



# Research

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## Management Information Within UK Contact Centres – How It's Used, Distributed and Impacts On Organisational Performance

**EXECUTIVE SUMMARY**  
**September 2006**

Commissioned by Teasel Performance Management  
Carried out by Metrica



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## 1. Aim of the study

Teasel is dedicated to improving the performance of contact centres through empowering managers with better information about key metrics. As part of this commitment it wanted to understand how management information is currently used within contact centres and assess the relationship between that and how senior staff believe it impacts on the overall running of its operations.

## 2. How the research was conducted

The research was conducted online by Metrica during August and September, 2006. The sample consisted of directors (25%), heads of department (40%), managers (30%) and others (5%) with responsibility for call centres at FTSE 500 organisations (or equivalent). 78% of the sample have two or more contact centres within their organisation.

## 3. Overview

Call centre managers waste an average of one work day per week (19% of their time) identifying and addressing everyday problems

14% waste between 30 and 50% of their time, corresponding to between 1.5 and 2.5 working days per week identifying and addressing everyday problems

44% of managers feel 'failed' by the lack of relevant information available to them

44% feel 'dissatisfied' by the quality and timeliness of the information they are given and agree that it doesn't allow them to identify issues early enough

Contact centre investments in technology are not providing managers with the tools they need

- 71% want to be able to benchmark agent and team performance across all parts of the infrastructure – but only 40% have the technology in place to do so
- 69% want to be able to consolidate data regardless of location – just 43% have access to this technology at present.

25% receive management information reports shorter than hourly, 5% receive them on an hourly basis and 38% daily.

24% only receive reports weekly or monthly

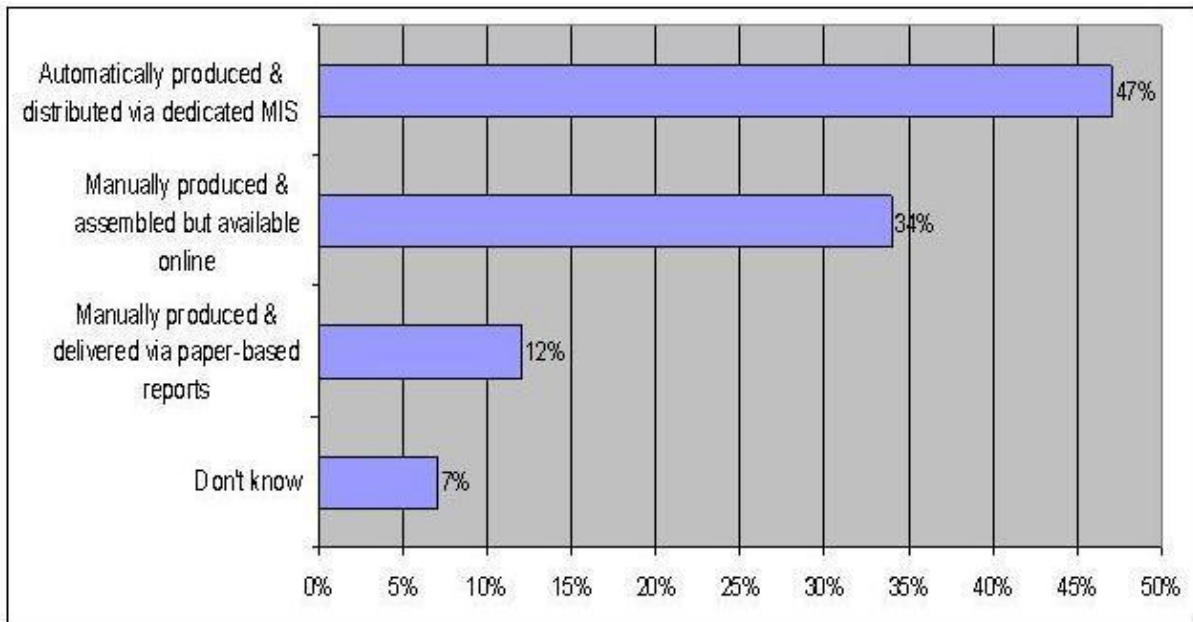
The reports are largely delivered electronically, with only 12% receiving paper-based reports.

## 4. Findings

### 4.1 - Most MI is electronically delivered

Question: How is your contact centre management information currently produced?

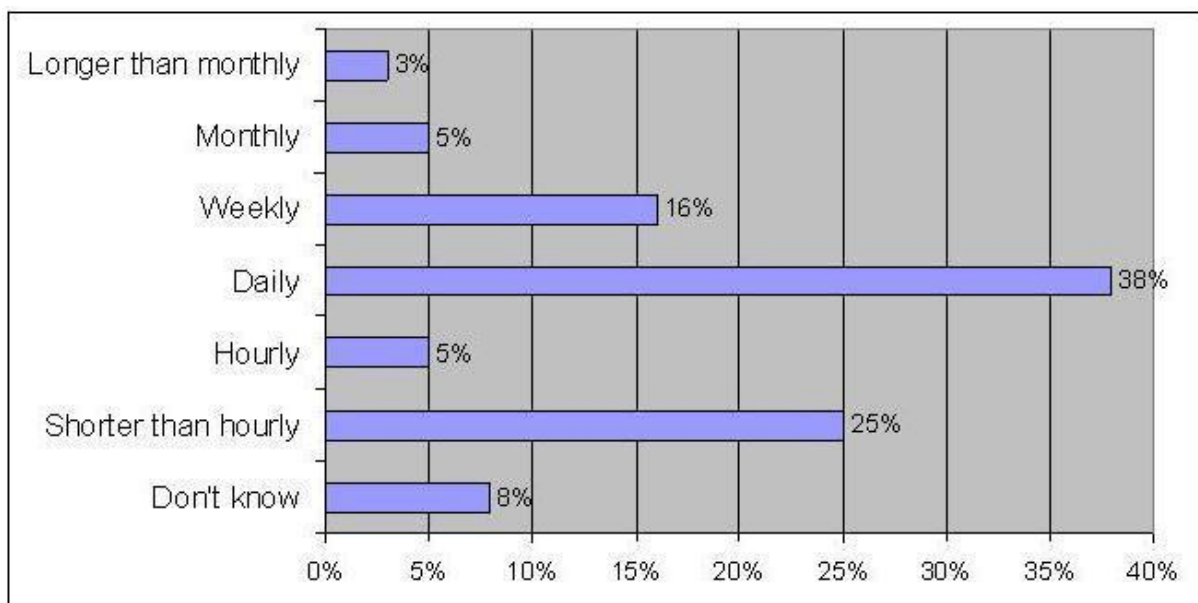
Base: All respondents



*Only 12% of reporting is exclusively paper-based*

### 4.2 - The most common frequency to receive MI reports is daily

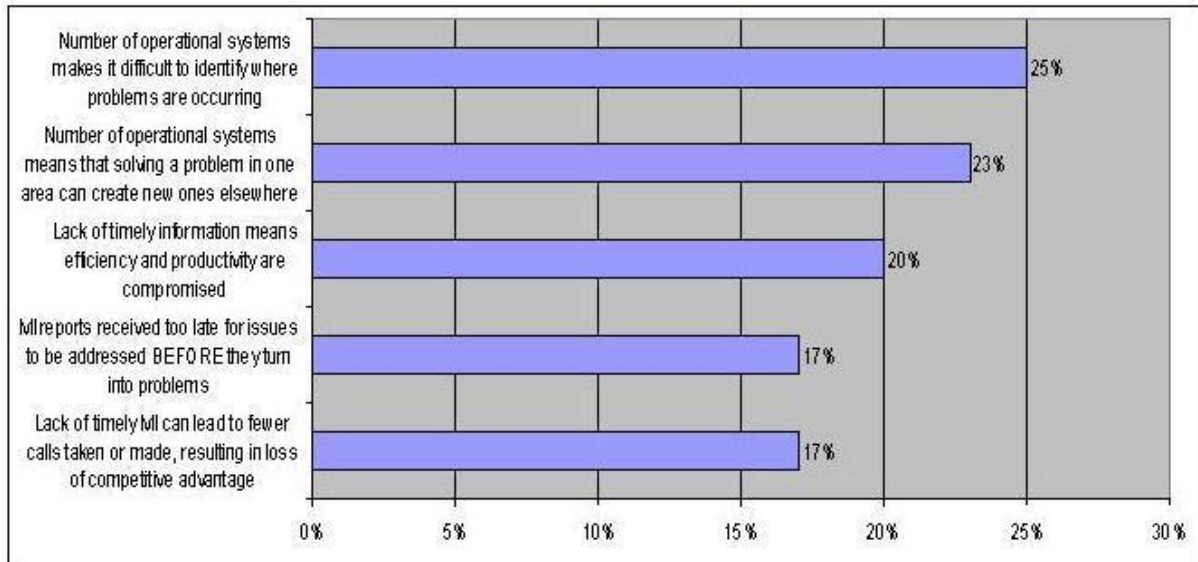
Question: How frequently do your contact centre management receive performance reports?



*38% receive daily MI reports, 24% receive them shorter than hourly*

### 4.3 - A range of problems are identified with current operational systems

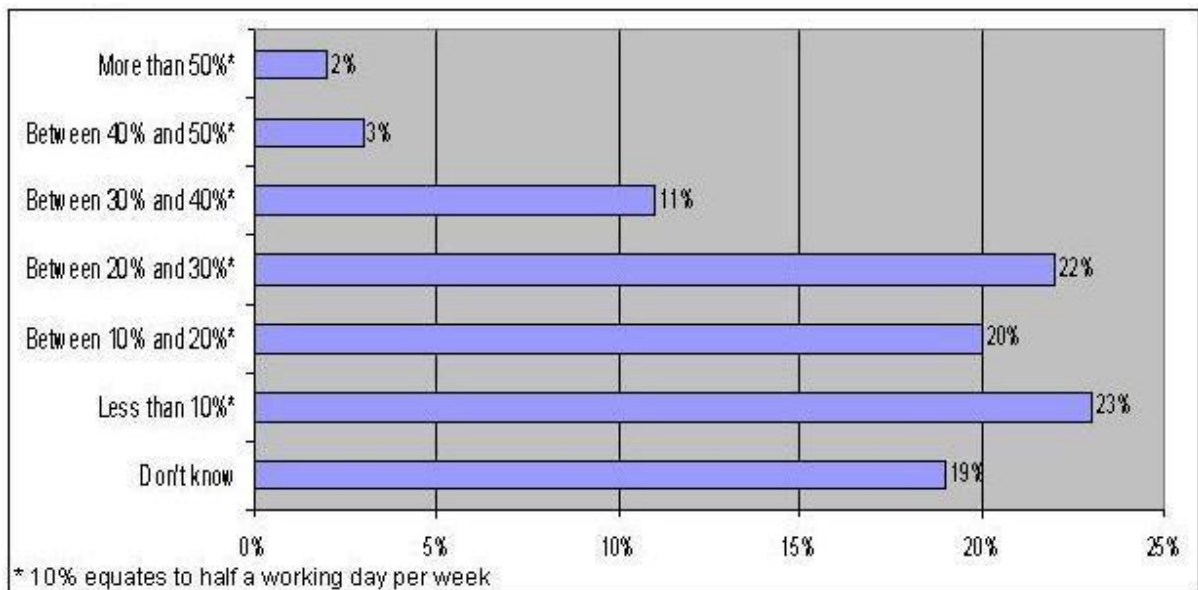
*Question:* In your opinion how large, or small, are the following issues regarding contact centres across the whole of your organisation, regardless of location or whether they are in-house, outsourced or offshore?



*Problems associated with number of operational systems identified by around a quarter of respondents*

### 4.4 – Contact centre managers wasting a large proportion of their week identifying and rectifying day-to-day problems

*Question:* Approximately how much time is spent by contact centre management in identifying and addressing problems on a weekly basis?

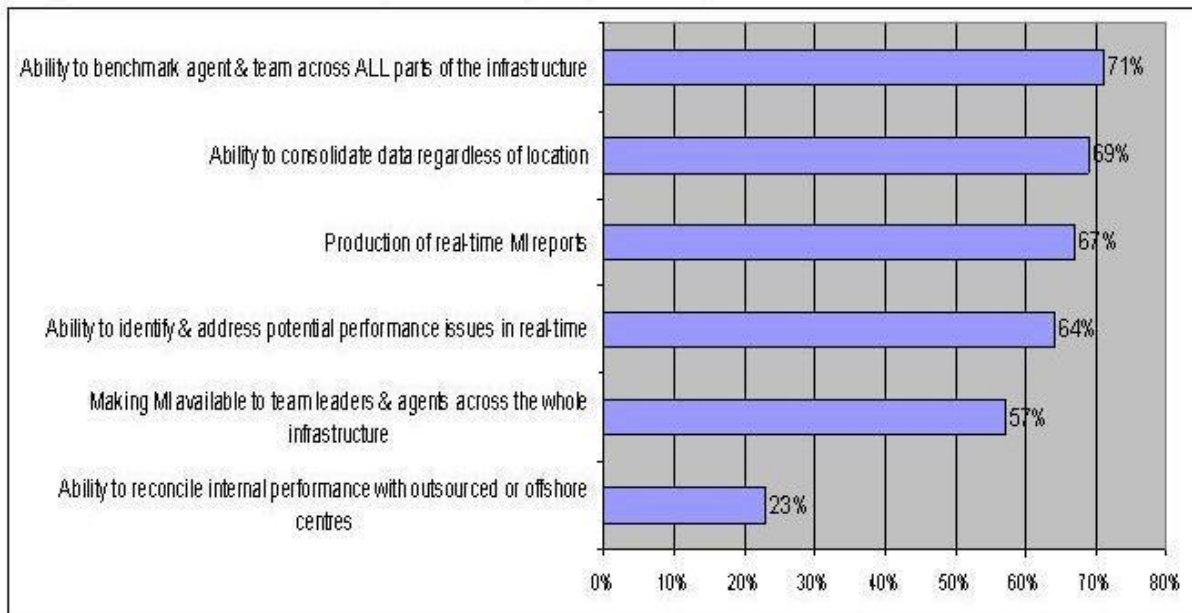


*Mean average of 19% or just under one working day per week wasted in identifying and addressing problems*

#### 4.5 – Call centre agents identify a wide range of functions they wish to derive from technology

Question: How beneficial (large or small) are/would be the following regarding contact centres, in your opinion?

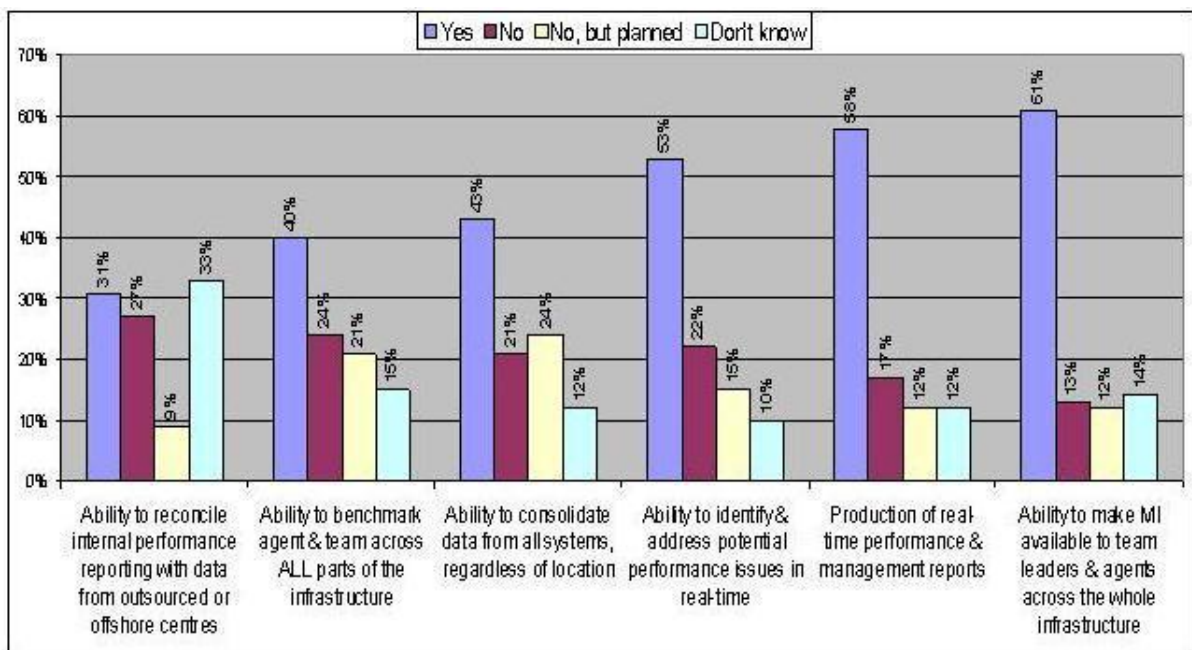
##### Comparison of benefits by 'net large' (benefit)



*Ability to benchmark cited as 'largest' benefit, however data consolidation and identifying performance in real time also highly significant*

#### 4.6 – A snap shot of current and planned investment in reporting systems

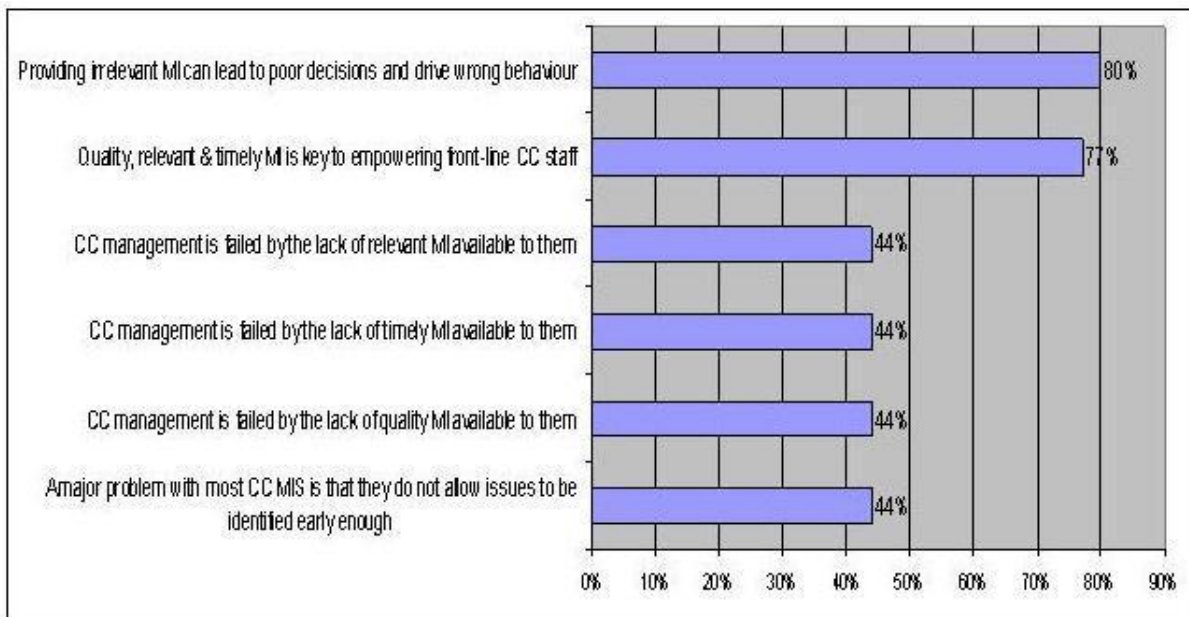
Question: Does your organisation have the following in place?



*58% and 61% respectively claim to have the technology in place to produce real time performance reports and have the ability to make this available across the infrastructure*

#### 4.7 – Widespread discontentment with the quality of information currently available to decision makers

Question: How strongly do you agree or disagree with the following?



*Relevance, timeliness and quality all key complaints of current management information reporting*

#### 5. About Teasel Performance Management

Founded in 2004, Teasel is a specialist in operational performance management and management information. Its hosted contact centre MI solutions are designed to provide consistent reporting across mixed infrastructures, including in-house, outsourced and offshore facilities, without the need to make additional technology investments. Teasel's solutions also support individual performance improvement through real-time benchmarking.

#### 6. Contacts

For more information about this report or to contact Teasel, please find contact details below or visit Teasel at Call Centre Expo stand G50 on the 3<sup>rd</sup> and 4<sup>th</sup> October 2006.

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