

mobility and agility

Transforming customer management

2012

Mobility and agility

Transforming customer management

Dimension Data's Global Contact Centre Benchmarking Report 2012

The copyright in, and title of Dimension Data's Global Contact Centre Benchmarking Report 2012 subsists in and belongs solely to Dimension Data plc and no part of it whatsoever may be reproduced in any form or by any means, including photocopying or recording, without proper acknowledgement of the source. All quotations, whether facts, graphs or statements, should be referenced with a footnote: "Global Contact Centre Benchmarking Report 2012, Dimension Data plc". Any other copy or reproduction of the material should be marked with all proprietary notices which appear on the original, and is subject to the requirement that you acknowledge on the face of the reproduced material that the material belongs to Dimension Data. Any unacknowledged reproduction of this work will constitute a copyright infringement and may result in legal action.

The data and information contained in the Global Contact Centre Benchmarking Report (benchmarking report) are for information purposes only. While the commentary and hypotheses in this benchmarking report are based on rigorous data analysis and market experience, the data and information contained in this document may contain personal views and opinions which are not necessarily the views and opinions of Dimension Data.

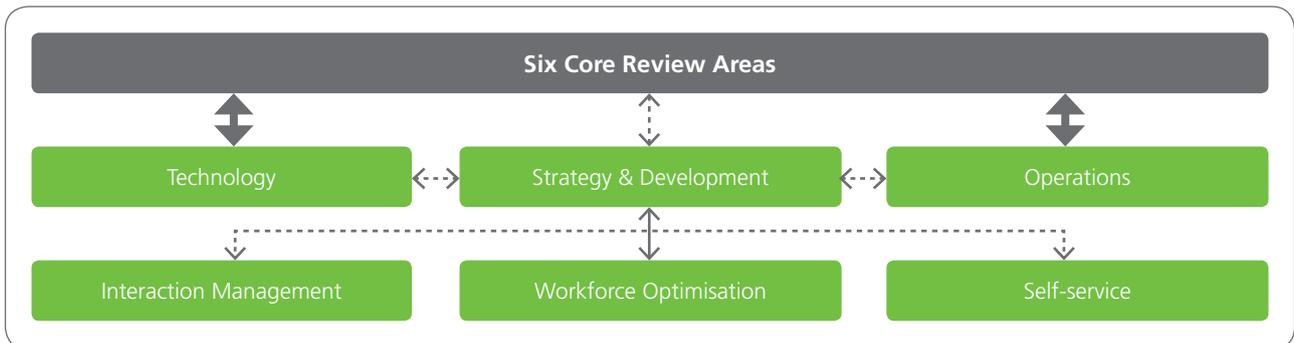
Furthermore, while reasonable steps are taken to ensure the accuracy and integrity of the data and information provided, Dimension Data accepts no liability or responsibility whatsoever if such data or information is incorrect or inaccurate, for whatever reason.

Dimension Data does not accept liability for any claims, loss or damages of whatsoever nature, arising as a result of the reliance on or use of such data or information by anyone.

Introduction

Now in its 15th year, the Global Contact Centre Benchmarking Report is widely acknowledged as the most useful, authoritative and comprehensive research study of its kind. Published annually, the benchmark results are drawn from six key business areas incorporating contact centre strategy, operational delivery, multi-channel management, self-service, workforce optimisation and technology.

The comprehensive survey, upon which our annual report is based, is updated each year to ensure that the most pertinent issues affecting today's contact centres are included and that traditional review items are refreshed for ongoing relevance.



Benchmarking is about learning, and identifying gaps in performance that can be used to accelerate cost reduction techniques and help drive a business case for positive change. The 2012 report is an invaluable reference for all contact centre professionals.

Supported by 29 of the world's most important industry groups and associations, our research considers over 350 performance metrics drawn from 637 respondents located in 72 countries. Typically presented at a global level, all of our data can be filtered down by region, sector, size and provider type via our online Benchmark Comparison Portal.

Combining Dimension Data's reputation as one of the world's most renowned contact centre integrators, along with The Merchants Group's 30-year history of customer management excellence, we've drawn upon considerable expertise and experience to provide you with in-depth analysis from some of the best subject matter experts in the field.

Within this year's report, you'll find thought leadership guidance, context and information on the best people management, process design trends and technological evolution techniques seen anywhere in the world of customer management. Our detailed analysis of over 110 tables and charts supplement our views on the future state of the industry and show how customer management is being transformed. This analysis will help you interpret the data into meaningful information via a set of observations (what we're seeing), the implications (what it means), and our recommendations (how to position your contact centre for success) – all helping you to better understand today's issues and the challenges of tomorrow.

Contact centres are assuming a more prominent role within enterprise-wide customer interaction strategies and are starting to take control of cross-channel service offerings. It's clear that their capability and value contribution has never been so critical to the organisation's success.

A key theme emerging across all sections of the 2012 review is one of 'mobility and agility'. Consumers have never before had such a powerful say in determining how they interact with service providers. Rapid adoption of emerging channels – much of which is enabled by new mobile and smartphone devices, wireless connectivity and social media – is proving a game changer within our industry.

Consumers want to make contact at any time and from any place, accessing their smart devices for appropriate contact engagements. The consequence of this is that agent-led transactions are more complex than ever, and that the customer service demands for consistent, simplistic and flexible contact options increase exponentially.

We trust that you will enjoy this Benchmarking Summary Report, and invite you obtain your own personal copy of the 2012 Global Contact Centre Benchmarking Report, the single point of reference on the key aspects concerning customer management today.

Sample specifications and methodology

We incorporate regular reviews of our survey topics, associated questions and response options to balance current relevance with emerging innovation and delivery trends.

This year's report provides an enhanced reference guide format, specifically designed to enable easier access to the information sets.

Individual chapters are introduced and expanded with thought leadership viewpoints, and supported by feature articles on 'hot topic' items that should interest decision-makers.

Analytical findings are supported via chart or table content, supplemented by specific commentary that provides observations, implications and recommendations. A summary of each chapter's most important benchmark results is provided at the end of each section.

Sample specification and methodology chapter | summary

The research survey has remained consistent with previous years in terms of the topics covered.

The format of the questionnaire has been enhanced and the questions refined to align the relevance of our content with today's evolving challenges and ease the participation time commitment by two-thirds.

We've set a new record for the amount of survey participants – up by 17% from last year – and also improved the level of involvement by supporting industry organisations.

We've developed our outputs to provide a more structured context around what the data means, and to incorporate recommended actions. Our Benchmark Comparison Portal has been improved to allow additional filtering options.

The Benchmark Comparison Portal

It's online and available to eligible persons, survey participants, or with the purchase of the 2012 report:

- The portal enables you to view and filter benchmarking data by region, sector, contact centre size and provider type on over 350 performance metrics.
- New functionality allows you to select multiple data cuts, including industry sector performance by region, that can – if required – be analysed further by operator size and/or provider type.
- You may 'ask an expert' to receive direct guidance from our subject matter experts.
- The charts can be converted to data table format or you can even export the relevant graphs straight to your desktop.

The data analysis has been performed at **five distinct levels** for the published report: Overall (Global), Region, Industry sector, Size and Provider type

Regional representation

The 2012 research saw us achieve our highest sample pool to date in the 15-year history of the Global Contact Centre Benchmarking Report. Consequently, the depth of our results across all regions and industry sectors is among the most robust it's ever been.

Regional representation | 2012 Report sample question

Percentage of contact centres | n = 637

Region	% Representation
Africa and Middle East	21.4
Americas	23.5
Asia-Pacific	10.4
Australia and New Zealand	14.4
Europe	11.0
United Kingdom	19.3

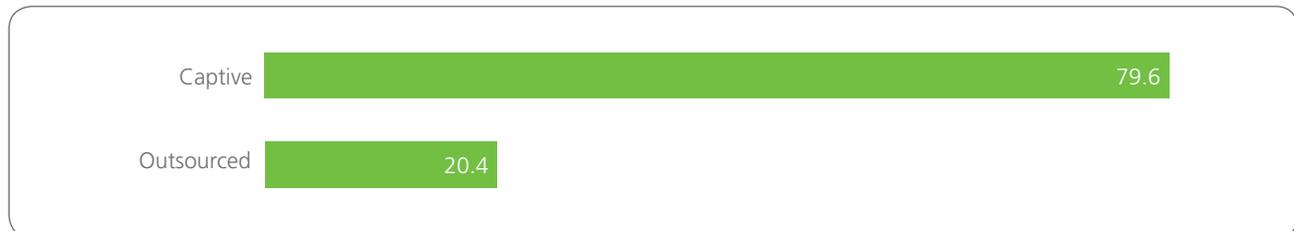
Breaking down the regional representation, we have again split out the UK results from the mainland Europe sample. A similar approach was taken for Australia and New Zealand from the Asia-Pacific sample, as we aim to provide as much granularity as possible.

Type of contact centre

Captive versus outsourced | 2012 Report sample question

Is your contact centre captive or outsourced? (Overall)

Percentage of contact centres | n = 631



Of all participants this year, 20.4% were responding on behalf of outsourced contact centres, while 14.4% of participants operate solutions for more than one sector.

A massive 63.2% of all respondents anticipate expanding to an existing or new facility within the next 24 months, and 20.4% expect to leverage an outsourced and / or offshore solution.

Strategy and development

In recent years, we've been encouraged by a strategic focus on the customer, a shift towards trying to increase customer lifetime value, and a trend in which organisations recognise the intrinsic relationship between employee and customer satisfaction. All three of these areas are under pressure and, in some ways, it's to be expected as we find ourselves in the longest and deepest global recession in recent memory.

The reality is that more organisations are focusing their attention on cost reduction and efficiency gains than on customer service improvements. We've noticed a decline in the number of organisations who have customer lifetime value management on their radar. There's been a marked reduction in the number of contact centres that list staff satisfaction as a key factor in their strategic development.

Strategy and development | sample themes and findings

Consumer needs and demands are forcing the agenda, and mobility and social media are top of the list. In 2011, 18.6% of participants reported using social media channels – this has risen sharply to 33.1% in 2012.

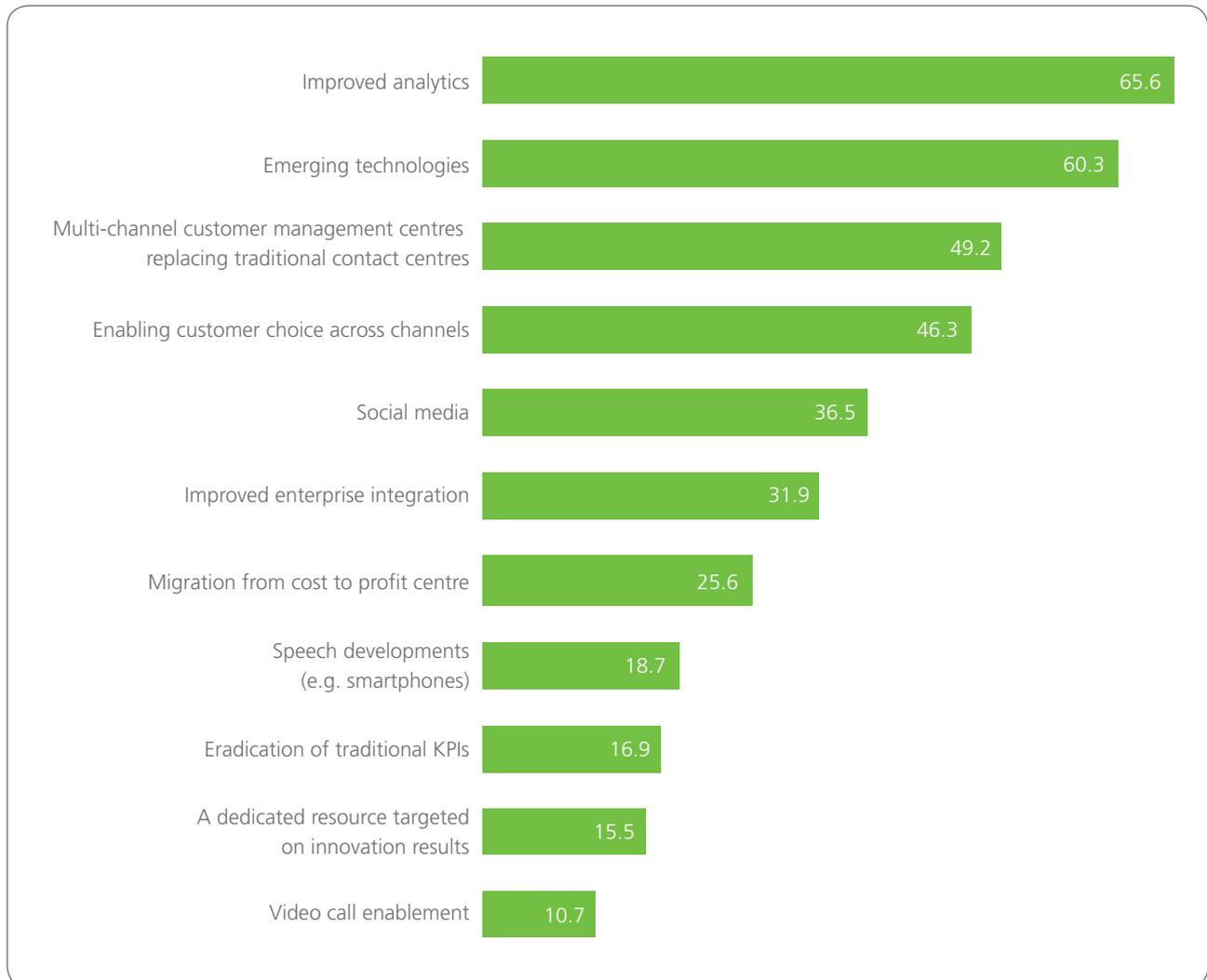
There's a strong focus on efficiency and cost reduction this year, rather than on service improvement, but analytics to validate approaches across channels are lacking and represent the largest focus area for innovation.

Organisations must build **more flexibility** and **agility** into their operating models so that they can **respond appropriately** to the **increasing changes** in customer demand and behaviours.

Key innovation areas | 2012 Report sample question

What are the key innovation areas that will benefit your contact centre?

Percentage of contact centres | n = 587



Observations

This question was introduced to demonstrate on which areas of innovation organisations are focusing their attention. Specifically, we wanted to understand where respondents are deriving benefits. 'Improved analytics' ranked highest and affirms a significant emerging trend in recent years. Analytics is a broad term and can encompass a variety of different areas. It's clear that organisations are seeking more actionable intelligence from the data and information they have available.

Implications

Traditionally, organisations have approached information areas separately and have viewed data from automatic call distributor, CRM and product systems in isolation. However, increasingly, as they aim to deliver better and more consistent customer experiences across a more diverse set of channels (and at a lower cost), they need to take a much more holistic and complete approach to management information and business intelligence.

Recommendations

We recommend business intelligence analytics as a significant area of investment for many organisations in the next 12-24 months. We also predict that an increasing number of organisations will look to outsource elements of this function to avoid significant capital expenses (capex) and recognise that the specialist (and objective) capability required doesn't necessarily exist within the organisation.

Operations

In the early days of contact centres, the rationale for the investment was almost always cost reduction. This is why most of the measurements used as key performance indicators (KPIs) were, in effect, cost-related. Average handle time is a classic cost measurement and, in the past, this was often the principal indicator for both the business unit and the individual's performance.

Now we're seeing the considerable influence of the customer's voice on the measurements and initiatives undertaken by management. We're seeing this underlying customer focus force a series of changes throughout the contact centre, particularly in today's climate where front line operations are assuming more complex tasks, many of which span the enterprise and across several channels. The 2012 benchmark results also indicate that management is now putting greater efforts into making sure employees have the tools they need to deliver.

Operations | sample themes and findings

Operations are being challenged by the increasing complexity of the channels they have to manage, many of which are completely new. There's no experience or perceived wisdom concerning the optimal way to operate, which means that contact centres are still learning how best to integrate various activities.

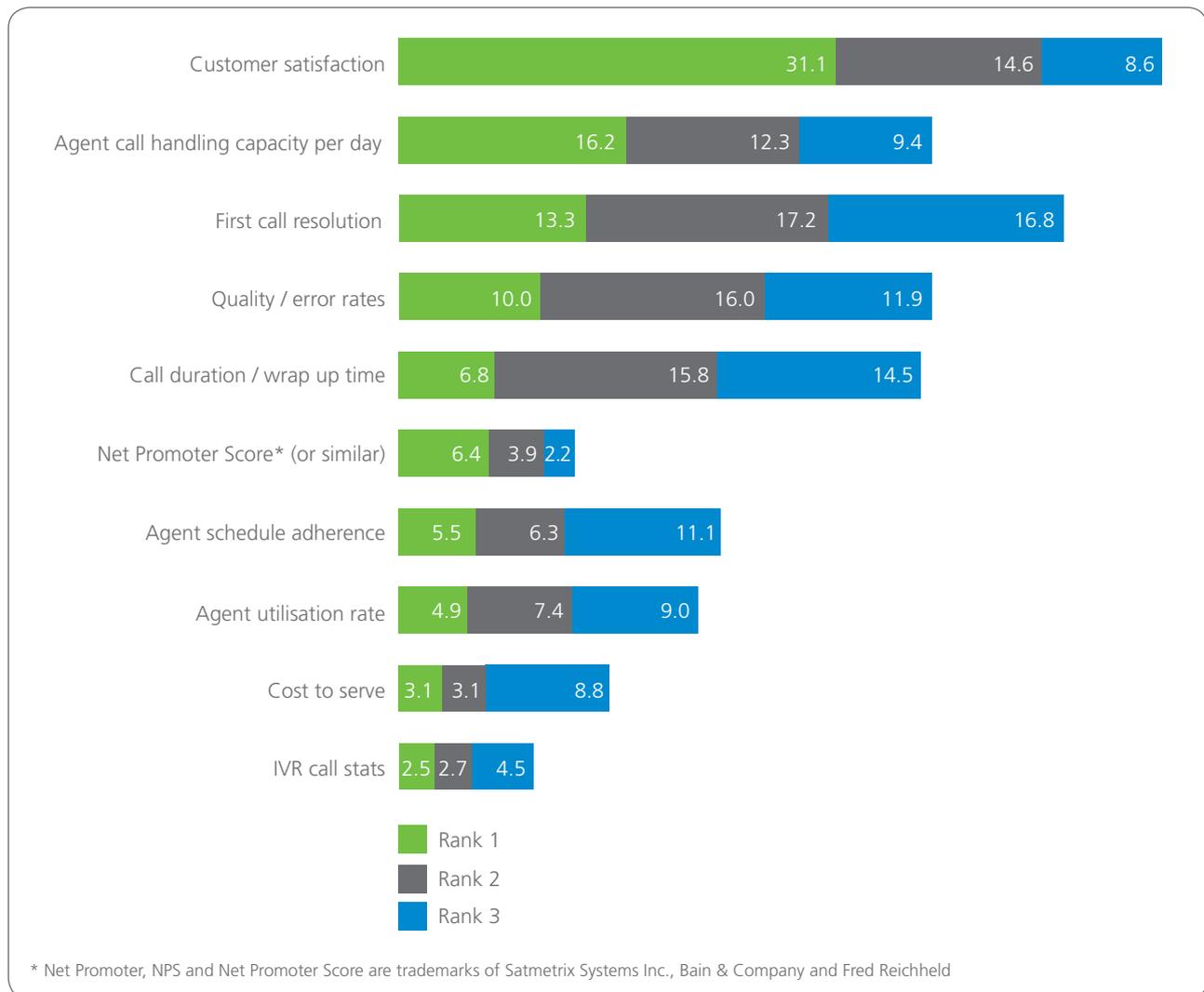
There's still a heavy emphasis on measuring cost factors average handle times (AHT) that shouldn't be KPIs. That said, the focus on using the voice of the customer to help manage performance shows that the customer is increasingly at the centre of management thinking.

Almost **one quarter** of contact centres are **planning to implement** or **develop more advanced knowledge management tools**, meaning it's become a priority for over 85% of organisations overall.

Operational / tactical reporting | 2012 Report sample question

From an operational / tactical reporting perspective, which of the following are the most important in measuring the contact centre performance?

Percentage of contact centres | n = 512



Observations

There's been much suggestion in recent years of a perceived shift within operational performance metrics: from pure activity measures to outcome-based targets. This is the first set of results in which we've observed that intent, and it's a clear 'gear change' for the industry. While operational reporting focus is gradually becoming more aligned to the drivers of customer satisfaction and dissatisfaction, there remains a degree of disconnect which shows that the journey hasn't been completed yet.

Implications

It's hard to promote 'First call resolution' as a key performance indicator if, at the same time, agents feel pressured to complete a call and maintain their targeted call-handling capacity. A more holistic approach requires a leap of faith and a more determined change of mindset.

Recommendations

Contact centres need to be clear on which numbers are critical for managing 'real' performance, that is, delivering the organisation's desired outcomes. Which numbers are the standards we expect agents to achieve, and which are numbers we require for planning purposes? Every contact centre should take all of the elements it measures and understand whether they are:

- **KPIs** – numbers against which the individual, team or group can be measured, for example, customer satisfaction;
- **Standards of performance** – factors that we expect as the norm; or
- **Measures** – average handle time might be a 'measure', critical for planning purposes but, if overly controlled, it might be an inhibitor of customer satisfaction.

Customer interaction management

Customer interaction management has never been more challenging. The rise of multi-channel interaction through the contact centre, mobile customer service applications, social media and ever-increasing customer expectations are creating the perfect storm in which organisations can get caught. Organisations are being compelled to offer multiple choices in contact options, but it's the customer who's driving how, when and for what purpose each channel will be used.

Social media is quite literally re-inventing customer service. Its latent power to engage large numbers of people and raise awareness of customer service shortcomings is evidenced through Dave Carroll and his experience with United Airlines. His YouTube clip called 'United Breaks Guitars' has been seen by over 12 million people since July 2009. Despite the obvious damage this caused to the brand, United Airlines chose to ignore Dave's complaint posted on a social media community platform. It cost the business millions of dollars in lost revenues, and damaged its brand reputation at a time when it was most vulnerable.

Customer interaction management | sample themes and findings

An area of concern is the decrease in the number of organisations that offer agents a single application to deal with multi-channel interaction: down from 41% in 2011 to 35% in 2012. The inexorable rise of mobility and social media will put organisations under pressure to address this.

A second area of concern is the apparent decline in proactivity in contact centres, with a drop in activity based on retention triggers and welcome calls, although payment-chasing contacts have risen from 37% in 2011 to 45% in 2012. Proactive calling conducted correctly can have significant financial and customer loyalty benefits. It's important that contact centre management quantify where proactive calls can be conducted, and create a business case for its execution.

For segmentation to be relevant and meaningful,
it's **essential** for marketing, sales and customer service
departments to have a **shared understanding and strategy**.

Single view of customer | 2012 Report sample question

Do you have a single view of the customer's interactions (information / history / products) across all contact centre channels, or do you have multiple systems?

Percentage of contact centres | n = 436

	Single view	Partial view	Planned in the next 12 – 18 months	No and no plans to do so
Products / services	46.1	30.5	11.7	10.8
Customer data / information	48.9	31.4	13.1	5.7
Transaction history	47.3	32.1	11.2	7.8

Observations

The ability to have a single view of customer data hasn't changed significantly over the past three years. However, having a partial view has improved slightly – in 2009, 28% could do this via transaction history, versus 32% in 2012. Basic customer data continues to be the most common method for viewing, and it's increasingly the case: in 2009, 44% had a single view on data / information, and in 2012 it's almost 50%.

Implications

The CRM systems used in many organisations allow for the capturing and use of customer preference and behavioral data, which can have a major influence over the way an organisation markets, serves and supports a customer. The challenge for many organisations is maintaining the integrity of customer data over time.

Recommendations

To maintain the integrity of customer data and ensure the front line service offered is informed and up to date, it's important for organisations to maintain the investments made in systems which analyse and update customer data, wherever the data resides.

Self-service

Sustained multi-channel advancements, combined with the mass proliferation of mobile computing devices and social networking, mean that organisations can no longer rely on restricted communication mechanisms to shield them from customer demands. Look around any public space and count the number of people of all ages now actively using a mobile device. Smartphones and tablets allow consumers to be permanently connected. Considered alongside work-related mobility (such as mobile access to e-mail), our industry is almost unrecognisable from a few years ago. Consumers are driving contact channel needs and now want an abundance of choice on how and when they decide to make contact.

So what does this mean for self-service? It's driving 24x7 access requirements like never before. The number of customer contacts is increasing across almost all contact channels and a strong self-service capability is now an expected core offering from most reasonably sized organisations.

Self-service | sample themes and findings

Almost three-quarters of businesses now have an Internet presence and servicing capability. Social media and smartphone applications have appeared from nowhere to establish a significant presence, overshadowing previous emerging channels such as speech recognition. Despite this growth in Internet-based channels, traditional IVR usage is again on the rise.

Self-service provides significant opportunity to make or break customer satisfaction. Organisations appear to exert a massive focus on collecting customer experience feedback on agent-led transactions, but continue to neglect the collection of the same feedback for self-service.

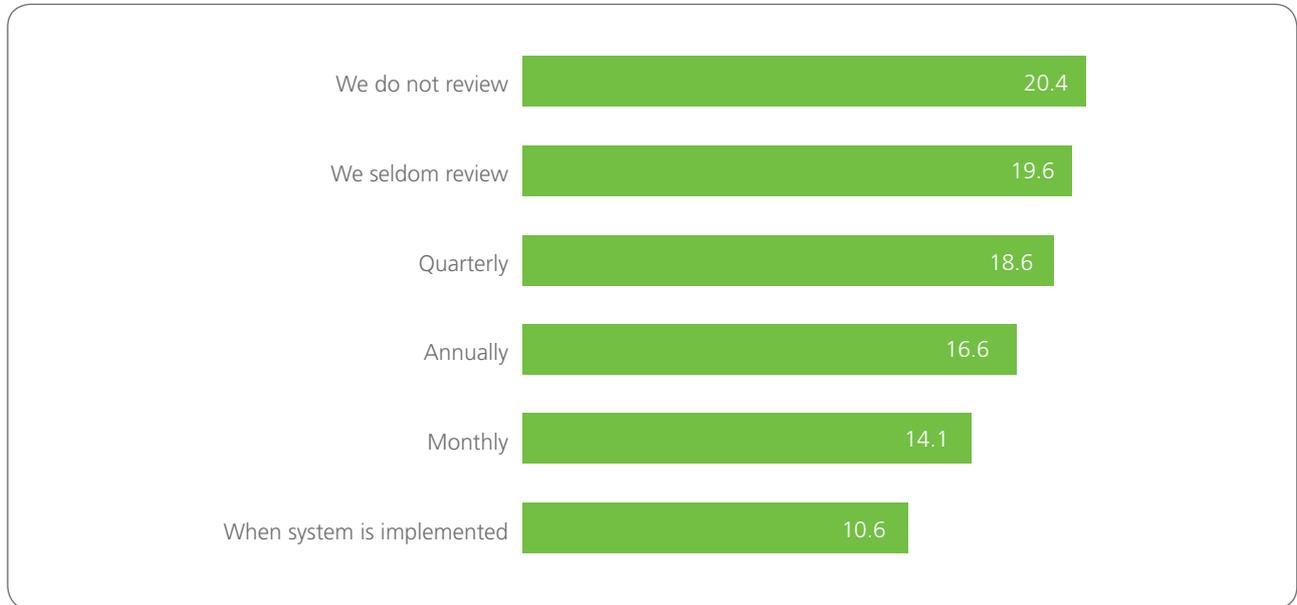
Nearly three quarters of organisations are needlessly frustrating their customers by not passing information collected in the IVR through to the agents, and over half don't regularly review their IVR call flows. This harms the effectiveness of IVR self-service systems, reduces customer acceptance and causes significant customer dissatisfaction.

Online self-service shouldn't just be a call avoidance tactic. The commercial value in establishing a presence to both **sales**, **customer experience** and **customer lifetime value** must be measureable and incorporated into a **wider customer management strategy**.

Frequency of IVR process reviews | 2012 Report sample question

How frequently do you review IVR process flows with regard to improving effectiveness and customer satisfaction?

Percentage of contact centres | n = 397



Observations

We're surprised to note that over half of contact centres don't schedule any regular reviews of their IVR systems.

A remarkable 10.6% of organisations only performed a review at implementation, and – no doubt – without any post launch effectiveness review. A fifth of businesses never review, and approximately the same number seldom review. Encouragingly, one-third of companies do perform, at worst, a monthly or quarterly review of their IVR processes, but the reverse means that two-thirds don't.

Implications

Second only to web usage as the consumers' preferred self-help path, this demonstrates a phenomenal opportunity to diminish the negative image of IVR. Several sectors in particular are leaving themselves open to much negative and potentially damaging consumer perceptions. It would be interesting to consider how many of today's customer service managers have meaningful management information readily available on IVR penetration, application and usage.

Recommendations

Similar focus, if not more effort, needs to be applied to the non-agent components of customer contact management. When an IVR is implemented, it should provide sufficient information to dynamic or automated performance-reporting solutions. Far too often, reporting is an afterthought, or de-scoped due to cost constraints. When reporting capabilities are built into the solution, it's far easier to identify areas of concern, benchmark likely improvements and quantify the benefits of changes.

Workforce optimisation

When consumers reach out to the contact centre, it's now frequently their second choice. It's often an escalation of an issue or a follow-up contact – either way, the default position is that their needs have become greater. At this point it's not just the customer needs that have to be considered. It's important to realise that the follow-up transaction may now be more important to the organisation. Having searched for some initial information via the web, sometimes unsuccessfully, the customer may now want to confirm a product purchase or perhaps escalate an issue not generally accommodated by a self-help function.

From a business perspective, the responsibility of the contact centre to make the most of every service call opportunity and adopt a sophisticated approach to a more natural, relevant experience has never been more important.

As customers' needs become increasingly refined, perception of the agent experience will be as important as the outcome in influencing customer satisfaction. In more mature environments, we're already seeing a fresher approach to determining call quality. From an agent standpoint, this entails being provided with the skills to handle more complicated communications. This will not only require a more advanced role competence, but will also add more variety and interest in a progressively changeable and complex environment.

Workforce optimisation | sample themes and findings

The growing need for agent training in order to improve customer experience hasn't diminished, resulting in increased investments in this area. We're seeing smaller training class sizes in 2012 and improved trainer-to-delegate ratios, which enable a more hands-on environment. Face-to-face training still remains the method of choice, while 'incubation zones' after a period of training are providing effective stepping stones towards full agent capability and are beginning to make their presence felt. It's concerning, though, that 17.8% of organisations still don't measure the benefits of training at all.

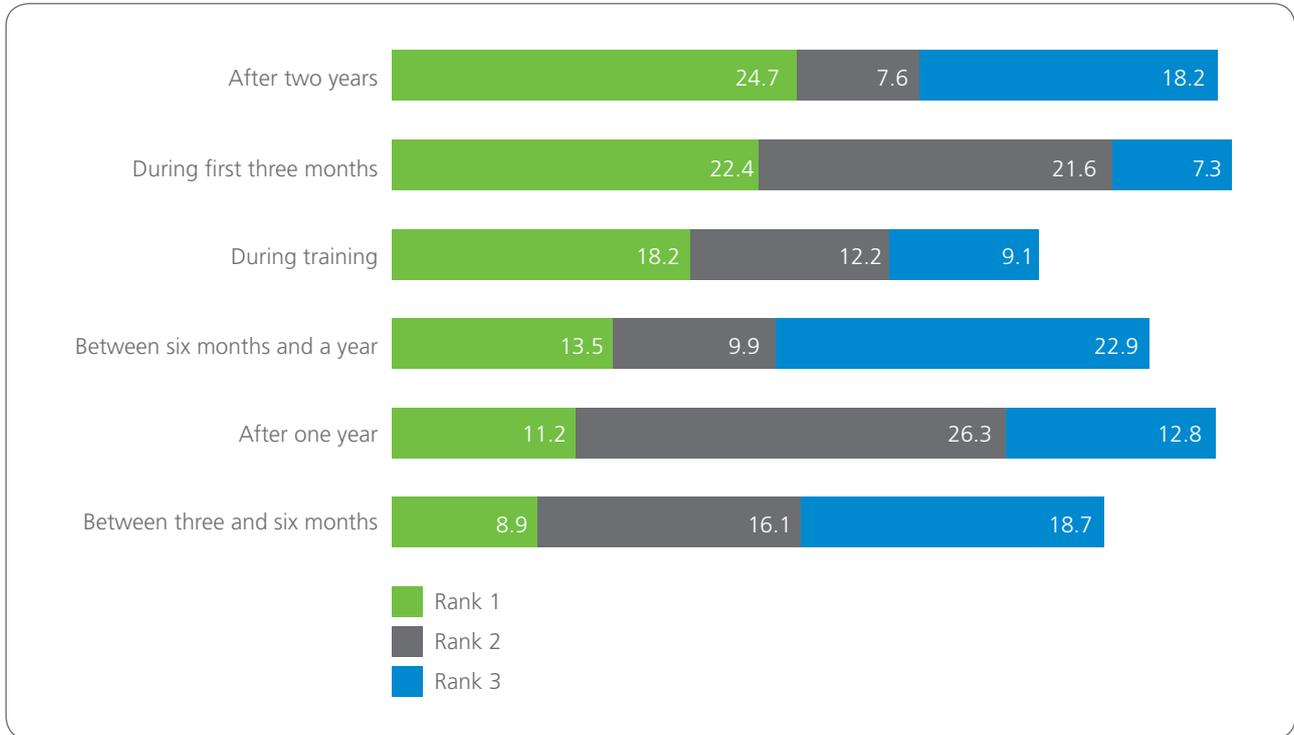
In terms of load balancing and overflow management in contact centres, results show that half of re-directed calls are now being pointed towards agents with the relevant skills to respond, reducing both cost and caller frustration. This shows progress in the management of overflow queues.

The **large-scale absence** of **cost measurement activity** on every channel outside of the telephone is quite staggering. Telephony / e-mail channels aside, this demonstrates a **massive neglect** by organisations as they struggle to come to terms with **new channels**.

Peak attrition periods | 2012 Report sample question

At what periods do you find attrition to be at its highest?

Percentage of contact centres | n = 384



Observations

High-risk periods for attrition will vary among organisations, but there are some clear danger points. These include at the start of employment when pressure of the new role is high, and at any stage after two years, when there's a risk that boredom may set in. Consequently, it could be argued that the most stable employment period as far as staff retention levels are concerned is somewhere between 3-24 months.

A separate review of optimal versus actual service length suggests that the optimal length of service is now at 38 months globally. For the third year in succession, optimal tenure outlasts actual tenure by a few months.

Implications

Economic conditions clearly impact results across various geographies, but it does seem as though the retention approach in the Americas bears more fruit – that region claims tenure levels almost 18 months higher than their closest rivals.

Recommendations

Aside from the productivity costs associated with the loss of a well-experienced agent, there's also the cost of recruiting, retraining and absorbing an inexperienced agent into the team. Similarly, agents lost during training or in the early months of employment can seriously impact costs and hamper growth plans (if these don't make provision for possible attrition during that period). The first step is to properly understand the reasons for attrition, particularly during the high-risk periods, and then develop a plan, aligned to staff satisfaction levers that will combat many of the underlying causes.

Technology

The unprecedented pace of technological change experienced over the last few years, coupled with associated customer service expectations, is driving a transformational change in the way that customer management organisations source, implement, manage and support technology. This change is less about the capabilities of the technology than about the infrastructure's ability to deliver the highest levels of availability, flexibility, agility and mobility.

Customers are increasingly looking to interact with organisations through the channels of their choice at the time of their choosing. To support this, contact centres not only need to provide the channels in the first place, but the channels also need to be highly available. Service availability and business continuity have now replaced convergence as the most important contact centre technology trend... and for good reason.

Technology | sample themes and findings

As expected, the deployment of IP has progressed well and traditional IP-based contact centre functionality has a high level of success in meeting current and future needs. Flexibility and compliance with enterprise-wide technologies are seen as the main benefits of IP-based solutions.

Many organisations are now starting to recognise the benefits of cloud-based solutions, as the number of organisations that have identified cloud-based infrastructure as the most important technology trend has almost doubled this year.

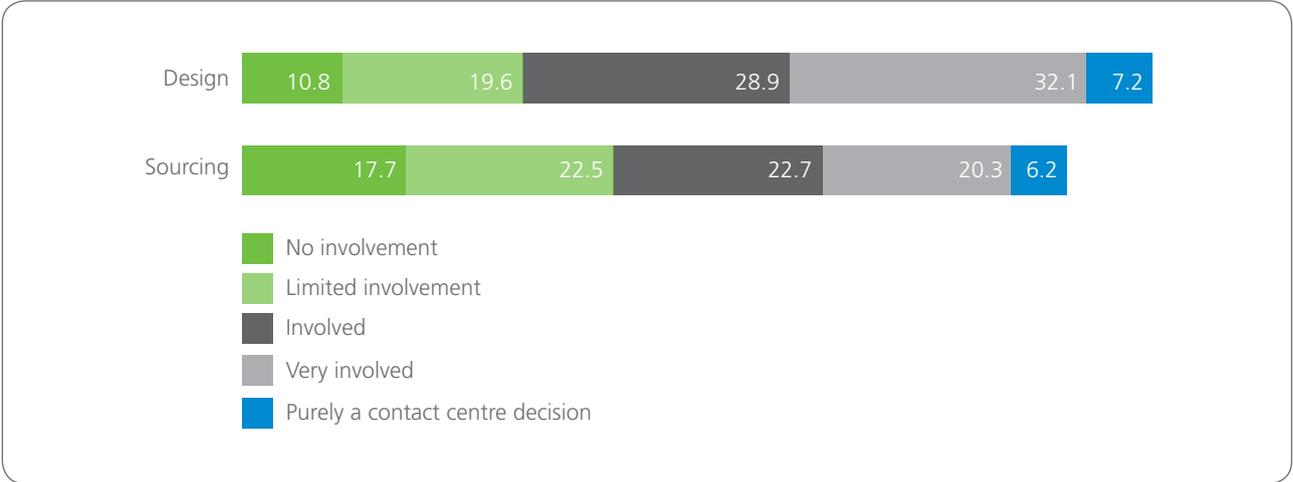
Of all organisations, 40% either plan to upgrade or install computer telephony integration (CTI) systems in the near future. Other key growth areas include planned installations of web co-browsing and web call-back systems, systems that support mobile applications, and WFO systems. The most striking result is the massive increase of knowledge management systems now in use or that are planned for installation in the short term.

Deploying the technologies that enable customers to interact through **new channels** is only the start. The consolidation and integration of these technologies at both the front – and back – end will ultimately **determine success**.

Sourcing and design of technology | 2012 Report sample question

Is the contact centre involved in the sourcing and design of business requirements for new technology solutions?

Percentage of contact centres | n = 418



Observations

Some 30.4% of contact centres report they have no, or only a limited, involvement in the design of business requirements for new technology solutions. Of these, 7.2% state that it's purely a contact centre decision. For 'Sourcing', it's 40.2%, as the enterprise technology strategy takes hold. It's hard to believe that over a third of contact centres have no or limited involvement in the sourcing of technology.

Implications

These results clearly highlight an industry transition point in terms of accountability and responsibility for contact centre business technology destiny, which may be out of step with the services it's to deliver.

Where organisations have large-scale and established contact centre operations, the propensity is for the facility to have a greater role in the design and sourcing processes. In many cases, this is due to legacy and, in others, to the desire of the customer-facing centre to retain the control it always had.

Recommendations

The trend towards commoditisation of traditional customer management technologies will continue at pace. This means that solutions will be more readily differentiated in terms of commercial flexibility and total cost of ownership than in functionality, and it's against these criteria that technology solutions will be sourced.

Order, participate, subscribe

Ordering a report

To obtain your personal copy of the 2012 Global Contact Centre Benchmarking Report, please complete the order form on our website www.dimensiondata.com/ccbenchmarking or e-mail us directly advising us of which version of the report you would like to purchase.

Report pricing

- 2012 Report – USD 1,500 (20% discount for partner association members)
- 2011 Report – USD 495
- Benchmarking Comparison Service – USD 2,950 (standard personalised service)

Participating in next year's survey

If you would like to register your interest in participating in future Benchmarking Reports, or would like to update your contact information, please submit your details to cc.benchmarking@dimensiondata.com.

Subscribe to updates

To ensure you receive our regular white papers, opinion pieces and newsletters, please subscribe for updates via our website www.dimensiondata.com/ccbenchmarking.

Find out more

If you would like to know more about Dimension Data's benchmarking report and services, please contact Andrew.McNair@dimensiondata.com or Richard.Holmes@dimensiondata.com.

About us

About Dimension Data

Founded in 1983, Dimension Data plc is an ICT services and solutions provider that uses its technology expertise, global service delivery capability, and entrepreneurial spirit to accelerate the business ambitions of its clients. Dimension Data is a member of the NTT Group.



More information can be found at www.dimensiondata.com

About Merchants

Merchants is one of the leading customer contact solutions companies, providing a full range of innovative contact centre services and contact centre consultancy expertise to enable the successful generation of customer value in real time, every time. From contact centres in Europe and South Africa, Merchants manages the outsourced customer contact operations for some of the world's best known brands. Merchants Consultants work globally with clients understanding their customer needs and contact centre requirements providing insight and value drawing on almost 30 years of contact centre operation and consultancy expertise. Merchants is a Dimension Data group company.



More information can be found at www.merchants.co.uk or www.merchants.co.za

About Customer Interactive Solutions

With our broad spectrum of contact centre integration, self-service, workforce optimisation, interaction management, hosting, cloud, outsourcing solutions and managed services, we help our clients streamline their contact centre operations improving productivity, increasing efficiency, and enhancing customer experience. We touch over seven billion customers in interactions every year via contact centres and self-service channels we've planned, designed, integrated, and managed on behalf of our customers.

More information can be found at:
www.dimensiondata.com/Solutions/CustomerInteractiveSolutions



merchants
A DIMENSION DATA COMPANY

Contact details

Global Contact Centre Benchmarking

Andrew McNair

Tel: +1 778 991 0055

andrew.mcnair@dimensiondata.com

Richard Holmes

Tel: +44 1908 547967

richard.holmes@dimensiondata.com

Global

Martin Dove

Tel: +27 83 327 3602

martin.dove@dimensiondata.com

Paul Scott

Tel: +44 1908 232323

paulm.scott@dimensiondata.com

Regional

Africa & Middle East

Siva Pather (South Africa)

Tel: +27 11 575 0000

siva.pather@dimensiondata.com

Asia-Pacific

Nagi K (Asia)

Tel: +65 6322 6688

nagi.k@dimensiondata.com

Australia

Robert Allman

Tel: +61 2 8249 5000

robert.allman@dimensiondata.com

Europe

Gauthier Bolleyn (Belgium)

Tel: +32 2 745 0445

gauthier.bolleyn@dimensiondata.com

North America

Dan Goodwin

Tel: +1 212 613 1220

dan.goodwin@dimensiondata.com

United Kingdom

Chris Nunn

Tel: +44 1252 779000

chris.nunn@dimensiondata.com

Websites

www.dimensiondata.com/ccbenchmarking

www.dimensiondata.com

www.merchants.co.uk