



NEWS FROM BRIGHT

April 2006

Spring is finally here and not a day too soon. As usual, along with spring come the annual results from the largest consultative benchmarking survey for contact centres. In this Newsletter we will give you a summary of current trends from the survey, some general interesting news and an update on what's going on right now at Bright. Please let us know if there are any particular areas that you do not find here and would like covered.

TRENDS FROM THE LATEST BRIGHT INDEX BENCHMARKING® REPORT

Report 2006:1 comprises in depth analysis of the most relevant KPIs from over 60 leading contact centres. The data is taken from the participants' own systems and is thus the most accurate benchmarking data on the market today. Some of the major findings are:

- Costs

- Slightly down per call. Conversely, email handling still more costly due to e.g. bad processes, not using email templates and no skills based routing for this channel.
- Self service has risen to 44% and in the banking sector is as high as 70%! This results in lower costs and higher efficiency. However, the numbers of lost calls in self service are also up as well as the number of companies worrying about losing out on opportunities to sell on inbound calls and bond with customer.

- Resourcing

- Utilisation level OK, however, 20% of time agents are paid for, they are not logged-in.
- Staff turnover continued rising.
- Outsourcing level down from 24% to 14%.

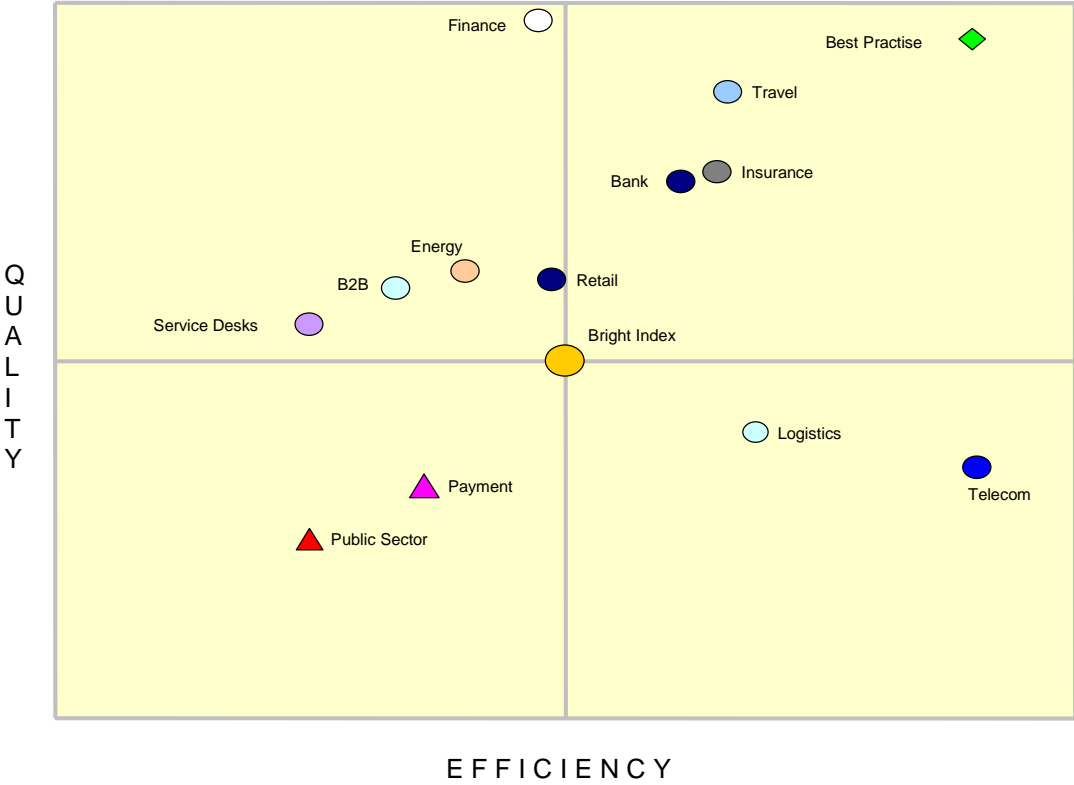
- Quality

- FCR doesn't seem to be able to rise above 85%. Major reason is that an alarming number of our largest centres simply do not measure 'why' the customer calls.
- Training days are finally up.

For more trends and benchmarking figures please contact us at: info@brightindex.co.uk.
Web: www.brightindex.co.uk

BRIGHT INDEX MATRIX™ - SECTORS

Through weighting the most relevant Quality KPIs (such as abandonment, hold time, FCR, Cust Sat etc.) and Efficiency KPIs (such as Costs, Productivity, Utilisation level etc.) we can plot the results of all participants against each other as well as the results of different sectors.



COMPASS ON MANAGING OUTSOURCING CONTRACTS

“The Benchmark Clause“ By Geraldine Fox.
The most effective way to manage outsourcing costs and quality is through a contractual benchmarking clause which mandates periodic evaluations of pricing and service quality against industry standards. Given the importance of this clause, surprisingly little attention is devoted to its drafting and negotiating at the outset of a relationship.

Benchmarking should be performed by an independent third party at regular intervals (every one to two years) on all service towers. Clients should seek professional advice in drafting the clause, to ensure that it clearly defines the process to be followed, that access to data is guaranteed, and that the outcomes will be acted upon. An effective benchmarking clause includes a governance review that extends beyond purely financial and service issues to take a more holistic approach to the outsourcing relationship.

[Full article](#)

NEW CUSTOMER SATISFACTION SURVEY GOOD NEWS FOR BRIGHT

A big selection of the participants in the latest Bright Index benchmarking survey, also participated in our own annual customer satisfaction survey. We were very encouraged to find that:

- 100 % would recommend the Bright Index to other companies.
- 86 % have started implementing the recommendations given, and 14 % are planning to.
- 60 % thought that the Bright Index output was very useful, 40 % useful.
- 47 % thought that the presentation of the results lived up to their expectations well, and 53 % very well.

Some of the respondents had problems with extracting data for a number of the HR and Financial KPIs which we will address before the next survey.

Thank you all for participating and helping us develop Bright Index to the industries most reliable and actionable benchmarking service!



BRIGHT AND CENTRAL OFFICE OF INFORMATION (UK) SIGN FRAMEWORK AGREEMENT

The Central Office of Information (COI) is the Government's centre of excellence in marketing communications. COI works with Whitehall departments and public bodies to produce information campaigns on issues that affect the lives of every citizen - from health and education to benefits, rights and welfare.

Bright has been included in COI's Direct and relationship marketing (DRM) services roster, covering Bright's consulting and benchmarking offer for Public sector contact centres. A rigorous application process was passed involving three stages of evaluation and financial checks.

BRIGHT SIGNS FRAMEWORK AGREEMENT IN PUBLIC SECTOR (SWE)

The agreement will run for three years and concerns benchmarking of efficiency and quality amongst Swedish public sector call centres and helpdesks. Covered by the agreement (12 authorities in total) are for example: The Tax authorities, Road and safety, Defence, Air transport, National Financial Management, Police and Parliament.

WHY POOR FCR AND PROCESSES MIGHT GIVE YOUR CUSTOMERS HEART ATTACKS - EVEN THOUGH YOUR NORMAL QUALITY KPIS ARE GOOD.

Bright recently changed to a new broadband provider for one of our offices. The provider who shall remain nameless (let's just say its customer services processes are completely barking) promised (agent 1) that we would get username and password emailed immediately. When nothing was sent to us we called up and agent 2, 3 and 4 ask us to call different numbers back and forth. Finally, agent 5 tells us that the account is on hold due to incorrect details (they weren't). We



get the same message from agents **6**, **7** and **8** and keep giving the same correct details. Agent **9**, however, tells us it's them that have the wrong details but another customer services department deals with this and we must call a different number. On this number agent **10** tells us that details can't be changed and we have to submit a new order (!) with the sales department. Trying to not shout at the poor agent, we instead ask to talk to her manager. The supervisor magically manages to change the details and says "we'll have it up'n running for you in no time now Sir".

Instead, two days later, we receive an email saying "This is to confirm that we have cancelled your request for service with us due to network incompatibility. Please do not hesitate to contact us if we can be of further assistance". Needless to say we did not call back for further assistance. We didn't have to because a couple of days later one of their outbound agents called us asking if we would be interested in changing broadband suppliers. Priceless.

The point we'd like to make with this story (apart from letting our inner Victor Meldrews have a good rant) is that this company has really low abandonment rates and very good hold times. Despite this, when agents aren't given the right resources, mandate and processes to deal with the customers' queries, FCR will be appalling. No matter how quick they answer, customers will be left feeling very, very dissatisfied. At Bright we see a clear change towards centres prioritising FCR over more traditional efficiency metrics but, and especially in the UK, we still have a long way to go..



EVENTS

CCA customer contact conference, 14-15th of November in Edinburgh. Also includes the CCA Excellence awards that accepts entries up until 30th of July.

For more info: www.customercontactconvention.com



See a full update on up and coming events on www.brightindex.co.uk

IT SERVICE MANAGEMENT GETS NEW FORUM

Formed through the recognition of the demand for a central source of consolidated information covering IT Service Management, the IT Service Management Forum (itSMF) and the Help Desk Institute (HDI) have formed a joint collaboration to create the Service Futures Group.

This group of key specialists from the Service Management Industry, including Bright UK's director Mats Rennstam, will produce quarterly reports on essential issues for Directors and Senior Managers responsible for delivering IT service management in their businesses.

Barclay Rae, Head of Consulting at HDI and editor of the Service Futures Group comments, "It's really difficult for busy directors and managers to keep abreast of all the many developments in service management, but there are strong regulatory and commercial pressures on them to do so. By providing independent and critical review of information coming from analysts, standards bodies and suppliers and



presenting this in clear, concise and accessible format we are ensuring that they can keep up to speed. This is good for the businesses and good for their customers as well as it will ensure the rapid propagation of industry best practise.”

The reports will be generated from existing topical research and information, additional specially commissioned work and the industry specific skills and knowledge brought to the group by its members. They will review the critical topic areas of Strategy, People, Processes, Standards, Tools and Management and will provide vital information, presented in a concise format, to businesses in the process of implementing a Service Management strategy, or who have one in place and are looking at methods for benchmarking and continuous improvement of their activities.

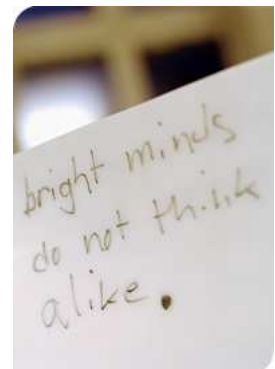
Roger Grimshaw, Business Development Manager at itSMF comments, “This new service contributes to one of the key objectives for Business Development at itSMF and, since many of our members are also members of HDI, it made sense to pool our resources in this exciting joint initiative. We are really looking forward to conducting the Best Practice research for the second quarter’s report.”

To subscribe to this service visit www.service-futures.org or contact Bright at info@brightindex.co.uk

WOULD YOU LIKE TO INFLUENCE OUR FUTURE BENCHMARKING SURVEYS?

Naturally, we want to make sure we develop our benchmarking offer to be the best on the market for call and contact centres. The next report will contain several new additions and we have also started the design of specific versions of the Bright Index for service centres and helpdesks.

If you would you like to influence this development please contact us! We are currently putting together reference groups with senior industry people and offer great networking opportunities alongside the chance to influence the building of Europe’s best tool for contact centre and service desk development.



HELPDESK BENCHMARKING TOOL LAUNCHED IN COOPERATION WITH HELPDESK INSITITUTE

Bright Index[®] – the leading consultative benchmarking report for contact centres will get a sister this autumn: **Bright Index Service Desk[®]** Helpdesks have made up a large sector in the Bright Index for many years. As participants have increased and clients have asked for specific helpdesk related KPIs, this ad hoc new report has been created. The new version has been revised by industry bodies such as the itSMF and HDI. Does your company run a helpdesk? Contact us on info@brightindex.co.uk for more info!

PARTNER SPOTLIGHT



HDI Consulting

HDIC offers independent consulting specialising in customer service and delivery. Established (originally as e2e) in 1992, they have worked with a large number of clients across most market sectors. Their expertise lies in all areas where customer service is delivered and managed - the 'customer' can be internal or external to your organisation. Their focus is on two key areas:

IT Service Management
Service Desks, IT Support and ITIL

CRM and Contact Management
Contact Centres and CRM

Web: www.hdi-europe.com/consulting/.

ABOUT BRIGHT

Bright was founded in 2000. We have two business units that complement each other. A consultancy practise and a benchmarking business with our leading product the Bright Index.

- The consultancy practise focuses on development and improvement of contact centres and other service units such as helpdesks. The starting point is always customer interaction and how it can be improved and handled more efficiently.
- Bright Index is produced twice a year, delivering key performance indicators of contact centres in different industries (including the public sector) from all over Europe. The results form a platform for participants' target setting and improvement plans.

The end goal is to significantly improve the customers' competitive edge.

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Bright UK Ltd, 27 Sisters Avenue, SW11 5SR London, UK.
Tel. +44 (0)208-9784506, www.brightindex.co.uk

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please send us an e-mail on info@brightindex.co.uk.