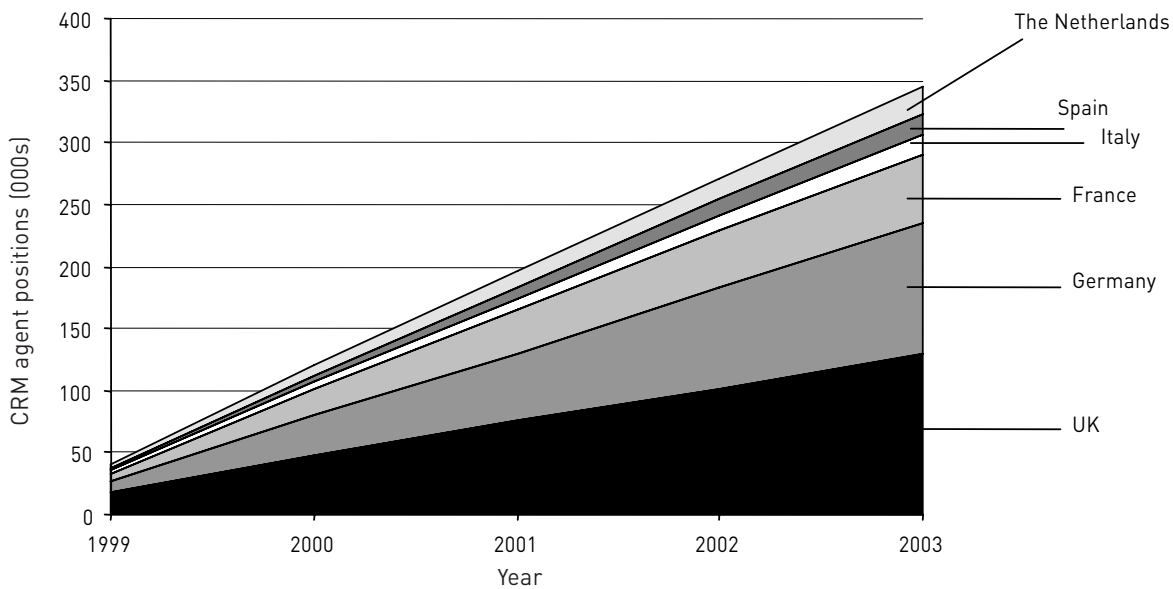




THE IMPACT OF CRM IN EUROPEAN CALL CENTERS



CRM agent positions by country in major european markets
Source: Datamonitor

“CRM-enabled agent penetration amongst call centers is set to increase eightfold between 1999 and 2003”

Source: Datamonitor



SCOPE OF THE REPORT

The call center is one of the first areas of the business to be affected when large companies implement a phased CRM solution. One vital question is thus: will CRM have a significant effect on the sales and strategies of call center suppliers?

Datamonitor's new report "**The Impact of CRM in European Call Centers**" answers this question by appraising the extent to which the CRM concept affects call center activities. It analyzes the key drivers in the adoption of a CRM solution by a call center, as well as the IT expenditure in Western Europe related to CRM. In addition, the report provides a detailed analysis of key competitors in the front-end CRM marketplace, as well as detailed strategic analysis of the CRM industry.

Key issues include:

Analysis of the CRM concept

- A clear definition of the breadth and depth of CRM is presented and its manifestation in the call center industry. In a market place where CRM is the hot topic, use this information to make sense of various competing claims to be 'a CRM supplier' and to gauge the true market for CRM related services.

Overview of the Western European market for CRM-related technologies

- A breakdown of the penetration of CRM into call centers, forecast by agent positions to 2003. This will enable you to size the overall market for CRM technologies and gauge the revenues that can be gained.

National and vertical markets for CRM-led technologies in the call center arena

- An in-depth comparative analysis of the opportunity within each country and indeed, within each vertical market. This represents critical information for the development of entry strategy.

Strategic issues and competitor profiles

- An understanding of the current and future players in the market. A comparison of product and service offerings is provided, enabling the identification of the threat of competition and the opportunity for partnership.

WHO SHOULD READ THIS REPORT?

Front-end application vendors

- Understand the current and future technological trends in CRM-led technologies and their implications for future business strategies;
- Access to market sizes and future opportunities for the customer interaction software market in Western Europe.

Middleware providers

- Use the report to help with solutions development by understanding the requirements of the call centre industry with regards to CRM-orientated strategies.

ERP vendors

- Identify which technologies are being used now in the call center arena, and which ones call centers will want to buy in the near future.

Database suppliers

- Analyze the opportunities emerging from the development of call centers and understand how to meet market needs.

Intelligent software vendors

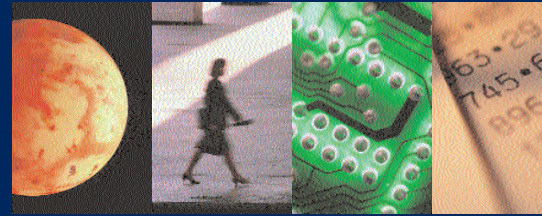
- Pinpoint the issues driving market development and formulate market entry and expansion strategy.

Systems integrators

- Identify which call centers are looking to integrate their databases and company systems in the next four years, and determine which other technologies they are likely to require;
- Determine which vertical markets within each country will be increasing their budget for system integration next year.

Call centers & service bureaux

- Discover the services which call centers are most likely to outsource, and segment this market vertically and by country;
- Assess the rapidly changing human resource pool for call centers in order to provide solutions directly targeted at different markets.

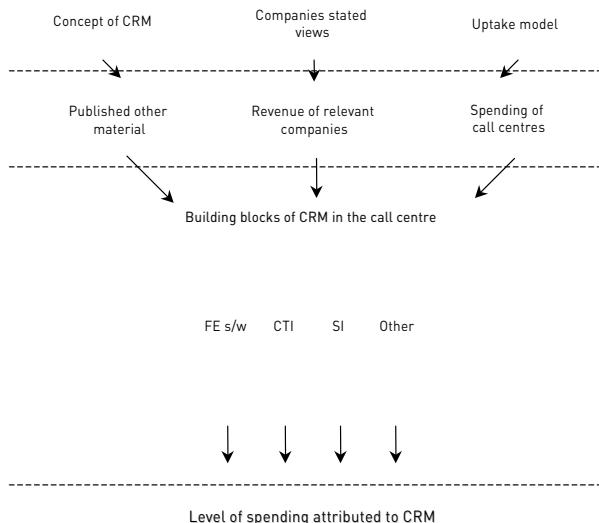


TRIED & TESTED METHODOLOGY

The information for this report has been drawn from a variety of primary and secondary sources. Datamonitor has carried out extensive interviews with leading vendors, end-users, call centers and call center associations over seven European countries. These interviews have allowed Datamonitor to understand end-user perceptions and intentions regarding CRM implementation and contrast this with business plans and development of offerings from call center vendors.

Datamonitor has evaluated a wide variety of literature published on the subject of CRM, discussions of the CRM phenomenon from the media, and information on technologies, offerings and implementations from press releases, investor reports, conferences and analyst briefings.

This specific primary and secondary research has been combined with extensive ongoing research carried out by our Call Center and CTI research program. Datamonitor is in close contact with the most influential suppliers to the call center market and combines this with an in-depth understanding of issues, worries and motivations of call centers managers throughout each sector and vertical market.



COMPANIES INTERVIEWED

Datamonitor conducted over 40 face to face interviews with leading market players including:

Independent software vendors

- Acquis SA
- Clarify
- Exchange- Applications
- Onyx
- Pivotal
- Prime Response
- Vantive
- Cincom
- Corepoint
- Hatton Blue
- Pegasystems
- Point
- Siebel

Systems intergrators

- Andersen Consulting
- CMG
- Groupe Bull
- KPMG
- Sema Group
- Cap Gemini
- Centrobe
- IBM
- PWC
- Syntegra

ERP

- JD Edwards
- Oracle
- SAP
- Baan
- Peoplesoft

Database suppliers

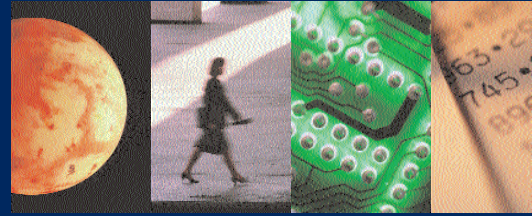
- Fiserv
- Sybase
- Informix

Software suppliers

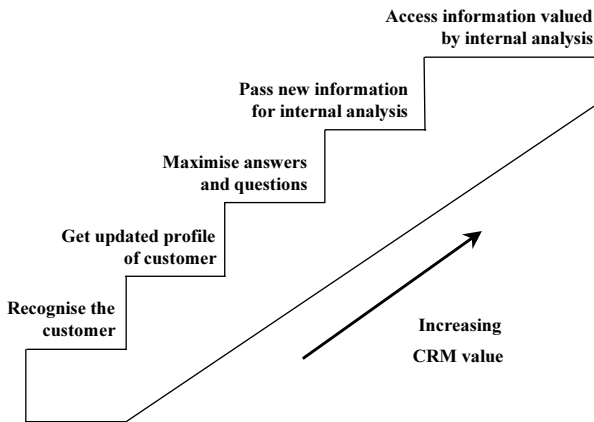
- Inference
- Netscape
- Mosaix
- SNI

Other key companies

- Compaq
- Platinum Software
- Vantive
- Genesys
- Sitel



CRM: WHAT EXACTLY DOES IT COME DOWN TO?



The CRM value steps for call centers
Source: Datamonitor

CRM is a very broad concept, to the point that many companies are now able to market themselves under this new fashionable label. It is crucial that all companies understand the complex interrelations of the CRM sphere in order to pinpoint partnership strategies.

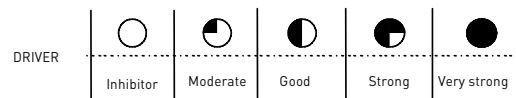
The report provides the reader with an comprehensive analysis of the CRM concept.

Key issues include:

- How does CRM affect your business;
- The impact on the call centers as a major distribution channel;
- The number of CRM-enabled agents;
- The technology and business systems;
- The role of suppliers.

WHAT ARE THE FACTORS AFFECTING CRM UPTAKE IN CALL CENTERS?

UK	Insurance	FS	Telecoms	Utilities	Other
Saturation factors by vertical market					
Competitiveness of the market	●	●	●	◐	◐
Importance of customer service	◐	●	◐	◐	◐
Number of products	◐	◐	◐	○	◐
Number of customers	●	●	●	●	◐
Frequency of interactions	◐	●	◐	○	◐
Companies wealthy enough to invest	◐	●	◐	◐	◐
Need to (number of channels)	◐	●	◐	◐	◐
Need to (product difficult to sell)	●	◐	◐	○	○



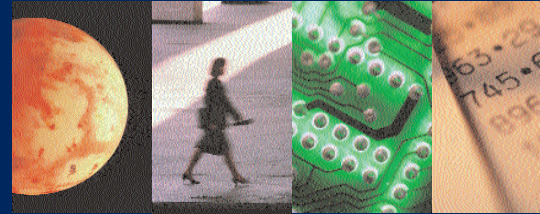
Factors affecting the growth of CRM related technologies in call centers in the UK
Source: Datamonitor

The report provides comparative analysis and likely speed of uptake in each of the six major call center markets in Western Europe:

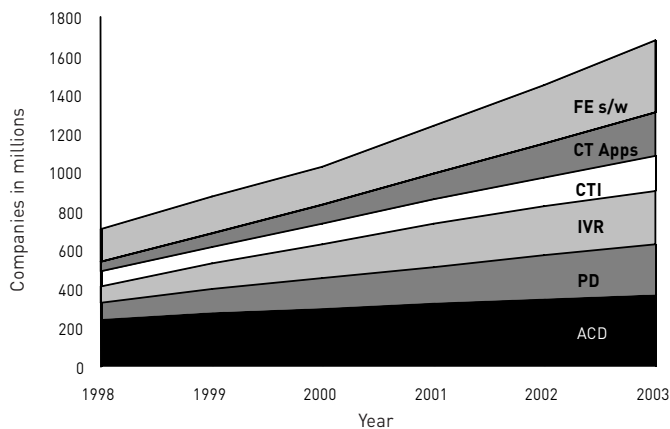
- France;
- Germany;
- Italy;
- The Netherlands;
- Spain;
- UK.

Key drivers for the uptake of CRM are discussed:

- Cultural;
- Historic;
- Legislative;
- Social;
- Technological.



WHICH EUROPEAN COUNTRIES REPRESENT THE MOST PROMISING MARKETS?



Expenditure on CRM technology in major European markets
Source: Datamonitor

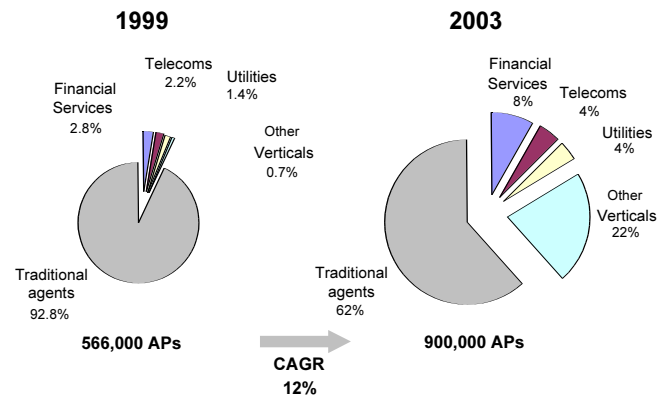
Spending on CRM is broken down into its components to make sense of the complex world of CRM. Companies will be able to assess the market potential for each sector and plan accordingly.

Technologies assessed in this report include:

- Front-end software;
- CT applications;
- CTI;
- IVR;
- Predictive dialing;
- ACD.

Data includes spending on individual technologies within each national market, enabling easy and meaningful comparison.

HOW FAR HAS CRM PENETRATED VERTICAL MARKETS?



CRM penetration of the European market by vertical sector, 1999-2003
Source: Datamonitor

Analysis within the report is segmented by vertical markets within each country. Vertical markets analyzed include:

- Financial services;
- Telecommunications;
- Utilities;
- Manufacturing, distribution, and consumer products;
- Technology;
- Entertainment;
- Travel and tourism.



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- Agent position mix
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- Agent position mix
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- CRM expenditure by technology

THE NETHERLANDS

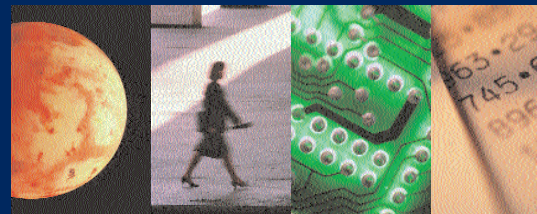
- Agent position mix
- CRM agent positions by vertical market
- CRM expenditure by technology

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- Agent position mix
- CRM agent positions by vertical market
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UK

- Agent position mix
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