



F R O S T & S U L L I V A N

50 Years of Growth, Innovation and Leadership

The Homeshoring Phenomenon

A Frost & Sullivan
White Paper

Craig Cartier
Consultant

www.frost.com

Acknowledgements:

Frost & Sullivan would like to thank Arise Virtual Solutions for the demonstration of their tools and process, access to their clients, and access to the independent business owners who work with them in the UK, Ireland and USA.

**Disclaimer:**

All views expressed in the whitepaper are the professional opinion of Frost & Sullivan. Whilst every reasonable effort has been taken to verify the accuracy of the information contained in this White Paper, Frost & Sullivan cannot accept any responsibility or liability for reliance by any person and/or company on this White Paper or any information, opinions or conclusions set out in this White Paper.

INTRODUCTION	4
THE FLAVOURS AND BENEFITS OF HOMESHORING	5
HOMESHORING IN PRACTICE.....	6
AGENT QUALITY.....	7
COST AND COST SAVINGS.....	9
FLEXIBILITY	11
REMOTE WORKFORCE MANAGEMENT AND TRAINING	12
SECURITY	13
FUTURE VISION	14
IMPLEMENTING HOMESHORING	15

INTRODUCTION

In today's business market environment, companies from around the globe, representing a multitude of industries, are viewing customer service as a central component to their brand perception. Even in a negative economy, customer experience is a high priority for consumers.

Hyundai offers a relevant example. From 2008 to 2010, Hyundai quietly inserted itself as a player in the luxury car market. With the new Hyundai Genesis and Equus vehicles competing with the BMW 5-series and Audi 6, Hyundai realised that its dramatic raising of product standards would necessitate equal upgrades to their customer service infrastructure. To begin, Hyundai established a fully dedicated hotline with agents responding only to Equus owners and their needs. The first Equuses that were sold in North America were equipped with the owner's manual on an iPad included with the car. Additionally, Hyundai initiated a programme where service representatives will deliver a loaner car to its customer's home, take the Equus to be serviced, and return it upon completion; even for something as minor as an oil change. Hyundai's commitment to customer service has helped fuel its recent success, helping to position the organisation as one of the biggest automakers in the world.

Call centre operations have been experiencing increased scrutiny over recent years. Using work at home agents through in-house call centres has allowed companies to increase service quality whilst cutting down on agent attrition.



With renewed focus on customer service across all industries, call centre operations, the operational extension of customer service, have been experiencing increased scrutiny over recent years. In turn, a noted transformation in the call centre industry is taking place. New business models and technological progress have popularised the work at home agent (WAHA) model. Using work at home agents through in-house call centres in a do-it-yourself model has allowed companies to increase service quality whilst cutting down on agent attrition. Additionally, third-party WAHA models, popularly known as homeshoring, have seen rapid growth, particularly in the United States, and this model is beginning to see similar advancement

worldwide. Frost & Sullivan estimates that over the last decade homeshoring has grown to, today, comprise 20% of total contact centre calls processed worldwide.

Frost & Sullivan analysts have taken notice of this growth in homeshoring, and consider it the most significant strategic trend experienced in the contact centre industry today. Although the model is enjoying ever increasing popularity, it is still at times misunderstood and many market participants clamour for a deeper analysis of this phenomenon. With this in mind, Frost & Sullivan has combined its history of research expertise in the contact centre space with a deep investigation of Arise Virtual Solutions Inc., a leading homeshoring provider, to take a deeper look into the homeshoring trend.

The paper will begin with an overview of homeshoring and the benefits the model offers, and then continue to investigate the main drivers and challenges faced, as well as best practices and lessons learned from businesses implementing homeshoring.

The paper then concludes with recommendations for contact centre decision makers regarding homeshoring, and is relevant for anyone involved in the customer service industry, including those who have already implemented or are considering a homeshoring solution. Those new to the homeshoring model can benefit from this paper, and are encouraged to first gain an overview of homeshoring from the Frost & Sullivan business briefing “Virtualising the Workplace: Cut Costs, Improve Customer Satisfaction, and Achieve Flexibility through Homeshoring.”

THE FLAVOUR AND BENEFITS OF HOMESHORING

There are two varieties of homeshoring: a model where agents are direct employees of an organisation, and a model where agents are independent business owners, contracted to support another company.

Both models offer a host of benefits. For instance, cutting the geographic leash on agent sourcing through the independent owner model, companies gain access to a wider, more capable, and more experienced pool of talent. Frost & Sullivan estimates that up to 80% of homeshored agents are degree or college educated. This is especially significant compared with rates from Brick and Mortar (B&M) contact centres. Even in a down economy, with college educated resources more willing to accept contact centre jobs, still only about 20% of B&M agents are college educated. A wider sourcing pool also promotes ease in access to a more specialised skill set, like specific language skills or technical expertise. Additionally, in an environmentally friendly world, homeshoring offers green benefits by eliminating the work commute, reducing agents’ carbon footprint. Finally, as Frost & Sullivan estimates real estate and technology costs to contribute over 30% of total contact centre costs, utilising work at home agents can significantly improve the contact centre cost profile.

The independent business owner model also brings other additional benefits. Perhaps most strikingly, this approach offers companies the benefit of flexibility. A high percentage of independent business owner agents work part time, and as they are not tied to a specific window of hours, can be brought on quickly to adapt to changing customer demand. Also, as agents are working for themselves and often compensated based on the number of calls processed, they are highly motivated agents who want the phone to ring.

As a result of these benefits, homeshoring is expanding internationally. Still, Frost & Sullivan does not mean to suggest that homeshoring is the right choice in absolutely every situation. Companies should consider the feasibility of the model against their particular circumstances and, then, deliberate how they can best implement homeshoring within their existing operations, to achieve maximum benefits.

While the decision to adopt a homeshoring solution must be considered carefully, early adopters to the homeshoring model and the routes they have taken can offer important lessons to companies considering the model today. The remainder of this paper will investigate the homeshoring benefits offered and challenges conquered in the context of companies that have implemented the model to date.

A wide sourcing pool also promotes much easier access to different skill sets, different demographics, multi-linguists regardless of location and harder to find technical skills

Benefits Comparison: Employee and Independent Business Owner Homeshoring Models		
Benefit	Employee Model	Independent Business Owner Model
Employee Skill Level	✓	✓
Language and Cultural Issues	✓	✓
Green Benefits	✓	✓
Savings on Real Estate Costs	✓	✓
Savings on Desktop Equipment and Technology		✓
Pay for Productive Time Only		✓
Employee Motivation		✓
HR Overhead Savings		✓
Flexibility		✓

Source: Frost & Sullivan analysis

Frost & Sullivan estimates that a significant proportion of the world's largest companies currently use home-shoring as part of their contact centre strategy

HOMESHORING IN PRACTICE - DIY VS. THIRD PARTY

Not limited to a specific industry niche, both B2B and consumer-facing brands in industries from travel to technology are utilising homeshoring for some to all of their contact centre practices. Frost & Sullivan estimates that a significant proportion of the world's largest companies (up to 30%, of the world's largest 50 companies, by market capitalisation) currently use homeshoring as part of their contact centre strategy, with Arise being the only provider completely dedicated to this practice at a global level.

Indeed, both the DIY and third party WAHA model is on the rise worldwide. Frost & Sullivan recently conducted a survey of 100 businesses with large call centre operations in Western Europe. In a trend that mimics the historical development of homeshoring in the United States, this survey revealed that numerous businesses in Western Europe (about 10% of those surveyed) have now implemented a WAHA model. Additionally, 29% of contact centres looking to expand capacity in the next 12 months will utilize homeshoring to do so.

Indeed, the WAHA model has seen growing implementation worldwide. At the same time, Frost & Sullivan research found a common pattern in that many companies that pursued third-party homeshoring had previously attempted an in-house WAHA implementation:

1. In house work at home agent model commenced
2. Challenges discovered with remote workforce management and virtual learning with in-house implementation
3. Third-party homeshoring solution pursued with institution with expertise in remote workforce management and virtual learning

Third-party providers are also able to offer significant savings and a more consistent learning experience through the virtual e-learning classroom experience. In a Brick and Mortar environment training can have substantive costs - particularly because of the much higher attrition rates. In the virtual world, agents are generally more highly educated and less prone to attrition so there are significant cost savings to be made.

Third-party providers are also able to offer significant savings and a more consistent learning experience through the virtual e-learning classroom experience. As Frost & Sullivan estimates that about 35% of the first-year cost of a B&M contact centre employee is spent in training, training can account for substantive cost in a B&M environment. In the virtual world agents are generally more highly educated and don't attrit so there are significant cost savings to be made. The training solutions offered by third party providers can also save companies money.

These findings are not surprising considering the same study found that only 31% of contact centres surveyed used e-learning in agent training. Generally, B&M contact centres do not have the facilities or expertise for in-house WAHA implementations. It can be concluded that any company evaluating a DIY home working implementation would benefit from a realistic evaluation of their remote management and training capabilities. If these capabilities are judged inadequate, a third party implementation may be the best solution.

In addition, companies are finding that homeshoring models offer greater benefit than DIY implementations in other areas. For example, Frost & Sullivan research shows that in a DIY home working environment the agent pool live typically no more than 20-50 miles from the office. This limits the talent pool available. In a third-party homeshoring model, there are no geographical boundaries so the talent pool is endless and can be refined to a far greater degree.

Companies wishing to implement home working initiatives would benefit from understanding the different working practices that will be required, the different attributes of the home worker as opposed to the office worker and the adaptation required in their processes and practices. As these practices are often complex and technology intensive, having a third party homeshoring provider partner to support this initiative can be of vital importance to many companies.

The remainder of this paper will take a closer look at some of the benefits and concerns of the third-party homeshoring model, and how they have been addressed in practice.

AGENT QUALITY

In today's contact centre environment, all benefits of homeshoring are moot if agents are not meeting quality standards. In the recent Frost & Sullivan survey, agent quality was rated the issue most important to call centre decision makers, out-ranking other significant issues such as cost savings.

The homeshoring model offers great potential when it comes to agent quality. First, the profile of a homeshored agent is quite different than that of a brick-and-mortar (B&M) call centre. As the lifestyle choice of working from home can be very

Generally, B&M contact centres do not have the facilities or expertise for in-house WAHA implementations

attractive, homeshoring agents often include semi professional athletes, stay-at-home-parents, semi-retired professionals, military veterans, and other highly capable people with a professional background. Consequently, homeshored agents are composed of a high percentage of degree educated professionals with an average age Frost & Sullivan estimates at about 40.

Homeshoring also allows companies to expand their recruitment range. While B&M centres typically source their employees from within a 20 mile radius, homeshoring allows a virtual workforce with unlimited radius, with people around the world available as potential agents. This allows a company to be much more specific in matching agents to customer needs—for example, tax preparation queries can be served by tax accountants.

As 72% of contact centres in the recent Frost & Sullivan survey utilised more than one language, matching language skills can be a great benefit of the homeshoring model. In the same survey, Western European companies found that Asian languages such as Japanese, Korean, and Mandarin Chinese were the most difficult to source for their call centres, yet, in the United Kingdom alone, there are over 12,000 bi-lingual English/Mandarin Chinese speakers¹. The homeshoring model casts off geographic restrictions in reaching these speakers, enabling companies to more easily source their most challenging language needs, Homeshoring also facilitates access to more mainstream languages—the model allows access to 400,000 bi-lingual French nationals in the UK, effectively providing the right skills, at the right time and in the right languages.



Today's homeshoring providers, such as Arise Virtual Solutions, go to painstaking lengths to ensure quality among individual agents.

Today's homeshoring providers, also go to great lengths to ensure quality among individual agents. At Arise, independent business owners who want to provide services must complete a six-stage screening process. During the screening process, the agent must first complete a detailed profile, which is later compared with a client's profile to ensure a fit before serving customers. The next steps in the rigorous process include an ideal match assessment, voice assessment, background check, certification, and client-specific screening to ensure only the highest quality

1. Ethnologue

individuals are set to deliver support to clients and their customers.

Only 18% of the people who begin this process complete it, ensuring that only the most qualified are serving customers. Processes like these lead to high agent quality and ultimately customer satisfaction.

Frost & Sullivan research has found that homeshoring implementations consistently meet or exceed in-house contact centres in quality and customer satisfaction metrics. As the model continues to grow, Frost & Sullivan expects an even greater benefit to customer satisfaction from homeshoring, as agent types can be closely matched to customer needs, like passionate golf enthusiasts selling golf holidays. This benefit can be achieved not only with the wide geographic talent pool homeshoring offers, but also by targeting particular demographic or interest groups that match most closely the varying client needs.

Frost & Sullivan research has found that homeshoring implementations consistently meet or exceed in-house contact centres in quality and customer satisfaction metrics

COST AND COST SAVINGS

While quality was deemed the most important factor facing the call centre in the recent Frost & Sullivan survey, cost reduction came in at a close second.

The homeshoring model offers several options for cost reduction. First, third party providers who use an independent business owner model offer savings based on agent productivity. Recent studies on contact centre agent behaviour show that up to 40% of agent time is wasted on non-productive time, such as lunches, breaks, and supervisor meetings. As independent business owner agents are only paid for calls serviced, this results in a substantial cost savings.

Finally, the lower attrition rate combined with e-training methods together save money for many companies implementing homeshoring. Partially due to the fact that they are comprised of a higher percentage of college educated and professionally experienced workers, home agents have a lower attrition rate compared with their B&M counterparts. Finally, a lower attrition rate combined with finely-tuned e-training methods saves money for many companies implementing homeshoring. As attrition rates for B&M contact centres can run as high as 35-40% or more, B&M contact centres are having to constantly re-train agents. Knowing that about 35% of first year agent costs are lost to training, this is an inefficient model.

In contrast, some homeshoring providers specialise in delivering e-training efficiently to agents. Also, as they are comprised of a higher percentage of college educated and professionally experienced workers, homeshoring providers see lower attrition than their B&M counterparts, ensuring a better return on training investment.

A reduction in overhead costs can also contribute substantial savings. Frost & Sullivan research shows that over 30% of contact centre costs can be traced to overhead, primarily in the form of real estate and technology costs.

The independent business owner model shifts the training and technology costs to the agents, as they are independent business owners investing in their own businesses. Real estate costs can be eliminated for both the employed and independent business owner variations of the homeshoring models. Our studies

Our studies showed that some cases of homeshoring implementation have saved companies the need for opening additional B&M facilities

showed that some cases of homeshoring implementation have saved companies the need for opening additional facilities, sometimes even cancelling existing plans for real estate expansion. Additionally, independent business owners choose to invest in their independent businesses and themselves. Such agents who are not employees take ownership of certification costs, removing the burden from employers in a traditional B&M model.

Several of the companies that Frost & Sullivan includes in its contact centre research had experienced a degree of cost savings with a homeshoring implementation. Also, those that were implementing homeshoring using a phased approach expected a higher degree of cost savings with further expansion, as some of the inherent costs shift to the independent business owners. The savings experienced varied, and included over 30% reported by Shop Direct Group, a leading UK online retailer.

The third-party model offers the greatest savings and the most motivated agents, but the cost structure in place before homeshoring and the degree of implementation of a homeshoring solution will determine the exact savings realised by individual companies.

In today's economic environment, cost savings is a central issue for many companies and consequently many contact centre executives. Our research finds that homeshoring offers a solution that has delivered cost savings without compromising customer service quality.



FLEXIBILITY

In the Frost & Sullivan survey of large contact centre decision-makers in Western Europe, staff flexibility was one of the top objectives in implementing homeshoring. Additionally, in heavily seasonal businesses like tax or travel, peak agent demand can be several times higher than non-peak. This seasonal ramp can be both unpalatable and impractical. If tied to a geographic recruitment radius, the part time staffing may simply not be available with seasonal constraints. Asking existing employees to work overtime can be a too-costly alternative and depending on the daily rush periods, overtime hours do not necessarily solve peak staffing issues. Homeshoring, conversely, offers a dispersed pool of part time agents who can flex more easily than an employee agent base. As part of the recent contact centre survey, flexibility was an issue that was highly important and difficult to fix in the normal Brick and Mortar environment and one that was seen as a key benefit of the homeshoring model by those who already utilise this approach..

As a high percentage of work-at-home agents are part time (working 15-20 hours a week on average), they can also be brought on quickly to adapt to daily changes in customer demand. A part time work-at-home agent can sign on for an hour's work in the morning and not work again until the evening peak. As they are able to choose the hours they work to suit their schedule and they have chosen to work with the brand that they strongly associate with, their loyalty also tends to be much higher than that of a B&M agent.

In one case study of flexibility, a leading retailer of home improvement services selected Arise Virtual Solutions to handle customer care interactions. As part of a growing relationship, the client asked Arise to handle significant ramps in their holiday call volume. Handling this volume internally would have necessitated a 300% flex of the client's internal contact centre resources for a three-month period. In less than six weeks, Arise designed and developed an eLearning-based training course, deployed waves of supplemental support in groups of 100 people, and delivered 500 proficient agents through its network of independent businesses. Arise delivered outstanding service levels and operational performance results during this period, and the client has since doubled its steady-state volume with Arise.

Homeshoring makes continuous service highly resilient to weather events and other disasters, due to its dispersed agent pool. Our research found several examples where homeshoring offered companies an ability to quickly recover in these situations. In one such case, a snowstorm in a typically mild region crippled a leading luxury travel brand's in-house call centre, leaving them 50-60 FTEs short. Their homeshoring partner Arise was able to make up for this deficiency in a matter of hours.

In addition to agent quantity, the homeshoring model can also flex regarding agent skills according to customer needs. In a case study, a leading mobile device manufacturer need skilled technical support agents for a new product launch. Arise provided technical enthusiasts for these initiatives, and the close match of agent skills to customer needs led to an increase in up-sell of over 12% compared to the manufacturer's in-house staff. Such a rapid response is possible with the agile model homeshoring offers.

Homeshoring offers flexibility and a different agent demographic because agent staffing is not geographically restricted

REMOTE WORKFORCE MANAGEMENT AND TRAINING

As mentioned earlier in this paper, several companies in our research that were implementing a WAHA model had first attempted the model in-house before electing a homeshoring approach. For these companies, one of the oft-cited reasons for moving to a third party model was their lack of technology and systems in place for effective remote workforce management and training.

As training was found to be a key deficiency in companies attempting the WAHA agent model in-house, it is worthwhile to take a deeper look into the virtual training methods employed by a leading homeshoring provider such as Arise.

Arise uses innovative, award-winning virtual technology enabling e-learning for agents. Just as important as the technology to Arise are the virtual learning methods employed. In a virtual learning environment, interaction is of utmost importance, and Arise utilises interactivity tools like poll questions, chat, and virtual white board exercises to ensure attentive agents. These tools also offer instructors an opportunity to quickly view what portion of the class is having difficulty with a particular concept, and to immediately address that difficulty or flag learners who will need additional attention at a later time. Successful homeshoring providers invest heavily in their learning and development environments. Arise, for example, works with a leading business school to research the motivational factors and characteristics of good agents. Some of Arise's agents have, indeed, stayed with the company throughout its 15 years in the virtual home-working business.

The Arise model also ensures that learners have taken a series of client certification courses before interacting with any client specific material. These courses are taken by every agent in the Arise network, and among other areas offer an overview on how to work with the classroom technology, the logistics of the class, and how to make the most of the certification programme in its entirety. The Arise curriculum development team spends extensive time with clients adapting their often times in person learning programme to a virtual environment. In some cases, prototypes can be offered as a proof of concept that complex processes can be taught in a virtual environment.

The Arise virtual learning platform has even been judged to be so high-quality that it was implemented by some of their clients for in-house information delivery. The ability of companies, like Arise, to deliver consistency and quality through learning programmes is a major reason why companies have elected to use a third party provider for a homeshoring solution.

Arise uses state of the art virtual technology enabling virtual web learning for agents and this is garnering them many awards for innovation and execution

SECURITY

Security is a key area of concern in the contact centre environment, and our research shows that any homeshoring model must ensure information security in order to be accepted as a solution. Homeshoring providers, in turn, have utilised new technology along with precise staffing models to deliver the most secure environment possible. Arise has developed a pioneering security solution that warrants further investigation.

Arise uses a multi-layered approach to security. One of the more interesting components within this approach is the “Arise Secure Desktop,” a proprietary, secure operating system built on a USB stick. By requiring agents to boot from this USB stick, Arise technology secures an agent’s computer environment during the time the agent is providing services to Arise’s clients. With this control, functions like copy, paste, print screen, and printing are disabled, as the agent only has access to the specific applications and functionalities required for their jobs. Additionally, peripheral devices and wireless are also disabled, ensuring a secure environment.



The Arise Secure Desktop was developed internally by Arise, and is representative of the innovation produced by companies that have devoted themselves to working in the virtual environment.

In addition to hardware controls, Arise conducts communication with a secure, authenticated, encrypted transmission between the agent and Arise, as well as Arise and the customer facility. Also, agents spending an overly long duration on particular transactions are flagged and can be investigated. However, technology controls are only half of the security equation at Arise.

The Arise business model also contributes to security. First, the profile of homeshored agents means on average they are older, more mature, and less likely to commit fraud. Second, before any agent is able to service calls, they will have made a substantial investment in themselves including the time and monetary expense for opening a business, purchasing equipment and executing the certification program. Agents making this investment are interested in protecting it, and therefore less likely to commit fraud. Finally, all Arise agents are contractually obligated to work in an environment free of cameras, cell phones, and other electronic devices. Arise can audit agents in its business network to ensure these controls are met. This network of security measures has enabled Arise to operate with a staggeringly low incidence of fraud – only 0.00006%².

Arise technology secures an agent’s computer environment during the time the agent is providing services to Arise’s clients

2. Equals fraud complaints / financial transactions processed

The varied Arise solutions to working in a remote environment have earned Arise PCI DSS certification for the past seven years, and even led to the achievement of PCI level 2.0 last year. Meeting this high-profile security standard demonstrates the effectiveness of homeshoring security measures, and is one of the developments which have accelerated the use of homeshoring worldwide. The security measures have enabled a number of the world's leading brands (including global banks) to trust homeshoring providers like Arise.

FUTURE VISION

Homeshoring has established itself as a major force in the contact centre space. The drivers for this include benefits like enhanced agent quality, improved NPS and CSAT scores, ability to match agent capabilities more closely to customers, reduced attrition, more flexibility in delivering many language skills, improved sales revenues, and improved flexibility, all while regularly offering cost reduction. Homeshoring providers have also addressed challenges inherent to the model, like remote workforce management and security, making it an attractive model for many businesses.

These factors alone have driven the growth of homeshoring, with 20% year-over-year growth rates over the last decade being seen as the norm. In today's economic and political environment, that growth is set to accelerate. In the European economy, still struggling on the tail end of the 2008 economic crisis, cost control is in sharp focus for most businesses.

Against the backdrop of this situation, homeshoring is receiving much more attention. Political leaders like Barack Obama (who recently demonstrated strong support for bringing jobs back from overseas and helping to support military veterans returning to the workforce) are big proponents of homeshoring. Businesses like a leading tax and accounting software company have taken advantage of this political climate, utilising homeshoring as a way to gain benefits like flexibility while returning overseas jobs back home.

As other corporate organisations seek to deliver better customer experience in a more tailored fashion with better quality agents, homeshoring is often on the agenda. Homeshoring offers a politically palatable way to reduce costs, while maintaining or even improving agent quality, and for this reason the model is expected to continue to grow substantially over the next decade.

Political leaders like Barack Obama (who recently demonstrated strong support for bringing jobs back from overseas and helping to support military veterans returning to the workforce) are big proponents of homeshoring

IMPLEMENTING HOMESHORING

As homeshoring implementations worldwide continue to grow, many businesses are more closely evaluating the homeshoring model. While the benefits of homeshoring warrant consideration by any business with substantial contact centre presence, our research suggests businesses with the following characteristics may stand to especially profit from a homeshoring implementation:

- Companies with high variability in contact centre demand, including monthly, weekly and intra-day variability
- Companies requiring skills that they struggle to source at scale such as technical support, or expertise in travel, retail, or finance
- Companies looking to up-skill their contact centre workforce or increase their Customer Satisfaction (CSAT) or Net Promotor Score (NPS).
- Companies who serve a wide variety of cultures and languages or who are expanding language capability but do not yet have significant volumes in each one.
- Companies considering opening new B&M contact centre facilities or consolidating current ones
- Companies lacking virtual education processes and remote management expertise

Comparing homeshoring to the in-house work-at-home agent model, the in-house model may be a viable solution for reducing real estate demand, but this method in practice does not take advantage of many of the benefits of homeshoring. Based on the experience of previous company's implementations, an in-house model will work best for companies with expertise in virtual training, technology, and remote management practices. If these competencies do not exist in-house, our research suggests that homeshoring through a third party may be the preferred alternative.

Most businesses that have elected to utilise homeshoring have chosen a phased approach for implementation. The phased implementation models include:

- Sending only a specific transaction type or channel, like calls (vs. chats or email) to homeshored agents or sourcing difficult-to-find talent such as technical gaming experts
- Using homeshored agents for overflow calls or internal benchmarking
- Beginning with a small pilot (30-50 FTEs) before moving on to a wider implementation. In all cases we examined with Arise, this approach has led to customers implementing homeshoring at scale with Arise, due to the success of these pilots.

While the circumstances facing individual businesses will influence the path they take to homeshoring, the opportunity to validate the model through a pilot with external experts, allows an organisation to lower the risk through trial, gain expertise and limit the financial costs whilst demonstrating the benefits of the model to a wider group of internal stakeholders.

Arise Virtual Solutions, as a leading provider of virtual support services, utilising the third-party independent business owner agent model, can help companies realise the benefits of homeshoring outlined in this document, and has pioneered many of the approaches that have made homeshoring a global innovative force, continuing to transform the contact centre industry.

An in-house model will work best for companies with expertise in virtual training, technology, and remote management practices. If these competencies do not exist in-house, homeshoring through a third party may be the better option

London

4 Grosvenor Gardens,
London SW1W 0DH
Tel. +44 (0)20 7343 8383
Fax +44 (0)20 7730 3343

Oxford

4100 Chancellor Court
Oxford Business Park South
Oxford OX4 2GX
Tel. +44 (0)1865 39 8600
Fax +44 (0)1865 39 8601

Silicon Valley

331 E. Evelyn Ave. Suite 100
Mountain View, CA 94041
Tel. +1 650 475 4500
Fax +1 650 475 1570

+44 (0)20 7343 8383 • enquiries@frost.com

<http://www.frost.com>

ABOUT ARISE VIRTUAL SOLUTIONS INC

As the pioneer of the virtual call centre industry and with more than fifteen years of experience launching new clients and applications exclusively in the Home Agent space, industry experts welcomed Arise's expansion to the United Kingdom and Ireland in 2008 and Canada in 2010. Our highly secure and scalable virtual environment, cloud-based technology, advanced eLearning and remote workforce organization deliver a significant competitive advantage. Arise continues to expand internationally, notably in Europe, as global organizations seek to provide an enhanced customer experience and better results utilising virtual call centre services.

For more information, visit www.arise.com or call Karin Elliott, VP Corporate Development & Marketing, +44 7957 803983.

ABOUT FROST & SULLIVAN

Frost & Sullivan, the Growth Partnership Company, partners with clients to accelerate their growth. The company's TEAM Research, Growth Consulting, and Growth Team Membership™ empower clients to create a growth-focused culture that generates, evaluates, and implements effective growth strategies. Frost & Sullivan employs over 50 years of experience in partnering with Global 1000 companies, emerging businesses, and the investment community from more than 40 offices on six continents. For more information about Frost & Sullivan's Growth Partnership Services, visit www.frost.com.

For information regarding permission, write to:

Frost & Sullivan
Sullivan House
4 Grosvenor Gardens
London SW1W 0DH
United Kingdom

Auckland

Bangkok

Beijing

Bengaluru

Bogotá

Buenos Aires

Cape Town

Chennai

Colombo

Delhi / NCR

Dhaka

Dubai

Frankfurt

Hong Kong

Istanbul

Jakarta

Kolkata

Kuala Lumpur

London

Mexico City

Milan

Moscow

Mumbai

Manhattan

Oxford

Paris

Rockville Centre

San Antonio

São Paulo

Seoul

Shanghai

Silicon Valley

Singapore

Sophia Antipolis

Sydney

Taipei

Tel Aviv

Tokyo

Toronto

Warsaw

Washington, DC