

Taking the lead

The Role of Contact Centres in Business



The Global Contact
Centre Benchmarking
Report is researched
and published by
Dimension Data.

The copyright in and title to Dimension Data's Global Contact Centre Benchmarking Report June 2011 subsists in and belongs solely to Dimension Data (Proprietary) Limited ('Dimension Data') and no part of it whatsoever may be reproduced in any form or by any means, including photocopying or recording, without prior written authority of Dimension Data. If authorised by Dimension Data, each copy or reproduction of the material will be marked by you with all proprietary notices which appear on the original and will be subject to the requirement that you acknowledge on the face of the reproduced material that the material belongs to Dimension Data, who has authorised you to reproduce it. Any unauthorised reproduction of this work will constitute a copyright infringement and may result in both a civil claim for damages and criminal prosecution.

The data and information contained in the Global Contact Centre Benchmarking Report (benchmarking report) are for information purposes only. Whilst the commentary and hypotheses in this benchmarking report are based on rigorous data analysis and market experience, the data and information contained in this document may contain personal views and opinions which are not necessarily the views and opinions of Dimension Data.

Furthermore, whilst reasonable steps are taken to ensure the accuracy and integrity of the data and information provided, Dimension Data accepts no liability or responsibility whatsoever if such data or information is incorrect or inaccurate, for whatsoever reason.

Dimension Data does not accept liability for any claims, loss or damages of whatsoever nature, arising as a result of the reliance on or use of such data or information by anyone.

This report has been produced using environmentally friendly paper.

Dimension Data's Global Contact Centre Benchmarking Report has a proud history of comprehensive investigation and reporting on the performance levels of contact centre operations around the world. The Report looks to identify current key trends and emerging developments within the global contact centre environment, and to share these insights with the industry to facilitate decision making and best practice.

The Report contains a balanced global and industry representation from hundreds of contact centres, and is an invaluable reference for all professionals within this sector. It provides expert subject matter insight into a range of best practice standards and benchmarks, including contact centre strategy, staffing and training, performance metrics, technology usage, budgets and development plans.

We have improved access to online benchmark results, and respondents can now access and analyse their data easily against their own regional and industry sectors via our world-first Benchmarking Comparison Portal. This is complimentary with all purchases as well as to participants who complete our full survey.

The response to the Global Contact Centre Benchmarking survey exceeded all expectations. We've broken records in terms of participation and doubled the number of countries represented to a record high of 66. This is testament to the fact that our industry is increasingly seeking answers to both perennial and new questions.

About Dimension Data's Global Contact Centre Benchmarking Report

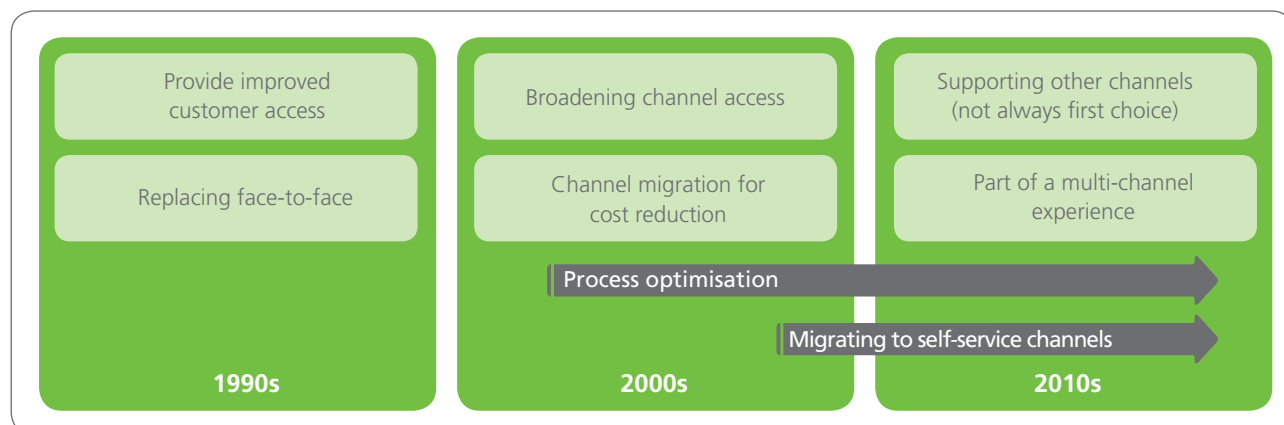
First published in the UK in 1997 by Merchants, Dimension Data's specialist contact centre outsourcing and operations division, this year's edition is the 12th in a series of the industry-renowned benchmarking reports. This year's Report has the highest level of participation over 12 years, contains balanced global and industry representation from 546 contact centres located across 66 countries and five continents, and is an invaluable reference for all contact centre professionals. It provides managers with a set of best practice standards and benchmarks, including staffing and training, performance metrics, technology usage, budgets and development plans. The Report is researched and published by Dimension Data and provides a world-first benchmarking portal for use by participants and partners. For more information about the Report, please go to <http://www.dimensiondata.com/microsites/ccbenchmarking>

Taking the lead

This year, we've given the subtitle of 'Taking the lead – the role of contact centres in business' to the Report. This is in recognition of the more important role that contact centres are playing in the overall business landscape.

Contact centres are becoming a critical part of customer management and as their scope of responsibility widens, their role will increasingly be recognised for the value it adds to the enterprise by designing end-to-end processes and applying technology correctly. The figure below offers an explanation as to why and how this change has occurred.

The expanding role of the contact centre



The contact centre is now part of a multi-channel experience. Its role in providing a coherent customer experience lies in the ability to support the business in meeting customer expectations to interact with organisations using their channel of choice.

Benchmarking Comparison Portal

Users are able to:

1. View short webcasts (or 'web-snips') outlining the key features of each section of the Report.
2. Identify areas where the scope of the Global Contact Centre Benchmarking Report could be extended in future revisions.
3. View benchmark resource examples which include latest research, case studies and practical advice from a range of industry experts.
4. Participate in the Global Benchmark Blog and 'ask an Expert'.

For the more analytically minded, results can be sliced and diced to allow participants greater control over the selection of groups they would like to be compared against.

This can be by: Size of contact centre, Location, Sector and Captive or Outsource.

Participants have the ability to create their own bespoke reports that include graphs, tables and commentary and export them at a push of a button to create a PowerPoint or PDF document. Combined with the improved comparison group selection, My Reports will allow participants to create their own versions of the Global Benchmark Reports that are both localised and at various levels of detail.

Major themes and findings

Social media and web chat on the rise

Contact centres are still primarily focused on managing telephone and e-mail channels, but the new appearance of social media this year shows nearly a fifth are already managing social media interactions, with more planning to do so over the next two years. We expect to see more than half of centres adopting web chat and anticipate that web chat and instant messaging will become more integrated.

More focus on efficiency

Increased Efficiency is this year's top commercial driver for contact centres, while Improve Service is still ranked higher than any other driver across the board. At the same time we see an increased focus on customer satisfaction and specifically Net Promoter Scores (NPS)™*, a positive indicator that more attention will be placed on growing the value of existing customers.

Using management information (MI) to add value to customer engagement

As operational budgets come under pressure, sales targets will rise and demand management will be high on operational agendas, along with improving the quality of the customer and employee experience. This will mean agents will need more freedom to engage with customers in a more natural way, and intelligent MI about customers will help add value to the conversation, and enable them to identify and explore sales opportunities.

Contact growth is highest across non-telephony channels

Growth in multi-channel contacts continues to exceed the growth in phone-based contacts, and organisations will develop greater operational expertise and technology solutions to reduce response times. There is a growing trend towards measuring costs, most noticeably for non-telephony channels. While more respondents are measuring costs across multiple channels, it is surprising that organisations are still not doing this as a matter of course.

Customer segmentation practices still not being understood

Around a third of contact centres have no customer segmentation model in place. While this doesn't vary significantly based on centre size, we do see particular industries more likely to adopt a segmentation approach. At the same time, it is interesting to see that one of the most mature regions has the lowest adoption of customer segmentation.

Back to basics for first contact resolution

Advisor Knowledge has remained the number one ranked factor to positively and negatively impact first contact resolution (FCR). This is followed closely by Systems / Information Access and Agent Listening and Comprehension Skills. However in some industries (most notably Financial Services) the need for end-to-end processes is highlighted as being second only to Advisor Knowledge when it comes to having a positive impact on FCR.

* Net Promoter, NPS and Net Promoter Score are trademarks of Satmetrix Systems Inc., Bain & Company and Fred Reichheld

More ownership and accountability required when it comes to hand-offs

In results that were similar to those of the 2009 report, respondents stated they had the capability to track and view the status of all enquiries handed off within the centre or other business areas. It is concerning that two of the largest and most mature industries (Financial Services and Service Providers) scored quite badly in their capability to track hand-offs compared to the overall average. This indicates a negative continuation in terms of a lack of ownership and accountability – which we know from consumer feedback, is one of the biggest causes of frustration with contact centres.

Customer satisfaction replaces cost reduction as top self-service driver

Results show an emerging desire by providers to improve telephony self-service, and a shift in focus and greater emphasis on improving customer satisfaction – replacing cost reduction as the top priority consideration for self-service deployments.

Large imbalance in measuring self-service user satisfaction

A low level of management information tracking the customer experience of automated services shows there is a clear opportunity for improvement. Nearly a third of centres don't even measure interactive voice response (IVR) customer feedback, and astounding is the high proportion that don't believe they can claim any sort of competitive advantage based upon their self-service capability.

Integration is the key to a consistent customer experience

Only a quarter of web and telephony systems are integrated, which is impacting on the delivery of a more consistent customer experience through improved agent access to detailed customer profile information. The high number of organisations with no integration between their web and telephony systems seems to be linked to the relative immaturity of the industry and region.

Load balancing still not common practice

Load balancing is still not common practice for just over two thirds of respondents. Despite the fact that close to this amount have more than one contact centre, only about half of these load balance between centres. Larger operations and those that have 'follow-the-sun' strategies appear to be better positioned to load balance.

Homeworking growing in popularity

Homeworking is on the rise across every region. The US has the largest proportion of homeworkers, the number doubling since 2009, while Asia-Pacific has overtaken Australia and New Zealand, to occupy second place. The number of homeworking agents in Europe has tripled, while the number in Africa and Middle East has seen a small rise, perhaps an indicator of technology improvements and fewer bandwidth issues. The Technology sector uses the most homeworkers, while Consumer Goods and Retail and Financial Services use them the least.

Staff turnover – a costly exercise

This year's results reflect an overall annual staff turnover of over a third, a significant deterioration since the last Report, and perhaps somewhat explained by industry-wide cutbacks over the period. For any contact centre finding itself in a growth period, the challenge of replacing over a third of its staff per year, as well as having to find new staff, can be serious and costly in terms of the loss of knowledge and experience.

Enterprise-wide technology upgrades on the rise

Upgrades of contact centre technology have increased significantly and show that technology advances have matured to a level where many have identified the business benefits of such upgrades. Contact centres need a very specific focus and strategy when it comes to their applications – where decisions about technology are very specific to the contact centre's business objectives.

How new channels are changing technologies

As channels evolve, so too will technologies. This means organisations will have to continually review them and work with leading vendors to keep abreast of new developments. At the same time we expect more cloud providers to emerge with offerings of very specific, highly complex Applications-as-a-Service (XaaS) options, which will better enable contact centres to keep up with developments.

IP pivotal to unlocking cloud service opportunities

Cloud services for contact centres continue to grow as organisations explore their advantages to the wider business. The introduction of IP into the contact centre is pivotal to ensuring technology becomes cloud based and gives cloud providers the ability to provision contact centre infrastructures that are reliable, flexible and cost effective.

Sample specifications and methodology

Since its first publication by Merchants in 1997, the Report has grown to include contact centres from all over the world. This year we have increased our global reach to an unprecedented level – with the number of participating countries increasing to 66, from a previous high of 36. We believe this exemplifies the truly global nature of our industry and the importance of an industry-recognised Global Contact Centre Benchmarking Report. We are also pleased to announce that record participation levels achieved in 2009 have been maintained at 546 respondents overall, covering all centre sizes and sector types.

In keeping with our proven approach, this year's Report follows the format of a reference guide allowing easy access to the information via chart or table format, accompanied by specific commentary and a chapter summary in short bullet point format.

Regional representation

Percentage of contact centres | n = 546

region	percentage of representation
Africa and Middle East	29.6
Americas	13.5
Asia-Pacific	10.4
Australia and New Zealand	10.4
Europe	18.9
United Kingdom	17.4

Summary

Increased involvement by Asia-Pacific, Australia and New Zealand has contributed towards what we believe is our strongest sample and representation in this region to date. The UK and Europe provide the strongest representation, while Africa and the Middle East make up the second highest sample of respondents with just over a quarter of the total number of participants.

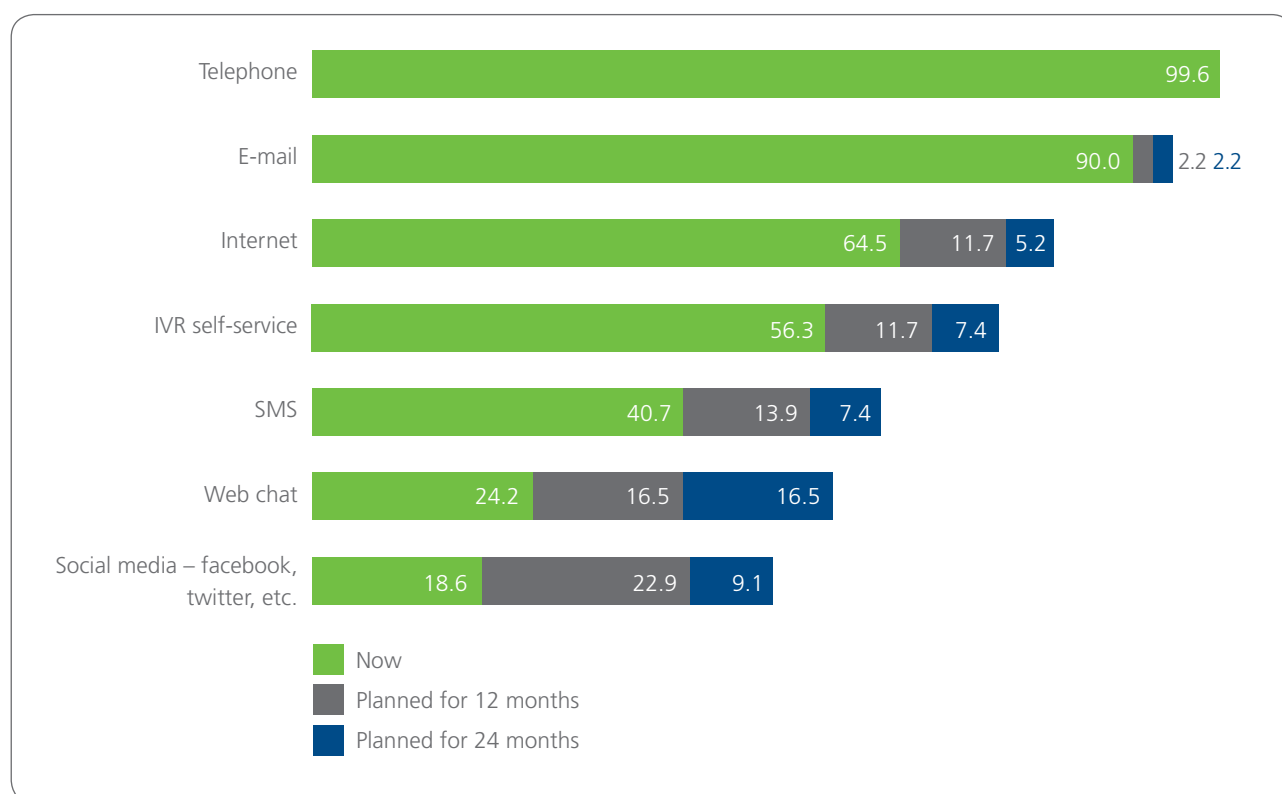
Included this year as a stand-alone industry, the outsourcing sector has emerged to occupy second place by percentage of representation at nearly a fifth of the sample. The Financial Services sector is once again the largest participant group showing an increase of nearly 4.5%. While other sectors remain fairly consistent, representation by the Service Providers and Technology industries have both risen.

Strategy and development

Channel use within the contact centre

Which of the following channels are currently used in your contact centre? (Overall)

Percentage of contact centres | n= 231



Summary

Contact centres are still primarily focused on managing telephone and e-mail channels, but the new appearance of social media this year shows nearly a fifth are already managing social media interactions (with an additional third planning to do so over the next two years). We anticipate that web chat and instant messaging will become more integrated and expect to see more than half of centres adopting web chat.

Process Automation continues to be the top market trend affecting contact centres. At the same time we see a rise in number one rankings by centres Encouraging Customers to Use Self-service Channels. For the first time ever, we see the focus on Customer Lifetime Value (CLTV) management receiving more attention than Process Automation by number one mentions, and Dealing with Regulation and Legislation is a key concern for some regions.

Organisations are increasingly focused on CLTV management and the contribution by contact centres to the overall profit of the business, with more centres being viewed as Profit Centres: Based on Sales Revenue Generated, while the number of respondents categorising their contact centre has stayed level.

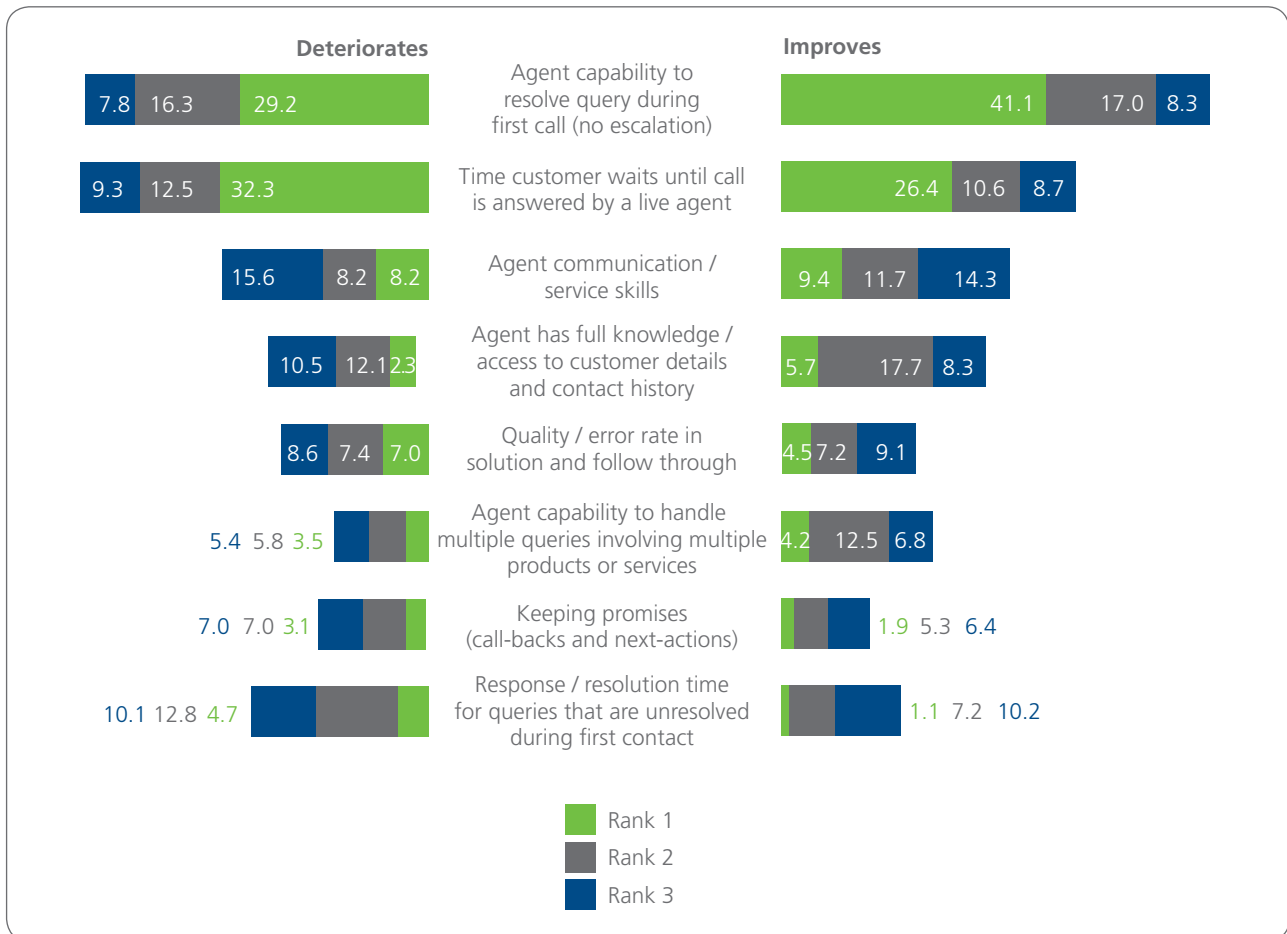
Customer Complaints remains the most commonly measured strategic MIS metric. Disappointingly, a low percentage of in-house contact centres measure CLTV, especially given its importance to overall profitability in the wider business and its mention as the third most important market trend affecting contact centres.

Operations

Factors that improve or deteriorate customer satisfaction

If you can fully or partially measure the impact of service changes on customer satisfaction, what are the service components that have the biggest impact on customer service improvement or deterioration? (Overall)

Percentage of contact centres | n = 265



Summary

There is a growing trend to dispense with traditional quality assurance approaches and we expect quality management to evolve from largely irrelevant and discredited practices to be replaced by the voice of the customer.

Almost half of all respondents still do not have defined processes or systems in place to identify sales opportunities arising from a service call, and we see a drop this year in the number of automated solutions that can. The number of financial respondents stating they did not have the ability to identify sales opportunities is surprising, given the inherent pressure in the industry to generate additional revenue.

The top three drivers in determining a contact centre's location strategy are similar to last year, with Availability of Staff overtaking Cost Reduction as the dominant driver. The fact that Cost Reduction has fallen from the top spot is likely to be linked to the fact that organisations have to pay significant salaries and benefits for skilled staff. Organisations in some regions like the UK are focused on differentiating their brand through promoting local contact centres and there is a balance to be struck between the cost of labour vs. skills availability in the market.

Staff salary is the dominant element of contact centre costs and is down slightly on previous figures, but is consistent with the long term trend of close to two thirds of total expenditure. The differential appears to be getting smaller across the regions while the UK still has higher than average staff salary costs. Organisations are spending more on Recruitment and Training while spend on Motivational and Social Events has increased by over a third. This change, taken together with the increased focus on staff development and engagement, confirms a shift in focus to more employee engagement.

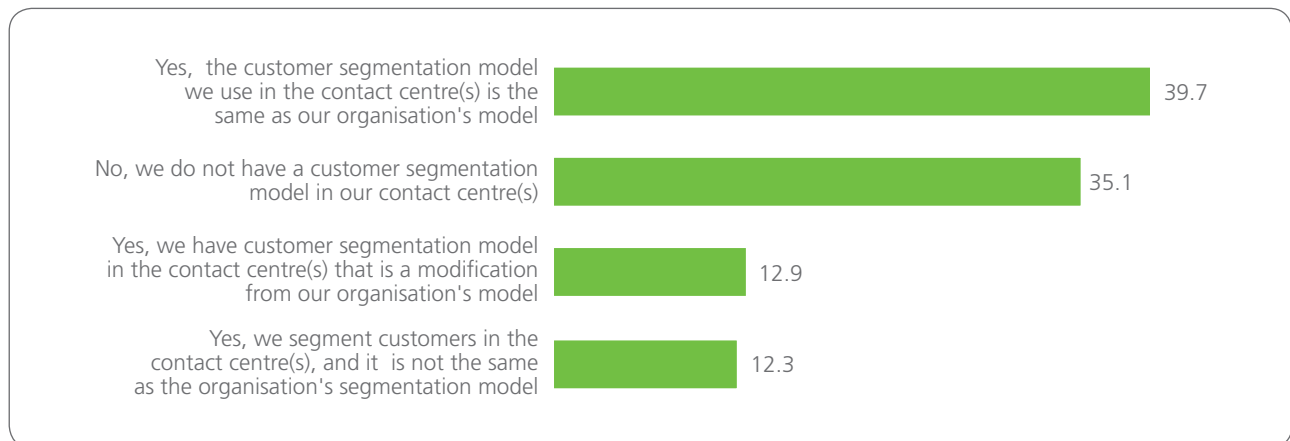
The **top three drivers** in determining a contact centre's location strategy are similar to last year, with **Availability of Staff** overtaking **Cost Reduction** as the dominant driver.

Customer interaction management

Customer segmentation in the contact centre

Does the contact centre segment its customer base and, if so, what is this based upon? (Overall)

Percentage of contact centres | n = 365



Summary

The most sophisticated methods of segmentation (based on Value and Transactional History) are still adopted by relatively few organisations. Instead, we see the most common method of segmentation being based on the Products and Services they hold. Encouragingly, the Service Provider sector and Consumer Products and Retail organisations appear to be most sophisticated in their customer segmentation approach.

Over half of respondents indicate that they are able to offer some kind of personalisation based on various data and intelligence.

Around two fifths of organisations report that they have a single view across channels, which represents a slight increase on the 2009 results. However, a significant proportion of respondents have not yet sought out the benefits of simpler and more consistent customer information management. Overall it's encouraging to see the degree of progress across other categories including Products and Services, Transactional History and Customer Data. From an industry sector perspective Service Providers and Technology companies have the most complete single view across channels.

This year, respondents report a significant number of process improvement and re-engineering initiatives. These initiatives can largely be grouped into three categories:

- Simplification / streamlining / lean initiatives
- Automation
- Transitioning processes between front, middle and back offices

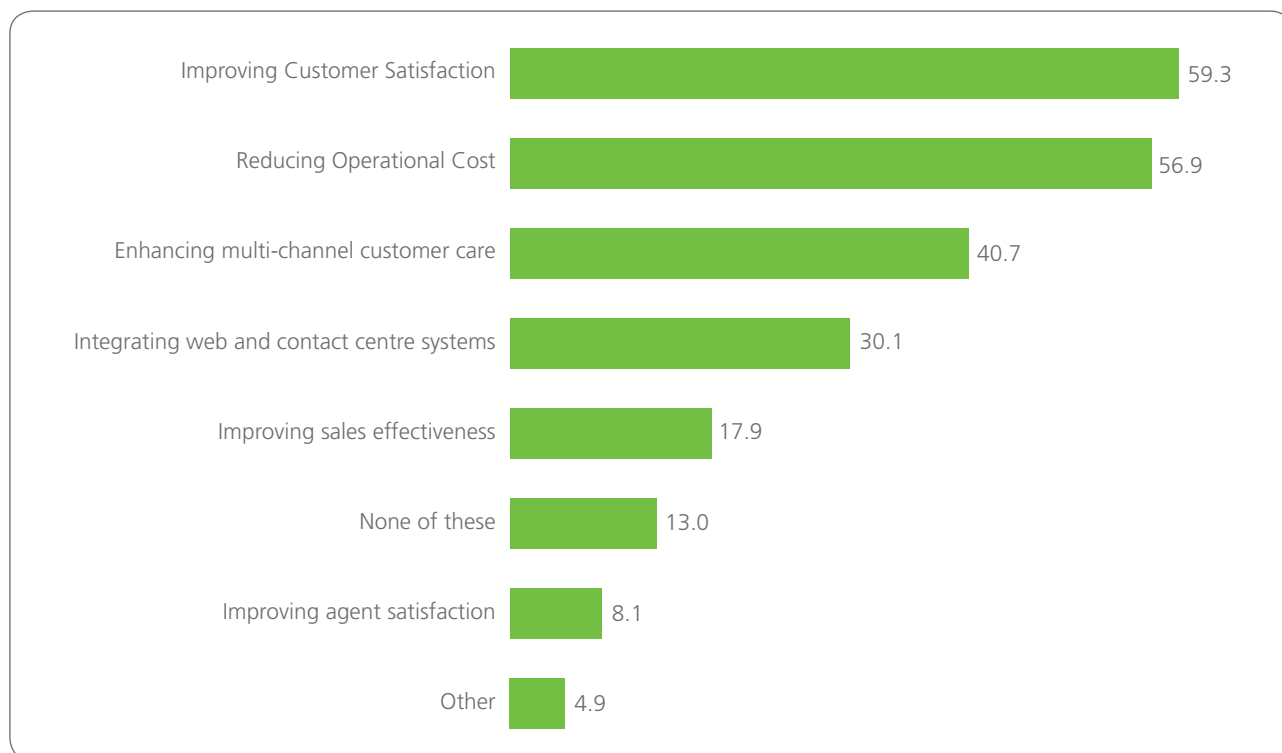
Over half of respondents indicate that they are able to offer some kind of **personalisation** based on various **data** and **intelligence**.

Self-service

Self-service priorities

Which are the top priority issues affecting the use of self-service? (Overall)

Percentage of contact centres | n = 123



Summary

More users than ever before are using self-service, and telephony self-service has become a globally accepted standard. Web self-service is the most popular and most widely provided self-service channel (ahead of established IVR and speech offerings).

The results point to an emerging desire by providers to improve telephony self-service. They indicate a shift in focus and greater emphasis on improving customer satisfaction – replacing cost reduction as the top priority consideration for self-service deployments.

A low level of management information tracking the customer experience of automated services shows there is a clear opportunity for improvement. Nearly a third of centres don't even measure IVR customer feedback. The high proportion of centres that don't believe they can claim any sort of competitive advantage based upon their self-service capability, is remarkable.

Web chat activity is rising with an increasing number of providers offering dialogue with a live agent. This looks set to rise through better customer intelligence and automated trigger points.

Workforce optimisation

Use of remote agents

Do you utilise remote or homeworking agents in your contact centre? (Overall)

Percentage of contact centres | n = 229

percentage	no	yes
Africa and Middle East	94.4	5.6
Americas	57.7	42.3
Asia-Pacific	78.9	21.1
Australia and New Zealand	85.7	14.3
Europe	82.1	17.9
United Kingdom	98.1	1.9

Summary

Homeworking is on the rise across every region. The US has the largest proportion of homeworkers, the number doubling since 2009, while Asia-Pacific has overtaken Australia and New Zealand, to occupy second place. The number of homeworking agents in Europe has tripled, while the number in Africa and Middle East has seen a small rise, perhaps an indicator of technology improvements and fewer bandwidth issues. The Technology sector uses the most homeworkers, while Consumer Goods and Retail and Financial Services use them the least.

The fact that approximately a third of operations do not measure the benefit of training is concerning. As was the case in 2009, respondents rated the three top mechanisms for measuring the cost of training against overall benefit as Customer Satisfaction (to which Improvement in Quality and Increase First Call Resolution also contribute), Increase in Call Handling Productivity, and Reduced Absenteeism / attrition.

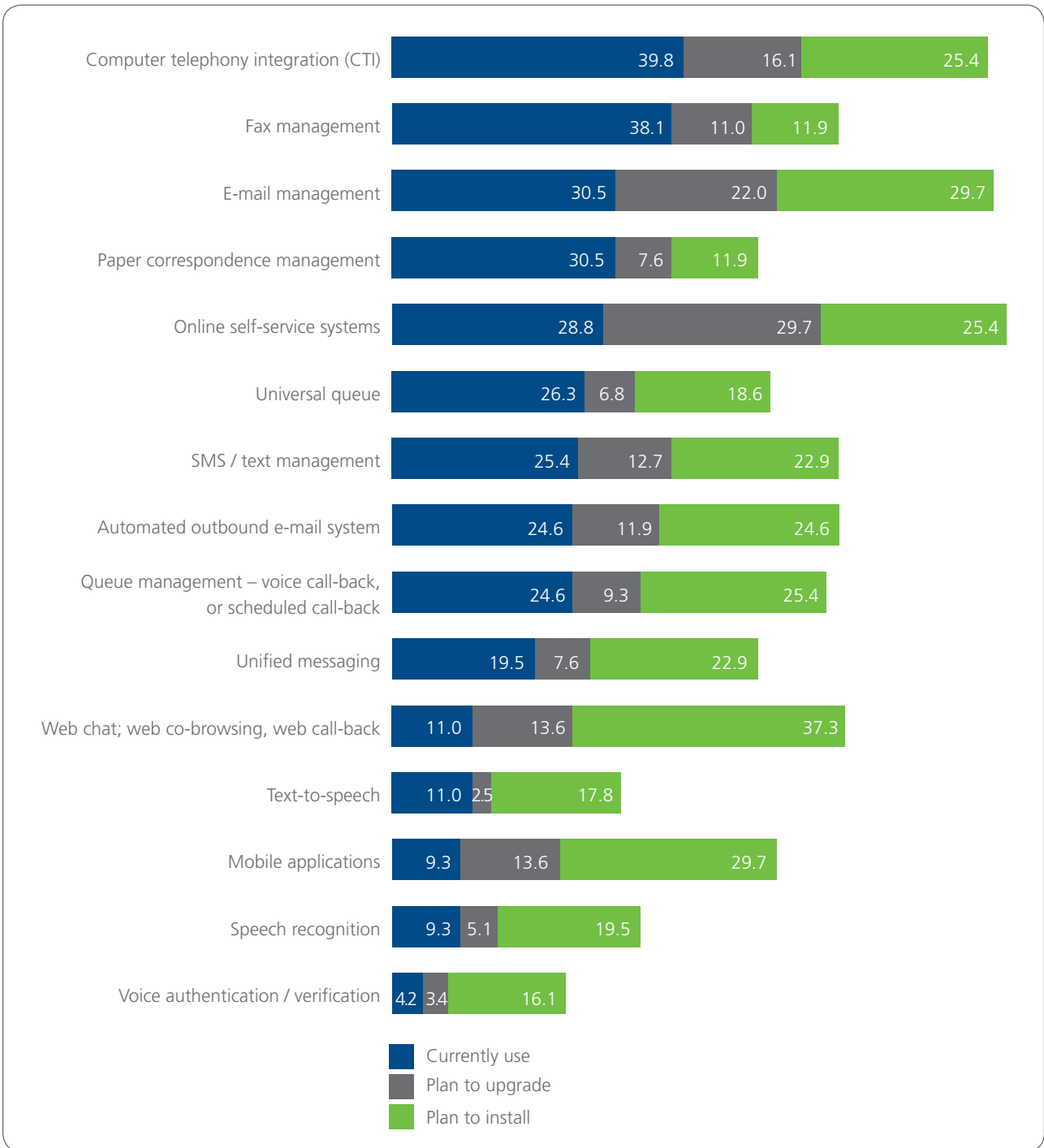
A little over three quarters of respondents measure staff satisfaction, a slight decrease on the 2009 results. This is an encouraging sign and would suggest that organisations remain focused on skills retention and reducing attrition. They should, however, focus more strongly on the number of dissatisfied staff members and the source of their dissatisfaction. Organisations should use this information to develop appropriate policies and to identify significant areas of improvement, which will ultimately benefit customer retention levels.

The higher proportion of respondents with no attrition / retention policies in place is surprising. This suggests that a lower emphasis is being placed on staff retention, perhaps explaining the deterioration in staff turnover and absenteeism figures.

Technology

Channels and routing applications

Do you use, plan to use or plan to upgrade the following Channels and Routing applications in your contact centre? (Overall)
 Percentage of contact centres | n = 118



Summary

IP telephony is currently deployed in just over half of contact centres and, together with the number of planned upgrades, suggests the use of IP has become the default choice. The use of video in contact centres remains very low, yet almost a quarter of contact centres are considering implementing it and the use of dialler technology based on IP has risen by over half.

Upgrades to contact centre infrastructures have increased significantly. This indicates that technology advances have matured to a level where many organisations have identified the business benefits of such upgrades. Contact centres need a very specific focus and strategy when it comes to their applications, where decisions about technology are unique to the contact centre's business objectives.

As channels evolve, so too will technologies. Organisations will have to continually review them and work with leading vendors to keep abreast of new developments. At the same time, we expect more cloud providers to emerge with specific, highly complex Applications-as-a-Service (XaaS) offerings, which will better enable contact centres to keep up with developments.

As contact centres develop social media strategies to manage its use, they need technology strategies that define how it will be delivered. Customer behaviour, and the tools and technologies they have access to, continues to challenge traditional approaches to customer service, forcing contact centres to adapt and become 'socially' aware and to view social media as an opportunity, rather than a threat.

Contact centres need a **very specific focus** and **strategy** when it comes to their applications, where decisions about technology are unique to the contact centre's **business objectives**.

Dimension Data's Global Contact Centre Benchmarking Report 2011

Order Form

Please complete your details in full. If you require any assistance with completing the form, please contact Richard Holmes on +44 (0) 1908 547 967 or e-mail ccbenchmarking@dimensiondata.com. To complete this form online, please visit our website: www.dimensiondata.com/microsites/ccbenchmarking

Contact Details

Title _____ First Name _____ Surname _____
Job Title _____ Telephone _____
(please include country and city code)
Company Name _____ Facsimile _____
(please include country and city code)
Physical Address _____ E-mail _____

Town/City _____
County/State _____
Postcode/Zip code _____
Country _____
Association _____

(Please name the association you are a member of, if applicable)

(Only associations detailed on the website will qualify for a discount)

Membership Number _____

Price per Report

Report Pricing (includes FREE portal access)

- USD\$ 1,500 | Standard Price
 USD\$ 1,275 | 15% Early Bird Discount (valid through Sept 2011)
 USD\$ 1,200 | 20% Association Discount

Single Chapter Pricing

- USD\$ 295 | Individual Chapter (includes FREE Exec Summary)

Portal Pricing

- USD\$ 495 | Comparison Portal Access

Benchmarking Comparison Service

- USD\$ 2,950 | Standard Personalised Service (per site)

Payment Details

Credit Card

Card Number (16 digits)

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

VISA MasterCard American Express

Please debit my credit card for the sum of _____

Expiry date (MM YY)

--	--	--	--

CVV Number 3/4-digit Security Code

--	--	--	--

EFT or Transfer

The correct banking details will be sent to you along with the invoice for your purchase

Please fax this form to: Richard Holmes | Dimension Data | +44 (0) 1908 802 846 or e-mail: richard.holmes@dimensiondata.com

Signature _____

Date _____

Dimension Data's Global Contact Centre Benchmarking Report 2011

2012 Participation Form

Participation Form 2012: Yes, I would like to participate in the 2012 Annual Benchmarking Survey.

NOTE: You may also complete your details on our online form www.dimensiondata.com/microsites/ccbenchmarking

Please complete your details in full: complete one form for each contact centre you would like to participate.

If you require any assistance with completing the form, please contact Richard Holmes on **+44 (0) 1908 547 967** or e-mail ccbenchmarking@dimensiondata.com. For more information, see our website: www.dimensiondata.com/microsites/ccbenchmarking.

Contact Details

Title _____ First Name _____
Surname _____
Job Title _____
Company Name _____
Direct Telephone _____
(please include country and city code)
Switchboard _____
(please include country and city code)
Mobile _____
(please include country and city code)
Facsimile _____
(please include country and city code)
E-mail _____

Delivery Details

Physical Address _____

Town / City _____
Country / State _____
Postcode / ZIP _____
Continent _____

Contact Centre Details

Number of seats in your contact centre _____

When was your contact centre established? _____

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

Automotive and Manufacturing

Business Services

Consumer Goods and Retail

Financial Services (banking, insurance, etc.)

Government and Education

Healthcare and Pharmaceuticals

Media and Entertainment

Outsourcer

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

Would you like to complete a Benchmarking survey for each centre? Yes No

Association (please name the association you are a member of, if applicable) _____

Please fax this form to: Richard Holmes | Dimension Data | **+44 (0) 1908 802 846** or e-mail: richard.holmes@dimensiondata.com

Signature _____

Date _____

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 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 providing insight and value drawing on almost 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/Solutions/CustomerInteractiveSolutions

About InsightNow

InsightNow is a privately owned company that is dedicated to using real-time consumer research and employee feedback to help our clients increase customer revenue, sales and loyalty by optimising the quality of the delivered customer experience. We operate in Europe, Africa and the United States.



For more information please visit www.insightnow.co.uk

Contact details

Global Contact Centre Benchmarking

Andrew McNair

Tel: +1 778 991 0055

andrew.mcnair@dimensiondata.com

Richard Holmes

Tel: +44 (0) 1908 547967

richard.holmes@dimensiondata.com

www.ccbenchmarking.com



Dimension Data

Africa & Middle East

Siva Pather (South Africa)

Tel: +27 (0)11 575 0000

Australia

Robert Allman

Tel: +61 2 8249 5000

Europe

Gauthier Bolleyn (Belgium)

Tel: +32 2 745 0445

North America

Dan Goodwin

Tel: +1 212 613 1220

United Kingdom

Chris Nunn

Tel: +44 12 5277 9000

Asia-Pacific

Nagi K (Asia)

Tel: +65 322 6688

www.dimensiondata.com

merchants

A DIMENSION DATA COMPANY

Merchants

Africa

Evan Jones (South Africa)

Tel: +27 (0)11 575 2802

www.merchants.co.za

United Kingdom, Europe & Middle East

Paul Scott (United Kingdom)

Tel: +44 1908 23 2323

www.merchants.co.uk