

# Genesys Contact Center Capability Maturity Model

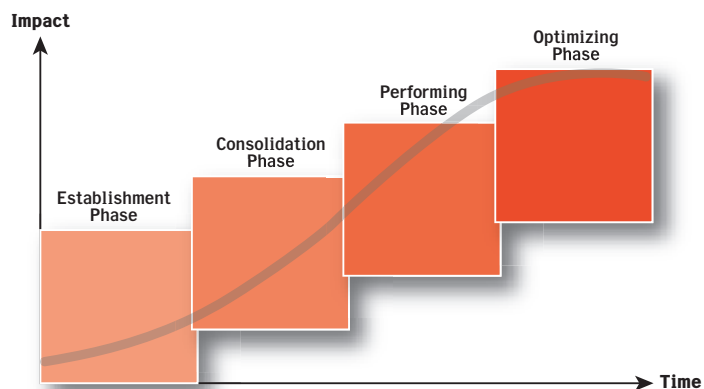
## Benchmarking Survey Summary Report

For the past 15 years, Genesys has helped over 3,000 leading global customers achieve more from their customer service and operations, enabling them to strike a balance between the corporate objectives of improving customer service, reducing costs, and increasing revenues. Building on this experience and expertise, Genesys created the Contact Center Capability Maturity Model to assist companies with developing a long-term strategy for their contact centers. Contact centers can use the Maturity Model to identify where they are today compared to the competition, where they'd like to be, and what steps are necessary to get to the next level.

### The Four Phases of Maturity

The core of the Contact Center Capability Model is the concept that a contact center's maturity level is an evolutionary process. It consists of four distinct phases, each one adding to the foundation and providing for continuous process improvement.

- **Establishment phase.** This is the earliest stage for most contact centers, where the priority is setting up basic operations.
- **Consolidation phase.** During this period, management begins focusing on efficiency and goals, such as reducing queue times. New technologies can lead to customer service improvements and cost reductions.
- **Performing phase.** Here the focus shifts from reducing costs to improving quality. Customer segmentation and routing are used to drive better business results, and revenue generation becomes a key objective.
- **Optimizing phase.** At this point, the contact center begins to find a true balance between cost, quality, and revenue and is able to adjust dynamically to both business and customer needs.



Each phase represents a cluster of capabilities that are common across most contact centers within that phase. By reviewing their current level of capabilities, contact centers can see the phase they are currently in and understand what they need to put in place to move to the next level of maturity.

### Overview of the Contact Center Benchmarking Survey

On March 30, 2006, Genesys sent a 30-question, Web-based contact center benchmarking survey to 17,775 participants worldwide, which included both Genesys customers and other contact center leaders. The response rate was 1.75%.

## Key Findings

A number of interesting trends were uncovered when compiling the survey data, offering insight into the current thoughts and direction of organizations operating contact centers.

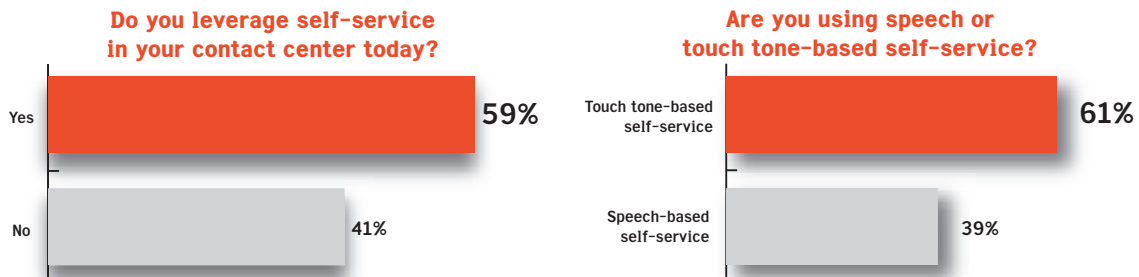
### #1 Strategic Objective: Increasing Customer Satisfaction

# 53%

Fifty-three percent of respondents listed increasing customer satisfaction as their top priority. This suggests that contact centers recognize their business value isn't about simply reducing costs. Rather, they need to invest in applications and technologies that deliver good customer service, because happier customers lead to increased revenues.

### Self-Service Employed in 59% of Contact Centers

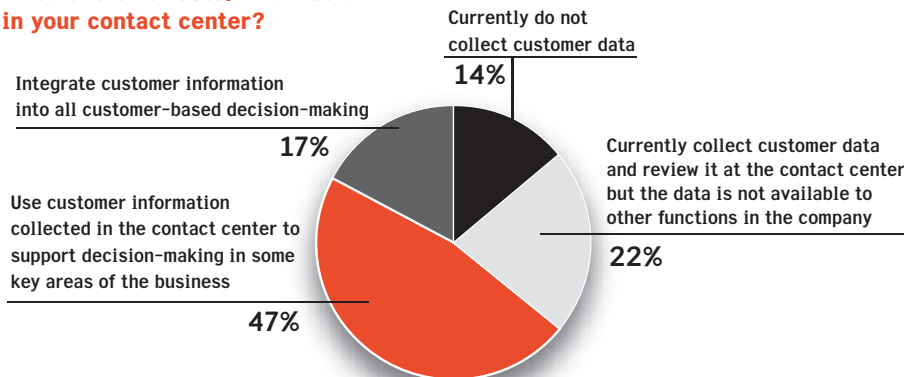
Fifty-nine percent of the respondents indicated they currently utilize self-service in their contact centers. However, 61% of the call centers revealed that they offer touch tone-based self-service, not speech automation. In Genesys' experience, this suggests that the inherent value of self-service might be diminished because an antiquated Interactive Voice Response (IVR) system may be in use instead of sophisticated speech automation deployed over an open Voice portal. Voice portals allow contact centers to implement well-designed speech applications that can deliver significant cost and operational savings while delivering excellent customer experiences.



### Companies Use Contact Center Data for Broader Decision Making

Forty-seven percent of the businesses that collect contact center customer data use this information to support decision making in areas outside of the call center. Another 17% integrate customer information into their entire customer-based decision making process. This indicates a trend towards integrating backend databases with contact center systems—a critical component to moving up the maturity model and increasing customer satisfaction. Companies that can analyze contact center data, such as who is contacting them and why, are better equipped to create more successful marketing campaigns and targeted offerings that drive additional revenue.

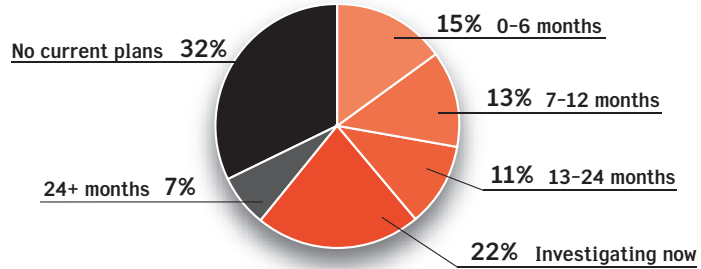
#### How do you use customer data/information collected in your contact center?



## A Trend towards IP-Based Networks

Sixty percent of the companies surveyed said they were investigating or already had plans in place to migrate their current voice and data infrastructure to an IP-based network within the next 24 months. This underscores the general move towards IP solutions that Genesys is seeing in the industry overall. A move to open systems is critical to realizing virtualization of contact center resources, operations, and infrastructure. Virtual contact centers are better able to integrate evolving technologies, positioning them to take greater advantage of more advanced IP-based applications, resulting in enhanced service capabilities that stand out from the crowd.

**In what timeframe do you plan to migrate your voice and data infrastructure to an IP-based network?**



## Contact Center a Significant Competitive Advantage and Brand Extension—33% Say Yes

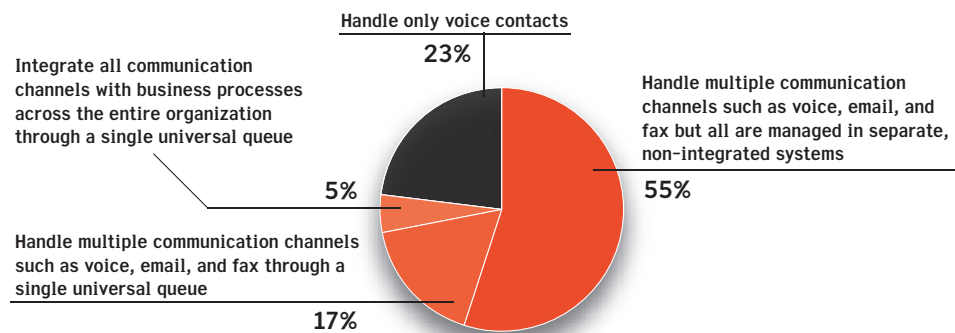
While a positive beginning, Genesys finds this number interesting because it indicates the majority of respondents don't link good customer service as a way to extend brand—or see that poor service negatively impacts brand. However, in Genesys' experience, a well-executed contact center not only drives efficiencies and increases revenues, it delivers excellent customer experiences as well. And this goodwill extends to the company's brand and helps differentiates a company's service from the competition.

**33%**

## Over 75% of Call Centers Handle Multiple Communication Channels

Managing multiple communication channels is a growing trend. Companies that can leverage these various customer contacts into one unified solution can seamlessly distribute service types over the entire system based on critical factors, such as customer value, agent availability, and overall call volumes—giving them a competitive advantage. In addition, the more choices a company can offer its customers—and the better it can manage the resulting data influx for smooth, seamless, customer-focused transitions between channels—the happier its customers will be.

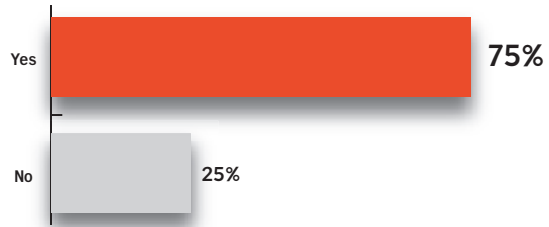
**How does your contact center manage multiple communications channels?**



## 12-Month Strategic Roadmaps in Place for Most

Seventy-five percent of all respondents indicated they have a 12-month strategic roadmap in place for the contact center. In Genesys' opinion, this is good news, because it implies that the majority of those responding realize the call center's importance in the overall strategic plan of a company. They are moving forward and advancing their competitive status in the industry—and moving to the next stage in the Maturity Model.

**Do you have a strategic roadmap for your current center(s) for the next 12 months?**

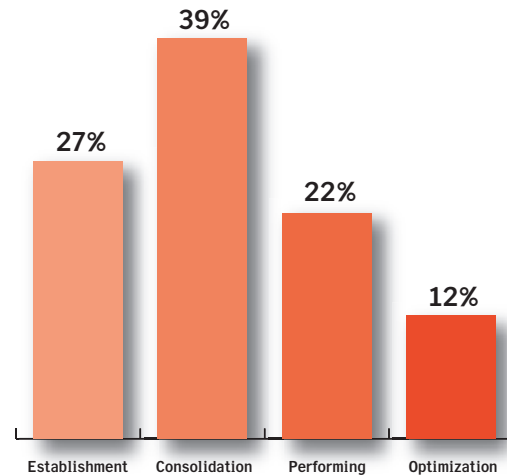


## Survey Summary

Most of the companies participating in the survey fall into the Consolidation Phase of Genesys' Contact Center Capability Maturity Model, and they have plans for moving up the scale. Among the top priorities for companies looking to move to the next level are:

- Expand the existing contact center operation to support business growth
- Implement cost-saving measures that reduce expenditures while maintaining current service levels
- Add more self-service applications and capabilities

It's imperative that call centers not become stagnant and that they continually seek the next phase in the Maturity Model. The industry is constantly evolving, and to remain competitive, companies must offer more sophisticated services. If they don't pay attention to the technological changes and adapt, they will get left behind.



## For More Information

If you would like more information on how your organization can advance within the Genesys Contact Center Capability Maturity Model, contact a Genesys representative in your area.

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