

Spring is officially here!!

Finally we're getting longer and brighter days (we didn't dare mention green shoots). In this spring edition of Bright ideas read about:

- New industry first customer service research findings
- Getting the most out of your outsourcing solution
- Avoid falling victim to the most common clichés
- Free video with latest customer service trends



Wishing you a fantastic spring!
/Bright

Businesses in the dark over their outsourcing deals

Business journalist Richard Edwards comments on a recent report by KPMG, showing that very few outsourcing clients are able to quantify the benefits their outsourcing arrangements give them and need to adopt coherent benchmarking. Read the full story and excerpts from the survey [here](#).

In brief, although most surveyed companies said they had reaped financial benefits from outsourcing; 72% of the companies surveyed did not have a benchmark for measuring the success of their outsourcing contracts and 42% of outsourcing arrangements were not currently supported by a formal strategic measurement framework. Bright support clients and outsourcers with benchmarking of both performance and customer satisfaction metrics giving them:

- A continuous monitoring of the outsourcers performance compared to in-house and outsourced peers.
- Recommendations on how to narrow the gap to practice that the client and outsourcer then work together on achieving.
- Dispelling myths about where average service levels lie, what an in-house call costs etc.

New voice for Bright Navigator

Last month the "Bright Navigator", our automatic customer satisfaction survey tool, got a new voice. When you call one of our clients, say yes to give your feedback and you will hear the lovely voice of Jenny Farish.

Jenny is a Scottish based voiceover artiste and public speaking coach with many years experience in the BBC.

Listen to a sample [here!](#)



The customer service industry's worst clichés - and how to avoid falling victim to them

Of course it's good to set your sights high. Every year however we meet numerous call centre and service desk managers setting either completely unreachable targets or, communicating vague visions that confuse their teams more than focus them. A few common ones and our comment:

- **We work with continuous improvements!**
In practise we more often see continuous change without any checkpoints looking at what improvements the changes have actually accomplished. It's easy to go blind when you're in the middle of everything. How about involving a different department, having them monitoring your improvements and at the same time getting to know you better?
- **We are customer focussed!**
Very good but what does this actually mean to the customer and how do you know if it's working? And can you focus on all different type of customers' needs? Define what differentiates a customer focussed way of working as opposed to focusing on internal processes, and then continually ask the two most important questions; why are the customers calling and how do they perceive our service?
- **We are the personal alternative!**
Just remember that some customers prefer to use self service solutions, especially for simpler queries. In our benchmarking survey Bright Index, we've seen that the companies that offer a mix of live agents and self service have the most satisfied customers.
- **We are going to be a world class customer service!**
What does world class mean really? Doesn't different customers have different opinions on what they think is good service? To be credible decide on what world class mean for you and your specific segment of customers. Have clear and measurable targets for productivity, customer and employee satisfaction and benchmark them with companies that have the same both challenges and targets as you do, to get an external reference.



Have you found Call centre helper on the web yet?

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. Separated in to four distinct areas, call centre management; call centre technology; call centre life; and call centre jobs, the aim is to help readers navigate as swiftly as possible to the area that interests them most. To this end, there are lots of regular features, such as a Q&A column that asks people with real-life call centre experience to answer the real-life problems faced by their peers in the industry, 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 Call Centre Helper at www.callcentrehelper.com.

Bright shares industry first research findings

Have you ever wondered far you can reduce service levels to save money without affecting customer satisfaction?

Through simultaneously measuring performance, employee engagement and customer satisfaction you can find out this and much more. We have recently found very interesting correlations between the three areas when measuring them ongoing for clients. E.g. did you realise that a 30 second decrease in hold time has very little effect on customer satisfaction, but just a slight decrease in agent engagement sends it through the floor? By measuring the three areas you can experiment and optimize without risking a dip in perceived quality. If the customer satisfaction is broken down to agent level, you can also find out who the most effective agents are, not just the most efficient, and then try and replicate their behavior. Results from pilots testing out the above and many more, often counter intuitive, research findings will be shared by Bright at a handful of seminars this year. Looking forward to seeing you there!

- **Professional Planning Forum - 2009 conference**
April 27, London. Bright speaking on: - More than ticking boxes, how does successful performance management create customer focus?
[Programme](#)
- **Service Desk Institute Annual Convention**
June 9, Brighton. Bright speaking on: - Breaking the Mould - Where Next for IT Service?
[Programme](#)
- **Call Centre Expo**
22-23 Sept, Birmingham
[Programme](#)



(Alternatively receive a free 2GB USB memory stick with a video presentation of the latest customer service trends and research as well as our solutions by emailing us on info@brightindex.co.uk

Bright announces advisory board for 2009

Bright have the great pleasure of announcing its advisory board for 2009. We are looking forward to tapping in to the expertise of these prominent industry names as we enter an exciting year of expansion and new product launches.

- Technology: Carl Adkins, founder and MD of Infinity
 - Research: Duncan White, founder and MD of Horizon2.
 - Outsourcing: Karen Darby, founder and MD of Decisions Group, Simply switch and new ventures
 - Outsourcing: Neil Perring, founder and MD of BPS Contact Centres
 - Service Desk: Howard Kendall, founder and MD of Service Desk Institute
 - In-house: BBC , Michael Stock, Head of Business and Partnerships
 - Bright: Mats Rennstam & Stephen Jacobs
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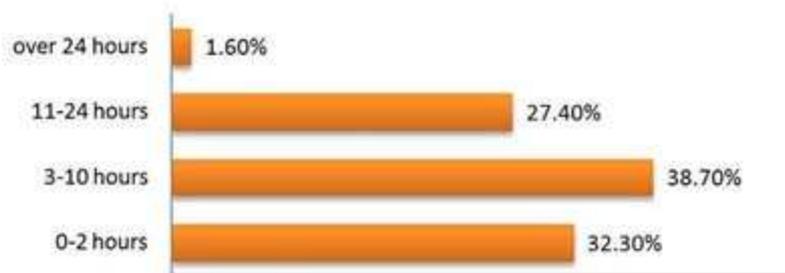
Your views - The Bright Barometer

In our pop-survey the Bright Barometer we take the pulse on the industry with new questions every month. In the last three surveys we looked at

- E-mail response times,
- Pet hates in call centres and
- If bonuses really do increase sales.

See all surveys [HERE](#).

What is an acceptable length of time to wait for a response to an email?



Consultative Business Developers wanted!

Bright is expanding and looking both for a senior Business Development Manager, to manage existing clients and acquire new ones, as well as an internal Business Development Representative in charge of prospecting and appointment setting.



Please email covering letter and CV to hr@brightindex.co.uk quoting job title in subject line.

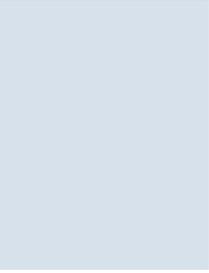
ABOUT BRIGHT

Bright was founded in 2000. We have two business units that complement each other, a consultancy practice and a benchmarking business with our leading product suite the Bright Index®. The consultancy practise focuses on the development and improvement of contact centres and service desks. Bright Index analyses and benchmarks the key performance indicators of over 100 contact centres annually in different industries from all over Europe. Main areas covered are:

- Performance
- Customer satisfaction
- Employee engagement

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