled an average of 10% more calls per day than did the control group".

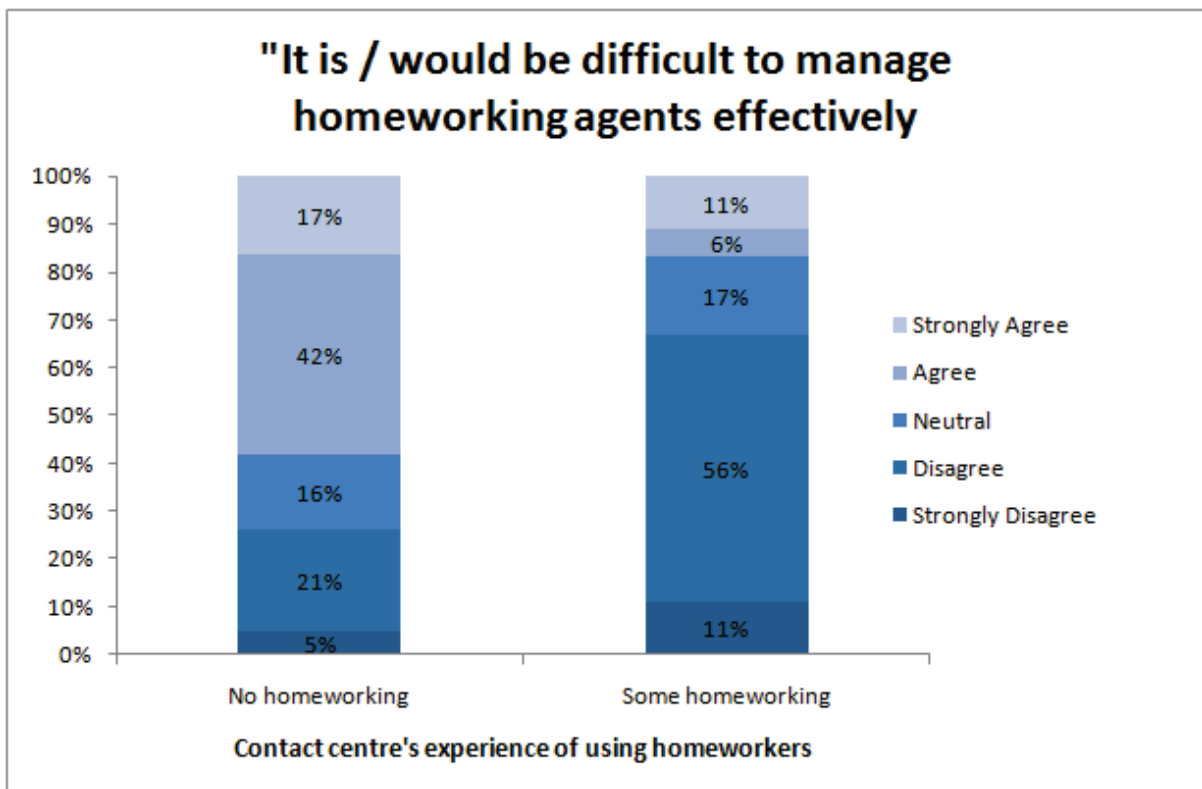
SECTION EXTRACT: VIEWS ON HOMEWORKING

"It would be difficult to manage homeworking agents effectively"

The concern that homeworkers cannot be managed effectively from a remote location has always been a fundamental objection to this way of working. Isolation can be a problem for both agent and management, and not all roles or agents are suitable for homeworking. It is generally considered that new mothers returning to work part-time, or older people who wish to reduce their working hours but who are not yet ready to retire completely are particularly suitable to be considered for homeworking roles, which require experience and maturity in the agent.

With real-time adherence and call management systems in place, there is no real reason that a virtual contact centre made up of homeworkers is more difficult to manage than a 'typical' operation, although the role of the team-leader (being someone to help actively) will have to be re-addressed.

Figure 3: Opinion: "It is / would be difficult to manage homeworking agents effectively"



Those contact centres with some experience of using homeworking are far more likely to be positive about management of staff. 59% of non-homeworking contact centre respondents are concerned about this, but only 17% of those which have implemented some homeworking have found remote management to be a problem.

SECTION 3: NEW MEDIA AND THE CUSTOMER OF THE FUTURE

Within this section: Currently, the most widely-used forms of non-voice customer contact (apart from letters and fax) are email and self-service, followed by SMS, text chat and web collaboration. Despite the much lower penetration rates, it is also worth discussing the presence of virtual worlds, avatars, kiosks and video agents in the customer contact mix as these are options which businesses may use to target the Internet generation as well as more technically-literate existing customers.

Topics include:

- **Multimedia management and the Universal Queue:** "The universal queue approach facilitates a single view of the customer across all channels, which is one of the key ways to improve the quality of service offered, as well as improving the agent's confidence and morale."
- **Email management:** "Email response handling times have shown an improvement on 2008, with the proportion answered within 1 hour going from 10% to 12%, and those answered the same working day going from 35% to 44%."
- **Multimedia blending:** "In contact centres where fewer than half of staff were involved in multimedia/call blending, the average attrition rate was 27%. In contact centres where more than half of staff answered multimedia and calls, average attrition was 13%."
- **SMS:** "Customer reaction to SMS is very positive for proactive customer service (e.g. appointment reminders, delivery information, account balances, etc). Businesses which have implemented SMS as part of their outbound customer contact strategy are enjoying the twin benefits of high customer satisfaction and low costs".
- **Text chat, web collaboration, video and IVVR:** "Text chat is not a cheap channel, and some businesses have started to offer it in the final phase of a web-browsing session, perhaps initiating a text chat session if the customer has revisited a page many times, or is pausing at the checkout process."
- **Self-service:** "Overall, a mean average of 17% of calls that go into the self-service option are 'zeroed-out': instances where the customer decides that they in fact wish to speak with an operator. This figure is likely to become lower with the increasing use of speech recognition, which is usually quicker and more powerful than touchtone IVR."
- **The Customer of the Future: social networking and customer communities:** "Researchers estimated that in this case, the increased use of customer communities produced a return on investment of almost £8,500 for every £1 spent".

SECTION EXTRACT: SECOND LIFE AND VIRTUAL WORLDS

Second Life is an online, virtual world populated by on-screen representations of users, called avatars. Described by its makers, Linden Labs, as “a 3D, online digital world, imagined and created by its users”, ‘residents’ interact with each other and with the increasing numbers of real-world businesses which are opening headquarters in Second Life.

Businesses such as Coca-Cola, Microsoft, BMW, Reebok, Penguin and KPMG have a presence in Second Life, often with massively opulent and impressive headquarters. Apart from the cachet of being seen to be at the cutting-edge, businesses also use Second Life as a venue for recruitment fairs, a branding opportunity, a sales channel for both real and virtual commodities and also a provider of customer service.

For example, Dell allows users to choose and customise their PCs and have them delivered in the real world, just as if the user had been on a standard website. The UK law firm Field Fisher Waterhouse allows people to meet representatives of the firm, and hosts real-time conferencing for its global staff members at a very low cost.

It is not too far-fetched to say that Second Life, or another virtual world, will be the channel of choice for some customers to receive service or sales assistance - it is, after all, just another way of providing contact centre services or web-based self-service. Waiting in a Second Life office should also be a less boring experience than holding for a contact centre agent, with residents able to wander around the Second Life world, watch videos, read information or talk to other people while waiting their turn.

However, there are very real legal concerns around Second Life, particularly from the copyright and trademark perspectives, as residents can create exact copies of real-life products without the copyright’s owner being involved. Policing such copyright issues is also fraught with difficulty, as it is difficult to establish the jurisdiction under which the offence is committed.

There are many other opportunities for a virtual online environment to develop the richness and value of the interaction, whether through a virtual world or otherwise, for example, posting demonstrations of how to assemble or use a product (such as flat-pack furniture) on a shared content website such as YouTube or the manufacturer’s own site. There are already numerous examples of ad-hoc knowledge bases that have developed on forums, especially around IT issues, as a quick, cheap and always-on alternative to speaking with someone in technical support.

Currently, the visual side of customer/business interaction is not being fully utilised. Graphical demonstrations of products are infrequent, and most websites usually restrict customers to views of 2-D static pictures. Collaborative walkthroughs would allow the customer to visualise the products more effectively, while offering the chance to ask questions at the same time. Customers could also send pictures to the contact centre via a mobile phone for example, showing damage for insurance purposes or to request a spare part.

SECTION 4: INCREASING PROFITABILITY

Within this section: Not only are contact centres under pressure to reduce their costs, but many - either directly or indirectly - are also major revenue-generators for their businesses. Although much responsibility for revenue generation lies with senior management, production and sales divisions, the contact centre also has an important part to play in maximising revenues through selling the right product to the right customer at the right time (aided by a CRM system or similar), and through proactive and efficient outbound selling.

Topics include:

- **CRM:** "The greatest inhibitor to increasing the amount of cross-selling and up-selling is the concern that service agents do not have the necessary skills of sales agents."
- **Outbound automation:** "The average speed to answer is 10% less in blended environments, with the flexibility of adding inbound agents in busy periods having a further positive effect."
- **Hosted and managed solutions:** "Those contact centre respondents who have actually implemented a hosted or managed solution have generally found that it has delivered significant advantages - 53% of respondents agreed that the overall cost of ownership was cheaper..."

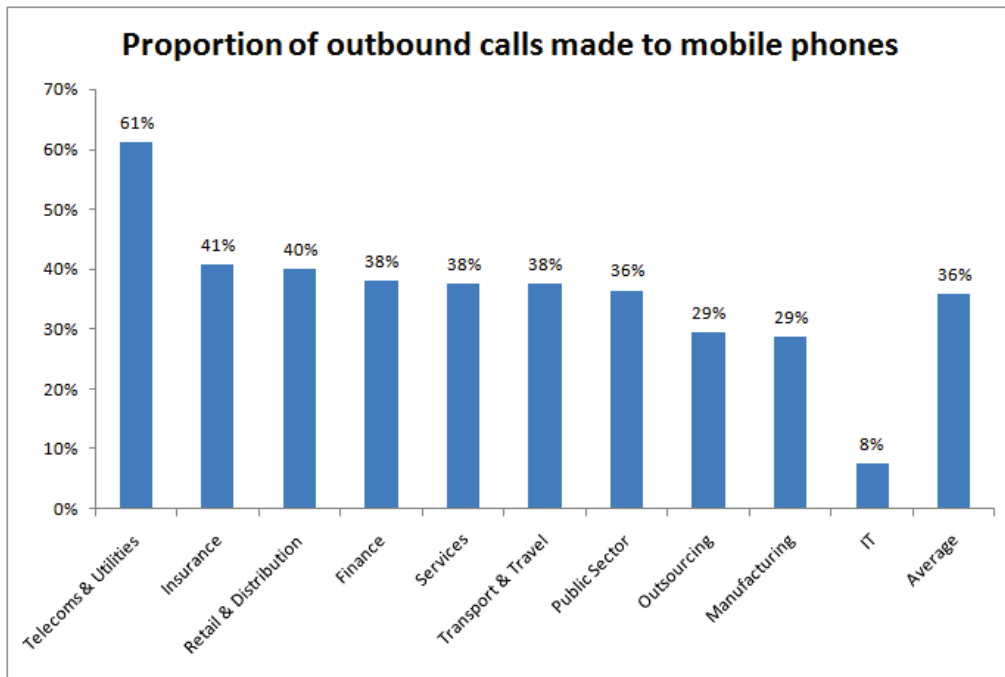
SECTION EXTRACT: THE ROLE OF MOBILE TELEPHONY ON OUTBOUND CALLING

In around 40 countries, mobile telephony analysts have put out seemingly counter-intuitive mobile phone penetration rates of well over 100% - that is, there are more phones than people. The UK is one such country.

Businesses wishing to use mobile telephony - whether through voice or SMS - should be aware of the unique nature of the channel, including the psychological state of many mobile phone users towards the device. The mobile phone is seen as a private, personal communications channel, in a way that a PC or landline phone is not. The mobile phone goes everywhere with its owner at all times (the peak hours for texting in Western countries are between 10pm and 11pm), and the external appearance, sound and function of the phone can be personalised and modified to reflect the user's personality.

Currently, as a mean average, UK respondents make 36% of their outbound calls to mobile phones (up from 28% in 2008), and it costs an average of 6 times more to call a mobile phone than a landline. The telecoms & utilities sector (particularly the former element) makes large numbers of calls to mobile phones for obvious reasons. The more B2B-focused IT sector will make most outbound calls to individuals at work on their landlines (often sales calls). Other sectors are very similar to the average.

Figure 4: Proportion of outbound calls made to mobile phones



Faced with such a growth in the costs of calling, businesses may feel tempted to cut back on outbound communications, perhaps even going as far as not to accept mobile numbers as the primary contact method. However, this would be too much of an over-reaction, as its ubiquity and responsiveness has a great advantage over landline phones and even emails, as the business is far more likely to reach the customer by calling their mobile number. Increasing the use of SMS as a channel to the customer would reduce many of the costs associated with mobile communication (including agent time, as well as transmission costs), while keeping the advantages of contacting a customer's mobile number. See the 'New Media and the Customer of the Future' chapter for more about the role of SMS.

SECTION 5: CHOOSING A LOCATION

Within this section: Choosing a contact centre location is a complex business, involving elements such as labour force and quality, transport links, the availability of the right buildings, labour cost, external assistance and the historic links of the company with the area.

The section asks incumbent contact centres to rate the area in which they are located in seven ways:

- Cost-effectiveness of staff
- Quality of staff.
- Availability of staff
- Transport links
- Support from the regional development agency and other organizations
- Future expansion possibilities
- Availability of suitable buildings.

The section also investigates the effect of a city centre, business park or rural contact centre position on the quality of location.

SECTION 6: HR MANAGEMENT

Within this section: With HR accounting for 75% of operational cost, issues such as attrition, recruitment and training are always towards the front of any contact centre manager's mind. This section looks at how time and money are spent on the human element to contact centres.

Topics include:

- **Agent attrition rates (by vertical market, contact centre size, location type, activity type and region):** "Over the past five years, staff attrition rates have crept up from the mid-teens to well over 30%. In 2008, attrition slackened to a mean average of 28%. However, this year's data show that the economic downturn has not been all bad news, with attrition levels dropping rapidly to a mean average of 24%."
- **Causes of agent attrition:** "... psychometric testing and the assessment of behaviour and character as well as competency will go a long way to stopping the wrong type of person for the job at source."
- **Methods of motivating and retaining agents:** "Empowering agents to make their own decisions is considered to be a very successful motivation tool, as the agent takes on more responsibilities and challenges if they do not just feel like a tiny part of a machine..."
- **Destination of departing agents:** "A significant number of contact centre agents see contact centres as a stop-gap role: in most cases, the conventional wisdom that says agents leave a contact centre to go to a competitor is wrong."
- **Absence:** "...contact centres in rural areas have a much lower absence rate...agents who don't have to fight through traffic or rely on crowded public transport on those borderline days when they feel a bit off-colour may end up choosing to go into work more often than their urban equivalents who just can't face the commute."
- **Recruitment methods:** "...if job roles have been filled, the recruitment process is deemed to have been a success, but how many of these new recruits turn out to be no-shows, leave before the induction course is complete, or shortly into the job? These recruits are gauged to be part of the attrition problem, when in fact, they are indicative of a recruitment problem."
- **The cost and purpose of recruitment:** "The financial services sector pays the most to recruit a new agent, and the outsourcing sector comes a very distant lowest."
- **The most important attributes of a successful contact centre agent:** "Empathy - the ability to see another's point of view - is the no.1 most important attribute for a contact centre agent to have. This is a characteristic which is hard to learn, and which is ripe for identifying in the recruitment phase through personality testing..."
- **Graduate agents:** "The apathy that graduates feel towards the contact centre industry is seemingly echoed by the lack of enthusiasm that contact centre management has for increasing the proportion of agents with degrees..."
- **Salaries and bonuses:** "Average salaries for experienced agents are 15% higher than those received by new agents, and the average salary has increased by £800 since last year."

SECTION EXTRACT: DESTINATIONS OF DEPARTING AGENTS

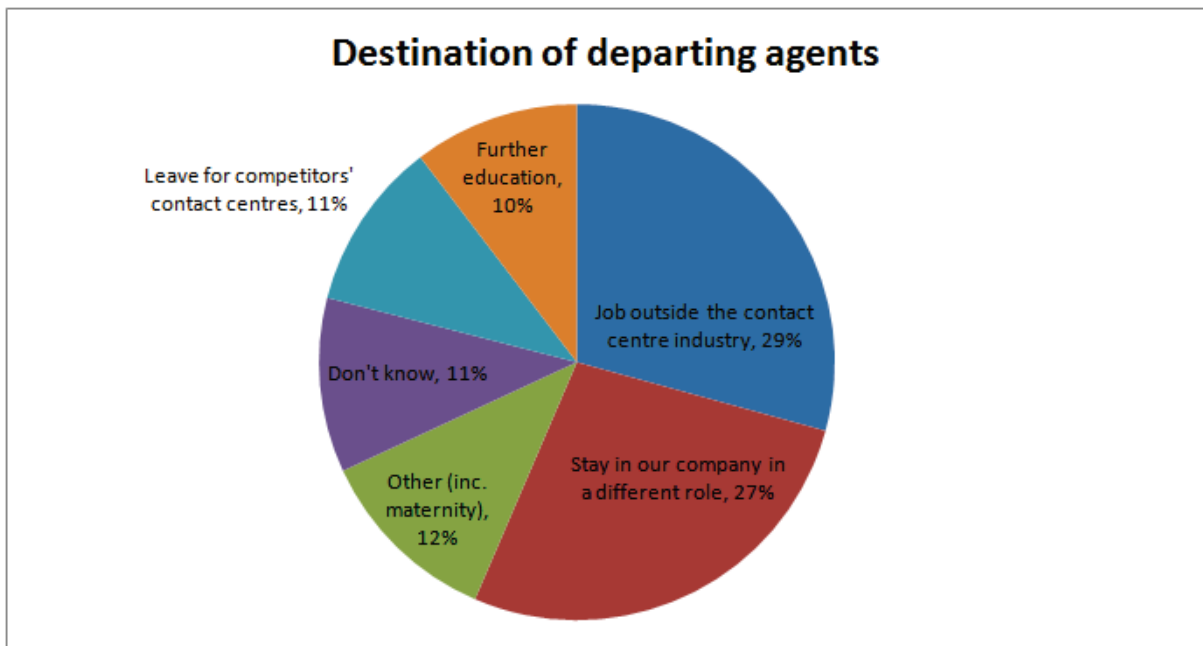
Similar to last year's findings, 29% of departing agents quit the contact centre industry for a completely different type of job, which diminishes the skill-sets available to contact centre employers as a whole. A significant number of contact centre agents see contact centres as a stop-gap role, and these figures show that.

In most cases, the conventional wisdom that says agents leave a contact centre to go to a competitor is wrong: this is only true in 11% of cases within respondents' operations. However, this is more the case for in-demand, highly-skilled and knowledgeable agents in the finance (21%) and IT sectors (27%).

However, an encouragingly high (and growing) proportion of agents (27%) take the step into the wider company. This is especially prevalent in the Finance (41%) and Public Sectors (46%).

However, only 7% of Outsourcing agents leave the contact centre and stay within the business, probably because most of an outsourcer's business is the contact centre itself.

Figure 5: Destination of departing agents



SECTION 7: STRATEGIC DIRECTIONS

Within this section: this final section looks at the more strategic decisions and issues that contact centres are facing. HR issues - as always - are often what make contact centre managers most concerned, but there is also a general feeling that the technology in place is letting the operation down, or at least, preventing it moving forward to the extent that it needs. The need to measure and improve customer satisfaction, and its impact upon profitability, has become an obsession throughout the industry, which is positive for customers and businesses. However, much of the short-term investment coming from the wider business seems to be focused towards improving efficiency than effectiveness.

Topics include:

- **Outsourcing:** "The outsourcing industry is set fair for growth over the coming years, with outsourcers consistently reporting growth in headcount in excess of the in-house average."
- **Planned expenditure:** "Many contact centres last replaced their telephony systems in 1998 or 1999, to avoid potential problems around Y2K. Many of these systems are overdue for replacement, with businesses often moving to IP."
- **Pressing managerial issues:** "The finance sector is concerned about many issues, but especially improving staff morale after a difficult time for anyone connected with the banking industry..."
- **Industry trends:** "There is a wide acknowledgment that business processes have to change, and the work that the contact centre does will need to be more closely coupled with the back office and also the wider business".
- **The contact centre in 5 years' time:** "Almost half of respondents expected agents to be paid considerably more, based upon the increased complexity of the role and knowledge requirements that the agent of the future is expected to have."

SECTION EXTRACT: MOST PRESSING MANAGERIAL ISSUES, BY VERTICAL MARKET

The following table investigates what keeps contact centre managers awake at night. As usual, the focus upon customer satisfaction improvement is still out in front by some distance, with an almost equal focus upon cost reduction and revenue increase (i.e. improving profitability) coming next. Staff attrition reduction has fallen off the radar entirely for many of the report's respondents.

The insurance and IT respondents were much more concerned about increasing headcount than other sectors, whereas the public sector is focusing upon improving first-call resolution rates and customer satisfaction, as befits a public service remit. The finance sector is concerned about most things, but especially improving staff morale after a difficult time for anyone connected with the banking industry. Telecoms & utilities respondents place a great deal on ways to improve dealing effectively with calls first-time.

Figure 6: Most pressing managerial issues, by vertical market

Vertical market	FS	INS	IT	MAN	OS	PS	RD	SVCS	T&U	TT	Avg	% of respondents scoring this as a maximum
Improving customer satisfaction	9.3	7.3	6.5	8.5	7.8	8.2	8.5	8.4	9.3	8.3	8.3	31%
Decreasing costs	8.1	8.0	5.0	7.8	8.3	7.7	7.1	7.5	8.4	8.4	7.8	26%
Increasing revenues	8.0	8.1	8.0	8.5	8.9	3.5	7.1	8.7	8.6	8.9	7.7	31%
Improving first-call resolution rates	8.5	7.3	5.5	7.5	6.2	8.1	7.7	6.3	9.3	7.7	7.3	18%
Improving staff morale	8.6	6.4	4.5	7.7	6.2	7.2	6.8	7.9	7.8	8.0	7.2	14%
Achieving set metrics	8.4	6.9	5.0	6.4	7.0	7.2	6.5	7.4	7.7	7.9	7.2	10%
Growing or maintaining staff numbers	5.9	7.9	8.0	7.0	6.7	6.1	4.1	6.6	4.4	7.3	6.2	12%
Reducing staff attrition rates	6.6	6.5	6.0	5.3	5.9	4.9	3.8	5.9	4.8	7.7	5.6	9%

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THE SUPPLIER DIRECTORY



CONSULTING AND INTEGRATION SERVICES

A&T Consulting

A&T Consulting is run by Alison Owen, a former banker and recruitment specialist, who has 20+ years experience in the Contact Centre industry.

She specialises in strategic planning, location, attrition and retention support, acquisitions, outsourcing, and mentoring. Her client list includes many international organisations. She works both in the UK and on the Continent and has an extensive knowledge of the contact centre industry in Eastern Europe.

Alison chaired the CallNorthWest project, a publicly funded initiative to raise skill levels and promote the industry. This involved developing new academic qualifications in Customer Management. She sits on the Professional Advisory Board.

Contact:

Alison Owen

t: +44 (0) 1606 853977

m: +44 (0)7712 449216

f: +44 (0)8707 060339

w: www.a-tconsulting.co.uk

e: alison@a-tconsulting.co.uk

sabio

Sabio is a specialist contact centre systems integrator and application developer focused on delivering exceptional customer contact strategies and solutions.

Sabio's experience and knowledge from working with contact centres such as Egg, Homeserve, Leeds City Council, The Student Loans Company and Yorkshire Building Society, is exceptional.

The company constantly demonstrates its ability to design, develop and deploy innovative solutions that deliver significant benefits to its customers' business, their agents and their customers, from core infrastructure technologies such as ACDs and unified communications, to multi-channel contact solutions, workforce optimisation, unified agent desktops and the latest speech-enabled automation applications.

Contact:

Alison Scott

t: 0844 412 3000

w: www.sabio.co.uk

e: info@sabio.co.uk



CONTACT CENTRE SOLUTIONS



Alcatel-Lucent Contact Centre Solutions empower all types organisations to enhance the interaction experience with their customers, from cost competitive solutions for SME's, to sophisticated Enterprise networked multimedia interaction centres supporting thousands of agents across the globe.

Genesys software (an Alcatel-Lucent company) is at the core of these solutions, complemented by Alcatel-Lucent's leading position in its ability to deliver secure, mission critical IP business communications.

Customers such as Japan Airlines, Institute of Chartered Accountants, Thomas Cook, All England Lawn Tennis Club (Wimbledon), NEC Ticket Factory and UK Highways Agency have all deployed OmniTouch or OmniGenesys solutions, bringing real value to their organisations.

Contact:

Nigel Jones

t: 0800 038 0091 quoting ref CCB09

e: nigel.jones@alcatel-lucent.co.uk

w: www.alcatel-lucent.com



a global leader in contact centre solutions

The Altitude uCI™ (Unified Customer Interaction) suite is designed to improve the overall productivity of the contact centre, supporting the evolution from single-function to dynamic, multipurpose operations, and the technical shift to IP communications.

Altitude's class-leading desktop, multimedia blending and outbound features deliver flexibility and cost-effectiveness. Altitude uCI is engineered to integrate easily with enterprise front office and back-office systems, and delivers significant financial and operational benefits with a limited up-front investment.

Altitude uCI is available as an on-premise, managed or hosted solution for all market segments and as a platform for CRM outsourcers.

Contact:

t: 01189 838 010

e: info.uk@altitude.com

w: www.altitude.com



Aspect provides software and consulting services that turn the potential of unified communications into real business results across the enterprise and in the contact centre.

Applying 35 years of insight and experience, Aspect helps more than two-thirds of the FORTUNE Global 100, as well as small and medium enterprises, power their business processes with communications.

Contact:

Jenny Thornton - Marketing Programs
Manager, Northern Europe & South Africa

t: +44 (0)20 8589 1000

e: marketing.uk@aspect.com

w: www.aspect.com

Azzurri is a leading managed services company delivering flexible voice, data, mobile and contact centre solutions to provide managed connectivity from cloud to desktop, delivering business services from audit, analysis and design to implementation, support, ongoing management and cost saving. With increased agility our customers gain a competitive edge, and with dramatic savings and management information they have total control of their communications infrastructure.

Azzurri's Contact Centre Practice builds innovative contact centre platforms to support customer contact strategies from network level through to the applications on agent workstations. We use best-of-breed technology to improve customer interactions, enhance customer experience and increase the operational effectiveness of a contact centre. We create genuinely integrated solutions, enabling our customers to implement their customer contact strategies without compromise. We have integrated, optimised and accelerated the end-to-end business processes of major European organisations across every industry sector.

Contact:

t: 0844 324 0000

e: findoutmore@azzu.co.uk

w: www.azzurricommunications.com



Callmedia provides the complete contact centre solution. From software and consultancy through to implementation and support, we'll make your contact centre work better.

We specialise in inbound, outbound and multi-channel contact centre solutions that adhere to the strictest codes of practice and regulation whilst delivering outstanding productivity. Callmedia has customers in all market sectors from financial services and banking through manufacturing, retail, outsourced contact centre operators, utilities, government and collections.

Contact:

Miranda Clarke (Business Development Director – CCP)

t: 07920 527 030

e: miranda.clarke@azzu.co.uk

w: www.callmedia.co.uk



CCT is an IT and telecommunications services provider with more than ten years experience of implementing and maintaining sophisticated customer contact environments.

CCT provides strategic advice, technical design, training, implementation and support services covering integrated customer contact technologies including:

- IP Telephony and Data
- Call recording
- Self service (IVR)
- Workforce management
- Home working
- Automated dialling
- Multi-media contact

We support over 1000 client sites in 43 countries. These include 118118, Lastminute, Chelsea Building Society, JD Williams, Close Premium Finance, G4S, RIAS, Helphire, Stenaline and Gold Medal Travel.

CCT is an Avaya Platinum Partner.

Contact:

Russell Attwood (CEO)

a: Oxleigh House, 540 Bristol Business Park, Coldharbour Lane, Bristol BS16 1EJ

t: 0117 311 5757

e: info@cctonline.co.uk

w: www.cctonline.co.uk



infinity ccs

Infinity CCS understands contact centres and customer management; it is our only business. Many contact centres across Europe including the world's largest outsourcer use Infinity Contact Manager applications to increase operational performance and drive business efficiency.

This is why every one of our applications is delivered with a [Performance Guarantee](#).

Infinity Contact Manager modules include:

- [Infinity Agent Desktop](#)
- [Infinity CTI & Multi-Media](#)
- [Infinity Dialler](#)
- [Infinity Performance Reporting](#)
- [Infinity QA](#)
- [Infinity Timesheets](#)

All of these applications have been designed specifically for UK call centres and as such can be rapidly deployed out of the box and configured for your specific needs.

Contact:

a: Infinity CCS (UK) Ltd, CIBA Building, 146-150 Hagley Road, Birmingham B16 9NX

t: (0)121 450 7830

f: (0)121 450 7839

e: info@infinityccs.com

w: www.infinityccs.com

NOBLE SYSTEMS

Noble Systems is a global leader in unified contact centre technology solutions, providing innovative products since 1989. Every day, millions of customer contacts are made by agents at 2,000+ client installations worldwide using the award-winning Noble platform for inbound, outbound and blended communications.

The scalable, integrated Noble Solution includes advanced ACD and predictive dialling; unified contact processing; and integrated IVR, recording, messaging, quality/monitoring systems, scripting, workforce management and real-time reporting and management tools.

Noble Systems was the first vendor to offer an open, scalable, fully-distributed platform.

Contact:

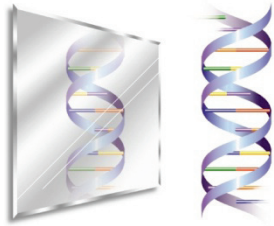
Sian Ciabattoni

t: 0161 772 7100

e: sciabattoni@noblesys.com,

w: www.noblesys.com

CUSTOMER EMPATHY



Harding & Yorke

We are World-leaders in the design and implementation of measures that capture how it feels to be one of your customers. Our methodologies have been proven to be 98.9% reliable and can be used across channels and through functions.

The Empathy Academy team, founded in 2002 design engagements and transfer the skills you need in order to make, and sustain, significant and profitable improvements.

The Empathy Rating Index Company (ERIC™) was founded two-years later. Benchmarking 200 companies from 12 industries, The ERIC™ programme quickly became the largest and most influential benchmark within the Contact Centre industry. The ERIC™ programme was the world's first service metric to be academically proven to correlate directly with Profit.

Contact:

Jamie Lywood (CEO)

a: Harding & Yorke, The Old Stables, Manor Farm, Appleford-on-Thames, Oxon OX14 4PA

t: +44 (0)1235 845 700

e: JL@empathy.co.uk

w: www.empathy.co.uk

CUSTOMER SATISFACTION MEASUREMENT



Want to measure the quality of customer care in your contact centre in real-time?

Track customer satisfaction by agent or by team?

Truly understand how many calls are resolved at the first time of asking?

With ContactPlus, you can.

One tool, many uses: A truly flexible application, ContactPlus can be used for:

- First-call resolution measurement
- Agent quality & team measurement
- Real-time customer satisfaction measurement
- Identifying the issues that cause customer dissatisfaction.

Limited IT involvement: With no capital expenditure, no database changes and the implementation of the utility program at your site taking days, your IT resources will be minimally affected.

Low monthly cost: We offer a 3-month, no-obligation trial of ContactPlus. You can expect a fixed, low, monthly cost with no nasty surprises, and no capital expenditure.

Contact:

t: 01740 621631

e: info@upcell.co.uk

w: www.upcell.co.uk

HEADSETS



Plantronics has been working with contact centres for over 40 years and still leads the field for headset solutions. Plantronics uses innovative design and premium audio technology to deliver solutions that maximize productivity and improve customer experience. In trials, agents using Plantronics have improved productivity by up to 10%.

Plantronics offers one of the industry's most complete families of corded and wireless products. Recognized for sound quality, reliability and comfort, Plantronics' audio solutions promote better business communication and efficiency.

Contact:

Judith Hogan

e: Judith.hogan@plantronics.com

w: www.plantronics.com

HOMESHORING



Ki Work assists with home-shoring consultancy, support and outsourcing:

- consultancy: technology, operations, human resources, and cultural change
- agent screening and selection
- transition support for agents and management
- outsourcing.

The benefits of home-shoring include:

- Improved customer service: agents culturally aligned to customers
- Flexible resourcing: high productivity
- Greater work satisfaction for agents: 5% attrition
- Higher productivity and lower organizational overheads: 20 – 40% cost savings.

Ki Work capability:

- 15 years home-shoring consultancy
- 11 years home-shoring operational experience (with US partner)
- Online agent screening and group transition support
- Online platform for outsourced home-shoring operations.

Contact:

Michael Wolff (CEO)

a: Dower House, Lethen, Nairn, Highland, IV12 5PR

t: 01667 452123

e: info@ki-work.com

w: www.ki-work.com



HOSTED AND MANAGED SOLUTIONS



Ultra provides complete Hosted Contact Centre solutions which include:

- Automated dialling incl. Predictive, Power, Preview and manual calling
- Inbound call management incl. full ACD capability/IVR/queue-buster
- Call-blending capability
- Voice-recording inclusive on every call
- Scripting-package included
- Unlimited real-time Supervisor monitoring & reporting tools
- All solutions provided with unique, proactive 24/7/365 UK-supported service, to manage and ensure optimum results.

Benefits to contact centres:

- No-risk-set-up, live in 2-weeks
- Pay-As-You-Use/OpEx-cost-model
- Fully-compliant-future-proof-solutions
- Scalable & flexible to meet demand
- Software-as-a-Service(SaaS) on your desktop
- In-built Business Continuance and Disaster-Recovery
- Quick ROI with superior results and substantial cost savings

Contact: Joanne Hatherley

a: The Granary, Cams Hall Estate, Fareham
PO16 8UT

t: 0207 965 0207

f: 0870 033 0020

e: Sales@UltraASP.net

w: www.UltraASP.net

INDUSTRY ASSOCIATIONS



Established in 1994 to promote the profession of call centre management the CCMA (UK) is an independent, not for profit organisation for Call Centre Managers, Supervisors and Team Managers funded by membership subscriptions.

The CCMA is run on an unpaid, voluntary basis by an elected Board of call centre professionals who give up their own time to put something back into their industry and help to support others.

There are around 500 CCMA members in the UK and our mission is to contribute to the continuous professional development of call centre managers and supervisors and to assist wherever we can in sourcing high quality training courses.

Contact:

Keith Stagg, Membership Secretary

a: PO Box 125, Sandbach, CW11 2FF

t: 01477 500826

e: keith.stagg@ccma.org.uk

w: www.ccma.org.uk



The Professional Planning Forum is the independent industry body, promoting best practice and professionalism in contact centre planning. Our members benefit from our benchmark research, specialist training, accreditation, bespoke support, events and networking opportunities. Our aim is to help every centre develop confident skilled analysts, planners and managers in order to improve the customer experience.

Particular areas of interest include: Planning Fundamentals, Home working, People and Lifestyle Planning, Back Office, Management Information, Planning for Outbound, Public Sector and Customer Planning. The specialist skills required to plan for a well balanced operation require specialist support. Why struggle on your own when the industry has its own forum for best practice and professional development?

Contact:

Rachel Donnachie

a: 12 Baldwyn Gardens, Acton, London W3 6HH

t: 0333 123 5960

e: rachel.donnachie@planningforum.co.uk

w: www.planningforum.co.uk



Prospect 360 are a leading UK List Broker, providing up-to-date and compliant databases to be used as part of telemarketing, postal, SMS and e-mail projects.

As an independent broker we objectively recommend which data sources will be the most applicable for your requirement, maximising your budget, conversion rates and overall ROI.

Utilising intelligence from recent telephone surveys, online research, magazine subscribers and a variety of data-capture techniques means you can target fresh prospects who achieve pre-agreed criteria or with a known propensity to specific goods or services.

Contact:

a: Prospect 360, Intertec House, 1 Tomlins Avenue, Frimley, Camberley, Surrey GU16 8LJ

t: (0)1276 691199 or (0)1709 374985

e: data@prospect360.co.uk

w: www.prospect360.co.uk

MAGAZINES AND PUBLICATIONS



Call Centre Helper is the UK's most popular call centre magazine with over 30,000 readers. It is a free, weekly online magazine aimed at giving call centre people up-to-the-minute advice on how to make their businesses work more effectively.

There are 4 distinct call centre areas – management, technology, life and jobs – and readers can navigate swiftly to the area that interests them most. There are lots of regular features: a Q&A column that asks experienced people to answer real-life contact centre problems faced by their peers, and a monthly 'What to look for when buying...' series, offering guidance by industry experts on the latest must-haves in the world of Call Centre technology.

So, for advice and tips on management, technology and working life, visit www.callcentrehelper.com

Contact:

a: Trevethin, Dixton Road, Monmouth, NP25 3PR

e: newsdesk@callcentrehelper.com

w: www.callcentrehelper.com

OUTBOUND SOLUTIONS



Hosted Outbound Dialling: just how much more cost effective is it?

There are many ways of measuring call-centre agent costs and productivity, but in today's tightening market, few are making the numbers stack up.

Compared to typical first year costs of up to £150k for 20 – 30 seat outbound system, CallCommander is available on a pay as you go basis and can cost as little as £30,000 per annum for 30 working agents - including call costs, without compromising the productivity and control you require.

Available for Marketing, debt collection and customer service calling, for office, home and overseas agents, CallCommander offers an immediate ROI, resilience and flexibility – and all available on a pay as you go basis.

CallCommander – Hosted, Cost effective, Productive – everything you need from an outbound dialler

Contact:

w: www.ukdatait.co.uk



OUTSOURCING



Firstsource provides a range of outsourced customer management services including call centres and back office processing spanning the entire customer life cycle from customer acquisition and customer service, back office administration, provisioning, to billing and collections.

UK capabilities are provided by two state-of-the-art centres in Belfast and Londonderry, with 40+ centres in India, US, Argentina and the Philippines. Firstsource offers its services to companies in the financial services, telecoms, utilities, retail, publishing, travel and healthcare sectors.

Firstsource has won numerous awards for process excellence and outsourcing such as IQPC Process Excellence Awards, Everest Group Outsourcing Excellence Awards and National Outsourcing Association

Contact:

a: Firstsource Solutions, Space One, 1 Beadon Road, London W6 0EA

t: +44 208 237 4500

w: www.firstsource.com



Established in 1990 and based in Brighton, The Telemarketing Company is the UK's biggest Business-to-Business outbound telemarketing agency. We provide a range of high quality, unscripted services, including appointment setting, lead generation, data cleansing and profiling and market research to organisations ranging from SME's to the world's leading organisations.

With 200 workstations, trained, salaried, mature agents and an in-house software development team, we can handle projects of any size and complexity.

The Telemarketing Company is authorised by the FSA, holds Investors in People Accreditation and is a member of the DMA and is a Market Research Society company Partner.

Contact:

t: 01273 765 000

f: 01273 765 111

e: info@ttmc.co.uk

w: www.ttmc.co.uk

QUALITY MONITORING AND ASSURANCE



Business Systems is the UK's largest independent provider of market leading call, screen and VoIP recording solutions. The company offers unbiased advice on the 'best fit' solution from industry leading manufacturers accompanied by fully project managed implementation, consultancy and maintenance services.

Professional services include assistance in implementing quality monitoring and advanced speech analytics programmes or enhancing existing ones whilst setting up measurable objectives to ensure a speedy return on investment.

Business Systems, services and maintains tens of thousands of channels in the largest call recording installations across call centres throughout the UK and in over 40% of London's Financial District.

Contact:

Tracy McAvoy

a: Business Systems UK Ltd, 462 London Road, Isleworth, Middlesex, TW7 4ED

t: 0800 458 2988

e: marketing@businesssystemsuk.com

w: www.businesssystemsuk.co.uk

REGIONAL DEVELOPMENT AGENCIES



CallNorthWest came into existence with backing from the Northwest Regional Development Agency and the University of Central Lancashire back in October 2003. The aim of the project was and is to support the call and contact centre sector within the North West. The main areas of activity initially focussed around education and training, market intelligence and research with major breakthroughs being achieving in up-skilling Managers and Team Leaders across the region. This has since expanded to include a 12-month calendar of specialist events including the Annual Conference, Good Practice Networks and the CallNorthWest Annual Awards Ceremony, which is the highlight of the year, celebrating the successes within the industry.

Contact:

a: CallNorthWest, 3rd Floor, Marshall House, Ringway, Preston PR1 2QD

t: 0845 402 2303

f: 01772 894 986

e: info@callnorthwest.org.uk



International Business Wales

International Business Wales (IBW) is part of the Welsh Assembly Government and is committed to helping companies locate to Wales. This includes support for setting up a business and access to 'Welcome to Wales', a personal location service to help busy executives build their new lives in Wales. Once established, companies are allocated a dedicated Relationship Manager with the aftercare skills to help grow the business over time. IBW also supports new and existing Wales-based companies to sustain and grow through international trade opportunities.

If you are thinking about basing your operation in the UK, or looking for a trade transaction please contact us.

Contact:

Tony Godfrey, Team Leader – Financial & Business Services

t: 02920 828746

m: 07789 371345

e: Tony.Godfrey@Wales.gsi.gov.uk

Ruth Miller-Smith, Business Development Manager – Financial & Business Services

t: 02920 828689

m: 07919 324517

e: Ruth.Miller-Smith@Wales.gsi.gov.uk



The South West Contact Centre Forum (SWCCF) gives contact centres the opportunity to be heard and to influence the shape of the industry in the region. The SWCCF offers its members a range of products and services designed to add value to their business which include:

- Industry updates and developments both from national and regional perspective
- Gain an understanding of the many ways in which businesses can engage with many business contacts within the contact centre industry
- Provision of an extensive programme of conferences, seminars and special interest groups to keep in touch with issues relevant to all contact centres
- Access to free help desk, which offers advice and information specifically to contact centres
- Free benchmarking
- Access to supply chain information
- Members have the opportunity to attend a quarterly Best Practice Event free of charge

Contact:

Jane Thomas – Managing Director

a: South West Contact Centre Forum Ltd, 21 St Andrews Crescent, Cardiff CF10 3DB

t: 0800 838 067

m: 07966 092149

f: 01443 335601

e: jane@swcontactcentreforum.com



The Welsh Contact Centre Forum is a high-value employer-led forum which looks after the interests of the 28,000 employees who work in operations in 29 towns and cities throughout Wales.

As well as providing strategic direction for contact centres in Wales, the Forum provides desk facilities, free research and market intelligence and networking opportunities. The forum also runs two flagship events, the annual Welsh Contact Centre Directors' Conference and the annual Welsh Contact Centre Awards.

The contact centre sector has been one of the success stories of an evolving modern day Wales and has seen unprecedented growth in the past few years.

Contact:

Sandra Busby, Managing Director

a: QED Centre, Main Avenue, Treforest Industrial Estate, Pontypridd, CF37 5YR

t: 0800 838067

e: callcentre@callcentrewales.co.uk

w: www.welshcontactcentreforum.co.uk

RESOURCE PLANNING



Call Centre Revolution specialises in complete planning solutions covering data analysis, call forecasting and shift planning.

The entire resourcing cycle from analysing past performance to implementing innovative shift patterns are all undertaken. A comprehensive forecasting and staff scheduling system run on Microsoft Excel, enabling swift, accurate analysis and planning is also available to clients. This is particularly attractive to smaller operations who cannot afford a major workforce management solution and is an excellent planning tool for larger organisations.

Workforce operations audits, capacity modelling, workflow analysis and advice on best practice are also undertaken.

Why not call for an informal discussion?

Contact:

Andrew Horner

a: Call Centre Revolution Limited, PO Box 9399, Erskine PA8 7YF

t: 0141 812 7474

m: 078 708 44 136

e: contact@CallCentreRevolution.com

w: www.CallCentreRevolution.com

SPEECH ANALYTICS



Nexidia is the audio and video search company, with patented technologies and breakthrough applications, that enable customers to quickly gain new insight, build competitive advantage and realise the amazing possibilities now discoverable in a contact centres recorded audio.

Nexidia offers a range of flexible deployment options that provide proven, scalable and affordable Speech Analytics solutions to customers to enable them to instantly access calls and perform root cause analyses that:

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Contact:

Jonathan Wax, VP EMEA

a: Gainsborough House, 2 Sheen Road,
Richmond TW9 1AE

t: 0208 973 2442

e: jwax@nexidia.com

w: www.nexidia.com

UNIFIED DESKTOP



Jacada is a leading provider of unified desktop and process optimisation software solutions for the customer service and support market.

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Contact:

UK & RoW

a: Jacada Europe Limited, 2 Queen Caroline Street, London W6 9DX, UK

t: +44 20 3178 4803

f: +44 20 3178 4804

e: emea@jacada.com



North America

a: Jacada Inc, 400 Perimeter Center Terrace,
Suite 100, Atlanta, GA 30346, USA

t: +1 770-352-1300

f: +1 770-352-1313

e: info@jacada.com

w: www.jacada.com



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