Creating An Agile Workforce:

The Secret to Service Improvement & Cost Reduction

A CCA Research Institute© project in partnership with

Arise
No Boundaries, Better Results.

August 2014

Contents

Executive Summary

How can organisations develop a more flexible and responsive approach to meeting ever increasing demand and customer expectations? This research, in association with Arise Virtual Solutions, will explore whether creating a more agile workforce is the secret to service improvement and cost reduction.

A mixed methods approach was undertaken predominantly focused on a bespoke online survey of 77 CCA member organisations, supported by desk research and a case study of the RAC. In terms of the profile of respondents, the sample size and representation gives confidence in the findings with a wide range of vertical market sectors surveyed and a full spectrum of small to large operations represented (respondents from organisations with 750 staff and above categories represent 37.5% of the total).

Headline findings

Respondents identified **four key future needs relating to workforce talent**:

- Greater empathy skills (62%)
- Greater problem solving skills (61%)
- More in-depth product knowledge (50%); and
- Greater ability to be self-managing (45%)

When contact centre professionals were asked what they saw as their **top three most pressing challenges** four key factors stood out:

- Investment in technology to support multi-channel (58% of respondents ranked this 1st, 2nd or 3rd);
- Reducing cost-to-serve (52% of respondents ranked this 1st, 2nd or 3rd);
- Customer experience (45% of respondents ranked this 1st, 2nd or 3rd);
- Meeting seasonal or event-driven peaks (33% of respondents ranked this 1st, 2nd or 3rd)

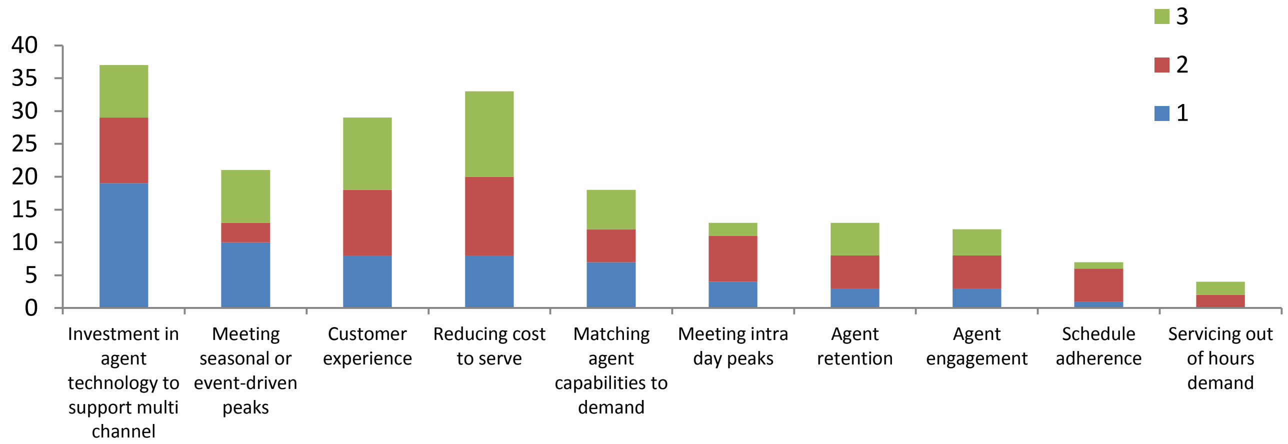

Figure 1 - What do you see as the top three key challenges facing your operation/organisation currently? (please select a maximum of three options from the list below) (CCA member survey, 77 organisations, 2014)

Organisations have to **service an ever growing range of channels** in order to meet customer demand. The majority of organisations surveyed within the research offered four or more contact channels:

- Top channels include voice 97%; email 90%; white mail 53% and social media 53% and web chat 48%

The rapid adoption and increase in use of social media channels such as Twitter and Facebook was seen to represent B2C organisations with a **significant demand planning and management challenge.**

The findings demonstrated a clear lack of capacity across most organisations to **differentiate their skills-base** according to the type of contact as appropriate:

- The majority of respondents (66%) reported that their agents were managing multiple channels;
- Almost a third (29%) of organisations surveyed were not allocating agents to a specific channel based on skillset;
- 75% of organisations did not remunerate agents differently according to the channel they managed

The survey found very limited ability amongst the respondents to **segment customers and match agents to customers** despite a clear appetite for such an innovation:

- Only 7% of organisations were always able to match the demographic profile of their customers to the demographic profile of their agents;
- This was despite that fact that 77% of organisations thought that this would be useful, sometimes useful or extremely useful

Despite the ability to forecast demand to a reasonably small unit (38% could forecast to 15 minutes or 30 minutes), the main units for matching demand were part and full-time FTEs (53%). In other words, the majority of the organisations surveyed were **significantly challenged in providing detailed or more flexible resourcing**.

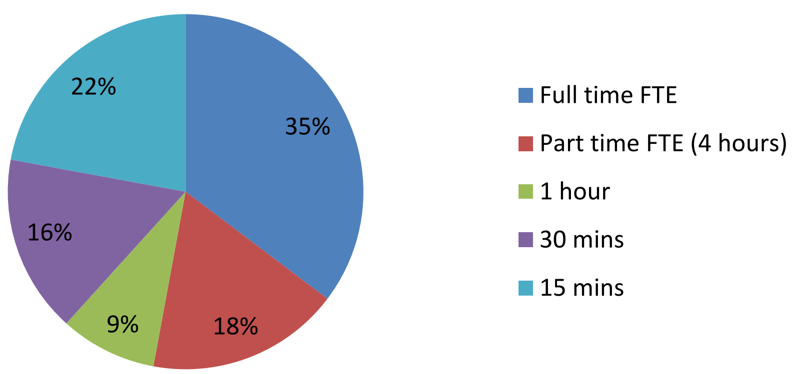

Figure 2 - What best describes your units of resource available to match demand? (CCA member survey, 77 organisations, 2014)

Only one third of contact centre professionals surveyed (31%) reported that they were using **homeworking arrangements**. Those who did have a homeworking scheme in place recounted some key advantages for their organisations:

- Improved flexibility for workers (67% of respondents ranked this 1st, 2nd or 3rd);
- Improved flexibility for resourcing customer demand (46% of respondents ranked this 1st, 2nd or 3rd); and
- Cost reduction (38% of respondents ranked this 1st, 2nd or 3rd)

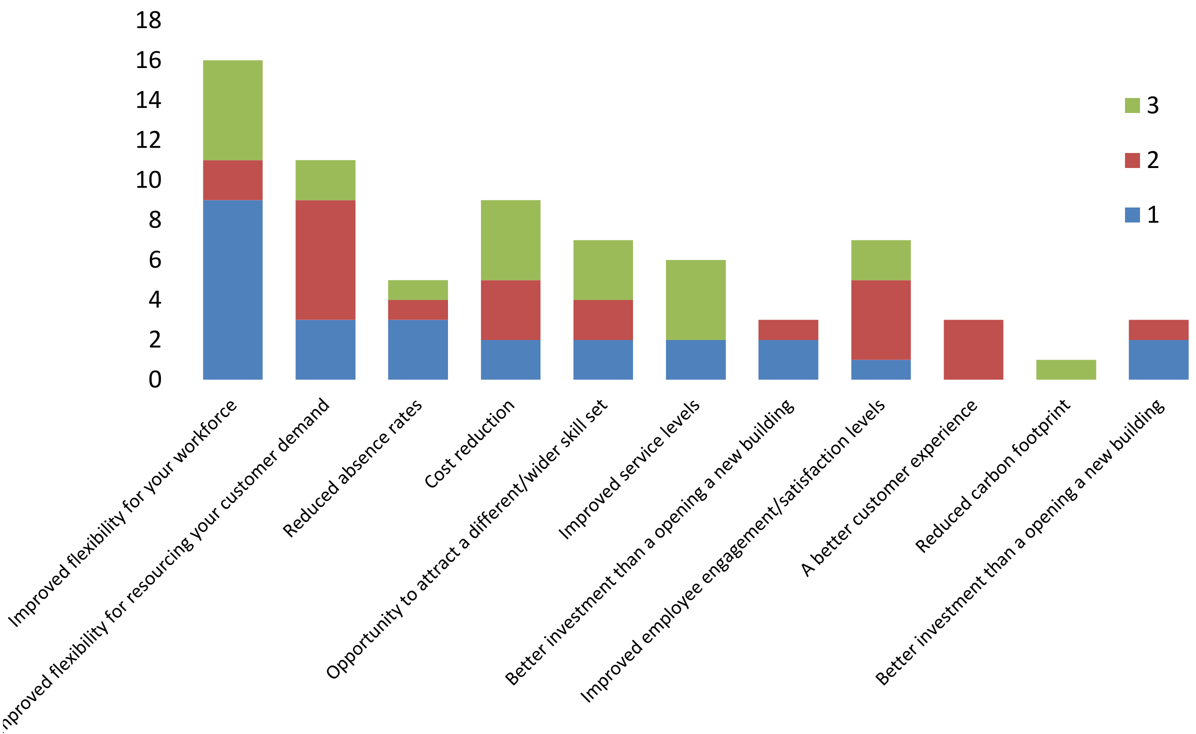

Figure 3 - If you use home-working, what were the top three main reasons for this (please select no more than three options from the list below) (CCA member survey, 77 respondents, 2014)

65% of respondents reported that they would consider homeworking within their organisation. There were, however, still some **perceived barriers** to adopting a homeworking initiative amongst the third of respondents who would not consider homeworking. These were predominantly around security (70%) and compliance and regulation (60%)[1].

Overall we can see that a more agile workforce can be the secret to service improvement and cost reduction. The RAC provides us with a good example of that. The survey also shows us that it seems many organisations are ready to exploit greater flexibility (ie planning in 15 minute intervals) to improve customer service but only the enlightened minority have started on the path to realisation.

[1] To contextualise the results 19% of the sample were from the financial services industry and a further 17% from local/central government all of whom are likely to be restricted by stringent regulation.

Introduction

A major challenge for any customer-facing organisation is how to effectively manage and meet customer demand across chosen operating hours. With a wide range of channel choices available, customers often choose more than one method to get in touch with an organisation, often at the same time, putting real strain on the resources available to respond.

As the economy emerges from recession the companies who are best equipped to meet increases in demand and achieve sustainable growth are those able to adapt quickly to changes in customer needs using a more flexible and cost-effective operating model. This is becoming more acute as wider adoption of social media and other digital channels have reset expectations around operating hours and response times.

How can organisations develop a more agile approach to meeting ever-increasing demand and customer expectations? This research, in association with Arise Virtual Solutions, will explore whether creating a more agile workforce is the secret to service improvement and cost reduction. An agile workforce is an organised and flexible talent pool that can deliver the right skills and knowledge at the right time.

The project will explore the main challenges being faced in effective resourcing and what changes organisations may need to implement to move from the 'command and control' environment typical in today's contact centres. Changing that mind-set and approach requires organisations to think differently about their objectives to support customer service excellence and work towards a more flexible, evolved model.

Methodology and approach

In undertaking the research, a mixed methods approach was undertaken using the following tools:

- **Desk Research** – online and published sources including the CCA Industry Council, Customer Experience Council, membership surveys;
- **Membership Survey** – a bespoke online survey of 77 CCA member organisations was carried out covering a wide range of sectors and a variety of different sized operations;
- **Case study** – a case study was conducted of the RAC and their homeworking programme. This involved an in-depth interview with Alistair McMillan, RAC Contact Centre Manager.

Profile of respondents and confidence in results:

The sample size and representation gives confidence in the findings:

- A wide range of vertical market sectors were surveyed (please see Figure 4);
- A full spectrum of small to large operations are represented (please see Figure 5);
- Respondents from organisations with 750 staff and above categories represent 37.5% of the total (please see Figure 5)

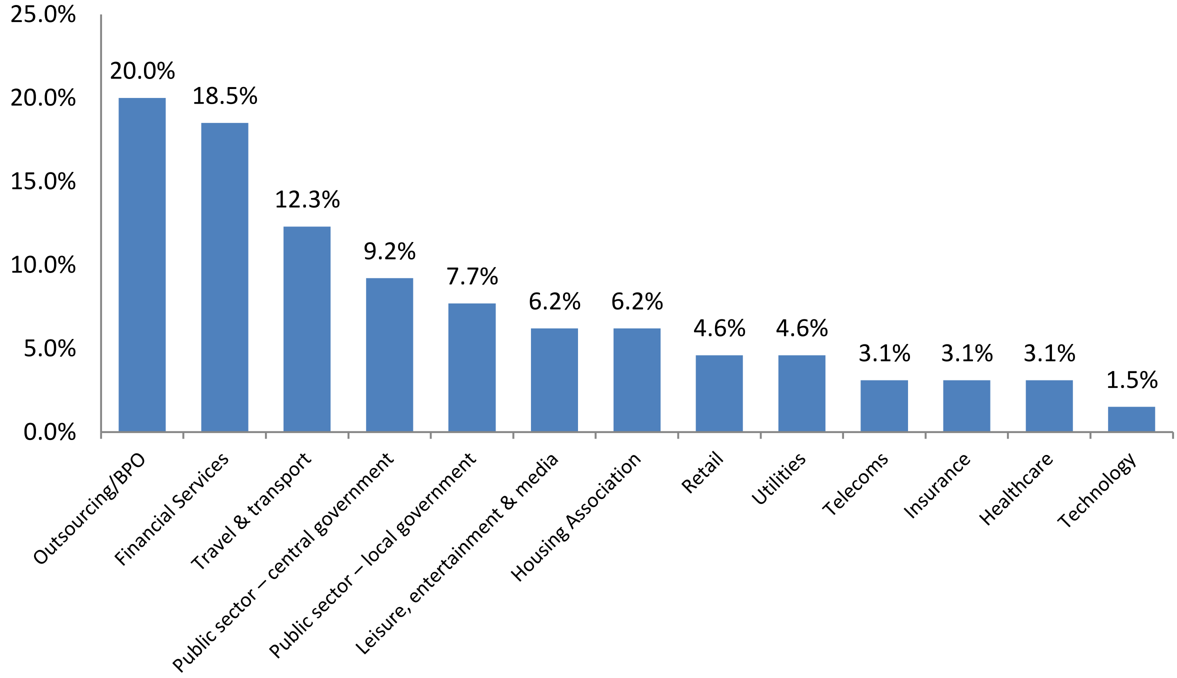

Figure 4 - Which business sector best describes your organisation? (CCA member survey, 77 organisations, 2014)

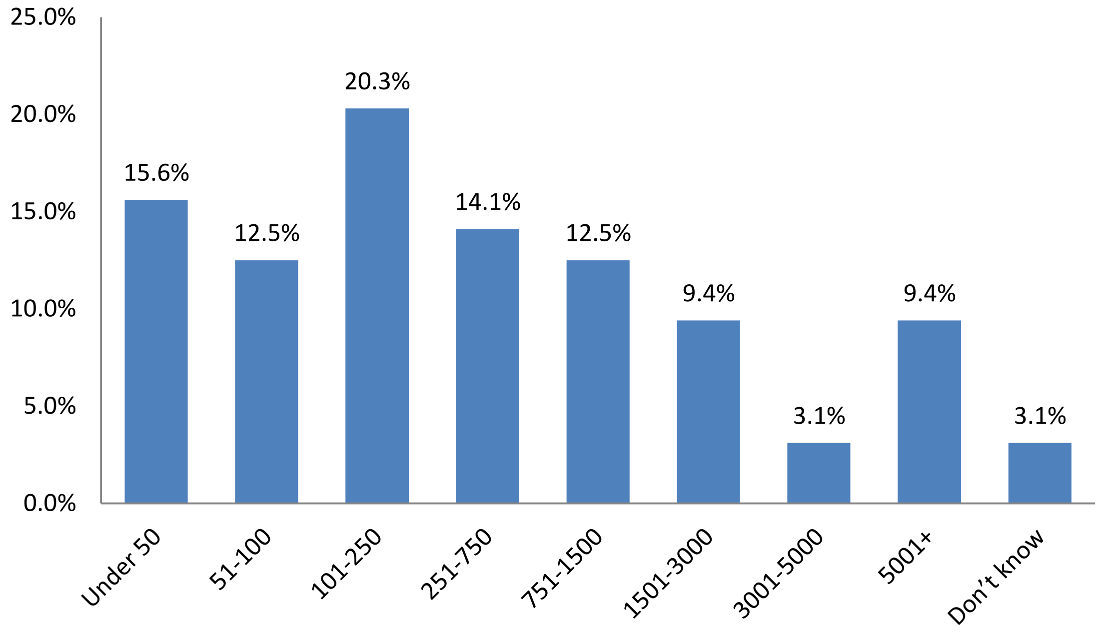

Figure 5 - What is the total number of contact centre staff (inhouse) in the UK? (CCA member survey, 77 organisations, 2014)

To further contextualise the results:

- The vast majority (80%) of the contact dealt with by respondents[2] was inbound;

- In terms of contact management arrangements:
    - Predominantly the contact was managed on-shore at in-house centres (79%); and
    - Very limited change was anticipated by the sample to the location or sourcing arrangements for their contact within the short term (see Figure 6)

[2] CCA member survey, 77 organisations, 2014

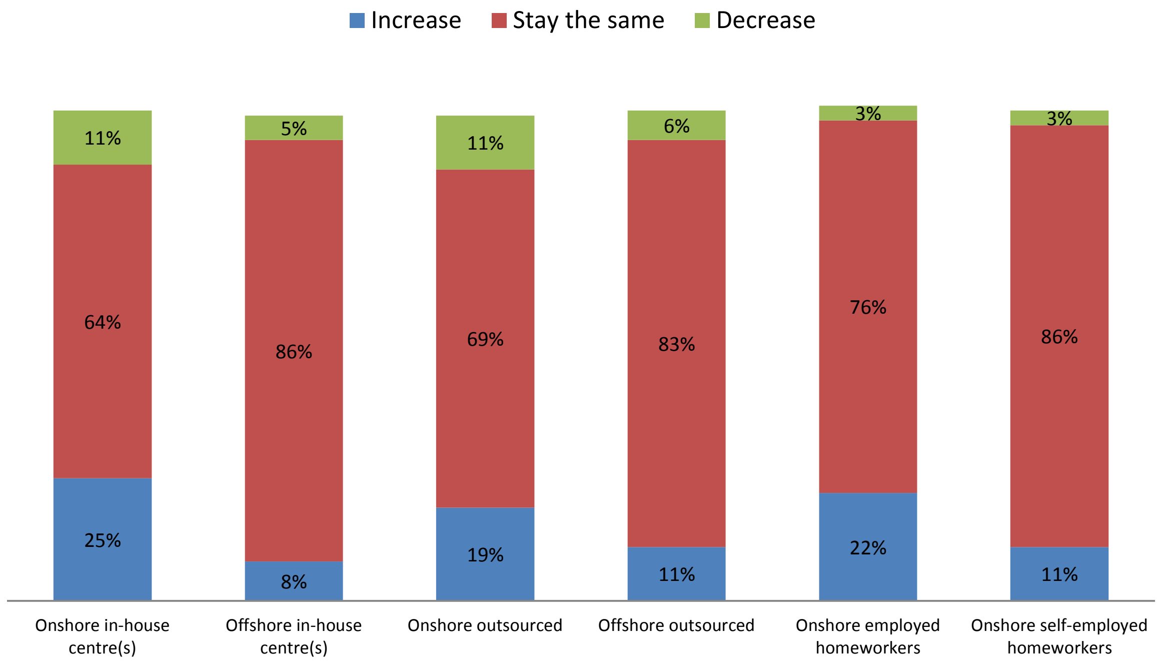

Figure 6 – In the next 12 months to you anticipate the proportions of your contact managed in the below arrangements to change (CCA member survey, 77 organisations, 2014);

Part 1: The Flexible Knowledge Worker as a Critical Success Factor for Organisations

Recent UK government legislation[3] has just come into force offering employees increased rights to request flexible working practices. Flexibility in employment practices can be offered in a number of ways including in terms of working times, locations and patterns of working. This can mean that a variety of options are opened up to employees including job share options; part time work; compressed hours; flexi-time; homeworking and mobile working.

Aspects of flexible working practices have received negative attention such as zero-hours contracts due to some misuse and there do remain concerns from employers around how to manage staff remotely for example. However, flexible working is contended to offer numerous benefits to both employers and employees especially in a landscape of increasing complexity and a wider context of globalisation.

For example, employers are likely to be able to access a wider talent pool, more mature age group, retain staff for longer, improve morale, reduce staff absence and improve productivity and demand-management. Employees may be better able to manage any caring responsibilities and family commitments as well as reducing childcare costs. Working remotely can reduce commuting costs both financially and in terms of time spent in rush hour traffic as well as contributing to the global effort to reduce carbon emissions.

The senior contact centre professionals surveyed in this study identified four key future needs relating to workforce talent (please see Figure 7 for the full results):

- Greater empathy skills (62%)
- Greater problem solving skills (61%)
- More in-depth product knowledge (50%); and
- Greater ability to be self-managing (45%)

These findings very much point towards the necessity for the knowledge worker versus a generic contact centre agent, but clearly, in a context of financial challenge it is important to explore the role for more innovative solutions to workforce sourcing and management.

The next section reviews more closely the challenges organisations are currently facing with a particular focus on the pressure to service increasing channel choice (with particular needs and expectations of service) within a context of a pressure to reduce cost-to-serve.

[3] More information regarding the legislation is available here: https://www.gov.uk/flexible-working/overview

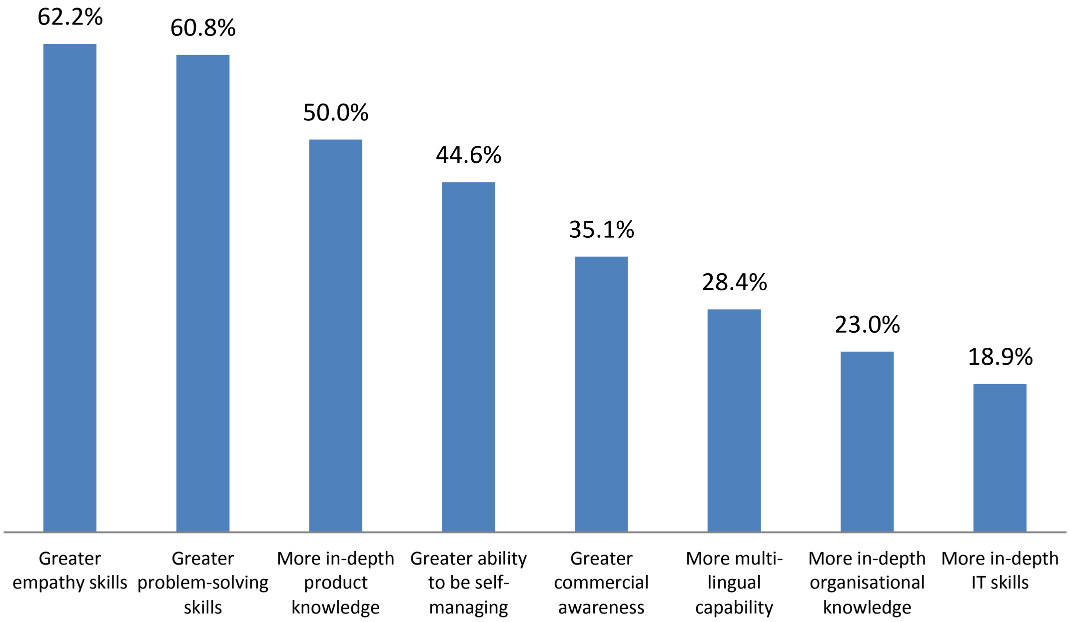

Figure 7 - What do you anticipate your future talent needs will be? (Please select all that apply) (CCA member survey, 77 organisations, 2014)

Part 2: The Challenges

Organisations are continuing face to issues related to the global financial crisis of 2007/08 onwards. Despite some recovery the effects have continued to influence resources available to organisations and created a greater pressure to justify investment decisions with demonstrable benefits. At the same time, the landscape within which customer contact is operating in has become increasingly complex with high customer expectations around response times and the added issue of increasingly fragmented customer behaviour and contact preferences.

Behaviours tend to be along demographic lines with younger customers likely to be leading the way in terms of mobile device and social media usage. That said, recent research has found huge increases in the proportion of consumers who are comfortable making payments via mobile devices[4]. Further to this, the number of people aged 65 and over accessing the internet has risen by more than a quarter in the past year, a change which has been largely driven by a three-fold increase in the use of tablet computers.

More widespread usage of multiple channels of contact is largely linked to the increasingly ubiquitous nature of mobile devices especially smartphones and tablet computers. This poses significant challenges for organisations as they must now cater for a huge range of frequently changing contact preferences and as a corollary the expectations of service that in terms of speed of response and tone which accompany them.

These challenges were reflected in the response of organisations to the survey. When contact centre professionals were asked what they saw as their **top three most pressing challenges** four key factors stood out (Figure 1):

- Investment in technology to support multi-channel (58% of respondents ranked this 1st, 2nd or 3rd);
- Reducing cost-to-serve (52% of respondents ranked this 1st, 2nd or 3rd);
- Customer experience (45% of respondents ranked this 1st, 2nd or 3rd);
- Meeting seasonal or event-driven peaks (33% of respondents ranked this 1st, 2nd or 3rd)

Determining where best to direct investment in technology to cope with a multi-channel landscape whilst also fulfilling the competing ambition of reducing cost-to-serve remains a tension for organisations. It is suggested that these challenges could potentially be managed by increasing workforce agility and flexibility.

[4] One third of mobile users now say they buy things via their phone (33% vs. 23% in 2012) or use their phone to check their bank balance (34% vs. 25% in 2012), Adults' Media Use and Attitudes Report 2014, available at http://stakeholders.ofcom.org.uk/market-data-research/other/research-publications/adults/adults-media-lit-14/

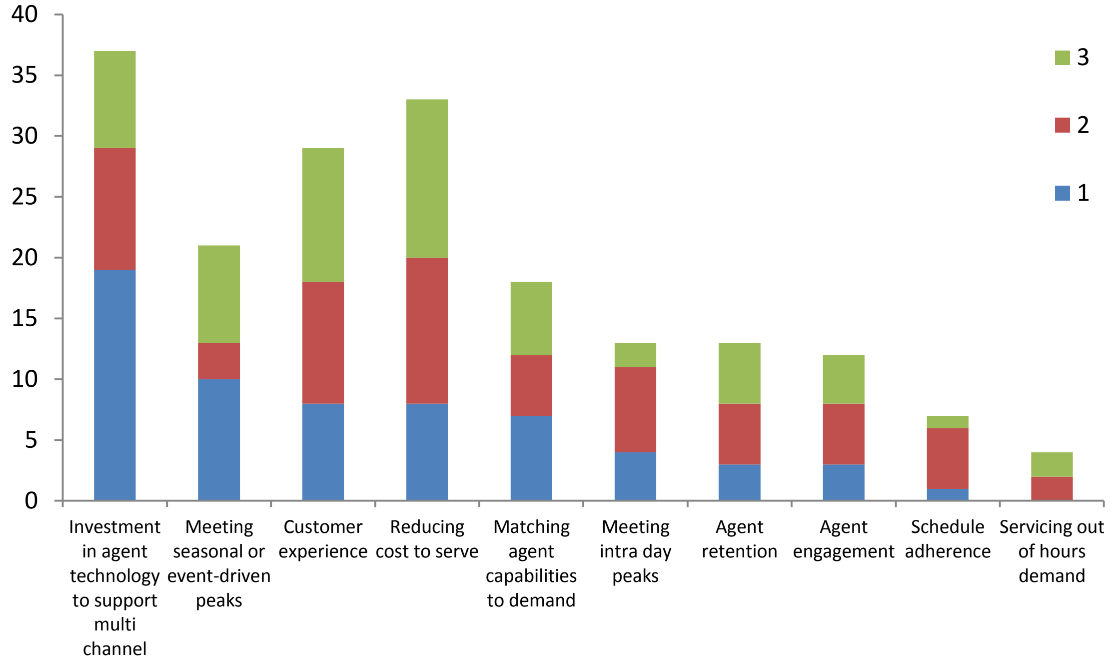

Figure 8 - What do you see as the top three key challenges facing your operation/organisation currently? (please select a maximum of three options from the list below) (CCA member survey, 77 organisations, 2014)

As already intimated, organisations have to **service an ever growing range of channels** in order to meet customer demand (see Figure 9). The majority of organisations surveyed within the research offered four or more contact channels:

- Top channels include voice (97%); email (90%); white mail (53%) and social media (53%) and web chat (48%)

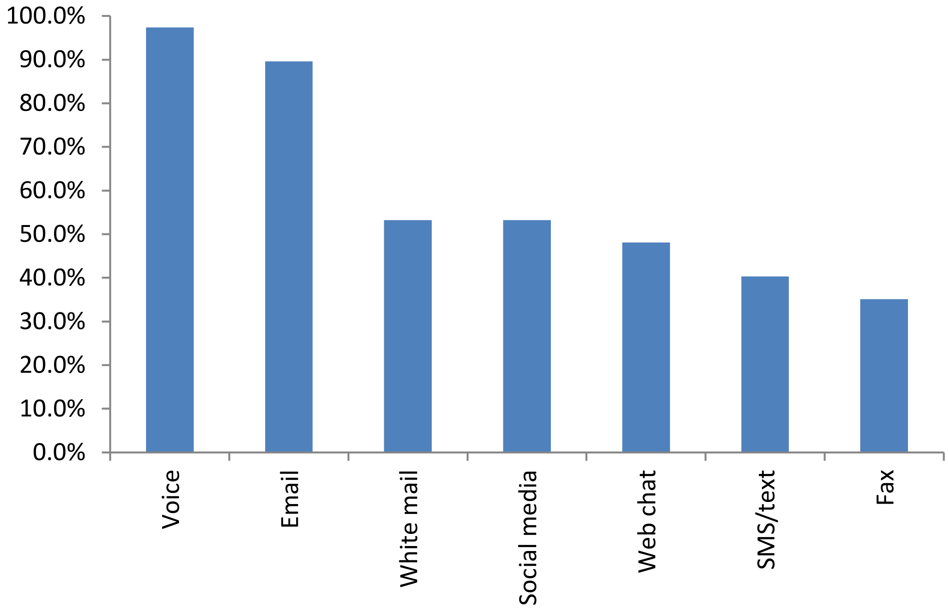

Figure 9 - Which channels does your operation support? (Please select all that apply) (CCA member survey, 77 organisations, 2014)

These channels have **very different characteristics in terms of operating hours, demand patterns and customer expectations** about speed of response as well as tone and levels of formality. 53% of organisations supported white mail contact and the same proportion offered social media contact channels.

Whilst a customer might be willing to wait several weeks for a response to a letter, they are unlikely to be satisfied with a wait of hours or even minutes on social media. Further to this, several of these channels are very difficult to contain within standard hours as customers expect an immediate response at any time of day. This would be the case for much social media contact (supported by 53% of organisations); and web chat (supported by 48% of organisations).

The rapid adoption and increase in use of social media channels such as Twitter and Facebook therefore represents B2C organisations with a significant demand planning and management challenge.

Part 3: Strategic Resourcing

The suite of resourcing practices adopted by organisations need to support their key objectives whilst responding to an ever-changing set of demands. This is not without challenge, as we have seen, within a context of increasing complexity and fragmentation. In order to mitigate these difficulties agility and flexibility are prized goals which can allow organisations to respond dynamically to a fluctuating demand profile. A series of questions in the survey sought to probe how far organisations could differentiate their skills-base, segment and target their customer base and manage fluctuating demand.

One important aspect of the study was to determine how far organisations could **differentiate their skills-base** according to the type of contact most appropriate. The findings were demonstrated a clear lack of capacity across most organisations to target their skills-base towards particular channels. Key responses included:

- The majority of respondents (66%) reported that their agents were managing multiple channels (see Figure 10);
- Almost a third (29%) of organisations[5] surveyed were not allocating agents to a specific channel based on skillset;
- 75% of organisations[6] did not remunerate agents differently according to the channel they managed.

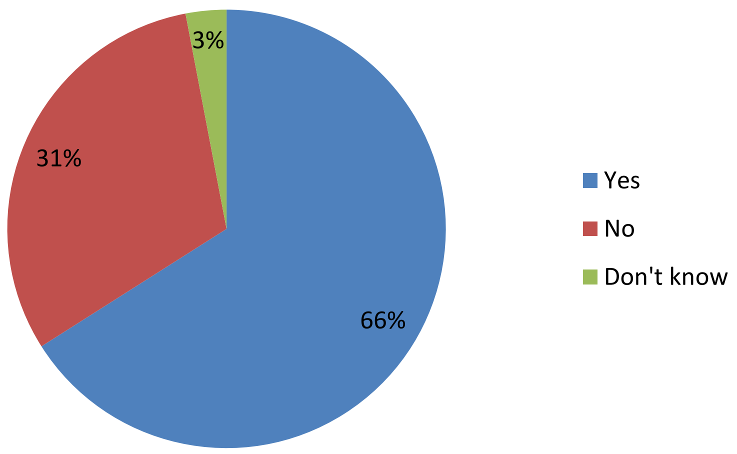

Figure 10 - Do your agents manage multiple channels? (CCA member survey, 77 organisations, 2014)

[5] CCA member survey, 77 organisations, 2014
[6] CCA member survey, 77 organisations, 2014

By enabling matching of demographic profiles of staff to the customer base, it is contended that organisations can be assisted to understand and meet the needs of an increasingly broad range of customers. Capitalising on having diverse employees are argued to help build a more productive workforce and a more flexible, creative, and innovative base. Workers can be supported to bring differing life experiences, cultural backgrounds, and ways of thinking to bear on their day-to-day activities. The survey found very limited ability amongst the respondents to **segment customers and match agents to customers** despite a clear appetite for such an innovation:

- Only 7% of organisations were always able to match the demographic profile of their customers to the demographic profile of their agents (see Figure 11);
- This was despite that fact that 77% of organisations[7] thought that this would be useful, sometimes useful or extremely useful.

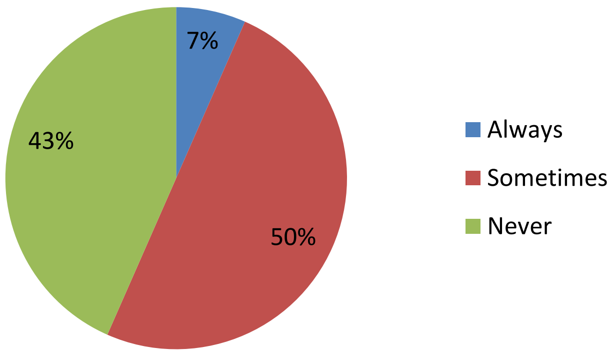

Figure 11 - Are you able to match the demographic profile of your customers with the demographic profile of your agents? (CCA member survey, 77 organisations, 2014)

Given the dual challenge of cost-reduction whilst also catering to a wider variety of contact preferences, **demand management** constitutes a key concern for organisations. 62% of organisations did report using a specific third party workforce management tool to help manage available resources to best fit demand. This did not differ significantly in different sized organisations.

However, despite the ability to forecast demand to a reasonably small unit (68% could forecast to 15 minutes or 30 minutes), the main units for matching demand were part and full-time FTEs (53%). In other words, the majority of the organisations surveyed were significantly challenged in providing shorter units of resource or more flexible resourcing (see Figure 2).

[7] CCA member survey, 77 organisations, 2014

Part 4: Homeworking: a solution for more flexible demand management?

Despite obvious advantages of homeworking especially around improved employee retention, broadening the talent base, potential productivity gains and increased staff motivation, the proportion of the organisations surveyed without a homeworking scheme was still quite high. Only one third of contact centre professionals surveyed[8] (31%) reported that they were using homeworking arrangements.

Those who did have a homeworking scheme in place recounted some key advantages for their organisations, however. When asked what the top three main reasons were for engaging with a homeworking scheme, respondents identified several clear benefits (for the full results please see Figure 3):

- Improved flexibility for workers (67% of respondents ranked this 1st, 2nd or 3rd);
- Improved flexibility for resourcing your customer demand (46% of respondents ranked this 1st, 2nd or 3rd); and
- Cost reduction (38% of respondents ranked this 1st, 2nd or 3rd)

More positively, there was a **strong aspiration** amongst those not currently utilising homeworkers to evaluate how best to incorporate this element into a future operating model. 65% of respondents[9] reported that they would consider it and set out a number of key advantages which they associated with such a model:

  - Improved flexibility for workers (83% of respondents ranked this 1st, 2nd or 3rd);
  - Improved flexibility for resourcing your customer demand (74% of respondents ranked this 1st, 2nd or 3rd);
  - Opportunity to attract a wider skillset (57% of respondents ranked this 1st, 2nd or 3rd); and
  - Reduction of carbon footprint (54% of respondents ranked this 1st, 2nd or 3rd)

These advantages, both perceived and already accessed, mirror the findings of a study of homeworking[10] which showed that this model of operation allowed organisations to be more flexible and reap considerable efficiencies in terms of cost savings and reduced absenteeism.

---

[8] CCA member survey, 77 organisations, 2014

[9] CCA member survey, 77 organisations, 2014

[10] CCA Report (2013) Homeward Bound: an analysis of home-working trends in customer service

There were, however, still some **perceived barriers** to adopting a homeworking initiative amongst the third of respondents[11] who would not consider homeworking. These were predominantly around security (70%) and compliance and regulation (60%). This may be related to the activities being undertaken by these organisations.

To contextualise the results 19% of the sample were from the financial services industry and a further 17% from local/central government all of whom are likely to be restricted by stringent regulation (see Figure 4).

This has not been a barrier in other markets eg in the USA, City Group and American Express both have many thousands of homeworkers which suggests this may be attitudinal more than structural.

[11] CCA member survey, 77 organisations, 2014

Part 5 – Case Study - RAC

This section will provide a case study derived from an interview with Alistair McMillan, RAC Contact Centre Manager. It will focus on how the use of homeworking can support demand management across unpredictable arrival patterns including an emergency service. The RAC has developed a homeworking partnership with Arise Virtual Solutions which has been operating since 2012.

Outline of business

As a business, the RAC handles 4m calls a year and will attend to 2.3 million breakdowns. It has a member base of 8 million and calls vary from people with individual roadside cover, cover from motor manufacturers (e.g. new vehicles), company fleet schemes and insurance or bank policy cover each of which has a different set of instructions based on entitlement and eligibility.

In terms of customer contact, call types vary from the very simple (e.g. flat battery) to more complex and emotional (e.g. engine failure on the middle of the M1). From a contact centre perspective all incoming contact tends to be from customers who are often quite stressed as a result of being a breakdown situation. Within a relatively short period of time, colleagues must confirm identification, entitlement, gain an understanding of the problem whilst giving comfort and reassurance and confidence that there is a plan to support them with their issue. There is also considerable fluctuation in demand with calls peaking in winter and summer with FTE ranging from 380 FTE to 310 FTE in the quieter periods of spring and autumn.

Flexibility is a key concern

One of the key challenges for the services the RAC deliver is a very 'spikey' call profile. The daily profile is relatively static but they have a huge influx of calls between 8.30am and 10.30am (which tend to move earlier in the winter when the mornings are cold and dark and similarly in the summer, calls can often spike a bit later than usual). There are also similar evening spikes.

The RAC operate traditional 4 hour minimum shifts and it can prove challenging to get agents to work less than this minimum time frame. If the RAC continue to utilise all of their staff to manage spikes, this results in shoulder periods or a lack of efficiency at either side of the spike. Now the RAC use internal employees to fill in on their shifted blocks and for the spikes they have been using Arise employees, who are content to work in half hour blocks.

One of the biggest influences for the RAC is the weather. As Alistair explains "if we have a blazing hot Friday afternoon the chances are our volumes will increase". To manage these fluctuations they use both internal staff resources and also draw on the flexibility of the resources of Arise.

Alistair reflected that the benefits are likely to differ across organisations and business types with cost perhaps being a significant driver. For the RAC, he contended, the key advantage is having that flexibility which is critical for the business. The partnership with Arise came about through an awareness of their work in the US. The equivalent organisations to the RAC in the US are the AAA clubs – they operate independently and do a lot of work with RAC's parent company, Carlyle Group. The RAC approached them from a UK perspective based on this existing relationship and awareness.

Ensuring a consistently high service

In the region of 3%-5% of the RAC's total agents are Arise homeworkers. In order to ensure consistency, there are various check points to ensure service levels. These include weekly calls with Arise to review the performance deck, cost deck, hard metrics and quality audits. They also operate a monthly quality calibration session between the management teams at the RAC and Arise and assess the overall quality of calls being delivered, and how service compares. Further to this they also have a weekly forecasting and scheduling call to track any movement and assess whether they may need extra resource or make any adjustments to the schedule. There is also a monthly account review where, similar to the weekly meetings, they review information for the full month. And then finally, they have a quarterly review at a more senior level.

Alistair described how they utilise less formal mechanisms to ensure this communication by interacting a lot with both internal and external employees and through Arise chat rooms where all staff communicate and offer support with any unusual queries or situations. He explained "We view the relationships with Arise as a partnership - ultimately both sides need to communicate and share".

Benefits for service delivery

As Alistair recounted, "the flexibility that the Arise partnership offers was regarded as the biggest benefit to the RAC to help to maintain our service levels through periods of high demand. The most crucial aspect of the partnership is guaranteeing the right delivery of service as well as the capability and understanding to interpret and support RAC customers with their particular situation".

As part of the set-up process, Arise spent a lot of time with the RAC and according to Alistair provided a very robust planning approach and preparation method. He contended that this preparation had paid off as in the 12 months that they had used Arise homeworking agents, they had received just 3 formal complaints from customers.

Key determinants of a successful homeworking partnership

The key to success according to Alistair is that the customers do not know whether the agent is providing service from an internal RAC contact centre or from home. From the RAC's point of view the principle driver from the offset was that it must be cost neutral and improve service levels.

If the partnership was not effective, the service level would drop and team utilisation would be impacted – however service levels have been maintained at a high level and the solution provided has demonstrated success.

This partnership is about having the flexibility to manage spikes. Many of the calls received by RAC are quite simple and their aim is to hive off the more general day-to-day calls so that the permanent workers are able to deal with the more complex enquiries – and move towards the knowledge worker role. For example, dealing with FCA regulation when customers buy products, insuring vehicles, corporate and fleet partners – are all schemes with different nuances and may be too difficult to manage on a remote basis.

As Alistair further describes, "Understanding what you need homeworkers to do, and using them for specific calls, with the flexibility of shorter contract terms works for us and helps us maintain service levels during periods of high demand".

Conclusions

This section summarises the key learnings from this study.

The research identified a tension for organisations between dealing with unpredictable and fluctuating demand, increasing complexity and fragmentation in contact and an ongoing pressure simplify in order to reduce costs.

Despite a will to more closely match agent profiles to those of customers, organisations were limited in their ability to target their skill-bases to contact. They were also constrained in their ability to meet demand despite being relatively able to forecast demand to a reasonably small unit. They were also significantly challenged in providing detailed and more flexible resourcing.

Organisations acknowledged the advantages of a homeworking provision in fulfilling this strategic resourcing role and, despite a low proportion currently operating such schemes, were keen to explore the possibilities of these arrangements. The key motivating factors were seen as:

- increased flexibility (both for workers and for servicing customer demand)
- the opportunity to attract a wider skillset
- environmental benefits of reducing carbon footprints

There were, however, still some perceived barriers to adopting a homeworking initiative which were predominantly around security, compliance and regulation. This may be related to the activities being undertaken by these organisations which included financial services as well as local/central government.

Overall we can see that a more agile workforce can be the secret to service improvement and cost reduction. The RAC provides us with a good example of that. The survey also shows us that it seems many organisations are ready to exploit greater flexibility (ie planning in 15 minute intervals) to improve customer service but only the enlightened minority have started on the path to realisation.

About CCA Global

CCA Global is the leading independent authority on future contact centre strategies and operations. CCA Global has amassed a rich wealth of research and experience from working with leading brands for almost 20 years. We are proud of our record for innovation and our services represent a blended synthesis of this knowledge, honed to reflect todays' complex customer contact marketplace.

Unique to the market place and developed by industry, for industry over a period of 14+ years, CCA Global Standard© is a set of key principles which have been defined and agreed by industry experts and stakeholders. Following extensive consultation with industry, Version 6 was launched in June 2014 and reflects the challenges of delivering multi-channel services to a mobile always on consumer, supporting organisations on their journey towards customer service excellence.

Contact: Pauline Cochrane, Head of Research & Partnerships, CCA
T: 0141 564 9010
E: pauline.cochrane@cca-global.com

About Arise Virtual Solutions Ltd

Arise is a work-at-home, business process outsourcing company that uniquely blends crowdsourcing innovation, cloud-based technology and operational efficiencies to power its services and solutions. Recognized as a call centre pioneer, Arise has been delivering services in the cloud for nearly 20 years through its network of tens of thousands of independent, work-at-home customer service, sales, and technical support providers in the United States, Canada, the United Kingdom, and Ireland.

The Arise Model

The Arise crowdsourcing model delivers powerful solutions that drive differentiated results. By crowdsourcing independent, work-at-home service providers, Arise is able to match our client's specific needs. Our 100% virtual environment allows us to rapidly mobilize large numbers of skilled, certified experts to accomplish large scale, on-demand work, avoiding unused, unproductive time that is traditionally encountered in an outsourcing or brick-and-mortar (BM) model.

Our multi channel support—voice, email, live chat, text, and social media—ensures we are able to provide service through any channel our clients' customers choose. We are able to source the most suitable and experienced resources from anywhere in the Arise global footprint (US, Canada, UK, and Ireland). These work-at-home providers pick the client program and brand they want to service and are paid based upon their performance; top performers are also awarded first choice of service hour selection.

Achievements

At present, Arise supports more than 40 client programs across eight different industries, one-third of which are for organizations in the Fortune 150; nine of these programs are for organizations in the Fortune 50.

- Arise has increased service hours up to 300% with limited notice and ramped up faster than traditional call centres

- Arise is known to generate more income per call than either in-house staff or brick-and-mortar centres, increasing sales conversion and achieving higher customer satisfaction scores
- Our innovative, work-at-home model was recognised by the Professional Planning Forum at their annual conference and awarded both the Innovation Award for Agility & Empowerment and also the overall Innovation of the Year Award for 2014.

Contact: Ken Wheeler, Vice President - Arise Virtual Solutions, EMEA

T: +44 7880 350 993

E: kwheeler@arise.com

W: www.arise.com

The research, data and views in this white paper are not necessarily those of the CCA Global Ltd or Arise Virtual Solutions Ltd. The report has been prepared in good faith but neither Arise Virtual Solutions Ltd nor the authors of the reports can be held responsible for any actions or otherwise taken by those reading the paper.