Introduction: Multichannel – Are You Ready?

Our 2013/14 Report explores the evolution of the contact centre from the early days of providing telephone-centric services to today’s multichannel customer management hubs that allow people to interact through a choice of (mainly) disconnected channels. We consider the progress made to date, and the challenges faced in developing connected solutions in omnichannel environments so users can move effortlessly from one channel to another, using a range of devices.

This is the 16th year that Dimension Data has published its Global Contact Centre Benchmarking Report, and it marks a turning point in the contact centre industry. The continued dominance of voice is over: a reality which organisations have to plan for and accommodate.

This is an opportunity for the contact centre to take a leading role and revitalise a stagnant approach to customer experience management. It’s an opportunity to place the contact centre at the heart of the business. Contact centres that stand still will lose relevance ... and customers.

The findings of the 2013/14 Report are based on responses from 817 participants, covering 11 sectors in 79 countries. The Report comprises six core chapters, 400 data points, and 102 charts – each with a trend analysis, business impact commentary and suggested recommendations.

Recognised as one of the world’s most renowned contact centre integrators, Dimension Data is well placed to understand the system architecture challenges faced by today’s expanding networks. Our Contact Centre Solutions portfolio combines the technological capability of our Customer Interactive Solutions business with Merchants’ 30-year history of customer management consultancy and delivery.

Our goal is to provide insight into the emerging techniques and approaches affecting contact centres as we advance to a new service climate and prepare for new-age customer resolution centres in which human intervention will focus purely on solving customer issues. These changes mean we’ll need to build and operate new technology-enabled environments, and employ and retain motivated, engaged and highly skilled individuals who are empowered to make decisions for the benefit of the customer.

We go beyond most other reports of this type in that we don’t just observe: we endeavour to provide answers. Our findings will guide you to appropriate action points and areas requiring more attention.

We hope you enjoy this summary report and that it provides a taste of the value available within our complete 2013/14 Global Contact Centre Benchmarking Report. Order your copy today at: http://www.dimensiondata.com/Global/Global-Microsites/CCBenchmarking
About the Global Contact Centre Benchmarking Report

A comprehensive, global overview ...

Frequently cited by industry analysts and quoted by the media, the Dimension Data Global Contact Centre Benchmarking Report is widely acknowledged to be the most useful, authoritative and comprehensive report of its kind. It’s designed to provide a single point of reference on key aspects affecting customer management within today’s contact centres. We believe it to be the most extensive global overview of its type.

... based on relevant research

Our Report is based on research conducted via a comprehensive survey. We refresh the survey each year to ensure we’re capturing the information that’s most relevant to our industry and its future.

... offering analysis and recommendations

Each chapter has four sections to provide practitioner-led thought leadership insights, hot topic quick tips and an infographic summary. Analytical findings are supported via chart or table content, each supplemented by structured commentary. In each chapter, we:

- identify and then qualify the research trends
- ensure clear context via business impact assessments on the key issues
- present recommendations on how you can plan, optimise and differentiate your contact centre solutions for tomorrow’s needs

... supported by an online portal

Our redesigned Benchmarking Comparison Portal complements the Report and has been enhanced to allow additional filtering options for region/sector, contact centre size, provider and service type. Where applicable, it now also incorporates historical data.

The Global Contact Centre Benchmarking Report – full report coverage areas

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6 chapters, 400 data points, 102 charts
Highlights from the 2013/14 Report include:

Generation Y says goodbye to the traditional phone
The traditional telephone is now the fourth channel choice for Generation Y – behind electronic messaging, social media, and smartphone applications – and Generation X is not far behind. This trend signals the future shape of customer management. Our results highlight just how little organisations know about customers through digital channel interaction and how infrequently organisations ask them about their experience.

The web chat revolution is here
Web chat has become the top channel priority for 50.6% of contact centres, and the number of deployments that are planned has gone up 27.2% over the past 12 months. The question is: will web chat – notwithstanding its potential to integrate with social media – provide consumers and organisations alike with the call-avoidance solution that they’ve been demanding?

Front-line contact centre staff can’t keep pace with the complexity of transactions, and aren’t being equipped with the new tools or skills needed to keep up with customer expectations
Customer satisfaction levels are down for the fourth year running, as are (first) contact resolution rates. Attrition is up 26% and, as with absenteeism, is much higher at agent level than for management (itself up 20.0%) as broadening scopes drive a more technological environment, and higher skill-set requirements. The good news is that the expanding roles of contact centre agents are becoming more interesting, even though they’re tougher to perform. Almost one-third (31.8%) of contact centre advisers are now handling transactions across a variety of emerging channels.

Cloud may be the game changer contact centres have been waiting for
Organisations under pressure to meet multichannel demands have rushed the implementation of solutions. Just 14.5% see their self-service capability as being ahead of the pack. Cloud may be the game changer contact centres have been waiting for: 77.6% of users agree it’s helped reduce cost to serve. Just 3.1% disagree. Another 65.0% of organisations already using hosted or cloud based technology solutions agree that it’s provided access to new and enhanced functionality and 64.8% state that it has improved flexibility.
Strategy and development

To multichannel and beyond

Plans for managing non-voice channels are surging. Smartphone application deployments are scheduled by 34.9% of organisations over the next two years and, as predicted in our 2012 Report, web chat deployments have grown substantially.

People are becoming more comfortable with self-help, self-care and self-service. As multichannel self-help solutions become more effective, there’s less need for human-to-human interaction. If you follow this to its logical conclusion, the only time customers will want to make direct contact with an organisation is when something’s gone wrong and they’ve exhausted other real-time options to resolve it.

Establishing a channel presence is one thing; it’s a completely different challenge to match channels to user preferences and to develop systems that encourage users towards these lower-cost, self- or assisted-help channels.

It’s encouraging to note that almost three-quarters of companies recognise customer care and the contact centre as being a competitive differentiator. At the same time, organisations are having to change their form and more than a tenth (12.2%) have seen fit to employ a dedicated resource to focus on innovation, and facilitate their development programme.

New global markets and growing populations are creating an ever-increasing demand for products and services. Add to this the proliferation of smart devices and mobile applications, and it’s not difficult to see a new world emerging in a more dramatic way than we’ve seen over the last 20–25 years.
Benchmarking trend
Channel deployment sequence priorities remain consistent with results from 2012. Usage levels ‘now’, ‘available within the next 12 months’ and ‘planned for 24 months’ are evidence of a sustained and clear strategic focus on multichannel management. Social media services are firmly established and deployments have increased, albeit slightly, as organisations evolve user functionality to align with developing consumer understanding and preferences. It’s no longer just about the telephone!

Business impact
The consequence of these results is not so much in the stand-alone usage or plans to use individual channels. Rather, it’s the need to provide consistent and coherent customer experiences across channels. Many organisations are still struggling to provide a consistently acceptable level of service over traditional single channels like phone, email and IVR …and they must get this right before looking at cross-channel optimisation.

Recommendations
Our recommended approach to channel management is to break it into manageable chunks. First, focus on ensuring that service provided over existing channels is as simple and effective as possible … from the customer’s perspective. Second, look at ways to provide a consistent experience across channels, with a natural evolution to identifying ways to make it easy for customers to migrate between channels – seamlessly – should they get stuck. Finally, embark on a holistic initiative to build a full channel economics model that includes all three elements of commercial impact: cost, revenue and retention.
Operations

Everything starts with ‘e’
As the industry evolves towards multi- and eventually omnichannel solutions, three specific themes should remain present to future-proof operations: engagement, expectations, and experiences.

Operations are well on the way to becoming true contact management centres – dealing with increasingly complex calls, automated voice interactions, and multiple channels – but at a pace that’s lagging customer expectations.

Too many organisations still don’t have a solid enough understanding of multichannel priorities, and have no defined framework for collecting emerging insights to support business decisions. Contact centres must apply the same management ownership principles to their back-office and self-help channel offerings as they do to traditional voice services.

Customer experience is deemed the top most important indicator of operational performance, yet satisfaction scores are falling year on year.

Importantly, ‘voice of the customer’ seems to be catching on as more organisations are now using customer feedback to promote best practice and develop skills within the contact centre. There’s a continued trend towards outcome-based targets and the traditional metrics that remain are for the most part not regarded as top priorities. This could be an early insight into a revolutionary change in the focus of contact centres in the future.
Benchmarking trend
The last couple of years have shown a 13.7% increase in the number of organisations implementing automated (system-driven) processes to help agents identify sales leads and/or opportunities during inbound service calls. During the same period another 29.5% of contact centres have implemented manual processes (incorporating the 10.3% increase from 2012 to 2013). One-third of inbound contact centres have no processes in place at all to alert sales teams to customer needs, or protect customers’ interests by making them aware of products or services that may help them.

Business impact
The ability for agents to identify additional opportunities when interacting with customers is crucial to many organisations. This can be achieved in part by system flags and prompts, but often it’s the agent who, having an appropriate level of product and service knowledge, identifies opportunities during the customer conversation. The cost of loss must be considered. In some circumstances, automated systems would clearly provide a differentiator, not only enabling the organisation’s capability to generate revenue, but also ensuring that customers receive assistance from specialist resources (in this case, new products through sales).

Recommendations
Customers expecting best advice anticipate and welcome the concept of sales through service. This ability to identify and offer appropriate additional services can build loyalty from customers and, more importantly, increase their value to the business. For many organisations it’s critical to move from transactional- to relationship-based engagements and to maximise value as the outcome of the call, rather than focusing on call volumes or single-order value.

Ideally, the informed and competent agent should be supported by automated, ‘next best action’ prompts alongside propensity indicators showing whether the customer has been triggered previously.
Customer interaction management

Knowing your customers as individuals – can it be done?
The contact centre possesses valuable data that can help us microsegment customers and personalise services.

Microsegmentation is also the next step in providing the best service that we can for our customers. Currently, 69.7% of organisations segment their customers, but only 31.1% of them do so based on specific customer groups (high-value customers versus low, for example).

The contact centre is becoming the eyes and ears of the business, and failure to use its available intelligence will diminish the entire organisation’s standing.

Yet, just 47.0% have a single view – one system – for tracking their customer data. Fewer than 33.0% share the data they do have throughout the organisation. The absence of a single view of customer information, products and history is a real barrier to microsegmentation analysis and differentiating intelligence.

As the world becomes smaller, competition becomes global in nature: the only way to win the hearts, minds and lasting loyalty of your customers is by providing true value. That starts with understanding them, and aligning the entire organisation with their personal interests.
Benchmarking trend
Dedicating assigned priority numbers to qualifying customers appears to be a more preferable option than using a single number and IVR system to segregate.

Business impact
Being unable to identify customers will significantly inhibit your organisation’s ability to provide relevant and cost-effective services. By creating a customer profile, or linking an existing profile to your contact centre routing logic, you can take advantage of the information provided by that profile to route the customer to an agent who’s best equipped to help – thereby driving more loyalty among your customers.

Recommendations
Personalised service is one way to help your customers, especially high-value ones, feel special. It can be used to drive customer loyalty, and consideration of a microsegmentation model can further drive customer value. If you’ve made the effort to segment your customers, you should absolutely make that information available to your contact centre.
A bad time to stumble

The telephone monopoly is over, and a new set of challenges is causing some contact centres to pause. Customers want to be able to hop seamlessly across channels and experience true connectedness. Omnichannel interactions that can be started on one channel be continued on another aren’t a ‘nice to have’, but a necessity.

Organisations aim to shift 32.6% of contacts typically handled by agents to self-service channels. The reality is that contact centres report just 17.5% of existing contact volumes being deflected. In short, this means that many investments forecasts aren’t being realised, and many contact centres are in the dark as to why.

One of the most disappointing discoveries made this year is just how little most organisations know about how their customers respond to self-service offerings.

An alarming number (as high as 74.9% in the case of smartphone applications and 69.1% in the case of web chat) make no attempt to gather customer feedback. It’s hard to imagine how organisations will realise the full potential of their self-service investments when they pay so little attention to the performance of self-service channels.

If the contact centre is to stay relevant, contact centre leaders need to widen their attention coverage, stop thinking about phone calls and start thinking about all contact channels, and shift their focus from the success or failure of isolated customer interactions to that of integrated customer journeys.

Organisations don’t need a strategy for the contact centre, for web, for mobile, for social … they need a single strategy for customer contact across all channels, for all purposes. And if contact centre leaders can raise their game, they can be the ones to drive it.
Benchmarking trend
The phone is now the fourth choice (behind electronic messaging, social media, and smartphone applications) for Generation Y customers. An insight into the future and changing shape of the contact centre is provided by the fact that this picture is gradually becoming similar for Generation X customers, whose preference gaps between phone, messaging, and social media are narrowing.

Smartphone applications continue to find their place within the wider contact management strategies of most major enterprises and are preferred by 31.9% of Generation Y and by 17.2% of Generation X.

Business impact
These results indicate the evolution of customer management interactions towards a full and balanced spectrum of channels. The representation of traditional email and phone contact channels remains strong, but is now complemented by a wide array of channel choices which consumers are adopting rapidly.

It’s concerning that almost a third of organisations have not analysed their customers’ channel preferences by age. This simple measure could provide a high degree of guidance on which channels should merit the greatest attention and investment. While age isn’t the only indicator of likely customer behaviour, it’s a strong one. The fact that so many organisations are paying it scant attention suggests that they may be failing to measure or evaluate customer behaviour altogether.

Recommendations
Understand your customer demographic before deciding on channel strategies. Profiling customers based on their age and social status is the starting point for any coherent customer contact strategy or channel migration plan.

For organisations keen to communicate with customers effectively in the future, the deployment of self-service channels is not an option – it’s an absolute necessity.
Workforce optimisation

The power of employee engagement

Roles are broadening in scope and becoming more interesting, but also tougher to perform. Organisations have to quickly develop their contact centre operating models to handle more complex enquiries across a variety of channels. In addition, the industry is waking up to the value of better supporting front-line agents, and there’s been a 23.0% improvement in the coach-to-agents allocation in the last three years. Hands-on, live-environment training methods are also becoming more popular.

However, these additional supervisory resources come at a cost. To be sustained, they need to be validated in terms of value added to both the customer and the organisation. So, it’s surprising that the proportion of organisations failing to measure the benefit of training has increased – 46.3% have no understanding of the relationship between training and productivity improvements, while 48.3% are ill-informed as to whether training directly affects customer satisfaction.

The evolution to multichannel presents a phenomenal opportunity to reduce operating costs while increasing the effectiveness of the contact centre, and ultimately enhancing your most important asset – employees – through better engagement. Contact centres need to close these gaps or they’ll miss out.
Benchmarking trend
Understanding that cross-channel contact forecasts are somewhat difficult to achieve without adequate systems integration (and many operators remain on a learning curve), there's still good reason to progress initiatives in the interim at a channel-specific level. Therefore, it’s incredible that:

• More than one-third (34.7%) of contact centres have no targets, even at the most basic level, for call volume forecasting.
• 41.3% have no targets in place for resource requirement.
• 34.6% have no targets for schedule adherence (breaks, off-phone time, etc.).

This represents a phenomenal opportunity to reduce operating costs while increasing the effectiveness of the contact centre. Interestingly, of those companies with a workforce management system in place (automated or manual), about 85.0% believe it to be at least effective.

Business impact
Workforce management procedures, processes and tools are some of the most critical success factors in any contact centre operation. Aside from ensuring that resources are correctly scheduled to meet interaction volume demand, these factors also affect employee satisfaction levels, particularly in the areas of providing advance notice of work schedules, and requesting vacation time. Most crucially, the effective management (or not) of workforce planning activities will have a direct and significant impact on cost-to-serve. Just one percentage point change in either direction can often greatly affect the operating budget. For this reason, it’s imperative that shrinkage allowances are accurate, managed and properly understood.

Aside from the third of centres with no system at all (31.8%), we have to question why there’s such a poor application of existing systems and why the business allows such loose management of performance in this area. A common issue is that organisations don’t understand how to programme their solutions, or what to programme. Management often don’t properly understand the various inputs or outputs, and consequently fail to measure them.

Recommendations
The accuracy of workforce planning has a significant impact on the overall efficiency and effectiveness of contact centre operations. As new channels are added to the contact centre portfolio, it becomes even more important to ensure that targets are set, managed and measured. Operational effectiveness is determined largely by the ability of managers to forecast resource requirements – and it’s crucial that systems are applied across all resource-dependent solutions.

Accuracy targets for workforce planning | 2013/14 Report sample question
Do you have targets in place to measure the accuracy of the following workforce planning areas?
Percentage of contact centres | n=566

Accuracy targets for workforce planning areas

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<th>准确度目标工作排班领域</th>
<th>是</th>
<th>计划下一年</th>
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<tr>
<td>Call volume forecasting accuracy</td>
<td>64.8</td>
<td>8.7</td>
<td>26.0</td>
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<tr>
<td>Schedule adherence breaks (off-phone time, etc.)</td>
<td>63.8</td>
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<td>Shift adherence (alignment of shift to forecast)</td>
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<td>Resource requirement adherence</td>
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<td>Cross-channel contact forecasts</td>
<td>27.2</td>
<td>13.8</td>
<td>57.1</td>
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准确度目标工作排班领域

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Technology

The perfect storm?
Contact centres have been challenged by the race to meet customer demand for new channels and not be left lagging behind their competitors. Unfortunately, this has sometimes been achieved by implementing the fastest and lowest-cost solution. The true cost of this approach has now begun to bite.

The vast majority of contact centres don’t believe their existing IT systems will meet their future needs – and the landscape is changing very quickly.

The marked change in technology trend priorities in this year’s results – and a clear indication of the proliferation of channels being handled by many contact centres – is indicated in the leap of ‘voice, data and video convergence’ from fourth place in 2012, to the top priority this year.

Contact centres across the globe have realised that they must simplify their technology systems and share a common, multichannel customer interaction platform across the organisation.

Given the complexity of many legacy contact centre environments, it’s no shock to find that integration, lack of flexibility and expensive upgrades are the top three most common problem areas hindering IT development.

Successful organisations will ensure that IT’s value contribution is measured in conjunction with the known drivers of customer value, and it’s crucial that the operational delivery needs are secured during the solution design phase, particularly as 61.5% of architecture now form part of the enterprise infrastructure.
Already, 40.3% of contact centres report they have no, or only a limited, involvement in the design of business requirements for new technology solutions.

Never before have there been so many challenges thrown at organisations. There have also never been so many opportunities for organisations to directly engage in rich and personal interactions, and technology is playing a greater role in that than ever.

**Infrastructure – current and future needs | 2013/14 Report sample question**

How well does the following infrastructure meet your current and future needs?

Percentage of contact centres | n=556

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<td>Business support systems</td>
<td>47.7</td>
<td>13.9</td>
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<td>47.3</td>
<td>16.4</td>
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<td>Knowledge management systems</td>
<td>46.6</td>
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<td>17.3</td>
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<td>Call avoidance applications (e.g. self-service options)</td>
<td>43.9</td>
<td>13.5</td>
<td>13.5</td>
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<td>Workforce optimisation systems</td>
<td>41.7</td>
<td>13.9</td>
<td>10.8</td>
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<td>Channel routing applications (e.g. SMS, email, web chat etc)</td>
<td>38.0</td>
<td>19.6</td>
<td>14.0</td>
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<tr>
<td>CTI applications</td>
<td>37.8</td>
<td>13.5</td>
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**Benchmarking trend**

Aside from apparent concerns about how well core infrastructure meets current needs, just a few organisations believe that existing systems will meet their future needs. Computer telephony integration (CTI) and call avoidance applications have the lowest comfort rates, at 11.2% and 13.5% respectively, and channel routing applications the highest at 19.6%. That’s already a majority who don’t think infrastructure applications meet their future requirements, and the landscape is changing very quickly.

**Business impact**

Channels continue to emerge and evolve, customer expectations change and the competitive landscape is widening. It’s therefore important to maintain systems and processes in order to provide accurate and timely information to front-line staff who are representing the brand and interacting directly with customers. The most common area of concern is the lack of knowledge management systems that meet future requirements. Without these systems, agents will provide incorrect, inconsistent or outdated information to customers. This will reduce customer satisfaction and drive an increase in customer contacts.

**Recommendations**

Ongoing evaluation of agent knowledge, followed by regular, targeted training updates should be considered to drive the requirement for, and content of, knowledge management systems. Also consider exposing this information across multiple channels, and potentially via customer self-service systems.

Reconsider the role of CRM in your contact centre, as its place has evolved over recent years. A consistent and complete view of customers and their interactions is still required both in the contact centre and by self-service systems; however, the most flexible and agile solution may not be single, large and complex CRM system.
Sample specifications and research methodology

Contact centre type
- 82.1% in-house
- 17.9% outsourced

Service type
- 62.6% business-to-customer
- 21.6% business-to-business
- 15.8% IT service desk/technical support

The benchmark results are drawn from 6 business areas:
1. contact centre strategy
2. operational delivery
3. customer interaction management
4. self-service channels
5. workforce optimisation
6. technology

Data analysis was performed at 7 different levels:
- overall (global)
- historical
- region
- industry sector
- size
- provider type
- service type

817 participants
79 countries
11 industry sectors

More participants from Asia Pacific
Highest participation sample in 16 years
Business services almost doubles participation

817 participants
79 countries
11 industry sectors
Benchmarking questionnaire revised to reflect industry changes

The benchmarking questionnaire was updated to include areas of interest that reflect today’s economic climate. We refined questions and response options to better capture industry innovation areas, emerging channels and evolving practices.

This year’s Report is therefore broader in scope and includes commentary on innovative practices across a proliferation of multichannel contact interactions. For the first time, ‘contact centre service type’ includes IT service help desks.

2013 saw us achieve our highest participation sample in the 16-year history of the Global Contact Centre Benchmarking Report. Data across all regions and industry sectors is the most detailed and balanced it’s ever been. Of the 817 participants that were surveyed from 11 different industry sectors:

- 82.1% are from in-house contact centres, and 17.9% are from outsourced operations
- over 50% of respondents are from contact centres with 101 or more employees
- 62.6% of responses are from B2C operations, 21.6% from B2B and 15.8% from IT service help desks

Typically presented at a global level, all of our data can be filtered by year, region, sector, size, provider type, and, for the first time, by service type, via our online Benchmark Comparison Portal.

Benchmark Comparison Portal

The online Benchmark Comparison Portal was established to enable a much deeper analysis of the annual benchmarking results. The portal is available to qualifying survey participants, or with the purchase of the Report, and allows users to:

- view and filter multiple data cuts by region, by sector, by contact centre size, and by provider type on over 350 performance metrics
- convert all of the charts in the Portal to data table format
- export the relevant graphs straight to your desktop
- ‘ask an expert’ and receive direct guidance from our subject matter experts if you need additional information or context

If you completed the full survey, you can use the Portal to view your own organisation’s results against relevant benchmarks.

New features added to the Benchmark Comparison Portal

- intuitive layout and more user friendly format
- filters to split out results by service type,
- inclusion of historical data, allowing online year-on-year trend analysis for the first time
- ‘Advanced’ filter option, including select country-level splits

Participant benefits

Each participant completing our annual benchmarking questionnaire receives:

- a free electronic copy of the previous (2012) and new (2013/14) Global Contact Centre Benchmarking Report – valued at USD 495 and USD 1,500, respectively
- access to our online Benchmark Comparison Portal
- access to year-round benchmarking outputs in different formats (PowerPoint, single-chapter and single-question analysis summaries)
order, participate, subscribe

ordering a report
To obtain your personal copy of the 2013/14 Global Contact Centre Benchmarking Report, please complete the order form on our website www.dimensiondata.com/ccbenchmarking or email cc.benchmarking@dimensiondata.com and let us know which version of the report you’d like to purchase.

report pricing
• 2013/14 Report – USD 1,500 (20% discount for partner association members)
• 2012 Report – USD 495
• Benchmarking Comparison Service – from USD 2,950 (standard personalised service)

participating in next year’s survey
If you’d like to participate in future Benchmarking Reports, or update your contact information, please send your details to cc.benchmarking@dimensiondata.com.

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find out more
If you’d like to know more about Dimension Data’s Benchmarking Report and contact centre services, please contact andrew.mcnair@dimensiondata.com or richard.holmes@dimensiondata.com.
about us

About Dimension Data

Founded in 1983, Dimension Data plc is an ICT services and solutions provider that uses its technology expertise, global service delivery capability and entrepreneurial spirit to accelerate the business ambitions of its clients. Dimension Data is a member of the NTT Group.

More information can be found at www.dimensiondata.com

About Contact Centre Solutions

To help organisations deliver an exceptional customer experience, Dimension Data offers a range of contact centre solutions – from strategic consulting to outsourcing and offshoring operations, and hosted and cloud technology. With the skills and expertise of Merchants, and Dimension Data’s technology capabilities, our clients across the globe benefit from solutions that balance people, processes and technology.

About Merchants

Merchants is one of the leading customer contact solutions companies, providing a full range of innovative contact centre services and contact centre consultancy expertise to enable the successful generation of customer value in real time, every time. From contact centres in Europe and South Africa, Merchants manages the outsourced customer contact operations for some of the world’s best-known brands. Merchants Consultants work globally with clients, understanding their customer needs and contact centre requirements, and providing insight and value drawing on more than 30 years of contact centre operation and consultancy expertise. Merchants is a Dimension Data group company.

More information can be found at www.merchants.co.uk or www.merchants.co.za

About Customer Interactive Solutions

With our broad spectrum of contact centre integration, self-service, workforce optimisation, interaction management, hosting, cloud, outsourcing solutions and managed services, we help our clients streamline their contact centre operations improving productivity, increasing efficiency and enhancing customer experience. We touch over seven billion customers in interactions every year via contact centres and self-service channels we’ve planned, designed, integrated and managed on behalf of our customers.

More information can be found at www.dimensiondata.com
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